

TOSHIBA

Sustainability Report

2023



2023 | Sustainability Report

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Sustainability

Messages



CEO Message



Message from the Executive in charge of
Sustainability



Message from the Executive in charge of
Environment

ESG Performance



Environment

For the irreplaceable global environment in which we live



Social

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



Governance

For further strengthening thorough governance

[> ESG Data Collection](#)

[> Modern Slavery and Human Trafficking Statement](#)

[> The Essence of Toshiba](#)

[> Standards of Conduct for Toshiba Group](#)



Integrated Report



Cyber Security Report



Sustainability Management



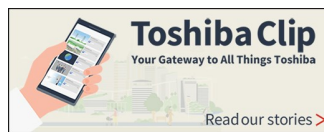
Material issues and KPIs

[> Sustainability Report Archives](#)

Related Links



Investor Relations



Toshiba Clip



Cyber Security



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 data 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.

Tsutomu Kamijo
Executive Officer
Corporate Senior Vice President
Toshiba Corporation



We are beginning to restore our lives to the way they were before the COVID-19 outbreak. However, CO₂ emissions around the world began to rise again as the economy recovers, so we must not cease taking measures to address global-scale environmental issues.

I believe that sustainability is the ideal state. As our philosophy, "Committed to People, Committed to the Future.", which is the long standing Basic Commitment of Toshiba Group, on the premise that our society and corporate management will be sustainable 10, 20 years from now and beyond, we are facing a variety of challenges, such as achieving carbon neutrality, transition to a circular economy, marine plastics, water risks, and biodiversity conservation. To promote environmental management by facing these challenges is our sustainability and the ideal state.

The Environmental Future Vision 2050, which Toshiba Group formulated in FY2020, is a guide to achieving the ideal state. We will promote our efforts in the three areas: response to climate change, response to the circular economy, and consideration of ecosystems, which are also identified as the materiality of Toshiba Group, through activities with not only Toshiba Group employees but also the Group's stakeholders. This will build infrastructure that everyone can enjoy and a connected data society, and Toshiba Group aims 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 our 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 its businesses and society by providing products, technologies, and services that contribute to reducing GHG emissions by considering the social trend toward carbon neutrality of society at large to be a major business opportunity.

Response to the circular economy

In order to sustain the economy while protecting the global environment with limited resources, we will aim to achieve a circular economy. While promoting the effective use of resources in both business activities and products and services, we aim to decouple resource consumption and environmental impacts from economic activities. In active collaboration with relevant parties, such as industry associations, government agencies, and other companies, we will pursue a circular economy business model.

Consideration of ecosystems

As countries around the world are launching strategies that support the achievement of "Nature Positive" to stop the loss of biodiversity and put biodiversity on a recovery track, 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



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, we have established Toshiba Group Sustainability Policy, for promoting sustainability management and enhancing our corporate value. Toshiba Group Sustainability Policy was resolved by the Board of Directors.

- [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. We reviewed our sustainability management structure and newly established the Sustainability Strategy Committee chaired by the President and CEO with members comprising executives related to sustainability, presidents of key Group companies*, and managers related to sustainability. Starting from FY2021, the committee meeting is held twice a year as a general rule.

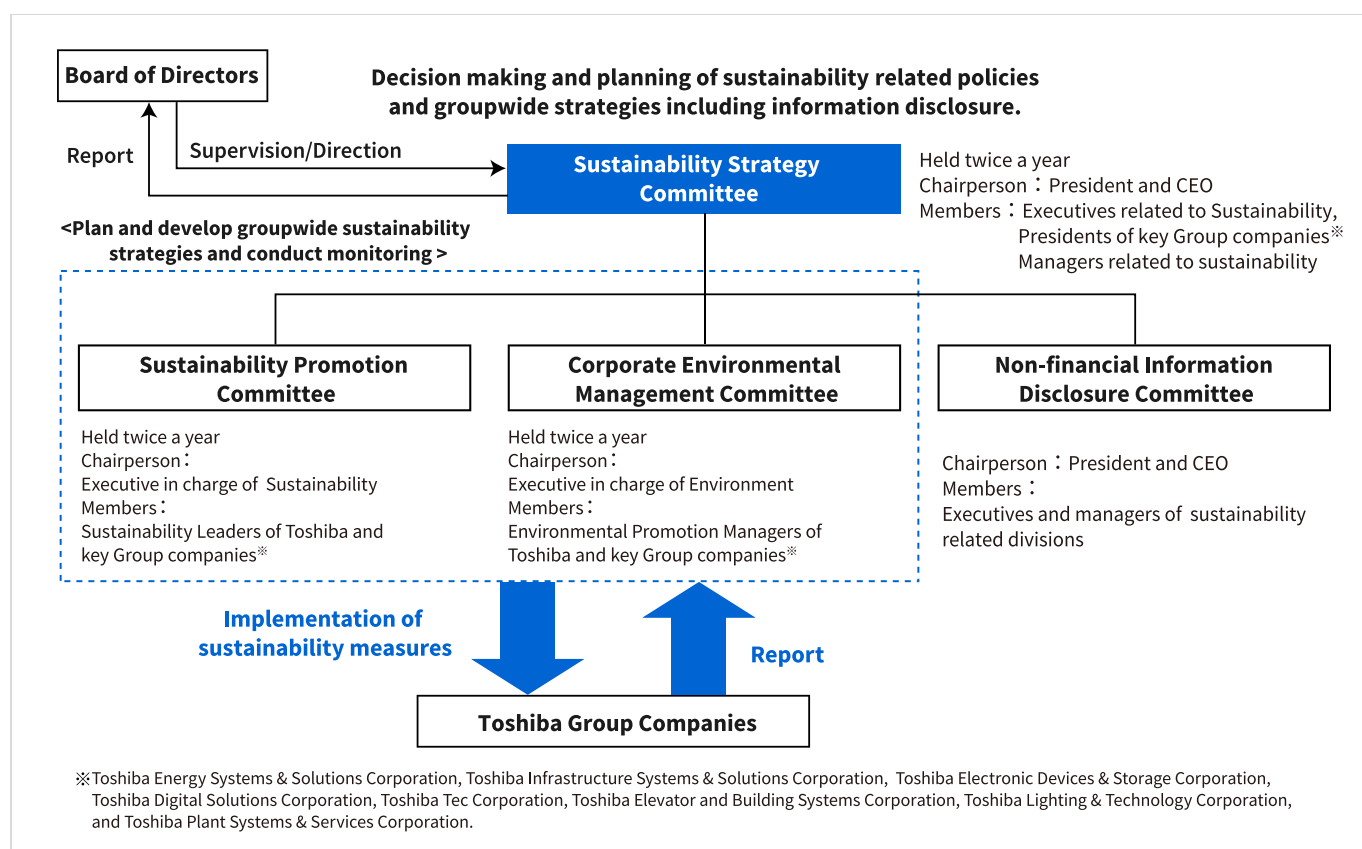
The Sustainability Strategy Committee decides on strategies and measures to promote sustainability in Toshiba Group.

Under the Sustainability Strategy Committee, we set up three committees, namely the Sustainability Promotion Committee that considers specific measures based on decisions made by the Sustainability Strategy Committee, develops an action plan, and monitors progress; the Corporate Environmental Management Committee that has functioned since 1991; and the Non-financial Information Disclosure Committee that approves the disclosure of ESG information to be included in our Integrated Report and Sustainability Report. The Sustainability Promotion Committee is chaired by the executive in charge of sustainability. The Corporate Environmental Management Committee is chaired by the executive in charge of environment. As a general rule, each of the committees holds a meeting twice a year to discuss and examine various measures that Toshiba Group is promoting.

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.

* 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, and Toshiba Plant Systems & Services Corporation.

Sustainability Management Structure



The main details of the initiatives undertaken at each committee meeting in FY2022 are as follows:

Sustainability Strategy Committee

Formulation of AI Governance Statement, report on human rights impact assessments, report on climate change initiatives, introduction of technological trends related to sustainability

Sustainability Promotion Committee

FY2021 summary, FY2022 plan, confirmation of KPIs linked to material issues, report by the Sustainability Strategy Committee

Corporate Environmental Management Committee

FY2021 summary, FY2022 plan, confirmation of progress of KPIs and Environmental Action Plan (EAP) linked to material issues, reports related to environmental risk compliance, etc.

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](#)
- > [Environment: For the irreplaceable global environment in which we live](#)
- > [Social: For respect of human rights, to nurture people and technology, and to give back to society](#)
- > [Governance: For further strengthening thorough governance](#)

From FY2023 onward, the Sustainability Promotion Committee will monitor the status of sustainability-related measures, such as the achievement of KPIs, and work to further strengthen initiatives.

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 needed 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 FY2022, the President and CEO explained important sustainability-related issues that we should focus on, including climate change and human rights issues, and the implementation of measures to achieve our goals. He pointed out that in order to contribute to the realization of a sustainable society, Toshiba Group itself needs to be a sustainable company, and in order to realize sustainability, it is essential for each and every one of us to have a strong awareness and accrue behavioral change.

During the month, Mr. Hidemitsu Sasaya, a Professor at Chiba University of Commerce and ESG/SDGs consultant, gave an online seminar on the background to expansion of ESG investment and the realization of ESG 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 FY2022, 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.

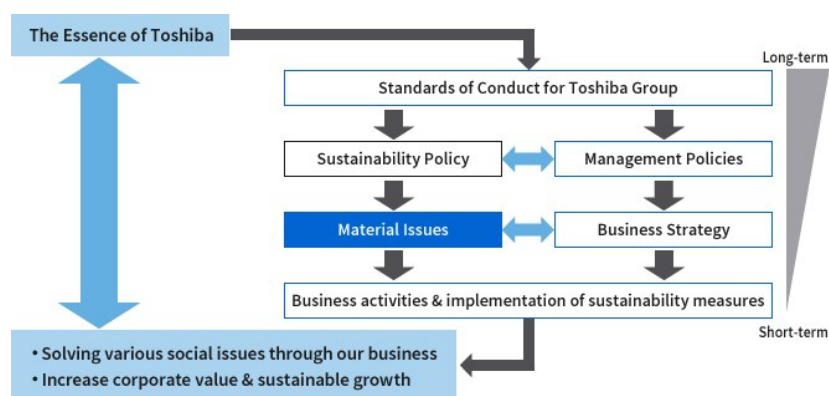
[➤ Social Contribution Activities \(Toshiba Group Volunteer Days\)](#)

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.

	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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Strengthen governance Strengthen cyber resilience
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In order to ensure a bright future for people and the planet, Toshiba Group is aiming to realize carbon neutrality and a circular economy.

Specifically, we will make maximum use of the power of data to build infrastructure that everyone can enjoy in the safe and secure life and a connected data society that will ensure social and environmental stability.

We recognize that the “strengthen cyber resilience”, which is indispensable to promoting data-based business, the “strengthen R&D to stimulate innovation”, which forms the foundation of our business, and the “secure, retain and train human resources” are material issues especially tied to our business deeply. Toshiba Group address all our material issues including these with integrity.

KPIs

The Sustainability Strategy Committee decides on KPIs in line with material issues and we work on them. 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

Respond to Climate Change



KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Total GHG generated from business activities:	1.02 million t-CO ₂	0.77 million t-CO ₂	0.98 million t-CO ₂
Reduction rate of GHG emissions from products and services associated with power supply (compared to FY2019)	11.4% reduction	70.4% reduction	13.6% reduction
Reductions in GHG emissions contributed by products and services associated with renewable energy supply (cumulative total from FY2021)	28 million t-CO ₂	50 million t-CO ₂	43 million t-CO ₂
Reductions in GHG emissions contributed by products and services associated with energy consumption (cumulative total from FY2021)	41 million t-CO ₂	38 million t-CO ₂	57 million t-CO ₂

See below for details of achievements and initiatives.

> Response to Climate Change

Respond to the Circular Economy



KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Waste volume in business activities	25,000 t	30,000 t	25,000 t
Amount of plastic resources recycled in products and services (cumulative total from FY2021)	1,200 t	1,552 t	1,800 t
Amount of resources saved in products and services (cumulative total from FY2021)	270,000 t	200,000 t	400,000 t

See below for details of achievements and initiatives.

> Response to the Circular Economy

Consider Ecosystems



KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Amount of chemicals discharged per unit from business activities	99% compared to FY2021	91% compared to FY2021	99% compared to FY2022
Amount of water received per unit from business activities	99% compared to FY2021	104% compared to FY2021	99% compared to FY2022

See below for details of achievements and initiatives.

> Consideration of Ecosystems

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

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

Secure, Retain and Train Human Resources



KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Percentage of female employees in executive and in managerial positions (Percentage of female exempt employees) ^{*1}	6.0%	5.8%	6.5%
	Set a target of 8% for FY2025		
Engagement score in the employee engagement survey ^{*1}	63% ^{*1} (55 points ^{*2})	55 points ^{*1}	57 points ^{*3}
	Set a target of 59 points or above for FY2025 ^{*3}		
Number of AI experts ^{*4}	2,000	2,100	2,200

- *1 At Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation
- *2 The engagement measurement method has been changed from FY2022. 63% of the conventional method is equivalent to 55 points in the new method.
- *3 All companies participating in the TEAM survey (Reference: in FY2022, 87 Toshiba Group companies in Japan and overseas, or 64% of all employees, participated.)
- *4 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

See below for details of achievements and initiatives.

> Fair Evaluation and Talent Development

> Promoting Diversity and Inclusion

Ensure Employee Health and Safety



KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Fatality due to work-related accidents	Zero (no accidents)	1	Zero (no accidents)
Severity rate of work-related accidents ^{*1}	0.01 ^{*2} or less	0.005	0.01 ^{*2} or less
Ratio of employees with metabolic syndrome ^{*1}	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 Targets	FY2022 Achievements	FY2023 Targets
Rate of human rights-related seminars and workshops for sustainability leaders held	100% ^{*1}	100% ^{*1}	100% ^{*2}
Participation rate in human rights education programs (e-learning) under the Standards of Conduct for Toshiba Group	100%	99%	100%
Human rights due diligence initiatives (a) Implementation rate of human rights impact assessments in our own company's businesses	100% ^{*1}	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% ^{*1}

^{*1} At Toshiba, key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation

^{*2} Implement at expanded targets

See below for details of achievements and initiatives.

> Respect for Human Rights

Promote Sustainable Procurement



KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Obtaining consent for the Toshiba Group Procurement Policy from new suppliers	100%	100%	100%
Number of companies where we conducted our Sustainable Procurement Survey ^{*1}	11,400	12,622	13,000
Implementation rate of sustainable procurement training on Group procurement employees ^{*2}	38%	41%	100%

^{*1} The number of companies is a cumulative total. Implementation rate at key business partners is 100%.

^{*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



KPIs	FY2022 Target	FY2022 Achievements	FY2023 Target
Ratio of R&D expenses to sales	5.0% or higher	4.7%	5.0% or higher

See below for details of achievements and initiatives.

> Strengthen R&D to Stimulate Innovation

> Technologies

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

For further strengthening thorough governance

Strengthen Governance



KPIs	FY2022 Target	FY2022 Achievements	FY2023 Target
Percentage of outside directors on Toshiba's Nomination Committee, Audit Committee, and Compensation Committee	100%	100%	100%

* Toshiba

Strengthen Cyber Resilience



KPIs	FY2022 Target	FY2022 Achievements	FY2023 Target
Maturity self-assessment regarding cyber security management	Higher than previous fiscal year	3.4	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

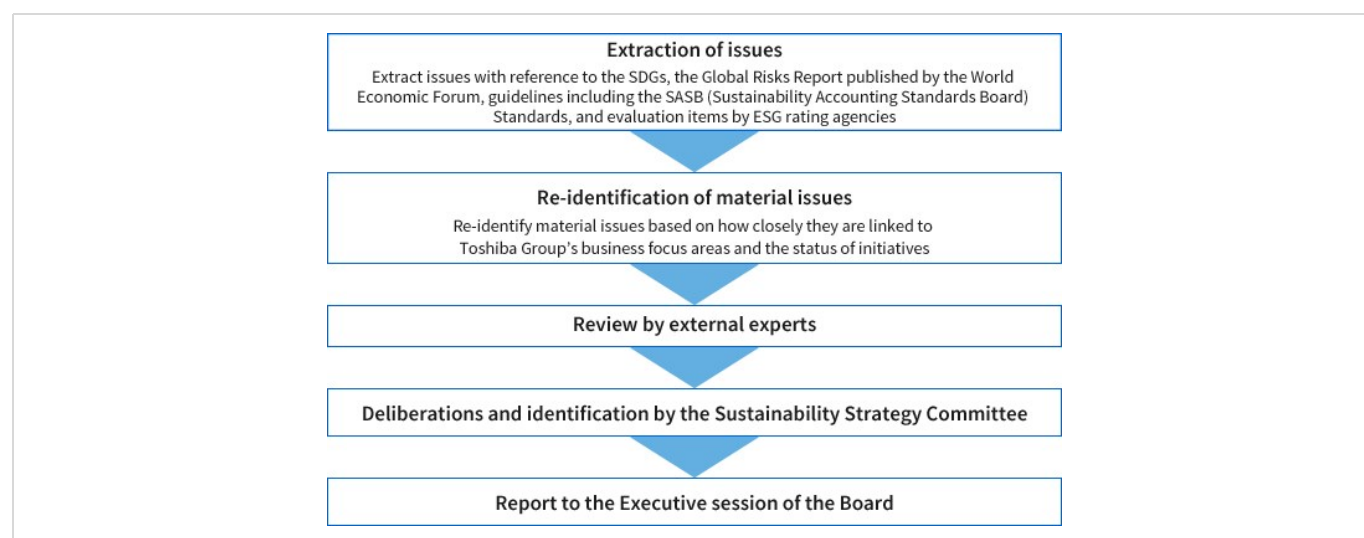
> Cyber Security

> Governance: For further strengthening thorough governance

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



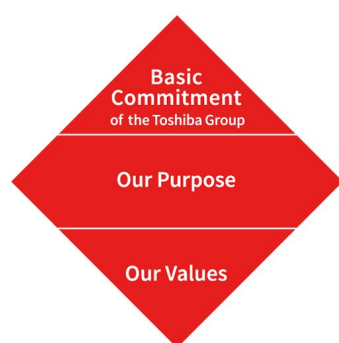
> Sustainability Management

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



Basic Commitment of the Toshiba Group

Committed to People,
Committed to the Future.

Our Purpose

We turn on the promise of a new day.

Our Values

Do the right thing

Look for a better way

Always consider the impact

Create together

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.

- **CO₂ 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)
- **Power Devices MOSFET**
(Toshiba Electronic Devices & Storage Corporation)
- **High Capacity HDD for Data Center**
(Toshiba Electronic Devices & Storage Corporation)
- **LED Light (Japanese)**
(Toshiba Lighting & Technology Corporation)
- **Elevator System**
(Toshiba Elevator and Building Systems Corporation)
- **SCiB™**
- **Manufacturing IoT Solutions**
(Toshiba Digital Solutions Corporation)
- **Electronic Receipt Service**
- **Employment and Labor Relations**
- **Sustainability and Disclosure of Information**
- **Stakeholder Engagement**
- **Occupational Health and Safety**
- **Training System for Talent Development**
- **Diversity & Inclusion Promotion**

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 CSR and Sustainability Initiatives Organizations

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

Toshiba Group is a member/supporter of the following CSR-related organizations and initiatives:

- UN Global Compact
- Responsible Business Alliance (RBA)
- Science and Technology in Society Forum (STS Forum)
- Business for Social Responsibility (BSR)
- Council for Better Corporate Citizenship (CBCC)
- Science Based Targets (SBT) initiative
- Task Force on Climate-related Financial Disclosures (TCFD)
- CDP
- GX League
- Carbon Neutral LNG Buyers Alliance
- Japan Climate Initiative (JCI)
- The 30by30 Alliance for Biodiversity
- Keidanren Initiative for Biodiversity Conservation

UN Global Compact

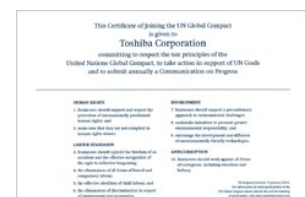
In January 2004 Toshiba joined the United Nations Global Compact, pledging to adhere to universal principles covering human rights, labor and the environment. The Global Compact is a voluntary corporate citizenship initiative proposed by then UN Secretary-General Kofi Annan in 1999 at the World Economic 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 Global Compact by submitting a COP advanced level report once per year.



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



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 \(UN Global Compact\)](#)

RBA Membership

The Responsible Business Alliance (RBA) is the electronics industry's CSR promotion organization committed to fulfill CSR for labor, occupational health and safety, the environment, and ethical standards throughout the supply chain. It was founded in October 2004, and more than 190 companies have joined worldwide. Toshiba joined in June 2011 to promote CSR across the supply chain based on a global standard. Since 2017, we have, as an initiative of the RBA Japan Network, which is comprised of RBA member companies in Japan, been building awareness and understanding of the RBA Code of Conduct through translation support and outreach meetings. We have also been engaged in activities to resolve common issues.

* EICC changed its name to RBA in October 2017.

- > [RBA](#)



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 2022 (19th STS Forum), which was held in person for the first time in three years, an executive officer of the Company participated as a speaker at a session themed around "Negative Carbon Technologies," and introduced the Toshiba Group's solutions aimed at achieving zero carbon and negative emissions. He showed the field trial in SAF (Sustainable Aviation Fuel) manufacturing using P2C (Power to Chemicals) technology, which is a joint project with other companies, and the operational status of the BECCS (Bio Energy with Carbon Capture and Storage) demonstration facility using the world's first 100% biomass fuel, and stated that it is necessary to realize solutions that utilize decarbonization technology.

[> STS Forum](#)



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.

[> BSR](#)



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](#)

Acquired Approval of the Science Based Targets (SBT)

The Science Based Targets (SBT) are the targets set by companies to reduce greenhouse gas emissions 5 to 15 years, which are consistent with those of the Paris Agreement. Toshiba Group to achieve carbon neutrality throughout its entire value chain by FY2050, as a milestone, and we aim to reduce GHG emissions by 70% by FY2030 compared to the FY2019 level. In 2020, the reduction target was approved by the SBT initiative as aligned with the science-based targets required by the Paris Agreement, and thus received SBT certification. In addition, we have submitted new reduction targets to the SBT initiative in accordance with the SBT initiative's updated standard.

[> SBT](#)



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.

[> Information Disclosure Based on the TCFD Recommendations](#)

[> TCFD](#)



Participation in CDP

CDP is an international non-profit organization that calls on businesses and regional governments to promote environmental initiatives. In FY2022, Toshiba Group received an "A-" rating for the response to climate change and "B" rating for water security in surveys conducted by CDP. 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," which was the highest acclaim.

[> 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. The Toshiba Group will participate in the verification processes 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 \(In Japanese only\)](#)

[> Participation in Ministry of Economy, Trade and Industry's "GX League" \(In Japanese only\)](#)



Participation in the Carbon Neutral LNG Buyers Alliance

Toshiba Corporation and 14 other companies have come together to establish the Carbon Neutral LNG (CNL) Buyers Alliance on March 9, 2021. The Alliance was established through the concerted efforts of Tokyo Gas Co., Ltd., which procures and supplies CNL, and the remaining companies, which purchase CNL, with the aim of spreading the use of CNL and increasing its utility value toward the achievement of a sustainable society. Choosing carbon neutral energy is an important solution that will contribute toward tackling climate change and the SDGs, as well as directly lead to ESG management.

The companies participating in the Alliance will work to increase the recognition of CNL in society and carry out initiatives to improve its evaluation by investment institutions and establish its position within the various systems in Japan with the aim of contributing toward Japan's achievement of a carbon neutral society by 2050.

[> Establishment of a Carbon Neutral LNG Buyers Alliance](#)



Participation in Japan Climate Initiative (JCI)

In July 2018, Japanese companies, local governments, research institutions, and NGOs established Japan Climate Initiative (JCI). It is a network committed to strengthening communication and exchange of strategies and solutions among all actors that are implementing climate actions in Japan. More than 780 organizations, as of August 2023 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 will contribute 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 already been implemented.

[> Contribution to the 30by30 target](#)

[> Ministry of the Environment 30by30 !\[\]\(d3e32d099174a7c248ec1f564ee4f69c_img.jpg\) \(832KB\)](#)



Keidanren Initiative for Biodiversity Conservation

This initiative is participated in by 277 companies and organizations (as of June 2023) who are committed to activities stipulated in the “Keidanren Declaration on Biodiversity and Action Guidelines” (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 on Biodiversity and Action Guidelines \(revised version\)](#)



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](#)

Key content for customers

Sustainability website

- [> Improvement of Customer Satisfaction](#)
- [> Quality Control for Safety and Reliability](#)
- [> Product Safety and Product Security](#)
- [> Information Security Management](#)
- [> Universal Design](#)

Environment website

- [> Response to Climate Change](#)
- [> Response to the Circular Economy](#)
- [> Consideration of Ecosystems](#)



Shareholders/Investors

Toshiba has approx. 230,000 shareholders. Of the 430 million shares issued, 23.9% are held by financial institutions, 18.1% by individuals and others, and 49.5% by overseas investors (as of March 31, 2023).

Toshiba Group aims to increase total shareholder return (TSR) through maximizing its corporate value.

Key responsibilities

- Disclosing information in a timely and appropriate way
- Providing an appropriate return of profits
- Maintaining and enhancing corporate value
- Responding to socially responsible investment (SRI) and ESG investment

Major means of identifying stakeholders' views and requests

- General meeting of shareholders
- Shareholder newsletters
- Dialogue with institutional investors and securities analysts
- Reports (securities report, integrated report, etc.)
- Website (investor relations, sustainability, environment, etc.)

Toshiba will continue to actively disclose risk and other information by enhancing the Group-wide disclosure structure so as to align with the interests of our shareholders and investors.

Dialogue with Shareholders [Point of contact: Legal & Compliance Division and Strategic Planning Division]

General Meeting of Shareholders

The ordinary general meeting of shareholders for 183th fiscal year was held on June 28, 2022, attended by 198 people, and deliberated on proposals for amendment of the Articles of Incorporation and for the election of directors. As a result, while approval was granted for both proposals, one of the thirteen elected directors resigned after the conclusion of the meeting. Accordingly, the current Board of Directors consists of twelve directors, of which, two are directors who concurrently serve as executive officers and ten are outside directors.

The ordinary general meeting of shareholders for 184th fiscal year was held on June 29, 2023, attended by 346 people, and deliberated on proposals for the election of directors. As a result, while approval was granted for the proposal. Accordingly, the current Board of Directors consists of eleven directors, of which, one is a director who concurrently serve as an executive officer and ten are outside directors.

For ordinary general meetings of shareholders for 181th fiscal year onward, the meeting is streamed live online to allow shareholders who are not physically attending the meeting to view the proceedings.

Publication of Shareholder Newsletters

Toshiba Group strives to communicate with individual shareholders through our shareholder newsletters.

[> Shareholder Newsletter \(Japanese\)](#)

Dialogue with Investors [Point of contact: Strategic Planning Division]

Dialogue with Institutional Investors and Securities Analysts

We hold various briefings including those for business results held on the same day as our quarterly business results announcements. During FY2022, all briefings were distributed online due to COVID-19. Our executive officers including the President and CEO have been holding dialogues with major shareholders and major institutional investors from Japan and overseas. The dialogues have been held at the same frequency as before via a video or audio conference.

Outside directors also meet with major shareholders and major institutional investors from Japan and overseas to promote engagement.

Enhancement of IR Website

On our IR website, we endeavor to provide all investors, including individual investors, with fair, timely and easy-to-understand information disclosure that helps them make investment decisions. In response to requests from investors, we provide video data, including live streaming, of presentations and Q&A sessions during major briefings. Our website also features a questionnaire regarding the content of our website.

Key content for shareholders and institutional investors

Sustainability Website

- [> CEO Message](#)
- [> Message from the Executive in charge of Sustainability](#)
- [> Message from the Executive in charge of Environment](#)
- [> Sustainability Management](#)
- [> Material Issues and KPIs](#)
- [> Participation in External CSR and Sustainability Initiatives Organizations](#)
- [> Environment: For the irreplaceable global environment in which we live](#)
- [> Social: For respect of human rights, to nurture people and technology, and to give back to society](#)
- [> Governance: For further strengthening thorough governance](#)
- [> Comparisons with Various Guidelines](#)
- [> ESG Data Collection](#)

Investor Relations Website

- [> Investor Relations](#)

Environment Website

- [> Environment](#)



Suppliers

Toshiba has a cumulative total of 10,000 recurring suppliers worldwide (as of March 31, 2023). 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.

Key content for suppliers

Sustainability Website

- > [Promote Sustainable Procurement](#)
- > [Fair Trading \(Risk Management and Compliance\)](#)
- > [Participation in External CSR Organizations](#)

Procurement Website

- > [Procurement](#)
- > [Toshiba Group Procurement Policy](#)

Environment Website

- > [Toshiba Group Green Procurement Guidelines](#)



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.

We will promote diversity and inclusion (D&I) that will lead to sound and sustainable growth by respecting, accepting, and optimizing individual differences among employees, thereby generating new values and ideas so that the company, organization, and employees with differing backgrounds thrive in their respective levels of operation.

Key responsibilities

- Conducting fair assessment and treatment
- Respecting human rights
- Promoting diversity and inclusion
- 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](#)

Key content for employees

Sustainability Website

- > [CEO Message](#)
- > [Message from the Executive in charge of Sustainability](#)
- > [Message from the Executive in charge of Environment](#)
- > [Sustainability Management](#)
- > [Material Issues and KPIs](#)
- > [Participation in External CSR Organizations](#)
- > [Environment: For the irreplaceable global environment in which we live](#)
- > [Social: For respect of human rights, to nurture people and technology, and to give back to society](#)
- > [Governance: For further strengthening thorough governance](#)
- > [Evaluation by External Parties](#)

Environment Website

- > [Environment](#)



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.

- > [Environmental Communication](#)

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 \(Social Contribution Activities\)](#)

Key content for local communities

Sustainability Website

- > [Social Contribution Activities](#)
- > [Contribution to Local Communities \(Social Contribution Activities\)](#)

Environment Website

- > [Environment Information for Toshiba Group Companies](#)



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 CSR Organizations](#)

Key content for governments and public bodies

Sustainability website

- > [CEO Message](#)
- > [Message from the Executive in charge of Sustainability](#)
- > [Message from the Executive in charge of Environment](#)
- > [Sustainability Management](#)
- > [Material Issues and KPIs](#)
- > [Participation in External CSR Organizations](#)
- > [Environment: For the irreplaceable global environment in which we live](#)
- > [Social: For respect of human rights, to nurture people and technology, and to give back to society](#)
- > [Governance: For further strengthening thorough governance](#)

Environment Website

- > [Environment](#)



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 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 CSR Organizations](#)
- > [Respect for Human Rights](#)
- > [Social Contribution Activities](#)

Key content for NPOs and NGOs

Sustainability Website

- > [Participation in External CSR Organizations](#)
- > [Respect for Human Rights](#)
- > [Social Contribution Activities](#)

Environment Website

- > [Conservation of Biodiversity](#)
- > [Environmental Communication](#)



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.

- > [Environment](#)
- > [Toshiba Group's Environmental Future Vision 2050](#)

Environment

For the irreplaceable global environment in which we live



Climate change, the depletion of energy and resources, the issue of marine plastics, conservation of water resources and biodiversity, and various other environmental issues have intensified to the point where they threaten the safe, secure lives of future generations.

In order to contribute to tackling these issues through its corporate activities, Toshiba Group has formulated the Environmental Future Vision 2050 as a new long-term vision from a global perspective. As part of efforts to realize the ideal situation in 2050, we have set the “respond to climate change,” “respond to the circular economy,” and “consider ecosystems” as the items of material issues 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 and KPIs

KPIs and Achievements in Environmental Field

Respond to Climate Change



To respond to the issues of global warming, which may increase the possibility of natural disasters including typhoons, floods, tornadoes, droughts, and sea level rise, the world is accelerating movements toward achieving carbon neutrality by 2050, which is essentially net zero in terms of greenhouse gas (GHG) emissions. Under Environmental Future Vision 2050, Toshiba Group will promote the reduction of GHG emissions in product manufacturing and in the use of products and services; and the reduction of GHG emissions derived from products and services purchased in cooperation with suppliers, in order to respond to climate change throughout its entire value chain. Toshiba Group also aims to contribute to the realization of a sustainable society by promoting businesses related to climate change adaptation measures.

KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Total GHG generated in business activities:	1.02 million t-CO ₂	0.77 million t-CO ₂	0.98 million t-CO ₂
Reduction rate of GHG emissions from products and services associated with power supply (compared to FY2019)	11.4% reduction	70.4% reduction	13.6% reduction
Reductions in GHG emissions contributed by products and services associated with renewable energy supply (cumulative total from FY2021)	28 million t-CO ₂	50 million t-CO ₂	43 million t-CO ₂
Reductions in GHG emissions contributed by products and services associated with power consumption (cumulative total from FY2021)	41 million t-CO ₂	38 million t-CO ₂	57 million t-CO ₂

See below for details on initiatives.

> Response to Climate Change

Respond to the Circular Economy



We, as a company, are required to use limited resources with care in our production activities and to transform into a "circular economy" that cyclically uses them to curb resource consumption and environmental impact. Under the Environmental Future Vision 2050, Toshiba Group is working to reduce waste volume in business activities, increase the amount of resources saved in products and services, and increase the amount of plastic resources recycled. In addition, based on solutions that employ digital technologies, which is our focus business, we will contribute to the realization of a sustainable society by building circular economy business models that decouple resource consumption, environmental impact, and economic activities.

KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Waste volume in business activities	25,000 t	30,000 t	25,000 t
Amount of plastic resources recycled in products and services (cumulative total from FY2021)	1,200 t	1,552t	1,800t
Amount of resources saved in products and services (cumulative total from FY2021)	270,000 t	200,000 t	400,000 t

See below for details on initiatives.

> Response to the Circular Economy

Consider Ecosystems



Our lives and well-being are supported by the blessings of nature. We must recognize that humans are part of the ecosystem and work together to preserve them. At the same time, we must use natural resources in a sustainable manner so as not to exhaust or contaminate them.

Under the Environmental Future Vision 2050, Toshiba Group will contribute to the creation of a nature-positive society where nature is on a path for recovery and humans live in harmony with nature by promoting initiatives to conserve biodiversity on and off the premises of its sites, and proper management of water resources and chemical substances.

KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Amount of chemicals discharged per unit in business activities	99% (compared to FY2021)	91% (compared to FY2021)	99% (compared to FY2022)
Amount of water received per unit in business activities	99% (compared to FY2021)	104% (compared to FY2021)	99% (compared to FY2022)

See below for details on initiatives.

> Consideration of Ecosystems

> ESG Data Collection

Basic Policy

Toshiba Group has formulated the Basic Policy for the Environment which lays out specific environmental strategies to be shared by all members of the Group.

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

"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. Under the Mid-term business plan formulated based on this philosophy, while providing unique services that are highly reliable and state-of-the-art technologies to help solve social issues, we will contribute to the achievement of the Sustainable Development Goals (SDGs) and further enhance our corporate value. Toshiba Group holds environmental initiatives to be one of our top priority tasks in corporate management, and will promote such initiatives closely linked to the company-wide business plan.

[> The Essence of Toshiba](#)

Formulation of Long-term Vision 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.

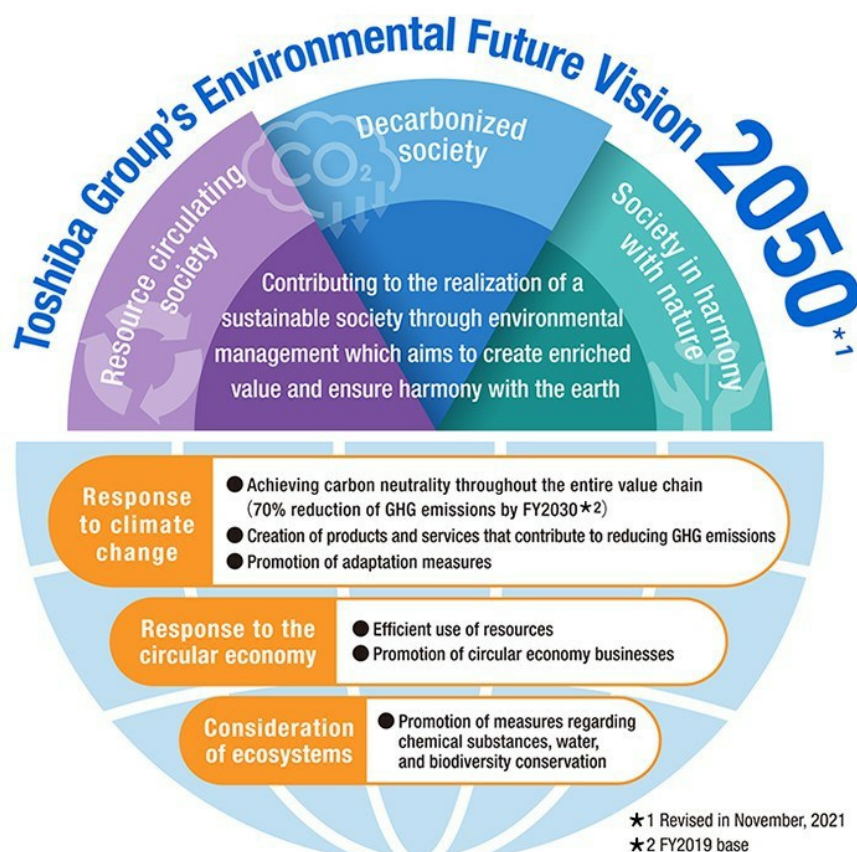
In addition, over the last several years, countries worldwide have been trying to address issues such as the transition to a circular economy, marine plastics, water resources, and biodiversity conservation; and society's interest in such issues are on the rise. Meanwhile, the dissemination of the SDGs, 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, CO₂ 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.

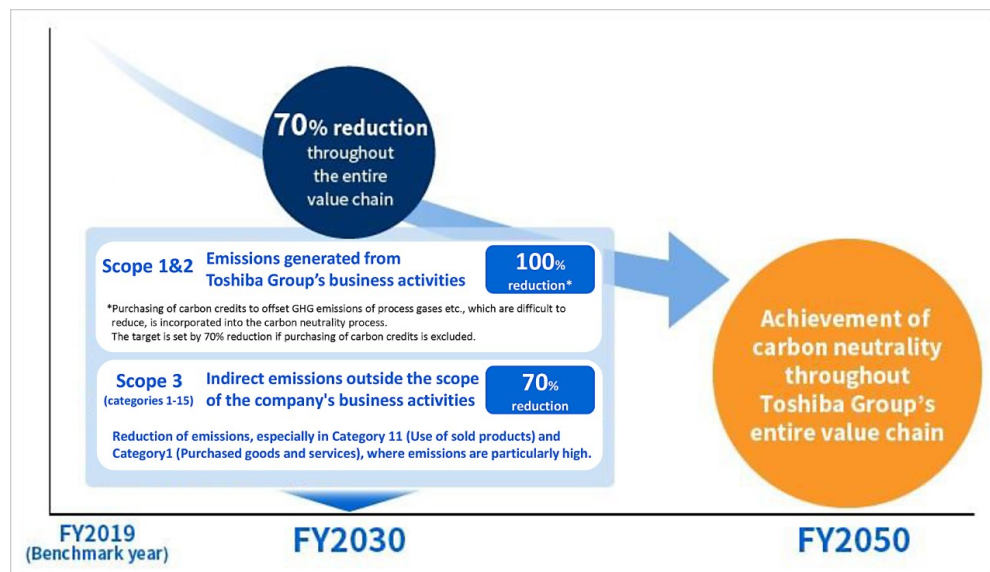
Under “**response to the circular economy**”, we will promote the efficient use of resources in both business activities and products and services. At the same time, we will actively collaborate with relevant parties, such as industry organizations, government agencies, and other companies, in order 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.



> [Response to Climate Change](#)

> [Greenhouse Gas Emissions across the Value Chain](#)

The Seventh Environmental Action Plan

We at 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 now formulated the Seventh Environmental Action Plan with an activity period covering FY2021 to FY2023. There are 19 targets set in three activity areas, "Response to climate change", "Response to the circular economy" and "Consideration of ecosystems", with the first two being the priority items, and also "Enhancement of the basis of environmental management", which supports the three activity areas. 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, starting with climate change.

Toshiba Group's Seventh Environmental Action Plan

Response to climate change (Priority item)

Activity content		FY2022*1			FY2023*1
		Target	Result	Evaluation	Target
Business activities					
Reduction of total GHG emissions*2		1.02 million t-CO ₂	0.77 million t-CO ₂	Achieved	0.98 million t-CO ₂
Improvement of total energy-derived CO ₂ emissions per unit		1% improvement compared to FY2021	87%	Achieved	1% improvement compared to FY2022
Products & services					
Products and services associated with power supply	Reduction of GHG emissions during power supply (Base year: FY2019)*3	11.4% reduction	70.4% reduction	Achieved	13.6% reduction
	Contribution to GHG reduction through introduction of renewable energy (cumulative total)*4	28 million t-CO ₂	50 million t-CO ₂	Achieved	43 million t-CO ₂
Products and services associated with power consumption	Contribution to GHG reduction during product use (cumulative total)*5	41 million t-CO ₂	38 million t-CO ₂	Not achieved	57 million t-CO ₂
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	Five cases of GHG reduction contribution through digital technology are published on our web site.	Achieved	Activities ongoing

Promotion of business that adapt to impacts of climate change	Development of measures aimed at stable energy supply, strengthened resilience, etc.	Continued to promote businesses that adapt to the impacts of climate change, such as rainwater countermeasure solutions.	Achieved	Activities ongoing
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Response to the circular economy (Priority item)

Activity content	FY2022 ^{*1}			FY2023 ^{*1}
	Target	Result	Evaluation	Target
Business activities				
Reduction of waste volume ^{*6}	25,000t	30,000t	Not achieved	25,000t
Improvement of the total volume of waste generated per unit	1% improvement compared to FY2021	101%	Not achieved	1% improvement compared to FY2022
Products & services				
Increased amount of resources saved (cumulative total) ^{*7}	270,000t	200,000t	Not achieved	400,000t
Increased amount of plastic resources recycled (cumulative total) ^{*8}	1,200t	1,552t	Achieved	1,800t
Promotion of circular economy businesses	Creation of business models that improve both resource efficiency and corporate value	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.	Achieved	Activities ongoing

Consideration of ecosystems

Activity content	FY2022*1			FY2023*1
	Target	Result	Evaluation	Target
Conservation of Biodiversity				
Activities at global sites based on the themes set out in reference to the new international goals ⁹	Promoting employee participatory activities in and outside Toshiba sites by combining the "five activity themes" and "three boosting tools"	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.	Achieved	Activities ongoing
Business activities				
Improvement of the amount of water received per unit	1% improvement compared to FY2021	104%	Not achieved	1% improvement compared to FY2022
Reduction of the total amount of chemicals discharged per unit	1% improvement compared to FY2021	91%	Achieved	1% improvement compared to FY2022
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	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 industry associations.	Achieved	Activities ongoing

Enhancement of the basis of environmental management

Activity content	FY2022*1			FY2023*1
	Target	Result	Evaluation	Target
Environmental communication				
External communication	Communicating Toshiba Group's environmental initiatives on its environment activity website	Disclosed the results of environmental activities in FY2021 on the environmental activity website. Upon disclosing the information, Toshiba strengthened its TCFD-related information disclosure and enhanced its green procurement pages toward strengthening collaboration with suppliers.	Achieved	Activities ongoing
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	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.	Achieved	Activities ongoing
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-related environmental laws and regulations to Toshiba Group's employees in charge of the environment and others involved in operations.	Achieved	Activities ongoing

- * Basic-unit goals for energy-derived CO₂ 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 CO₂ from electricity is calculated using emission coefficients provided by power companies.
- *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 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 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 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).
- *7 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]
- *8 Cumulative total volume of recycled plastics and bioplastics used over the three years.
- *9 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)
- *10 “Five activity themes”: (1) Building of ecosystem networks, (2) Conservation of rare species and promotion of ex situ conservation, (3) Response to marine plastics issues, (4) Response to climate change (mitigation, adaptation), (5) Conservation of water
- *11 “Three boosting tools”: (1) Collaboration, (2) Education, (3) Publicity

Environmental Management Structure

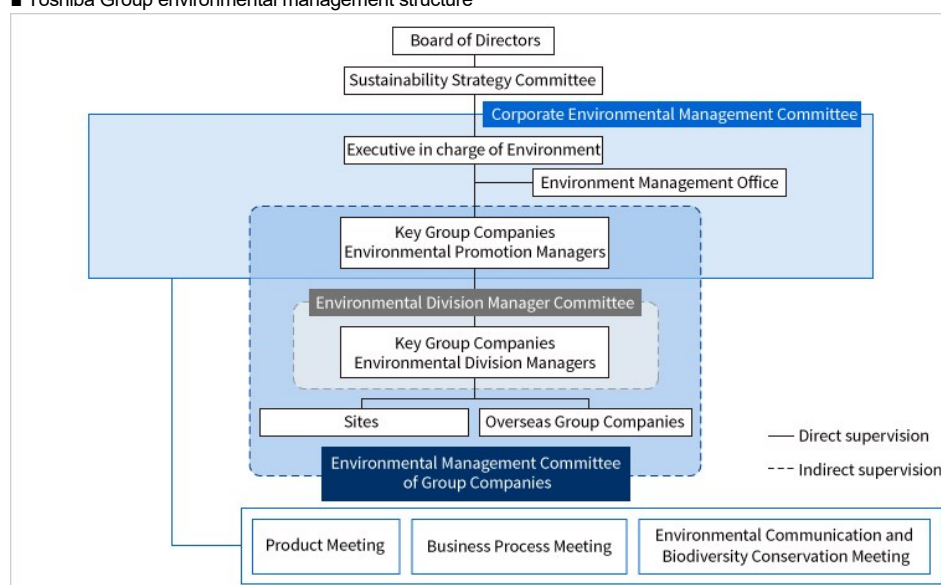
Group-wide Structure

Toshiba established an organization that promotes environmental management in 1988 and since then has been developing the Group's environmental promotion structure. Currently, for matters concerning environmental management, mainly the Corporate Environment Management Office, a corporate staff division, works to formulate and promote important policies, strategies, and measures at the company-wide level under the supervision of the executive in charge of environment in the sustainability promotion structure.

Proposals on Toshiba Group's various environmental measures and the progress and results of the Environmental Action Plan for the achievement of the environmental vision are deliberated, confirmed, and followed up on in the Corporate Environmental Management Committee meeting (held twice a year), which is comprised of the executive in charge of environment as the chairperson and environmental promotion managers of key Group companies and corporate staff division managers as members. The Committee is endeavoring to improve the quality of Group environmental management while implementing the PDCA cycle.

Among the important environmental measures and policies discussed at Corporate Environmental Management Committee meetings, critical issues related to management are deliberated and reported at the Sustainability Strategy Committee chaired by the President and CEO and held twice a year. These issues are also reported to all directors, including outside directors, at the Board of Directors meetings. What is reported at the Board of Directors meetings is reflected in our Group's management strategy.

■ Toshiba Group environmental management structure



> [Sustainability Management](#) (Sustainability website)

■ Issues Deliberated at Corporate Environmental Management Committee Meetings in FY2022

	Issues deliberated	Other topics discussed
Corporate Environmental Management Committee meeting held for the first half of FY2022	None	Report on FY2021 results, development of GX (green transformation) related measures, response to the strengthening of TCFD information disclosure, etc.
Corporate Environmental Management Committee meeting held for the second half of FY2022	None	Status of carbon neutrality promotion, TCFD information disclosure results, GHG reduction in cooperation with suppliers, etc.

Under the Corporate Environmental Management Committee, there are three subcommittees: the Product Meeting, which manages the development of environmentally conscious products and technologies, the Business Process Meeting, which promotes efforts to reduce the environmental impacts caused by business activities, and the Environmental Communication and Biodiversity Conservation Meeting, which promotes environmental communication and biodiversity conservation activities. With these subcommittees, the Corporate Environment Management Office develops detailed plans, identifies issues, explores solutions to the identified issues, and shares information across the Group. Under the Product Meeting and Business Process Meeting, specialized working groups set themes and engage in activities that cover a wide variety of fields.

Global Environmental Management Structure

Toshiba Group promotes environmental management across the Group in a global basis.

In promoting environmental management, we place importance on worksite environmental efforts as well, and currently, 56 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	2
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	14
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	56

Note: As of September 1, 2023

Environmental Management Information System

We have developed an Environmental Management Information System in order to collect and manage environmental data required to promote environmental management.

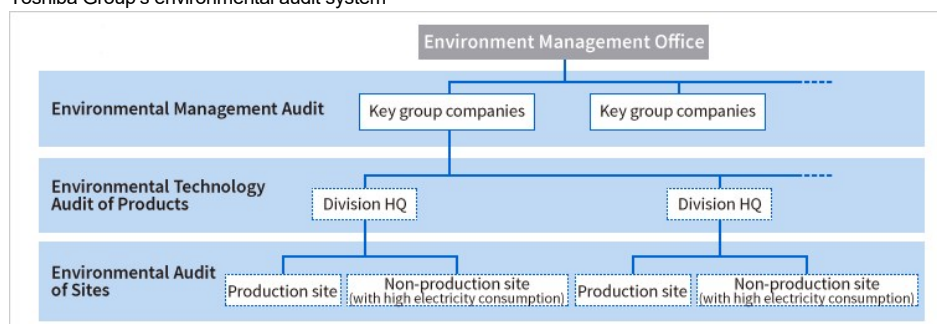
The Environmental Management Information System makes it possible to centrally manage and register not only performance data, such as energy consumption required for business activities and the volume of waste generated from these activities, but also environmental accounting information and the results of site environment audits. It covers all consolidated subsidiaries within the scope of environmental management of Toshiba Group (253 companies in FY2022) and is accessible from countries around the world.

Toshiba Group Environmental Audits and Performance Evaluation System

Toshiba Group Environmental Audits

Toshiba Group conducts three types of internal audits: (1) “environmental management audit” of key Group companies, (2) “environmental audit of sites,” specifically production sites and non-production sites with high electricity consumption, and (3) “environmental technology audit of products” of business divisions. These internal audits are aimed at evaluating the status of the environmental management structure, compliance, facility management, and other relevant areas within Toshiba Group, and having discussions to identify and improve issues. We link the audit areas and criteria of the environmental audit of sites and environmental technology audit of products with those of the environmental management audit, to closely verify the environmentally conscious aspects in our business activities, products and services. Further, production sites with relatively low environmental impacts are excluded from the environmental audits of sites but use the same audit criteria to conduct a self-audit (inspection) within each Group company.

Toshiba Group's environmental audit system



Environmental Management Audit

To improve assessment quality, we review these audit areas every year in the environmental management audit. In FY2022, the evaluation focused on the activity results and plans of the audit item 7th Environmental Action Plan, and confirmed the status of the initiatives.

FY2022 Audited Results Target: Nine key Group companies

	Audit area (number of items)	No. of non-conformities/ recommendations	No. of good practices
1	Environmental policies, systems, and enhancement of the basis of environmental management (21)	43	11
2	Environmental risk management & compliance (11)	16	5
3-1	Environmental Action Plan (Response to climate change) (10)	3	9
3-2	Environmental Action Plan (Response to the circular economy) (6)	3	0
3-3	Environmental Action Plan (Consideration of ecosystems) (7)	4	4
3-4	Environmental Action Plan (Enhancement of the basis of environmental management) (4)	8	6

Examples of non-conformities/recommendations

- Inconsistencies between the actual implementation of policies and the internal regulations
- Insufficient management of investment effects

Examples of good practices

- Active promotion of carbon neutrality actions within the company
- Promotion of environmental education according to each company's product groups and business characteristics

Environmental Technology Audit of Products

The objective of the environmental technology audit of products is to improve the environmental quality of products and increase their contribution to the environment. To this end, the audit checks 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.

* Environmentally Conscious Products

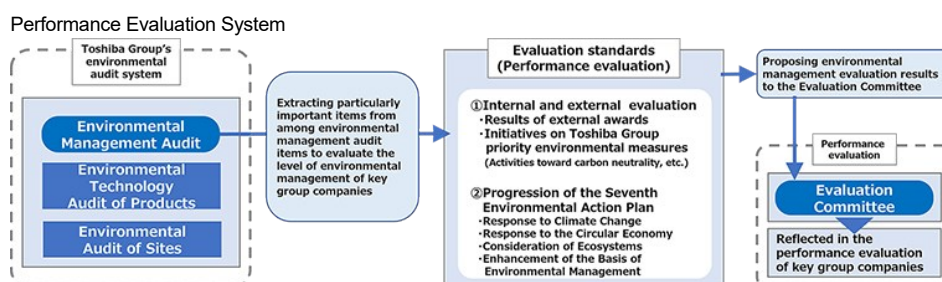
Environmental Audit of Sites

The objective of the environmental audit of sites is to improve each site's environmental control by checking its environmental management status, control status of each environmental issue type (water discharge, air pollution, noise, waste, chemicals, energy consumption, etc.) at representative facilities, and compliance system to obey applicable laws and regulations, agreements, and rules, among others.

> [Environmental Education and Human Resource Development](#)

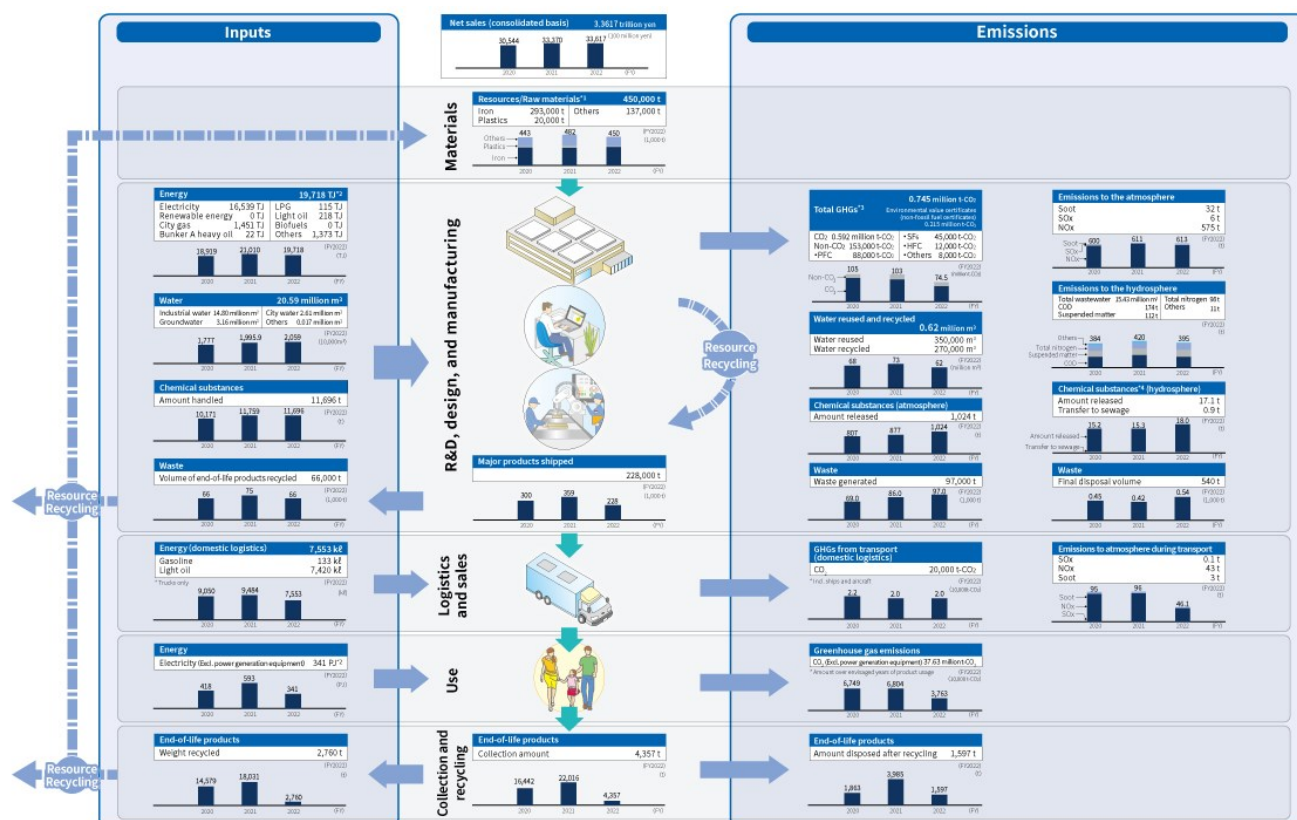
Performance Evaluation System

Toshiba Group evaluates key Group companies' environmental management levels every year. We select the progress of the Environmental Action Plan, initiatives for the achievement of carbon neutral, evaluation and awards from inside and outside the company for environmental activities as performance evaluation criteria and evaluate their levels from various perspectives. In FY2022, we will review these criteria in line with the Seventh Environmental Action Plan to evaluate 21 activity items in total. We submitted the evaluation results to the Performance Evaluation Committee and reflected the environmental management level assessment results in the performance evaluation results of each evaluated company.



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. This data covers the actual results of 253 Toshiba Group companies for FY2022.



¹⁾ Material inputs are calculated based on the Estimation Method for Material Inputs Using Input-Output Table (EMIOIT), a method independently developed by Toshiba Group ("EMIOIT"). Estimation method for Material Inputs using Input-Output Table (EMIOIT) uses input-output analysis to calculate the flow of resources used per unit production, which are prepared based on the Input-Output Table, to calculate total material inputs. One distinctive feature of the method is that input-output analysis is applied only to the flow of resources from upstream to downstream. Another is that the volume of such resources by industrial sector is stored in a database. Using this method, it is possible to calculate weights of input resources by resource type from the data on procurement (boundary value) by resource category, which are gathered by materials procurement divisions. Therefore, data can be gathered not only on direct materials, but also indirect materials. Previously, it was difficult to calculate the total volume of resources imported inputs that accompany the procurement of complex materials and service businesses. However, by using this method, it has become possible to grasp the amount of imported inputs by material category for such processed materials as well.

²⁾ TJ = 10¹²; PJ = 10¹⁵. J (joule) is a unit of energy measuring mechanical work, heat, and electricity. One joule equals about 0.239 calories.

³⁾ For the CO₂ emission coefficients for electricity, emission coefficients provided by each power company are used. Environmental value certificates (non-fossil fuel certificates) is not included.

⁴⁾ The volume of hydrogen fluoride and its water-soluble salt emitted into hydrosphere since FY2009 is calculated to be zero because hydrogen fluoride used becomes

Creation of Environmentally Conscious Products

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.

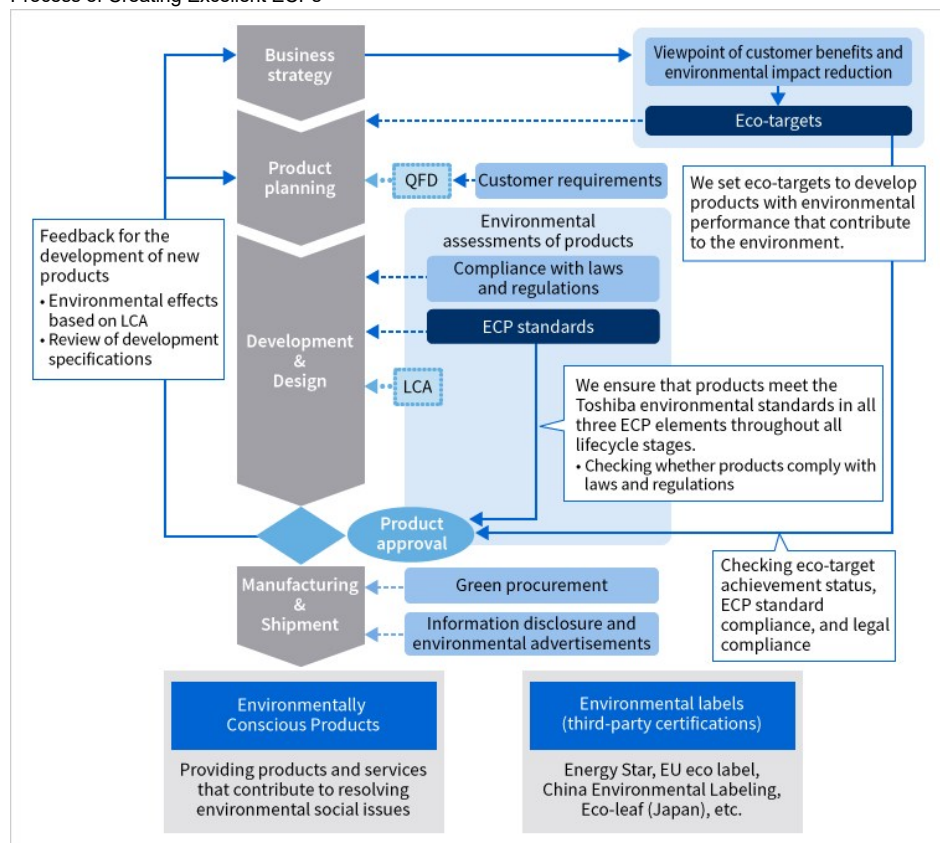
First, we identify the level of environmental performance that would lead to resolving issues facing society and customers through use of products and services, set eco-targets to achieve the required level of performance, and incorporate such targets into product specifications.

Then, we confirm that our products and services comply with all relevant laws and regulations. Meanwhile, based on the three elements of ECPs* ([Toshiba Environmental Standards](#)), we define and manage ECP Standards as mandatory environmental performance to be achieved at each stage of the lifecycle of products and services in order to ensure their quality with respect to the environment.

From among such products and services, we choose those with the highest levels of environmental performance at the time of product release and certify them as Excellent ECPs within Toshiba Group.

* Environmentally Conscious Products (ECP)

Process of Creating Excellent ECPs



> [Toshiba Group Green Procurement Guidelines](#)

Environmental Labels

Products that have acquired environmental labels

Toshiba Group presents its products with environmental labels, which provide environmental information, that we have acquired from third-party organizations, such as ENERGY STAR and Eco Mark.



- > Copying machines, etc. (Toshiba Tec Corporation): ENERGY STAR, China environmental labeling, Eco Mark, etc.
- > Elevator: EcoLeaf Environmental Label, CFP (Carbon Footprints of Products) Label

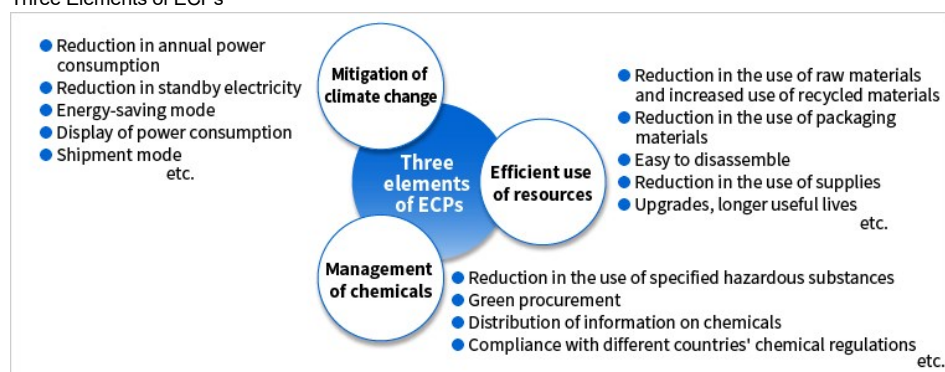
Toshiba Environmental Standards

- 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



Toshiba Group Green Procurement Guidelines

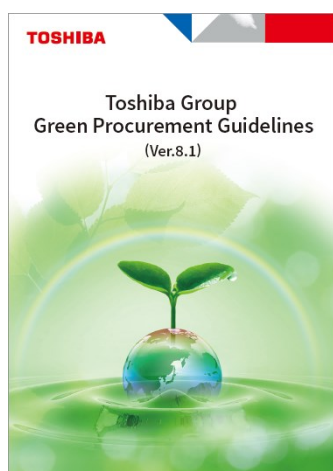
It is essential to consider the environment throughout the entire supply chain to realize Toshiba Group's long term environmental vision "Environmental Future Vision 2050." Toshiba Group gives high priority to promoting green procurement, which aims to procure products, parts, components, materials, services, etc. with minimal environmental impact from suppliers that proactively promote environmental management, and is promoting green procurement in countries around the world in cooperation with suppliers. The guidelines present Toshiba Group's basic concept of green procurement and the specific content of our requests to suppliers.

Please download the PDF file from the following link to read Toshiba Group Green Procurement Guidelines.

Due to industry trends and other circumstances, the details of requests to suppliers may differ among Toshiba Group companies or divisions. Details are shown in the green procurement guidelines issued by the relevant Toshiba Group company, division, operations, complex, factory etc., who is in charge of procurement transactions with suppliers.

【Toshiba Group Green Procurement Guidelines】

- > [Toshiba Group Green Procurement Guidelines Ver.8.1 \(Japanese\) \(Issued July 2023\)](#)  (2.55MB)
- > [Toshiba Group Green Procurement Guidelines Ver.8.1 \(English\) \(Issued July 2023\)](#)  (2.25MB)
- > [Toshiba Group Green Procurement Guidelines Ver.8.1 \(Chinese\) \(Issued July 2023\)](#)  (2.38MB)



【Guidelines of Toshiba Group companies and divisions】The update is under progress to reflect Toshiba Group Green Procurement Guidelines (Ver.8.1).

- | | |
|--|---|
| > Toshiba Corporation Battery Division | > Toshiba Tec Corporation |
| > Toshiba Energy Systems & Solutions Corporation | > Toshiba Lighting & Technology Corporation |
| > Toshiba Digital Solutions Corporation | |

【Regarding evaluations and surveys conducted toward suppliers】

Toshiba Group is conducting following surveys to confirm the status of suppliers' compliance with Toshiba Group Green Procurement Guidelines. In FY2022, Toshiba Corporation was recognized as a "Supplier Engagement Leader," the highest rating, in the "Supplier Engagement Rating" conducted by "CDP," an international non-profit organization with high influence in the environmental field, for the Group's cooperation with suppliers, including these survey activities.

Going forward, Toshiba Group will further deepen cooperation with suppliers.

1. Evaluation of suppliers' environmental management
To strengthen partnerships with suppliers that are proactively engaged in environmental management activities, we periodically evaluate the status of environmental management activities by suppliers. We determine ranks based on the response results, and we prioritize procurement from suppliers who are rated highly.
2. Surveys of chemical materials/substances in supply items
Prior to the approval of new procurement items from suppliers and judgment as to whether existing procurement items require substitution, we conduct surveys concerning the presence of the chemical materials/substances in procurement items.
3. Other surveys necessary to ensure "5.1 Promotion of environmental management in accordance with Toshiba Group's Procurement Standards" described in Toshiba Group Green Procurement Guidelines (e.g. Greenhouse Gas (GHG) Emissions Survey)

> [Toshiba Recognized by CDP as Supplier Engagement Leader in Efforts to Counter Climate Change throughout Value Chain](#)

> [Procurement Policy](#)

> [Promote Sustainable Procurement](#)

Response to Climate Change



Medium- to Long-term Vision

- As a response to climate change:
We will achieve carbon neutrality throughout the entire value chain by FY2050.
- **70% reduction** of emissions generated from Toshiba Group business activities by FY2030:
(from the FY2019 level)
- **-100% reduction^{*1}** of emissions generated from Toshiba Group business activities by FY2030:
(from the FY2019 level)
- **-70% reduction^{*2}** of emissions generated from Toshiba Group's entire value chain such as raw material procurement, distribution, sales, disposal, etc. by FY2030:
(from the FY2019 level)
- Promote business that related to climate change adaptation measures.

^{*1} Purchasing of carbon credits to offset GHG emissions of process gases etc., which are difficult to reduce GHG emissions, are incorporated into the carbon neutrality process.

The target is set by 70% reduction if purchasing of carbon credits are excluded.

^{*2} Reduce GHG emissions, especially in Category 11 (Use of sold products) and Category 1 (Purchased goods and services), where emissions are particularly high.

FY2022 Achievements

- Total GHG generated from business activities:
0.77million t-CO₂
- Energy-derived CO₂ emissions per unit compared to FY2021:
87%
- Reduction of GHG emissions in products and services associated with power supply (compared to FY2019):
70.4%
- Reduction of GHG emissions through introduction of renewable energyby:
50.33million t-CO₂^{*}
- Products and services associated with power consumption:
37.79million t-CO₂^{*}

^{*}Cumulative total from FY2021.

Approach to Key Risks and Opportunities

Under Environmental Future Vision 2050 and the Seventh Environmental Action Plan, Toshiba Group will promote the reduction of GHG emissions in product manufacturing and in the use of products and services; and the reduction of GHG emissions derived from products and services purchased in cooperation with suppliers, to respond to climate change throughout its entire value chain. Toshiba Group also aims to contribute to the realization of a sustainable society by promoting businesses related to climate change adaptation measures.

Risks	Opportunities	Toshiba Group's Initiatives
<p>[Transition Risks]</p> <ul style="list-style-type: none"> • 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 renewable energy introduction, resulting in missing out on sales opportunities due to delays in responding to such requests 	<p>[Contribution to Transition Risk Measures (Mitigation)]</p> <ul style="list-style-type: none"> • Increase in demand for technologies, products, and services that contribute to carbon neutrality 	<ul style="list-style-type: none"> > Response to Climate Change in Business Activities > Products and Services Associated with Power Supply > Products and Services Associated with Power Consumption > Contribution to GHG reduction through digital technology
<p>[Physical Risks]</p> <ul style="list-style-type: none"> • Suspended operations and increased response costs due to the impacts of natural disasters such as typhoons and floods 	<p>[Contribution to Physical Risk Measures (Adaptation)]</p> <ul style="list-style-type: none"> • Increase in demand for adaptation measures to prepare for the impacts of climate change 	<ul style="list-style-type: none"> > Adaptation Measures to Avoid the Effect of Climate Change > Risk Management Using the Business Continuity Plan (BCP) (Sustainability site)

> [Environmental Future Vision 2050](#)

> [The Seventh Environmental Action Plan](#)

> [Information Disclosure Based on the TCFD Recommendations](#)

Response to Climate Change

As global warming continues and temperatures rise, we are likely to experience more natural disasters including typhoons, floods, and tornadoes, which seriously affect people's daily lives and society. Other concerns include droughts due to low precipitation and sea level rise due to melting glaciers on land. To respond to these impacts of global warming, the world is accelerating the movement toward achieving carbon neutrality by lowering GHG emissions to net zero by 2050. We are required to respond to climate change caused by global warming by striving to reduce GHG emissions in both business activities and products and services, thereby to help achieve carbon neutrality.

With the aim of achieving carbon neutrality throughout its entire value chain by FY2050, Toshiba Group has been driving responses to climate change through various measures. They include reducing energy consumption and the volume of GHG used in production processes in Japan and abroad, promoting the introduction of energy-saving processes and equipment and renewable energy by applying the Internal Carbon Pricing^{*1}, providing carbon-neutrality-related technologies to realize decarbonization, and reducing electricity consumption in the use of products and services we develop. We will also focus on the reduction of GHG emissions from products and services purchased in cooperation with suppliers and climate change adaptation solutions. As a new initiative under the Seventh Environmental Action Plan, Toshiba Group will also focus on the reduction of GHG emissions through the use of our digital technologies that enable remote operation, automation, and intelligence.

For our climate change information disclosure, we have also endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)^{*2} and will continue to focus our efforts on information disclosure regarding the risks and opportunities related to climate change in our Group's businesses.

> [Information Disclosure Based on the TCFD Recommendations](#)

> [Response to Climate Change in Business Activities](#)

> [Products and Services Associated with Power Supply](#)

> [Products and Services Associated with Power Consumption](#)

> [Adaptation Measures to Avoid the Effect of Climate Change](#)

^{*1} A monetary value for carbon that is estimated internally by the company and is a mechanism to promote corporate decarbonization investments. For details, please see <https://www.global.toshiba/ww/environment/corporate/climate/dealing.html>

^{*2} The TCFD is an organization established by the Financial Stability Board (FSB) in 2015 for financial institutions and companies to discuss the climate change issue from the perspective of financial stability.

Greenhouse Gas Emissions Across the Value Chain

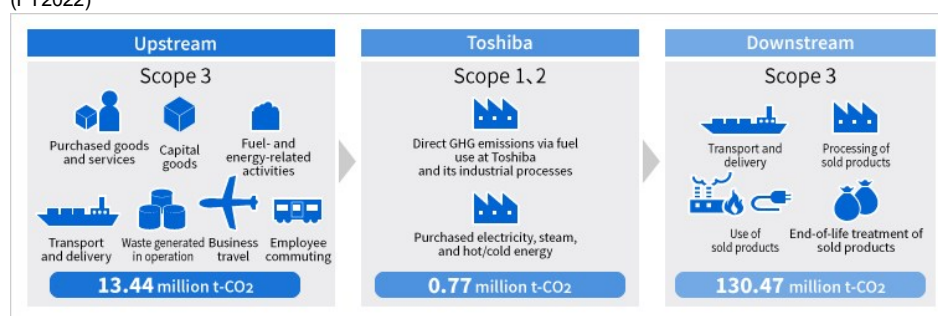
As climate change becomes an increasingly serious issue, companies must monitor and manage not only their own GHG emissions but also emissions generated across their entire value chain. Based on the GHG Protocol*, which provides international standards for calculating GHG emissions, and the Ministry 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.

* 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)

(FY2022)



Category		Categories covered by calculations	FY2019 calculation results (10,000 t-CO ₂)	FY2022 calculation results (10,000 t-CO ₂)
Upstream emissions	1	Purchased goods and services	1,500	1,269
	2	Capital goods	31	53
	3	Fuel- and energy-related activities not included in Scope 1 or 2	13	13
	4	Transportation and distribution (upstream)	5	3
	5	Waste generated in operations	1	1
	6	Business travel	2	1
	7	Employee commuting	4	4
	8	Leased assets (upstream)	—	—
Toshiba Group		Direct emissions (Scope 1)	32	27
		Indirect emissions associated with energy use (Scope 2)	77	50

Downstream emissions	9	Transportation and distribution (downstream)		25	23
	10	Processing of sold products		—	—
	11	Use of sold products	Products and services associated with power supply*1	53,763	9,644
			Products and services associated with power consumption*2	4,793	3,379
	12	End-of-life treatment of sold products		1	1
	13	Leased assets (downstream)		—	—
	14	Franchises		—	—
	15	Investments		—	—
Total				60,247	14,468

*1 For example, power plants

*2 Social infrastructure products, building-related products (lighting equipment, elevators and escalators), retail and printing equipment, power devices, etc.

Acquisition of Approval of the SBT Initiative

Following our FY2030 target^{*1} was approved by the Science Based Targets (SBT)^{*2} initiative. In addition, we submitted our new reduction targets to the SBT Initiative to satisfy the SBT Initiative's updated standard.



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

- **Reduce the total of Scope 1^{*3} and Scope 2^{*4} (GHG emissions generated from Toshiba Group's own business activities) by 28% by FY2030.**
- **Reduce use-phase GHG emissions of “products and services associated with power supply”^{*5} sold in Scope 3^{*6} by 50% by FY2030.**
- **Reduce use-phase GHG emissions of “products and services associated with power consumption”^{*7} sold in Scope 3 by 14% by FY2030.**

*1 Our FY2030 target set before the revision of the Environmental Future Vision 2050 (before November 2021)

*2 Science Based Targets are scientifically grounded GHG reduction targets set by companies on a medium- to long-term basis in order to restrain the global average temperature increase this century well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5°C. Science-based targets are validated by the SBT initiative. Toshiba Group's target approved is our FY2030 target set before the revision of the Environmental Future Vision 2050 (before November 2021).

*3 Volume of direct emissions through fuel use at Toshiba Group

*4 Volume of indirect emissions through use of electricity and heat purchased by Toshiba Group

*5 Power generation plants, etc.

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

*7 Social infrastructure products, building-related products (lighting equipment, elevators and escalators), retail and printing equipment, power devices, etc.

> Information Disclosure Based on the TCFD Recommendations

> Products and Services Associated with Power Consumption

> Response to Climate Change in Business Activities

> Contribution to GHG reduction through digital technology

> Products and Services Associated with Power Supply

> Adaptation Measures to Avoid the Effect of Climate Change

Information Disclosure Based on the TCFD Recommendations

The Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board, published its final report in 2017 that urged companies to disclose information on their climate-related risks and opportunities. We have endorsed the TCFD recommendations and are a member of the TCFD Consortium, which aims to promote actions by organizations in Japan in support of the TCFD recommendations. Based on the TCFD recommendations, we will proactively disclose information on risks and opportunities for our business brought about by climate change and promote initiatives to reduce such risks and maximize opportunities.

Governance

We have a system in place that has the Board of Directors appropriately supervise our efforts to address climate change and other important sustainability-related issues. Important policies, strategies, and measures concerning sustainability are discussed at the Sustainability Strategy Committee meeting held twice a year before they are reported to the Board of Directors. Executives related to sustainability, presidents of key Group companies, and managers related to sustainability participate in the meetings of the Sustainability Strategy Committee chaired by the President and CEO. Of the items discussed at this meeting, the Executive in charge of Sustainability and the Executive in charge of Environment report on important issues related to management at the Board of Directors meetings to be reflected in the Group's business strategy. Specifically, the status of initiatives related to climate change is reported to the Board of Directors four times a year.

The main resolutions and cases regarding climate change reported at recent Board of Directors meetings are as follows:

- FY2021: Toshiba Group Sustainability Policy, which is a new policy on sustainability management that includes the company's response to climate change, was resolved.
- FY2022: Toshiba Group's carbon neutral promotion scheme and the setting of renewed SBT (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.

More detailed measures and policies related to the environment are discussed at the meetings of the Corporate Environmental Management Committee set up under the Sustainability Strategy Committee. The Corporate Environmental Management Committee meeting, chaired by the Executive in charge of Environment, is held twice a year and is attended by environmental promotion managers of key Group companies and corporate staff division managers. What is discussed here is then spread within each Group company in the Environmental Management Committee of Group Companies meetings to be held at key Group companies.

Toshiba Group has introduced evaluation of non-financial aspects to its executive compensation system. In the individual evaluation for performance-linked compensation of Toshiba Corporation's Executive Officers and Corporate Officers as well as some senior directors 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 targets and initiatives for achieving carbon neutrality.

Using the same evaluation items as for officers, we also conduct environmental management evaluation of our key group companies. The results of environmental management evaluations are reflected in each company's performance evaluation as well as each company's employee bonuses.

[> Toshiba Group Environmental Audits and Performance Evaluation System](#)



> [Environmental Management Structure](#)

> [Sustainability Management](#) (Sustainability website)

Strategy

Under [Environmental Future Vision 2050](#), Toshiba Group is undertaking initiatives on climate change with the aim of achieving carbon neutrality throughout our entire value chain. In addition to reducing GHG emissions within the Group, measures are actively being implemented in each stage of the value chain, including increasing the creation of products and services that contribute to reducing GHG emissions in society and cooperating with suppliers to reduce upstream emissions.

[Toshiba Group material issues](#) also include "response to climate change" as a key item, and achieving carbon neutrality is an important policy shared by the entire Toshiba Group.

> [Environmental Future Vision 2050](#)

> [Material Issues and KPIs](#) (Sustainability website)

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 from climate change facing our company. Under the Sustainability Strategy Committee chaired by the President and CEO, Toshiba Group conducts 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 <Products and Services Associated with Power Consumption>
	Technology	<ul style="list-style-type: none"> • Missing out on sales opportunities due to delayed development in response to growing demand for products and services that contribute to carbon neutrality 	Medium	<ul style="list-style-type: none"> • 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 (Sustainability website)>
	Market	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Appropriate and quick response to requests from markets and customers <Our strategy> • Formulation of a procurement plan for business continuity including securing multiple suppliers <Risk Management Using the Business Continuity Plan (BCP) (Sustainability website)>
	Reputation	<ul style="list-style-type: none"> • Increase in business continuity risk as a result of lost trust from stakeholders due to delayed response to climate change • Missing out on opportunities to receive ESG investment due to declined evaluation regarding climate change response 	Small	<ul style="list-style-type: none"> • Promotion of initiatives and strengthening of information disclosure in light of requirements from outside the company <Response to Climate Change> <Evaluations>
Physical Risks		<ul style="list-style-type: none"> • Suspended operations and increased response costs due to the impacts of natural disasters such as typhoons and floods (listed below) <ul style="list-style-type: none"> - Damage to production equipment - Impact on component procurement due to damage to suppliers - Impact on logistics and sales capabilities - Impact on employees 	Medium	<ul style="list-style-type: none"> • Strengthening of business continuity plan (BCP) • Securing multiple suppliers <Risk Management Using the Business Continuity Plan (BCP) (Sustainability website)>

Category	Main Opportunities	Importance	Main Countermeasures
Opportunities	<ul style="list-style-type: none"> Increase in demand for technologies, products, and services that contribute to carbon neutrality 	Large	<ul style="list-style-type: none"> Provision of products and services that contribute to carbon neutrality <ul style="list-style-type: none"> -Provision of green transformation (GX) consulting service <Toshiba's GX Service (Japanese only)> -Development and provision of renewable energy related technologies, VPP, hydrogen solutions, CO₂ 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	<ul style="list-style-type: none"> Increase in response costs and missing out on sales opportunities due to regulations on the sale of equipment that uses sulfur hexafluoride (SF₆) 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 	<ul style="list-style-type: none"> 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 SF₆ 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 CO₂ emission reduction-CO₂ 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	<ul style="list-style-type: none"> 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 (SF₆) 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. 	<ul style="list-style-type: none"> 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 CO₂ 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	<p>[Lighting Business]</p> <ul style="list-style-type: none"> 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. <p>[Elevator & Escalator Business]</p> <ul style="list-style-type: none"> 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 	<p>[Lighting Business]</p> <ul style="list-style-type: none"> 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.) <p>[Elevator & Escalator Business]</p> <ul style="list-style-type: none"> 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 	<p>[Lighting Business]</p> General Lighting LED lighting with camera ViewLED (Japanese only) Industrial Lighting—An eco-friendly light source Environmental Initiatives (Environmental Friendly Conscious Products (ECPs) (Japanese only)) <p>[Elevator & Escalator Business]</p> Toshiba Machine-Room-Less Elevators—SPACEL Energy-saving Type Toshiba Machine-Room-Less Elevators—SPACEL SD/Gs Initiatives Toshiba Escalators Standard/Space-saving Type TG Series (Japanese only) Toshiba Escalators Standard/Space-saving Type TG Series SD/Gs Initiatives (Japanese only)
Retail & Printing Solutions Business	<ul style="list-style-type: none"> 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 <p>* POS products, Auto ID products, MFP products, and inkjet head products</p>	<ul style="list-style-type: none"> Increase in demand for POS products with high energy-saving performance, auto ID products, MFP products, Loops (paper reuse system), lineless 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 Increase in demand for inkjet head products and inkjet head solution services that contribute to low power consumption and reduced environmental impacts 	<p>The following links are all in Japanese.</p> Data Use Services Distribution Headquarters/Store System POS Registers/Store Equipment Label Printers/Automatic Recognition System MFPs/Office Equipment Inkjet Heads
Electronic Devices & Storage Solutions Business	<ul style="list-style-type: none"> Increase in costs as a result of installing detoxifying equipment or changing to alternative gases due to tightened regulations on water-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.) 	<ul style="list-style-type: none"> 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 Increase 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 substrates)
Digital Solutions Business	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increase in demand for ICT solutions (manufacturing IoT solution "Meister Factory series," manufacturing IoT cloud service "Meister Manufacturing," 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 CO₂ Data Calculation and Data Linkage in Demonstration Test Phase 2 of "CO₂ Data Linkage on the Virtual Supply Chain" Hosted by "Green x Digital Consortium (Secretariat: JETFA)"—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)	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 on needs, such as emergency storage battery systems 	SGB™ Toshiba's SGB™ rechargeable battery used in various fields SGB™ Topics Sustainability of SGB™ Expansion of the Facilities of Yokohama Battery Operations for Increasing Production of Lithium-ion Batteries

 (818KB)

➤ [Toshiba Group's Risks and Opportunities by Business](#)  (818KB)

For the details of the scenario analysis results for the Retail & Printing Solutions business, please refer to "Toshiba Tec Group Integrated Report 2023."

[Toshiba Tec Group Integrated Report 2023 \(Toshiba Tec Corporation\)](#)  (13.66MB)

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's management policy announced in June FY2022 declares that we regard the social trend toward carbon neutrality as an opportunity and will contribute to achieving carbon neutrality by building infrastructure that everyone can enjoy and a connected data society in our business activities. To increase this policy's effectiveness, we first launched a Toshiba Group company-wide project in FY2022 to formulate a GHG reduction roadmap that incorporates specific measures toward carbon neutrality at our own business and production sites, and then promote these activities. In addition, toward contributing to carbon neutrality of the entire society, we have established a structure to promote our business quickly and effectively by making an organizational change to strengthen our energy aggregation business in FY2022, and launching a Negative Emission Project Team in FY2023. 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 strategy](#)
- > [Response to Climate Change in Business Activities](#)
- > [Products and Services Associated with Power Supply](#)
- > [Products and Services Associated with Power Consumption](#)
- > [Contribution to GHG reduction through digital technology](#)
- > [Adaptation Measures to Avoid the Effect of Climate Change](#)
- > [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, and share the results with the 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](#) (Sustainability website)

Metrics and Targets

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.

We set out the following breakdown of GHG reduction targets for FY2030 and are promoting related initiatives.

1. **Reduce the total of Scope 1^{*1} and Scope 2^{*2} (GHG emissions generated from Toshiba Group's own business activities) by 100%^{*3} by FY2030.** (from the FY2019 level)
2. **Reduce the total of Scope 3^{*4} by 70%^{*5} by FY2030.** (from the FY2019 level)

^{*1} Volume of direct emissions through fuel use at Toshiba Group

^{*2} Volume of indirect emissions through use of electricity and heat purchased by Toshiba Group

^{*3} Purchasing of carbon credits to offset GHG emissions of process gases etc., which are difficult to reduce, is incorporated into the carbon neutrality process. The target is set by 70% reduction if purchasing of carbon credits is excluded.

^{*4} Volume of indirect emissions generated by Toshiba's value chain (raw materials procurement, distribution, sales, disposal, etc.) outside Scope 1 and 2

^{*5} We promote GHG reduction measures especially for Category 11 (Emissions caused by the use of sold products and services) and Category 1 (Emissions from purchased goods and services), where emissions are particularly high.

As of FY2022, 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.

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

[> Environmental Future Vision 2050](#)

[> The Seventh Environmental Action Plan](#)

[> Response to Climate Change](#)

[> Greenhouse Gas Emissions Across the Value Chain](#)

[> Third-party Verification](#)

Response to Climate Change in Business Activities

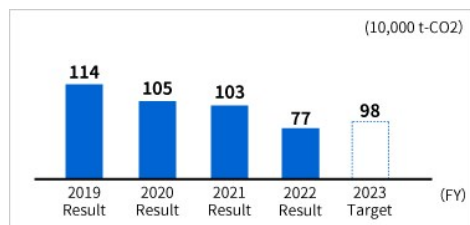
Toshiba Group is proactively promoting energy-saving measures at its offices as well as business complex and production sites in Japan and abroad. In terms of energy-derived CO₂ emissions from the use of electricity, we are promoting to turn off electricity at our offices, and in business complex and production sites as well as making efforts to improve production efficiency as an energy-saving measure and to introduce renewable energy at our business and production sites. In particular, we have been proactively installing systems to capture and/or remove sulfur hexafluoride (SF₆) in particular, which is used to insulate heavy electric machinery, and perfluorocarbons (PFCs), which are used to produce semiconductors. By steadily taking measures to improve our production processes, the Group is contributing to reduce the total volume of GHG* emissions generated from our business activities.

In FY2022, total GHG emissions were 0.77 million t-CO₂, so we achieved our target of 1.02 million t-CO₂. Energy-derived CO₂ emissions per unit activity were 87% compared to the FY2021.

Going forward, Toshiba Group will contribute to the realization of a decarbonized society by working to significantly reduce GHG emissions through the promotion of measures such as expansion of the use of renewable energy at our sites worldwide based on our long-term GHG emissions reduction target. As a new initiative under the Seventh Environmental Action Plan, Toshiba Group will also focus on the reduction of GHG emissions through the use of its digital technologies that enable remote operation, automation, and intelligence.

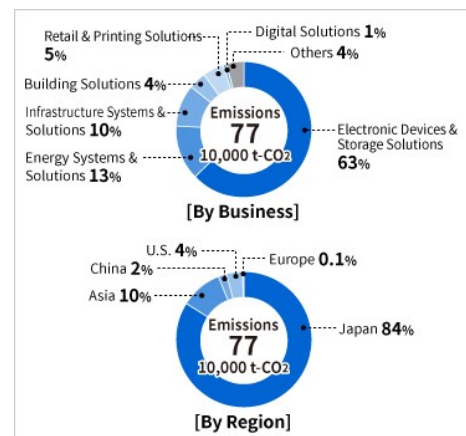
* Carbon dioxide (CO₂), methane (CH₄), dinitrogen oxide (N₂O) (= nitrous oxide), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃)

■ Total GHG emissions*

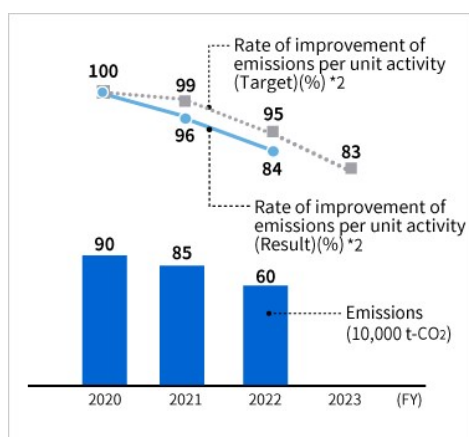


*CO₂ emission coefficients for electricity are calculated using emission coefficients provided by power companies.

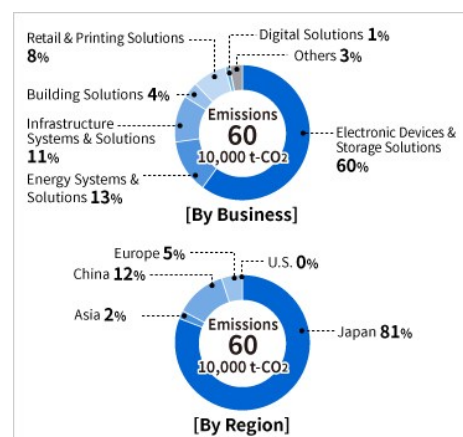
■ Breakdown of total GHG emissions (FY2022)



■ Energy-derived CO₂ emissions and rate of improvement per unit activity*1



■ Breakdown of energy-derived CO₂ emissions (FY2022)



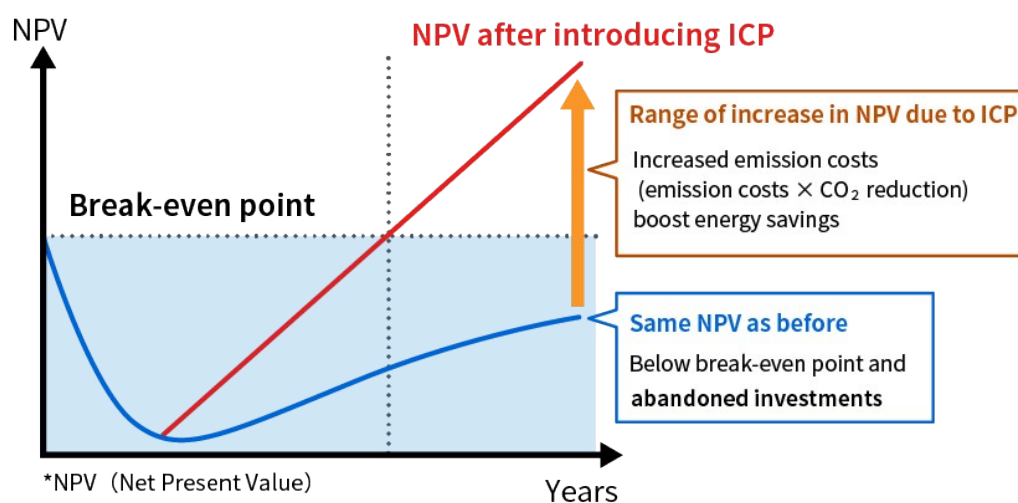
*1 Basic-unit uses values such as production output, the number of products manufactured, the number of persons and total floor area, etc., that are related to energy consumption associated with manufacturing associated with manufacturing.

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

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-CO₂ (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 uses 20.8% of total energy (electricity) consumption in Toshiba Group. Based on Toshiba Group's long-term GHG reduction targets, we will promote measures such as expanding the introduction of renewable energy at sites in Japan and abroad to significantly reduce emissions and contribute to the realization of a decarbonized society.

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



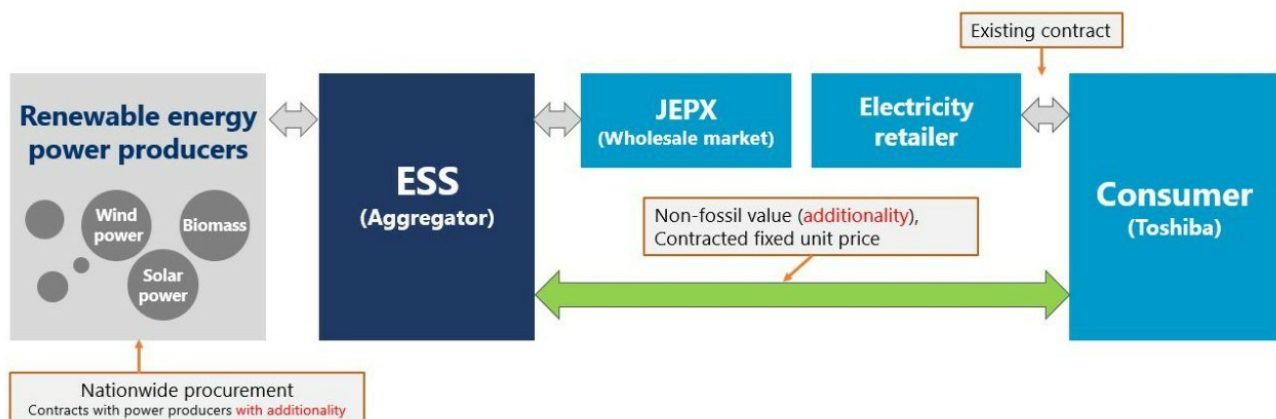
Toshiba Corporation

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.

The VPPA is expected to cover the generation of approximately 510,000 kWh of renewable energy per year, with CO₂ reduction effect of 244 tons per year, which is equivalent to about 7.3% of the total electricity consumption of the entire Kawasaki Smart Community Center estimated in FY2022. Smart Community Center, by allocating all the remaining amount to FIT non-fossil Certificates, was able to achieve virtually 100% renewable energy by combining VPPA and FIT non-fossil Certificates.

Toshiba Group has formulated "Environmental Future Vision 2050," as a long-term vision that adopts a global perspective, including responses to climate change and the circular economy, and is promoting activities accordingly. The Vision also includes "Response to Climate Change," as a priority item, aiming to achieve carbon neutrality throughout Toshiba Group's value chain by FY2050. To this end, as a milestone, Toshiba Group aims to cut greenhouse gas emissions by 70% by FY2030 compared to the FY2019 level.

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



Initiatives to Reduce Environmental Impacts

Case: Energy-saving activities by optimizing steam supply in the site



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

Case: HTT promotion activity to save, generate, and store electricity



Fuchu Complex, Toshiba Infrastructure Systems & Solutions Corporation

The Tokyo Metropolitan Government has been encouraging residents and business operators to promote its HTT campaign to "save" (*Herasu*), "generate" (*Tsukuru*), and "store" (*Tameru*) electricity as a measure to achieve "Zero Emission Tokyo."

At Fuchu Complex, all employees are working to reduce electricity consumption through efforts such as visualizing electricity consumption via the in-house portal (Demand EYE) and communicating special energy-saving measures via in-house broadcasting. The Tokyo Metropolitan Government recognized and awarded these efforts as a contribution to avoiding an electricity supply and demand crisis as well as to realizing a decarbonized society.

Fuchu Complex has also been certified as one of the "Top Level Facilities" due to its outstanding global warming countermeasure efforts under The Tokyo Cap-and-Trade Program*. Fuchu Complex, as a large-scale office complex built in 1940, was recognized for its efforts to reduce peak electricity and power consumption such as installing solar power generation and high-efficiency production equipment as well as introducing and utilizing natural lighting.

Going forward, we will continue to manage our office complex, which has excellent environmental performance, in pursuit of achieving harmony with the environment and improving production efficiency.



* The Tokyo Cap-and-Trade Program

A program to reduce the GHG emissions of large office complexes in Tokyo started by the Tokyo Metropolitan Government in 2010. Under the program, an obligation to reduce GHG emissions is imposed on offices (cap), while they can trade to other offices the amount of GHG emissions that they have reduced more than the obligation (trade). Once certified as a Top-Level Facility, the reduction obligation amount for the certification period (up to 2024) is halved, allowing them to secure an even greater amount more than their allowances.

Case: Reducing environmental impacts by upgrading boiler equipment and switching fuels



Mie Operations, Toshiba Infrastructure Systems & Solutions Corporation

Mie Operations, which manufactures transformers, compact once-through boiler facilities are installed for drying treatment of components (coils and iron cores) for vehicle transformers and compact oil-immersed transformers. Because the equipment had used for 14 years since its installation, we replaced it with three new compact once-through boiler units. This replacement has enabled appropriate operation control according to workload and successfully reduced power consumption by 25% compared to the previous configuration. This reduction is due to improved boiler efficiency and energy management, which has also led to cost reductions. In addition, by switching the fuel used from kerosene to city gas, combustion efficiency improved, and CO₂ emissions fell by approximately 23%. Going forward, we will continue to implement sustainable initiatives that take the environment into account.



Newly installed compact once-through boiler

Case: Use of Carbon Neutral LNG at Toshiba Group



Toshiba Corporation

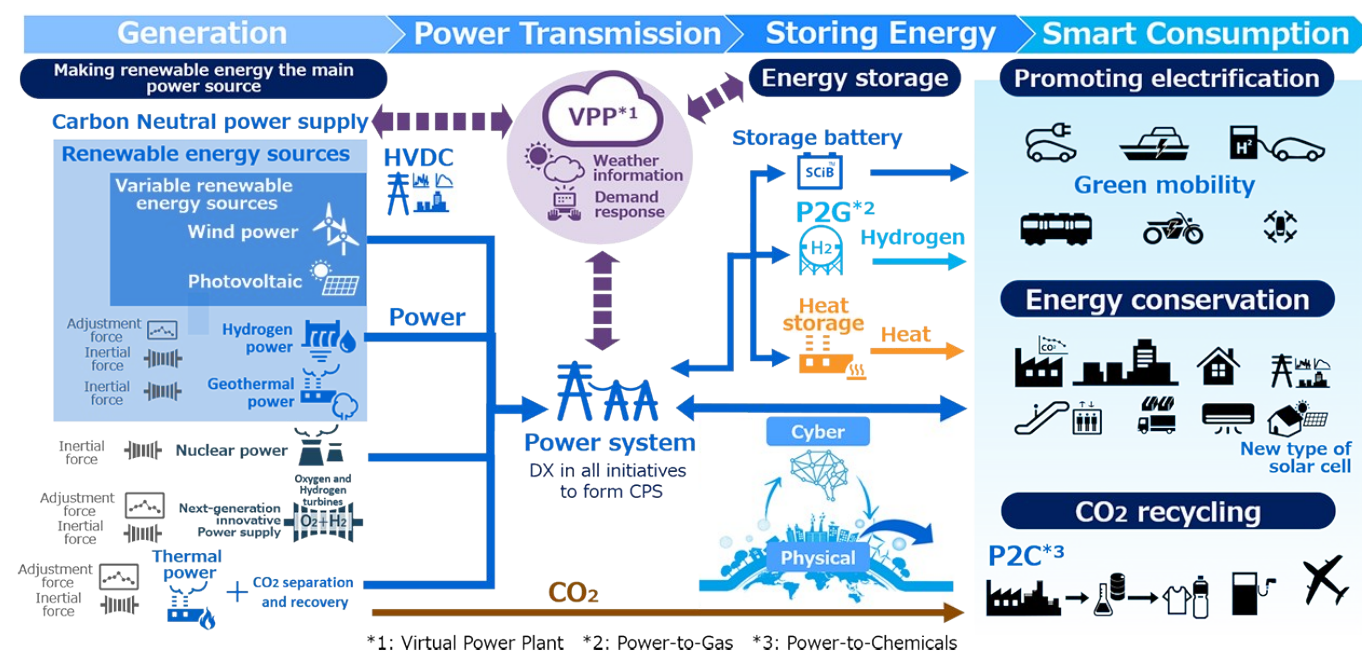
Toshiba Group is a member of the Carbon Neutral LNG Buyers Alliance and started using Carbon Neutral LNG (CNL) in Fuchu Complex and Komukai Complex for the first time within Toshiba Group. CNL is a type of LNG that offsets greenhouse gases generated in the process from extraction to the burning of natural gas by carbon credits (carbon offsetting) obtained by projects that help conserve biodiversity and reduce poverty in emerging countries. Thus, it is deemed to be carbon neutral on a global scale even when burned. Toshiba Group will contribute to the realization of a sustainable society by responding to climate change and other social issues through increasing the use of CNL.



Products and Services Associated with Power Supply

Contribution by Products and Services Associated with Power Supply

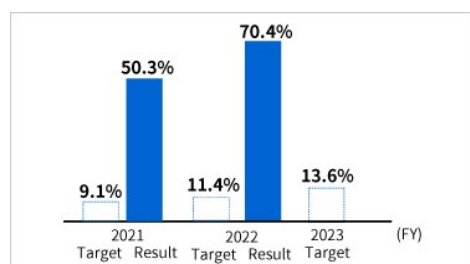
Aiming to achieve carbon neutrality for net zero greenhouse gas (GHG) emissions by 2050, countries and companies around the world have been launching full-scale initiatives as they announce CO₂ emissions reduction targets based on the Paris Agreement.



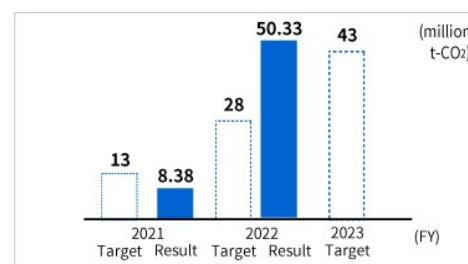
Toshiba Group helps reduce CO₂ emissions by developing renewable energy technologies and improving the efficiency of power infrastructure including power generation plants. Under the Seventh Environmental Action Plan started in 2021, we are working to reduce GHG emissions during power supply by 9.1% (compared to FY2019) in FY2023 and have achieved the result of 70.4% in FY2022.

Going forward, 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.

■ Reduction of GHG emissions during power supply
(Compared to FY2019)



■ GHG reduction through introduction of renewable energy



Generating Power

We have delivered a lot of renewable energy (water, wind, geothermal, solar, biomass power generation, etc.) that will not emit CO₂ 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 CO₂, we also contribute to reducing CO₂ emissions with a technology to separate and capture CO₂ 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.

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.

Case: Film-type Perovskite Solar Cell



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 and aim 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 cm² 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 km² (https://www.jstage.jst.go.jp/article/aija/69/581/69_KJ00004229303/_pdf).

> Development of a thin-film-type perovskite solar cell achieving the world's highest energy conversion efficiency of 15.1%

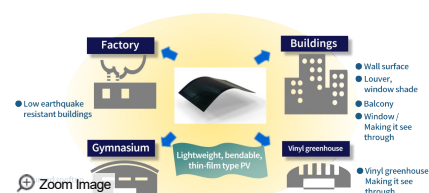


Image of the implementation of a thin-film-type perovskite solar cell

Case: Cu₂O Tandem Solar Cell



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

A transparent PV cell using cuprous oxide (Cu₂O) 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 Cu₂O solar cell alone, the power generation efficiency was improved by 1.1 points from 8.4% announced last year^{*1}, achieving the world's highest^{*2} power generation efficiency of 9.5%^{*3}. In addition, the power generation efficiency of the entire Cu₂O solar cell layered on a high efficiency Si solar cell with a power generation efficiency of 25% can be estimated to reach 28.5%, confirming that it has the potential to exceed the efficiency of the world's current most efficient Si solar cell at 26.7%^{*4}.

Toshiba Corporation Corporate Research & Development Center and Toshiba Energy Systems & Solutions Corporation estimated that if this Cu₂O/Si tandem solar cell was mounted on an electric vehicle (EV), its cruising range would be approximately 37 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).

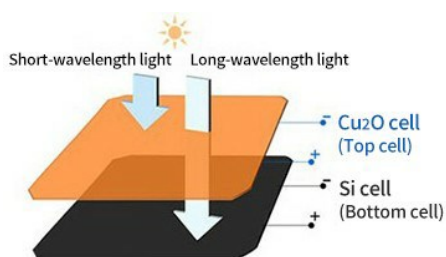
^{*1} A transparent Cu₂O solar cell achieving the highest efficiency in the world at 8.4% for low-cost high-efficiency tandem solar cells was developed.

^{*2} Survey by Toshiba Corporation, as of September 2022.

^{*3} A new record was set for the highest power generation efficiency in the world for a transparent Cu₂O solar cell for the achievement of a high-efficiency, low-cost, high reliability tandem solar cell.

^{*4} The highest efficiency in the world for Si solar cells as of September 2022. Nature Energy 2, 17032 (2017)

^{*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/english/news/AA5en_101114.html). (Japanese only)



Schematic diagram of a Cu₂O/Si tandem solar cell



Image of the solar cell mounted on an EV

Case: Carbon Capture and Storage (CCS)



Toshiba Energy Systems & Solutions Corporation

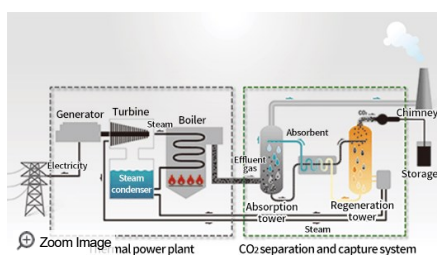
Thermal power generation produces a large amount of CO₂. However, it is possible to reduce CO₂ emissions by introducing Carbon Capture and Storage (CCS) facilities that make it possible to separate, capture, and store CO₂ from exhaust gas.

Toshiba Energy Systems & Solutions Corporation has started the demonstrated operation of a facility that separates and captures CO₂ 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 is a facility supporting the world's first large scale Bio-Energy with Carbon Capture and Storage (BECCS, biomass power generation with CCS), which separates and captures CO₂ 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 CO₂ Emissions Reduction](#)

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



CO₂ separation and capture technology



Large-scale BECCS facility

Case: Gas Insulated Switchgear (GIS) for 72 kV/84 kV Using a Natural Origin Gas AEROXIA™



Toshiba Energy Systems & Solutions Corporation

Generally, a gas insulated switchgear (GIS) installed in power plants and substations uses SF₆ gas, which has high insulation performance as the insulation medium. However, this gas has 25,200 times higher global warming potential (GWP)^{*1} than CO₂ gas and so environmental regulations for SF₆ gas used for power generation are taking shape mainly in Europe and North America.

In April 2022, the draft revisions of the EU's fluorine gas regulations^{*2} were released, in which it was proposed that when GIS using a natural origin gas is put into practical use, sales of new products that use high GWP gases including SF₆ gas should be prohibited. It has been proposed that regulations should gradually be imposed according to the rated voltage after 2028, and so it is expected that more demand for GIS using a natural origin gas will increase going forward.

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)

^{*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](#)  (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)



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.

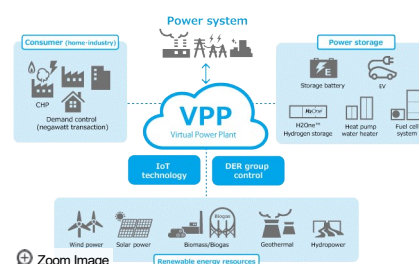
Toshiba Energy Systems & Solutions Corporation has developed a technology that enables wind and solar power generation to be treated as a single virtual power plant (VPP) by controlling them along with rechargeable batteries and balancing power demand and supply. This technology will promote the installation 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 generation by their own power generation equipment.

Toshiba Energy Systems & Solutions Corporation has launched a renewable energy aggregation service as a support service for renewable energy power generation operators jointly with Next Kraftwerke Toshiba Corporation (TNK). Toshiba Energy Systems & Solutions Corporation and TNK are 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 \(VPP\)](#)
- > [Launch of Renewable Energy Aggregation Service Support Service for Renewable Energy Generation, Balancing and Transaction Operation Businesses](#) (Toshiba Energy Systems & Solutions Corporation)



Components of VPP

Case: Power to Gas (P2G) and Power to Chemicals (P2C) Solutions



Toshiba Energy Systems & Solutions Corporation

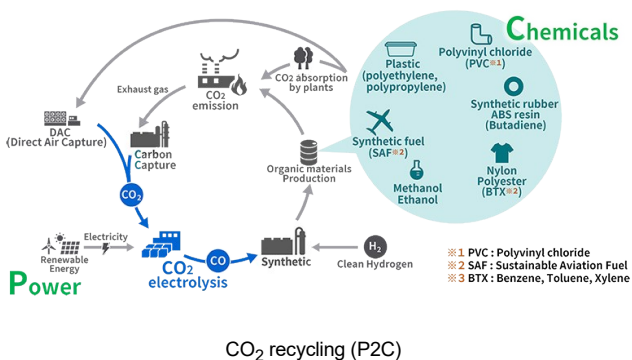
Renewable energy power generation, such as solar and wind power generation is difficult to control since the power generation fluctuates significantly depending on the weather conditions. The power to gas (P2G) solution allows such renewable energy to be used for multiple purposes by adjusting the balance between supply and demand according to the fluctuating power generation and converting the power into hydrogen so that power energy can be used when needed, where needed, and for the purpose needed without wasting it. Energy-originated hydrogen converted by P2G is used in many fields including fuel for FCV and industrial processes, contributing to reducing CO₂ emissions.

The Company produces hydrogen using a world-leading water electrolysis unit at the Fukushima Hydrogen Energy Research Field (FH2R) in Namie-machi, Fukushima, as a project commissioned by the New Energy and Industrial Technology Development Organization (NEDO)*. Hydrogen produced here was also used during the Tokyo 2020 Olympic and Paralympic Games.

In addition, with the power to chemicals (P2C) solution that uses CO₂ by electrolyzing CO₂ obtained with the carbon capture and storage (CCS) technology, etc. and synthesizing it with hydrogen by a chemical method to effectively use CO₂ for new applications including fuel for aircraft and chemical products, Toshiba Energy Systems & Solutions Corporation achieves CO₂ recycling and thereby contributes to achieving a carbon neutral society.

* This project is conducted as part of the "Development of Technologies for Realizing a Hydrogen Society/Technology Development for Systems Using Renewable Energy-derived Hydrogen" of the New Energy and Industrial Technology Development Organization (NEDO).

- > One of the world's largest hydrogen production facilities, Fukushima Hydrogen Energy Research Field (FH2R), has been completed at Namie town in Fukushima. (Toshiba Energy Systems & Solutions Corporation)
- > Creating Hydrogen
- > Cyclically Using Carbon Dioxide



Fukushima Hydrogen Energy Research Field (FH2R)

Products and Services Associated with Power Consumption

Contribution by Products and Services Associated with Power Consumption

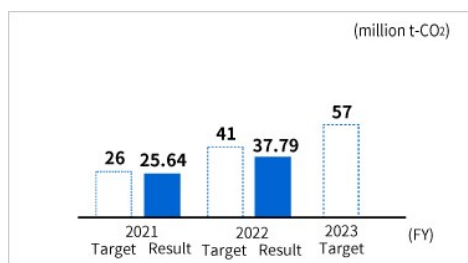
With regard to product groups such as LED downlights, industrial motors and HDDs for which CO₂ emissions during use account for the largest percentage of emissions generated throughout product lifecycles, improving energy-saving performance leads to reductions in CO₂ emissions. Toshiba Group helps reduce CO₂ emissions by developing and providing advanced energy-saving technologies.

We will contribute to reducing CO₂ emissions by 57 million t-CO₂ in the 3 years from FY2021 to FY2023 by improving the energy-saving performance of products and services associated with power consumption, including social infrastructure products, services and office equipment.

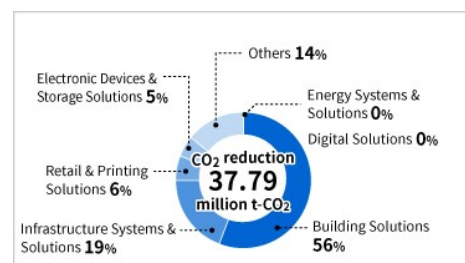
In FY2022, as a result of expanding the provision of products and services with enhanced energy-saving performance, we reduced CO₂ emissions by 37.79 million t-CO₂, falling short of the reduction target of 41 million or more under the Seventh Environmental Action Plan. In FY2023, we will continue to contribute to reducing CO₂ emissions from products and services associated with power consumption. To this end, we will expand our business for system products mainly in the social infrastructure domain, aiming to spread the use of products and services that have large energy-saving effects.

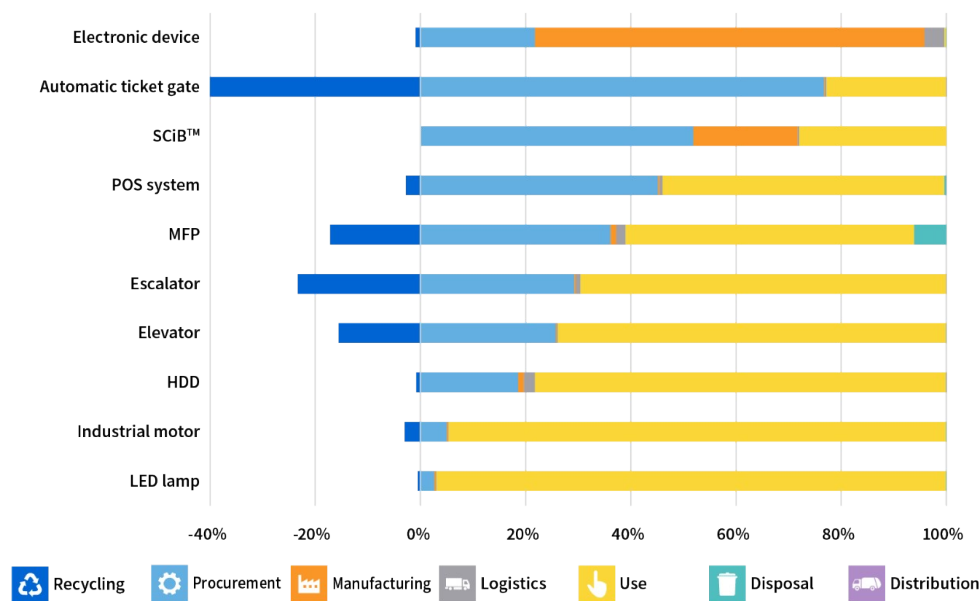
Through these efforts, Toshiba Group will promote reductions in emissions from products and services, to contribute to realizing a carbon neutral society.

■ Contribution to GHG reduction during product use (cumulative total)



■ Breakdown of reductions in CO₂ emissions by business segment (FY2022 (cumulative total))



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

Case: Helping to achieve a carbon neutral society with SCiB™ rechargeable lithium-ion batteries



Toshiba Corporation Battery Division

The SCiB™ rechargeable lithium-ion battery is very safe and has high power, a long lifetime, excellent performance in low temperatures, and wide effective SOC range*, and it recharges fast by adopting lithium titanium oxide for the anode.

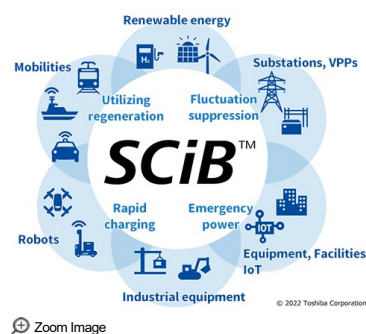
It is used for vehicles, such as automobiles, buses, and railways, industrial equipment such as elevators, and infrastructure equipment such as large-scale electricity storage facilities that are linked to renewable energy.

Toshiba Corporation Battery Division started offering the 20 Ah-HP cell, which has the advantages of both high-power and high capacity, as a new SCiB™ product. Since this product has a longer lifetime than conventional products, it is expected to be applied in even more fields.

While continuing to expand SCiB™ in the automobile field, Toshiba Corporation Battery Division will contribute to achieving a carbon neutral society by supporting the resilient infrastructure service platform through helping save energy by using regenerative electric power and renewable energy as well as supplying power to peripheral systems.

※ SOC: State of charge

> [Toshiba's Secondary Battery SCiB™](#)



Case: Key Devices that Contribute to Energy Savings – Power Semiconductors



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: 80 V 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: Doppler VHF Omnidirectional Radio Range (TW4133)



Toshiba Infrastructure Systems & Solutions Corporation

DVOR (Doppler VHF Omnidirectional Radio Range) equipment for overseas specifications is a sort of navigation systems which uses Doppler effect. DVOR provides high accuracy bearing information to aircraft so that DVOR plays important role in safe, efficient flight as a radio beacon at airports and along air routes. Toshiba's DVOR is mainly delivered to many countries such as Asian countries, South American and African countries, DVOR prove this product as reliable system around the world.

While achieving the same level of performance as other conventional products, this product utilizes board mounting technology for RF circuits (high frequency circuits) and signal processing technology to achieve a compact size and reduce energy use. This enables the product to reduce CO₂ emissions throughout the cycle from raw materials procurement to production, distribution, and sale; use and maintenance; and disposal and recycling. As a result, GHG emissions compared to the previous model have been reduced by approximately 66%, and the product has been certified as a "Low CO₂ Kawasaki Brand '22".



Doppler VHF Omnidirectional Radio Range (TW4133)

Case: Medium-speed monochrome multifunction printer (MFP) e-STUDIO6528A series



Toshiba Tec Corporation

In recent years, environmental initiatives are increasingly becoming important worldwide. Toshiba Tec Corporation has been working on energy saving, saving resources, and reduction of chemical substance used in MFPs.

A fixing device is the component that plays an important role in increasing energy saving performance in MFPs. In an MFP, a toner stuck on paper is warmed, melted, and fixed with a fixing roller. Here, the important point in improving energy efficiency is how efficiently the fixing roller can be warmed. Our e-STUDIO6528A series monochrome MFP achieves energy-saving by improving the heat conductivity of the fixing component and using a low temperature fixing toner. As a result, the e-STUDIO6528A achieved the top-level typical electricity consumption (TEC) value, which is an energy saving standard for MFPs used by the International ENERGY STAR® Program and was certified as an excellent ECP for FY2022. From the viewpoint of resource saving, it also achieves 8.8% in the usage rate of recycled plastic materials by utilizing high post-consumer recycled materials.



> https://www.toshibatec.com/cnt/products_overseas/monochrome_mfps/eS6528A_series/ (Toshiba Tec Corporation)

Contribution to GHG reduction through digital technology

Toshiba Group's goal is to "contributing to the realization of carbon neutrality and a circular economy through digitization."

Toshiba is committed to reducing greenhouse gas (GHG) emissions by using digital technology to improve the efficiency of our current operations and to realize new services through the digital economy—namely, DE (Digital Evolution), DX (Digital Transformation), and QX (Quantum Transformation).

[> Our strategy](#)

Case study: Wind Condition Analysis Technology

Toshiba Energy Systems & Solutions Corporation

Compared to conventional thermal power generation, offshore wind power generation can reduce lifecycle CO₂ emissions more. However, wind turbines for offshore wind power generation systems cannot simply be installed anywhere offshore. Efficient power generation is only possible if turbines are installed at sites with good wind conditions. To solve this challenge, wind condition analysis technology can be used to identify sites with good wind conditions and to install wind turbines there to achieve efficient offshore wind power generation. Using this technology, we will reduce fossil-fuel-derived power generation and contribute to reducing CO₂ emissions.

[> Toshiba Review Vol. 76, No. 3, May 2021](#) [PDF](#) (1.02MB)

Case study: RPA introduction support service

Toshiba Digital Solutions Corporation


Adopting the RPA introduction support service can improve work efficiency. This service contributes to improving work efficiency by automating manual work previously carried out using PCs. This service consists of narrowing down the operations to automate, conducting interviews with the relevant divisions, selecting an effective automation tool, formulating development and operation standards, and developing a system.

- [> Case study on reducing GHG emissions by introducing RPA](#) [PDF](#) (882KB) (Toshiba Corporation, Toshiba Digital Solutions Corporation) (Japanese only)
- [> Contributing to automation of operations equivalent to 20,000 hours of work per year: "RPA introduction support service" that realized effective use of RPA](#) (Toshiba Digital Solutions Corporation) (Japanese only)

Case study: Intellectual property management service IPeakMS™

Toshiba Digital Solutions Corporation

The intellectual property management service IPeakMS™ helps intellectual property divisions to perform operations such as proposals, claims for examinations, and invention rights acquisition as well as annual fee management to maintain rights.

- > [Case study on reducing GHG emissions by introducing the intellectual property management service IPeakMS™](#)  (882KB) (Toshiba Corporation, Toshiba Digital Solutions Corporation) (Japanese only)
- > [Realizing feedback in workflows as a standard feature—Toshiba's "Intellectual Property Management Service," which unifies intellectual property operations and can be tailored flexibly](#) (Toshiba Digital Solutions Corporation) (Japanese only)
- > [Intellectual Property Management Service | Patent Business Solutions](#) (Toshiba Digital Solutions Corporation) (Japanese only)

Case study: Reducing paper usage with Smart Receipt

Toshiba Tec Corporation

Conventionally, when we make payments, we receive a paper receipt. With the Smart Receipt service, you can check receipt information on your smartphone by having the store scan a bar code displayed by an app on your smartphone. The receipt information is sent to an electronic receipt center and managed as data. Use of this service makes paper receipts unnecessary, which contributes to the environment.

If all paper receipts in Japan were replaced by Smart Receipt, paper use could be reduced by an amount equivalent to the approximately 54,000 tons of A4 copy paper receipts consumed per year (13.5 billion sheets of copy paper), which has the potential of reducing CO₂ emissions by 820.8 million t-CO₂ annually(*).

* Source for the basic unit: LCA Subcommittee of the Japan Paper Association, "Copy paper (PPC) basic unit (manufacture) 1,520kg-CO₂/t"



- > [Smart Receipt | Receipt management application that delivers electronic receipts to smartphones](#) (Toshiba Tec Corporation) (Japanese only)

Case study: VPP (Virtual Power Plant)

- > [Products and Services Associated with Power Supply](#)
- > [VPP \(Virtual Power Plant\)](#) (Toshiba Energy Systems & Solutions Corporation)

Adaptation Measures to Avoid the Effect of Climate Change

In response to climate change issues including global warming, Toshiba Group is promoting measures to mitigate their effects by reducing GHG emissions. At the same time, we are also developing adaptation measures to prepare for the effects of climate change, such as weather radars, rainwater drainage systems, disaster prevention information systems, and hydrogen-based autonomous energy supply systems.

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



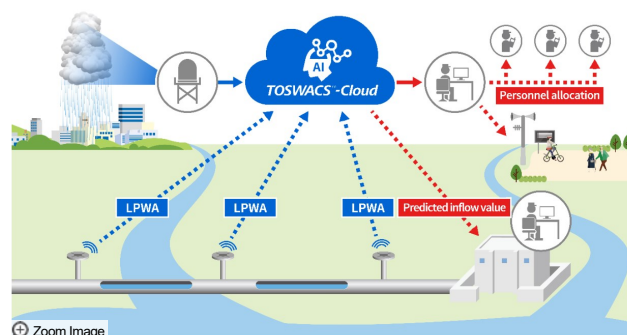
Toshiba Infrastructure Systems & Solutions Corporation

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](#)



Case: Multi parameter phased array weather radar



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, and it is predicted that their frequency and scale will increase in the future. 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 sec in a 60 km radius or one minute in 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.

^{*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.

[> Phased Array Weather Radar](#)



Radar antenna system



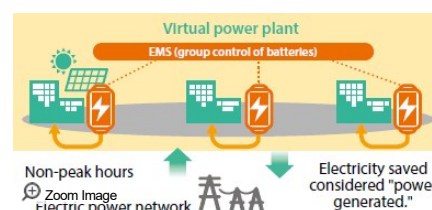
MP-PAWR radome installed in Saitama University

Case: Virtual Power Plant (VPP) that generates power by a set of controlling storage batteries



Toshiba Energy Systems & Solutions Corporation

Toshiba Energy Systems & Solutions Corporation is working with Yokohama City and TEPCO Energy Partner, Inc. to conduct a field experiment that aims to test a system designed to utilize storage batteries installed at local disaster prevention centers as “virtual power plants” to help electricity retailers adjust electricity demand (demand response) during normal times as well as to utilize such batteries as power sources for disaster prevention to keep telecommunication facilities operating for several days during an emergency. This field experiment aims to realize timely electricity usage to avoid excess supply of photovoltaic power and other dispersed energy. To this end, multiple storage batteries with capacities of approximately 10 kWh are controlled as a group to be charged and discharged in tandem with price fluctuations in the wholesale electricity market in real time.



We will promote adaptation measures in business activities by tailoring them to the regional characteristics of each of our business sites. These measures include raising the floor where equipment is installed in case of disasters such as floods and typhoons and installing green walls to conserve energy and tackle extreme heat.

Response to the Circular Economy



Medium- to Long-term Vision

- Promote efficient use of resources in both business activities and products and services.
- 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.

FY2022 Achievements

- Waste volume in business activities:
30,000 t
- Waste volume waste generated per unit compared to FY2021:
101%
- Amount of resources saved in products*:
200,000 t
- Amount of the use of recycled plastics in products*:
1,552 t

*Cumulative total from FY2021.

Approach to Key Risks and Opportunities

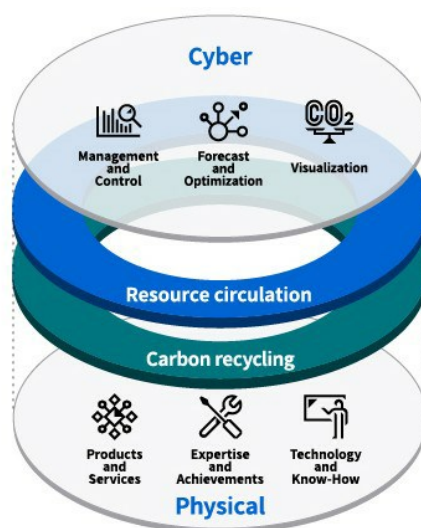
Under the Environmental Future Vision 2050 and the Seventh Environmental Action Plan, Toshiba Group aims to contribute to the realization of a sustainable society by reducing waste volume in business activities, increasing amount of resources saved in our products and services, and recycling resources from a long-term perspective, while promoting businesses conducive to the circular economy.

Risks	Opportunities	Toshiba Group Initiative
<ul style="list-style-type: none"> • Increase in management costs due to stricter regulations on resource use and disposal • Increase in raw material procurement costs due to resource restrictions • Decline in corporate value due to delayed response to resource circulation 	<ul style="list-style-type: none"> • Improved competitiveness as a result of sophistication of technologies that contribute to resource circulation • Development of new markets and expansion of markets for circular economy-related businesses 	<ul style="list-style-type: none"> > Reduction of Waste Volume in Business Activities > Increased Amount of Resources Saved in Products > Increased Amount of Plastic Material Circulation > Resource Circulation and Carbon Recycling

> [Environmental Future Vision 2050](#)

> [The Seventh Environmental Action Plan](#)

Under 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. In order to solve such social issues, as a Europe and other global trends, a shift to a circular economy that maximizes added value through efficient use of resources through servicing, etc., while reducing resource input and consumption and making effective use of stock is required.



Toshiba Group has simultaneously reduced environmental impact and costs by minimizing resource inputs and eliminating waste at the manufacturing stage in domestic and overseas production processes, in products and services additionally, we are expanding the amount of resources saved by downsizing products and increasing the amount of recycled plastic resources, including packaging materials.

In the future we will further connect the circle of resource circulation and carbon recycling by promoting the transformation into a cyber-physical system technology company, which is our goal, in active cooperation with related entities, including industry associations, government agencies, and other companies. working to increase the amount of recycled plastic resources, including packaging materials.

By doing so, we aim to build a circular economy business model that decouples resource consumption and environmental impact from economic activities.

-
- [> Reduction of Waste Volume in Business Activities](#)
[> Increased Amount of Resources Saved in Products](#)
[> Increased Amount of Plastic Material Circulation](#)
 - [> Resource Circulation and Carbon Recycling](#)

Reduction of Waste Volume in Business Activities

Toshiba Group is working to reduce waste generation by minimizing the volume of waste generated per unit activity, which indicates business process efficiency improvement, as well as by reducing the total volume of waste to a level that does not exceed the Earth's environmental capacity.

In FY2022, the volume of waste (excluding that of objects with value) totaled 30,000 tons. The total volume of waste generated per unit production was 101% compared to that of FY2021 level, which means that the target was not achieved.

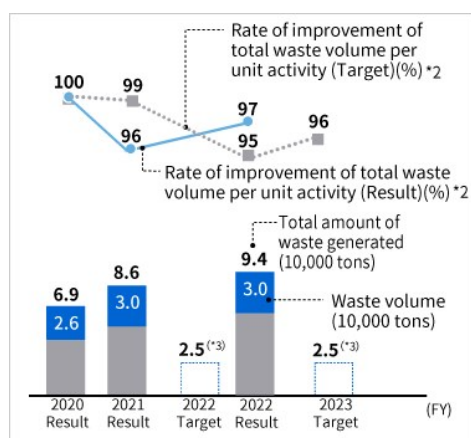
We are first focusing on not generating waste and aiming to improve the recycling rate. At each stage of design, development, production, and distribution, we give thorough consideration to reducing, recycling, and facilitating waste disposal. We monitor the composition of waste and promote the reduction or elimination of hazardous substance content, as well as thorough sorting and storage.

In addition, the total volume of hazardous waste^{*1} is 3,100 tons in FY2022, the recycling rate^{*2} is 83%, and the volume discharged and moved^{*3} is 744,052 kg.

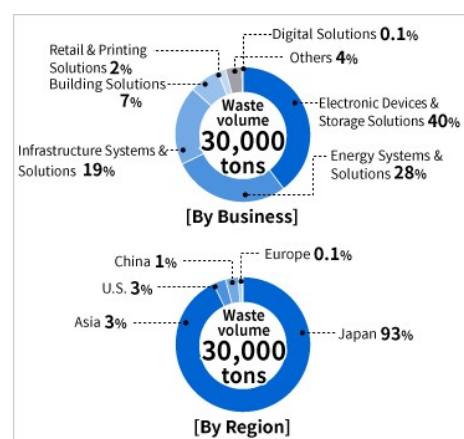
> [GRI Standard Comparison Table \(Sustainability website\)](#)

- ^{*1} 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").
- ^{*2} The volume recycled refers to the quantity reused or recycled of the specially controlled industrial waste specified by the Waste Management Act.
- ^{*3} 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).

■ Waste volume and the rate of improvement of total volume of waste generated per unit activity^{*1}



■ Breakdown of the waste volume (FY2022)

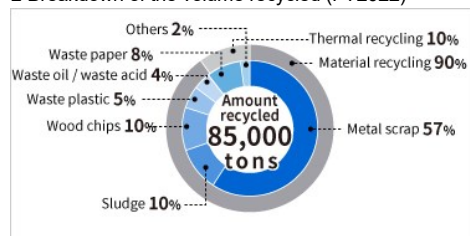


- ^{*1} Basic-unit uses values such as production output, the number of products manufactured, the number of persons and total floor area, etc., that are related to the total volume of waste generated associated with manufacturing.
- ^{*2} The rate of improvement per unit activity of output with FY2020 as 100%
- ^{*3} The target values are for the waste volume only.

Promoting Recycling

In FY2022, Toshiba Group recycled 85,000 tons of resources, and 90% 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 89% of them were used effectively for material recycling (recycled into materials for products), and the remaining 10% 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.

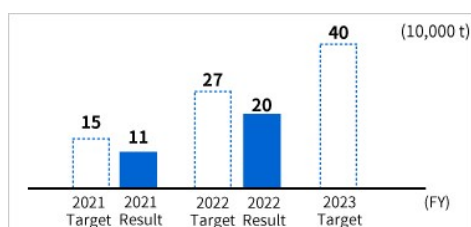
■ Breakdown of the volume recycled (FY2022)



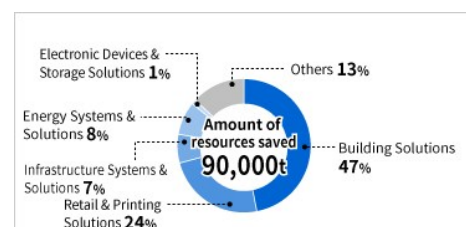
Increased Amount of Resources Saved in Products

In FY2022, the total volume of resources used in Toshiba Group's major products, estimated by multiplying the weight of products and packaging materials by the number of truck shipments, was approximately 90,000 tons. In FY2023, we will continue to promote design that will reduce resource consumption in all kinds of products toward increasing the volume of resources saved.

Amount of resources saved (cumulative total)



Amount of resources saved by business segment (FY2022 (cumulative total))

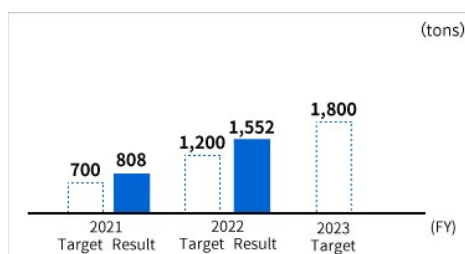


* Calculated by comparison with the previous product models adjusting for the expected number of years of use.

Increased Amount of Plastic Material Circulation

Toshiba Group is promoting initiatives to recycle plastic waste materials generated by end-of-life products. We use recycled plastics mainly in multi-function printers, hard disk drives, batteries, industrial air conditioners, and ceiling lighting equipment. In FY2022, the volume of recycled plastics used was 744 tons. In the Seventh Environmental Action Plan from FY2021, we have planned for a volume of 1,800 tons in 2023. In order to achieve this plan by increasing the use of recycled plastics, we will ensure a supply of waste plastics as well as develop new uses for recycled plastics.

Amount of Recycled Plastics Used (Cumulative Total)

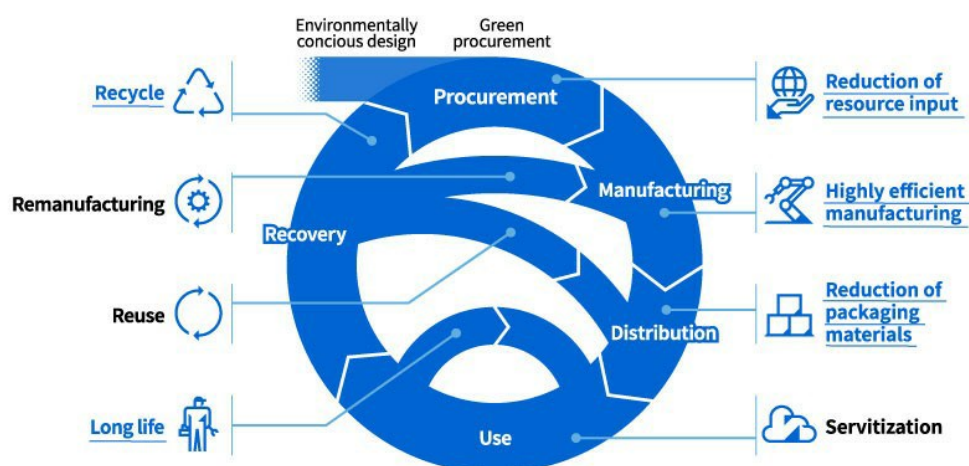


Resource Circulation and Carbon Recycling

As part of response to the circular economy, Toshiba Group is working to circulate limited resources by using them efficiently in both its business activities as well as its products and services.

Resource Circulation Initiatives

We have mapped technologies and cases of initiatives that contribute to resource savings and to increasing the amounts of plastic resource circulation in each phase of design, such as procurement, production, distribution, use and collection. We aim to connect the resource circulating loop for each product.



*Click on the pictogram to see examples.

Reduction of resource input(Procurement phase)

Case: The world's first lightweight, compact, high-power superconducting motor with a maximum output of 2 MW



Toshiba Energy Systems & Solutions Corporation

As the introduction of electric vehicle (EV) is progressing in the mobility industry to reduce GHG emissions particularly CO₂, Toshiba Energy Systems & Solutions Corporation has recently developed a prototype of a compact, high-speed superconducting motor that is lightweight, has high- output density, and achieves high-speed rotation, making it applicable to aircraft engine.

While this prototype has maximum output of 2 MW, it has an outer diameter of 50 cm and an overall length of 70 cm (excluding the shaft), also achieves a compact size and lightweight that is "less than one-tenth" the size and weight of a general motor with the same output. It is the world's first* high-speed superconducting motor to have such a high output.

Going forward, we aim to achieve further weight reduction and high reliability as an aircraft engine, and we will work with the mobility industry to achieve this goal in the late 2020s.

* Survey by Toshiba Energy Systems & Solutions Corporation (as of June 23, 2022)

- > [Toshiba to Develop Lightweight, Compact, High-Power Superconducting Motor Prototype for Mobility Applications](#) (Toshiba Energy Systems & Solutions Corporation)
- > [Superconducting Motors are on the Flight Path to Carbon Neutral Planes, Part2 -The next step is to fly with them](#) (Toshiba Clip)



Case: Reusing existing fixture: LED base light TENQOO series renewal kit



Imabari Complex, Toshiba Lighting & Technology Corporation

The LED base light TENQOO series renewal kit is a product that can easily replace existing fluorescent lamp fixture manufactured and sold by Toshiba Lighting & Technology Corporation to an LED lamp fixture.

By utilizing fluorescent lamp fixture, LED lighting can be achieved with resource saving. In addition, the amount of product waste is reduced more than when replacing the entire fixture. For example, in the case of an existing fluorescent lamp fixture weighing 4.1 kg that consists of a fixture body (1.8 kg) and a reflector (2.3 kg), only the reflector will be disposed of when using the renewal kit, which reduces the amount of waste by approximately 40% compared to disposing of the entire fluorescent lamp and fixture. This also contributes to reducing disposal costs including transport.

> [Renewal Kit](#) (Japanese only) (Toshiba Lighting & Technology Corporation)



TENQOO series: Structure of the renewal kit

Case: Improving resource circularity through reuse of existing parts, saving energy and extending the life: Renewal of elevators and escalators



Toshiba Elevator and Building Systems Corporation

To reduce resource inputs and waste amounts, reuse of existing parts is one of the most important measures. Toshiba Elevator and Building Systems Corporation reuses existing parts when renewing elevators and escalators. We offer a varied lineup of renovated products; the amount of reuse varies by product. We can offer products for which up to 88% of their parts are reused. Renewing your elevator or escalator by partially upgrading it extends the service life of the installed equipment, reduces resource inputs and waste amounts, and achieves energy savings by adopting the latest control system.

<FY2022 results*>

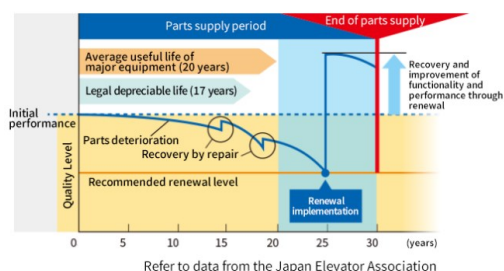
(1) Amount of reuse in Japan: 3,800 tons

(2) Rate of reuse (Amount of reuse in Japan/Resources input in all models sold in Japan): 15.5%

* The amount of reuse and reuse rate are not actual measurements. The figures were calculated based on specifications (floor, loading capacity, etc.) determined in advance to serve as the basis of calculation.

> **RENEWAL** (Japanese only) (Toshiba Elevator and Building Systems Corporation)

Need for renewal



Elevator performance limitations due to age-related deterioration not covered by maintenance

Even with regular maintenance, elevators reach their performance limits due to age-related deterioration. In order to increase the asset value of a building, it is necessary not only to maintain the functions, but also to take measures such as renewing the design.

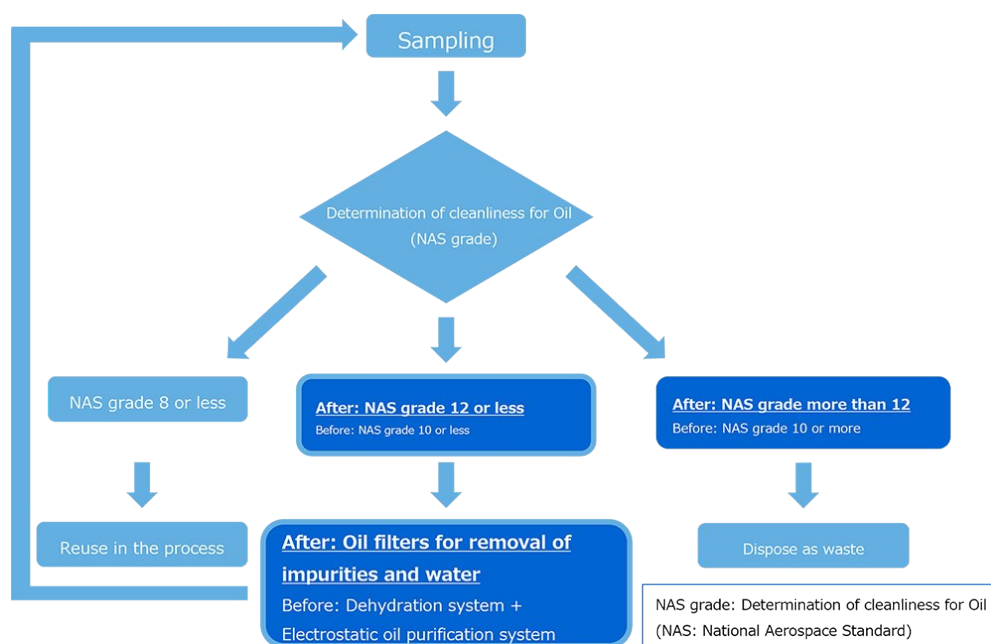
Highly efficient manufacturing (Production phase)

Case: Reducing machine oil input and waste oil of equipment in the site



Toshiba JSW Power Systems Pvt., Ltd.

Toshiba JSW Power Systems Pvt., Ltd. has repeatedly used machine oil for equipment in the site by monitoring the cleanliness and removing impurities and water, however, the company treated this machine oil as a waste when contamination exceeded a certain level because the equipment's capabilities were insufficient to fully remove the impurities and water. Therefore, the company undertook an initiative to extend the reusability period of machine oil and to reduce the input of new oil by installing a new filter unit that can remove more impurities and water than the previous one. Through this initiative, the company reduced new oil input (amount of waste oil) by 35% in FY2022 compared to FY2021.



Extended reuse period, and reduced the amount of new oil input by 35% (simultaneously reduces waste oil)

Case: Effective use of resources through digitalized solutions for production processes



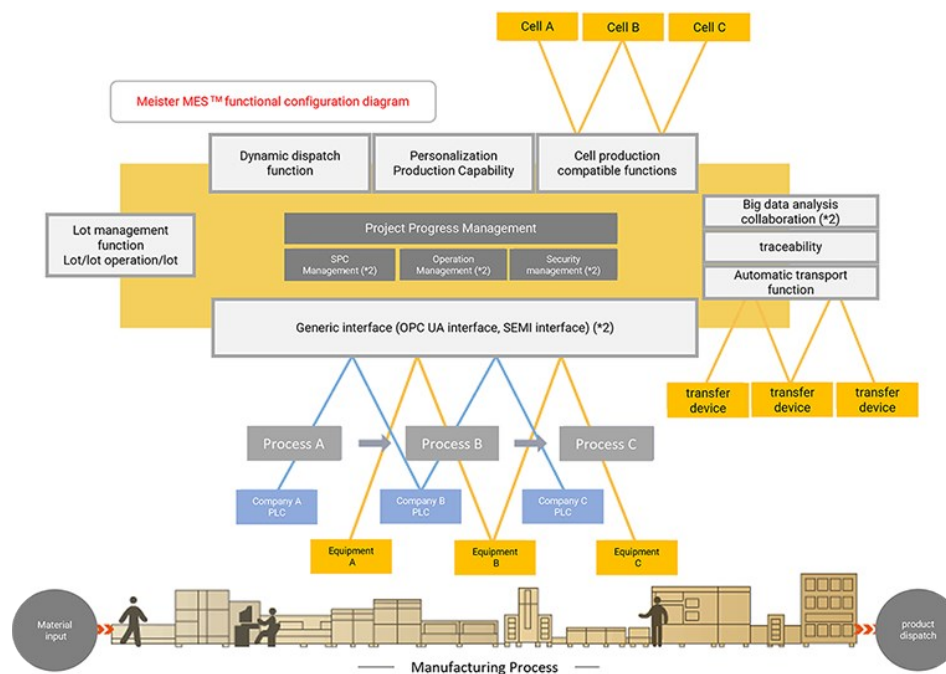
Toshiba Digital Solutions Corporation

In circular business activities, reducing production losses in production processes is important*, and yield management for production loss control is one of the most important management issues that manufacturing sites focus on. In addition to reducing manufacturing costs, yield management reduces the amount of waste generated through optimization of components used from the viewpoint of effective resource usage.

Meister MES™, provided by Toshiba Digital Solutions Corporation, equipped with automated production functions, general-purpose interface functions, and big data analysis linkage, which are necessary for next-generation manufacturing to improve yield and productivity. By supporting yield management at manufacturing sites and rendering services to help customers achieve effective use of their resources through reduction initiatives, we will contribute to the achievement of resource circulation, which is a social issue.

* Source: Categories of Circular Business Activities (Ministry of Economy, Trade, and Industry/Ministry of the Environment; June 24, 2020)

> Meister MES™ (Toshiba Digital Solutions Corporation) (Japanese only)



Overview of the functions of Meister MES™

Reduction of packaging material (Distribution phase)

Case: Reducing environmental impact through the improvement of resource circulation performance and efficient product loading by reviewing packaging materials



Toshiba Corporation Battery Division, Toshiba Hokuto Electronics Corporation, SBS Toshiba Logistics Corporation

Toshiba Group is engaged in an initiative to reduce environmental impact through the improvement of resource circulation performance in packaging materials and efficient product loading in the process of packaging products for shipment.

Toshiba Corporation Battery Division, in collaboration with Sekisui Kasei Co., Ltd. and SBS Toshiba Logistics Corporation, has developed a cushioning material using 100% recycled expanded polystyrene (EPS^{*1}) that complies with European and U.S. regulations on heavy metals in packaging waste and meets high packaging test standards to ensure safety during transport. In addition, they have reduced CO₂ emissions during transport by 20% by increasing the number of 20-ft shipping containers loaded by 25% compared to the conventional products.

Toshiba Hokuto Electronics Corporation reviewed the product specifications by returning to the product planning and the design stages using the concept of DFL^{*2} for industrial magnetron, a precision instrument, and decided to convert all packaging materials from plastic to cardboard. This achieves a compact size and reduces weight. As a result, the company successfully reduced the use of plastic cushioning materials by 100% (reducing plastic waste), CO₂ emissions throughout the entire packaging material life cycle by 25%, and person-hours by 30%.

The initiatives of both companies were awarded at “Japan Packaging Contest 2022” and the “24th Logistics Environment Awards,” with SBS Toshiba Logistics Corporation.

*1 Expanded Polystyrene

*2 Design for Logistics: Products and packaging designs that consider distribution.

■Japan Packaging Contest 2022

> [SBS Toshiba Logistics Corporation press release](#) (Japanese only)

■Logistics Environment Awards

> [SBS Toshiba Logistics Corporation press release](#) (Japanese only)

> [Environmental Topics press release](#) (Japanese only)

■Toshiba Corporation Battery Division



Lithium-ion battery package that saves resources by using 100% recycled expanded polystyrene and improving load-carrying efficiency

■Toshiba Hokuto Electronics Corporation



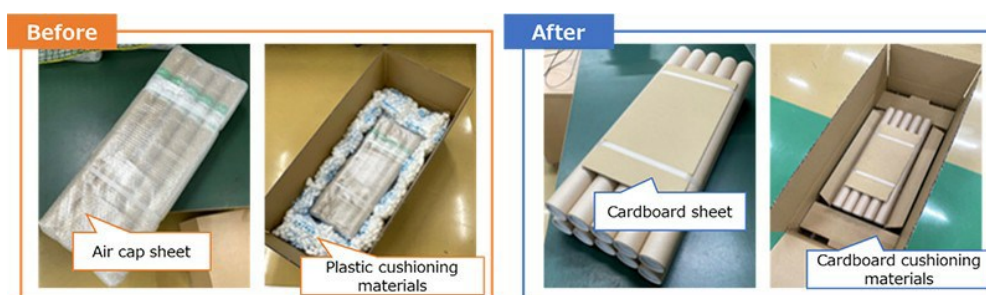
Packaging materials entirely using cardboard for industrial magnetron, which save resources through its compact size and lighter weight and reduce environmental load by plastic reduction

Case: Reducing environmental impact by reducing plastic in packaging materials**Imabari Complex, Toshiba Lighting & Technology Corporation**

Industrial lamps are glass products, and until now, transportation to customers including overseas customer has been thorough packaging using plastic cushioning materials from the viewpoint of quality assurance.

In recent years, the issue of ocean plastics has led many companies to advocate for plastic reduction, and Toshiba Lighting & Technology Corporation has also changed its cushioning material specification from plastic (air cap sheet and cocoon cushioning material) to cardboard to adopt the same perspective as the manufacturing industry.

Under the new specification, a drop test that is approximately two times more severe than the JIS standard has been cleared, and we have contributed to reducing environmental impact by reducing the use of plastic cushioning materials by 482 kg annually while maintaining quality.



Long life(Use phase)

Case: Extending the service life of production equipment using a digitalization solution for on-site management



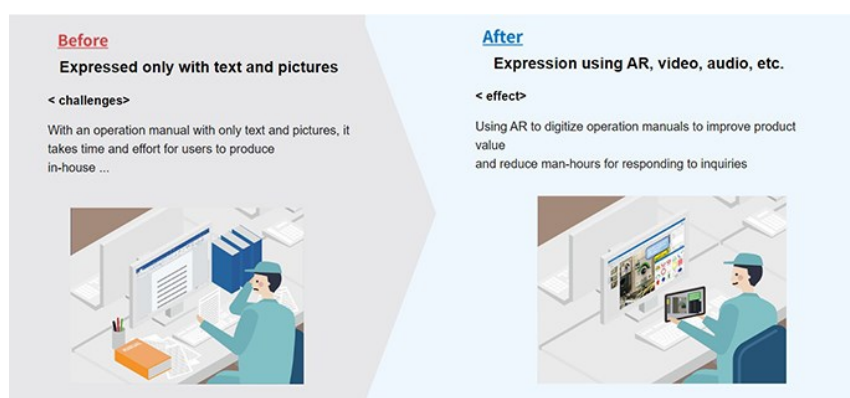
Toshiba Digital Solutions Corporation

For circular business activities require effective use of products through maintenance in the utilization process, improvement of equipment operating efficiency and operating rate, and to achieve long-term utilization.*

The "Digitalization Solution for On-Site Work Management Meister Meister AR Suite™" provided by Toshiba Digital Solutions Corporation uses AR-based digital content to solve issues such as improving the efficiency of on-sit work for equipment operation and maintenance as well as skill transferring skills from experienced workers. Extending the service life of equipment by efficient operation and maintenance can be expected to reduce the frequency of upgrading, which is likely to curbing the generation of waste. We will contribute to the realization of a circular economy by rendering services to circular business activities from the viewpoint of the product life cycle.

* Source: Categories of Circular Business Activities (Ministry of Economy, Trade, and Industry/Ministry of the Environment; June 24, 2020)

> [Meister AR Suite™](#) (Toshiba Digital Solutions Corporation) (Japanese only)



Maintenance work for field equipment

Recycle(Collection phase)

Case: Introduction of resource circulation in Japan and a plastic sorting system

Toshiba Environmental Solutions Corporation

The importance of further 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 "Act on Promotion of Resource Circulation for Plastics" (Plastic Resource Circulation Act) was brought into effect for the purpose of encouraging all kinds of associations to work on plastic resource circulation in the entire lifecycle of plastic products from their design to their disposal.

Waste plastics that were exported to developing countries have been causing water contamination due to detergent drain discharged during the recycling process. In addition, leaking of plastic residue into the sea due to inappropriate treatment has also been pointed out (Fig. 1). As such, developing countries have started to impose restrictions on the export of waste plastics. In January 2021, the Annex to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal was revised and dirty waste plastics were added to the items subject to regulations. According to the revision, the consent of the other country is now required to export harmful plastic waste and plastic waste requiring special consideration.



Fig. 1 Example of untreated drain discharged from a recycling facility (left) and disposal of plastics that are not suitable for recycling (right)

(Excerpt from "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)

In light of these international trends, Toshiba Environmental Solutions Corporation introduced a plastic sorting system in 2019 (Fig. 2). When an end-of-life electrical or electronic product is taken apart and crushed, mixed plastics, which are a mix of several different types of plastic, are generated. The plastic sorting system performs advanced automatic sorting of such plastics. By performing advanced sorting of plastics until a quality equivalent to exemption from the regulations under the Basel Convention is reached, that is, into plastics comprised of a single type of material that is transparent or single colored (Fig. 3), mixed plastics that used to be disposed of after the export regulations in developing countries came into force are now able to be reused. As a result, the recycling rate of end-of-life electrical and electronic products after 2019 when the plastic sorting system was introduced improved and the rate for FY2022 was 87%. Going forward, Toshiba Environmental Solutions Corporation will continue to contribute to promoting resource circulation (Fig. 4).

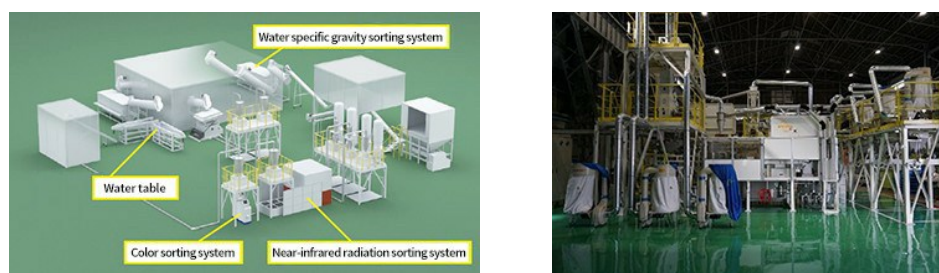


Fig. 2 Plastic sorting system

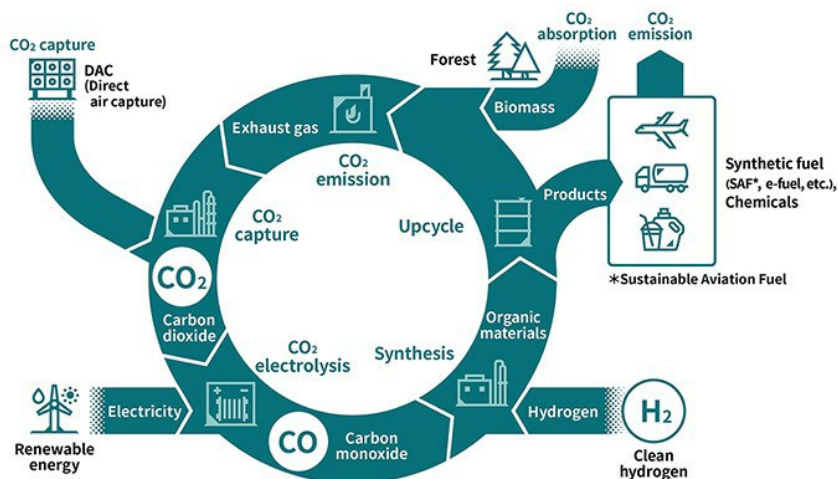


Fig. 3 Examples of plastic waste derived from used electrical and electronic equipment or E-waste

(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)

Carbon Recycling Initiatives

To achieve a circular economy and carbon neutrality at the same time, we are also working on practical use of “carbon recycling (using CO₂ as a resource)” in which CO₂, a greenhouse gas, is recycled for new utilizations, such as synthetic fuel and chemical raw materials.



Case: CO₂ recycling by P2C (Power to Chemicals)



Toshiba Energy Systems & Solutions Corporation

CO₂ captured from exhaust gas or atmosphere is electrolyzed into CO by the power derived from renewable energy (green power).

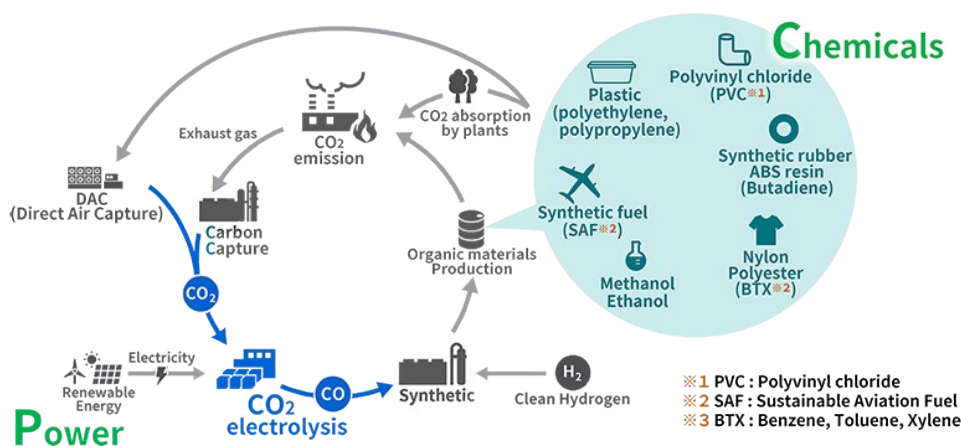
CO are synthesized with green H₂ (H₂ produced by electrolysis of water with green power) and finally reproduced into high value-added chemical products (SAF*, chemical raw materials, plastics, etc.).

This CO₂ recycling technology using green power is called “Power to Chemicals” (P2C).

In this way, CO₂ is recycled into and fixed in chemical products as carbon atoms and P2C contributes to not only resource utilization (circular economy) but also decarbonized society (carbon neutrality).

* SAF: Sustainable Aviation Fuel

> [CO₂ Resource Recycling: Products and technical services](#) (Toshiba Energy Systems & Solutions)



Consideration of Ecosystems



Medium- to Long-term Vision

- Compliance with policies and regulations on chemical substance management in countries around the world
- Proper management of water resources
- Promotion of activities for biodiversity conservation on and off the premises of Toshiba sites

FY2022 Achievements

- The amount of chemicals discharged per unit **91%** (compared to FY2021 level)
- Reduction of specified chemical substances contained in products: Completed the substitution of substances used in regulated products for the European market and continued control.
- The amount of water received per unit **104%** (compared to FY2021 level)
- Biodiversity conservation activities: Activities based on the five activity themes, including building of ecosystem networks and conservation of rare species, at approximately 60 sites worldwide.

Approaches to Key Risks and Opportunities

Toshiba Group will assess its dependencies and impacts on nature due to its corporate activities as well as identify risks and opportunities related to nature, followed by consideration of countermeasures. We aim to develop effective activities that contribute to 'nature-positive' world from the viewpoint of both "avoiding and reducing impacts on nature" as well as "restoring and regenerating nature."

Risks	Opportunities	Toshiba Group Initiative
<ul style="list-style-type: none"> Impacts on production activities and ecosystems due to drought, water pollution, floods, etc. caused by over-exploitation of water, discharge of contaminated water, climate change, etc. 	<ul style="list-style-type: none"> Expansion of markets for water treatment technologies and related products Increased interest in nature conservation activities that aim to improve watershed cultivation 	<ul style="list-style-type: none"> > Consideration of Ecosystems (Water conservation, etc.) > Response to Water Risk > Reduction of the Amount of Water Received in Business Activities
<ul style="list-style-type: none"> Soil and groundwater pollution due to insufficient waste and chemical substance management at sites, resulting in the impact on ecosystems, friction with local residents and deterioration of the corporate image The use of hazardous chemical substances in Toshiba Group products, resulting in the impact on ecosystems, friction with local residents and deterioration of the corporate image 	<ul style="list-style-type: none"> Deepening relationship with stakeholders in the community and obtaining better understanding of Toshiba Group's activities 	<ul style="list-style-type: none"> > Consideration of Ecosystems (Response to marine plastics issues, etc.) > Reduction of Waste Volume in Business Activities > Management of Chemical Substances in Business Activities > Soil and Groundwater Purification > Preventing Contamination and Reducing Contamination Risks > Management of Chemical Substances Contained in Products
<ul style="list-style-type: none"> Land modification during plant location and relocation, resulting in the impact on ecosystems, friction with local residents and deterioration of the corporate image 	<ul style="list-style-type: none"> Deepening relationship with stakeholders in the community and obtaining their understanding of Toshiba Group's activities 	<ul style="list-style-type: none"> > Consideration of Ecosystems (Tree planting, green conservation, etc.) > Ensuring of Environmental Risk Management and Compliance
<ul style="list-style-type: none"> Instability in raw materials procurement and increased costs due to decreased mineral resources 	<ul style="list-style-type: none"> Deepening relationship with suppliers and obtaining their understanding of Toshiba Group's activities 	<ul style="list-style-type: none"> > Toshiba Group Green Procurement Guidelines

> [Environmental Future Vision 2050](#)

> [The Seventh Environmental Action Plan](#)

Our lives and well-being are supported by the blessings of nature. Today, the loss of biodiversity, which is the foundation of these blessings, is accelerating at unprecedented speed. Various movements have commenced around the world to halt this loss, and in December 2022, the "Kunming-Montreal Global Biodiversity Framework," a new international framework on biodiversity, was adopted in COP15, held in Montreal, Canada. This Framework includes a vision of realizing a society in harmony with nature by 2050 and a mission of achieving a "nature-positive" world through urgent actions to halt and reverse biodiversity loss by 2030. The Framework, which is composed of 23 action targets, calls on the international community to implement measures aimed at conserving biodiversity and ensuring its sustainable use. In order for us and future generations to continue to enjoy the blessings of nature, it is necessary to put nature on a path to recovery following such new global rules.

Toshiba Group has operational and manufacturing sites in various locations around the world. Some sites are in areas with high water risks, while others use large volumes of water and chemical substances for production. In addition, we use various chemical substances in many of the products and services we supply. With an eye on trends in Japan and abroad, Toshiba Group is endeavoring to conserve ecosystems by promoting activities for biodiversity conservation in and outside Toshiba sites as well as properly managing water resources and chemical substances.

-
- > Conservation of Biodiversity
 - > Response to Water Risk
 - > Reduction of the Amount of Water Received in Business Activities
 - > Management of Chemical Substances in Business Activities
 - > Reduction of Emissions of Chemical Substances in Business Activities
 - > Soil and Groundwater Purification
 - > Preventing Contamination and Reducing Contamination Risks
 - > Management of Chemical Substances Contained in Products

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 these activities by proactively collaborating with concerned parties, including industry organizations, government agencies, local governments, and other companies, with the aim of contributing to the "mainstreaming" of biodiversity.

Toshiba Group Biodiversity Guidelines

Toshiba Group is promoting business activities in line with "Toshiba Group Biodiversity Guidelines," which summarizes the concept of undertaking conservation of biodiversity and its sustainable use.

Basic policy

In order to conserve biodiversity and promote the sustainable use of biological resources that constitute biodiversity, Toshiba Group will implement the following measures:

- Analysis of the impact of our business activities on biodiversity
- Reduction of the impact on biodiversity and the sustainable use of resources through our business operations
- Development of an organizational framework to promote these measures

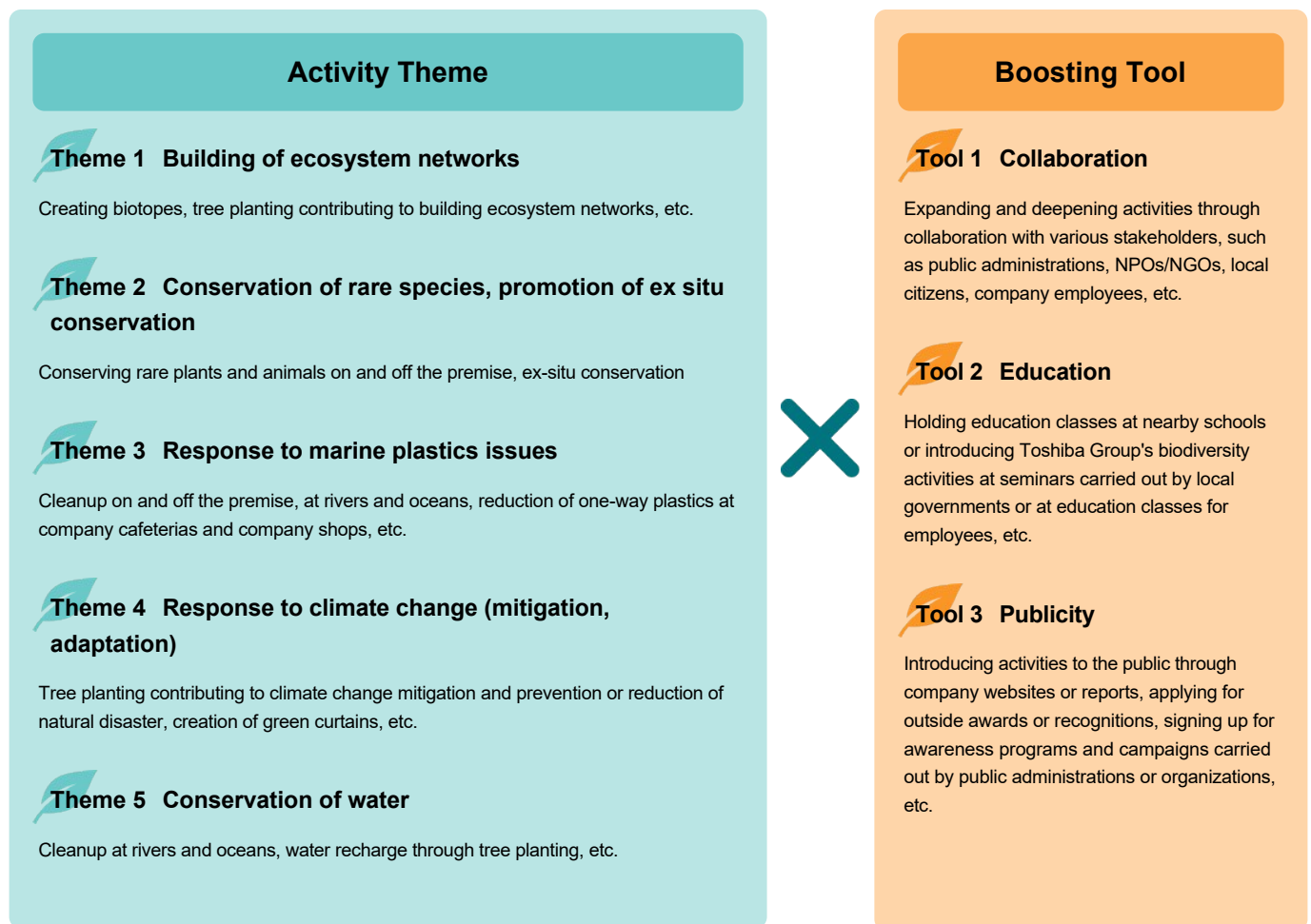
Specific actions

1. We will take appropriate measures to protect ecosystems when building factories or relocating facilities.
2. We will collaborate with local public agencies and private organizations.
3. We will continue our commitment to corporate citizenship activities as members of a sustainable society.
4. We will assess the impact and effects of environmental measures on various aspects of the environment, including biodiversity.
5. We will promote initiatives for the conservation of biodiversity in supply chains, including the mining of resources.
6. We will assess the impact of substance emissions and the consumption of resources required for our business activities.
7. We will study the structures and systems of nature and make technological contributions to society in accordance with the characteristics of our businesses.

Employee-participatory activities in collaboration with local communities

Aiming to contribute to the achievement of the "nature positive" world, Toshiba is promoting biodiversity conservation activities at approximately 60 global sites. With reference to the 23 targets of the new global framework, the "Kunming-Montreal Global Biodiversity Framework" ("first draft" in 2021), we have set five activity themes: "building of ecosystem networks," "conservation of rare species and promotion of ex situ conservation," "response to marine plastics issues," "response to climate change (mitigation, adaptation)," and "conservation of water." Under these themes, we are engaged in activities according to the characteristics and issues of each area, including those on the premises and those in the neighborhood of Toshiba sites, together with our stakeholders in the community. Each site's activities are implemented with the viewpoints of "collaboration," "publicity," and "education," having the aim of expanding and deepening the activities. Since many of these activities are planned and participated by employees themselves, the activities lead to improved awareness of the environment at each site as well as to continued development of the activities.

■ Five activity themes and 3 boosting tools



■ Activity examples

(1) Activity theme 1: "Building of ecosystem networks"

"Creating a biotope within the premises" / Mie Operations, Toshiba Infrastructure Systems & Solutions Corporation

> [Introducing Biodiversity conservation Activities of Toshiba Group: TOSHIBA INFRASTRUCTURE SYSTEMS & SOLUTIONS CORPORATION \(MIE OPERATIONS\)](#)



(2) Activity theme 2: "Conservation of rare species and promotion of ex situ conservation"

"Conservation of endangered species of Hyogo prefecture (Golden venus chubs and Thoroughworts)" / Himeji Operations of Toshiba Elevator and Building Systems Corporation, Himeji Operations-Semiconductor of Toshiba Electronic Devices & Storage Corporation

- > Introducing Biodiversity conservation Activities of Toshiba Group: TOSHIBA ELEVATOR AND BUILDING SYSTEMS CORPORATION (HIMEJI OPERATIONS)
- > Introducing Biodiversity conservation Activities of Toshiba Group: TOSHIBA ELECTRONIC DEVICES & STORAGE CORPORATION (HIMEJI OPERATIONS-SEMICONDUCTOR)



(3) Activity theme: 3 "Response to marine plastics issues"

"Awareness-raising activities for employees on the issue of marine plastics; discontinuation of the use of plastic cutlery and plastic bags in the company cafeteria" / Toshiba Tec Singapore Pte Ltd.

- > Introducing Biodiversity conservation Activities of Toshiba Group: TOSHIBA TEC SINGAPORE PTE LTD.

STOP Plastic Pollution

Plastic litter and microplastics are found in **All Parts of our Planet's** environment, in the **FOOD** we EAT, the **AIR** we BREATHE and the **WATER** we DRINK.

Plastic doesn't biodegrade, it just sits.

Since plastics are made from petrochemicals derived from fossil fuels, increasing plastic production is also contributing to the **climate crisis**.

Plastic Ingestion from Nature to People

5g Average people could be ingesting around 5 grams of plastic Every Week.	87% About 87% of mismanaged waste is leaked into nature and becomes plastic pollution.
1769 Average people could be ingesting 1769 particles of plastic Every week just from bottle.	1 ton The ocean will contain 1 metric ton of plastic for every 3 metric tons of fish by 2025.

How can you make a difference?

- Bring your own (BYOB)
- Reusable Utensils and Kitchenware
- Choose your packaging
- Reuse your plastics

Zoom Image on_web_spreads.pdf/jaanda.org/

(4) Activity theme 4: "Response to climate change (Mitigation, adaptation)"

"Forest maintenance and conservation activities at Kaga Toshiba Forest" / Kaga Toshiba Electronics Corporation

- > Introducing Biodiversity conservation Activities of Toshiba Group: KAGA TOSHIBA ELECTRONICS CO., LTD.



(5) Activity theme 5: "Conservation of water"

"Water resource conservation awareness for employees" / Toshiba Tec Malaysia Manufacturing Sdn. Bhd.

➤ Introducing Biodiversity conservation Activities of Toshiba Group: TOSHIBA TEC MALAYSIA MANUFACTURING SDN. BHD.



Other Toshiba Group activities are introduced on the following special website below:

TOSHIBA Japan

製品・サービス 企業情報 ニュース

環境活動トップ ビジネス・戦略・体制 気候変動への対応 環境経済への対応 生態系への配慮 環境経営活動

環境活動 > 環境活動 > 東芝グループ生物多様性保全活動のご紹介

東芝グループ生物多様性保全活動のご紹介

Introducing Biodiversity Conservation Activities of Toshiba Group

東芝グループはグローバル約60拠点で、生態系ネットワークの構築、希少種の保護、海洋プラスチック問題への対応など、さまざまな生物多様性保全活動を推進しています。

Global 60 (approx.) sites of Toshiba Group engage in various kinds of biodiversity conservation activities, such as building of ecosystem networks, conservation of rare species and responding to marine plastic issues.

東芝グループでは同グループの長期環境ビジョン「環境未来ビジョン2050」の実現をめざし、「自然環境アクションプラン」を策定しています。同アクションプランは「気候変動への対応」「循環経済への対応」「生態系への配慮」の3分野での取り組みを推進し、持続可能な社会、すなわち脱炭素社会・循環型社会・自然共生社会の実現に貢献していくことを目標としています。東芝グループは生物多様性保全活動を「生態系への配慮」の重要な活動項目としてとらえ、「5つの活動テーマ」と「3つの拡大・深化ツール」の掛け合わせにより、地域に密着したさまざまな保全活動をグローバルに約60拠点で推進しています。

Toshiba Group has set the "the Environmental Action Plan" in order to realize "Environmental Future Vision 2050". The Group's long-term environmental vision. The Plan aims to realize a sustainable society—in other words, a decarbonized society, a resource circulating society, and a society in harmony with nature—by implementing its initiatives in three areas: "response to climate change," "response to the circular economy," and "conservation of ecosystems." Under the notion that biodiversity conservation is an important component of "conservation of ecosystems," we are carrying out our conservation activities through the combination of the "five activity themes" and the "three boosting tools" at global 60 (approx.) sites.


グローバル約60拠点による活動 2022年度実績 Activities by Production / Business Sites Worldwide FY2022 Results	
✓ 米国 United States	現在2件登録 / Number of Registrations 2
✓ ヨーロッパ Europe	現在1件登録 / Number of Registrations 1
✓ 中国 China	現在6件登録 / Number of Registrations 6
✓ アジア Asia	現在10件登録 / Number of Registrations 10
✓ 日本 Japan	現在39件登録 / Number of Registrations 39

2022年度の実績はあくまで概算ですが、それは既に述べられている通り、引き続き2023年度にも実施している活動の一部でもあります。日本を除く他国では、中国の各地の拠点については「日本語版」で表示しています。
Activities listed are mainly those implemented during FY2022 but some are those which had been implemented from before FY2022 or those which are continually implemented in FY2023.
As for description in Japanese, names of Chinese companies are shown in their Japanese names.

➤ Introducing Biodiversity conservation Activities of Toshiba Group

Contribution to the "30by30 Target"

The "Kunming-Montreal Global Biodiversity Framework" has a target that aims to effectively conserve at least 30% of land and sea areas as sound ecosystems by 2030 (target 3, commonly called the "30by30 target"). This global-scale initiative related to land aims to expand the protected areas and OECM (Other Effective area-based Conservation Measures; locations other than protected areas that contribute to biodiversity conservation). In Japan, the "30by30 Alliance for Biodiversity" has been established with the aim of expanding OECM in the country. In FY2023, a program for certifying locations where conservation is underway through private-sector initiatives etc., or where management that does not mainly intend to implement conservation is nevertheless acknowledged as contributing to the protection of the natural environment, has started (Secretariat: Ministry of the Environment). The locations certified in this program will then be registered on the OECM world database. Since Toshiba Group establishes business sites globally and recognizes sustainable use of land to be an important issue, we participate in the Alliance as a first step toward directly contributing to the achievement of the "30by30 target." Going forward, we will aim to contribute to expanding the number of Japan's OECMs through nature conservation activities on the premises and in the surrounding areas of Toshiba sites in Japan, as well as collect information and consider how we can contribute to the target through our sites abroad.

- > [Japan's 30by30 Roadmap](#)  (832KB)
- > [30by30 alliance](#) (Japanese only) (Ministry of the Environment)
- > [Participation in the 30by30 Alliance for Biodiversity](#) (Sustainability Site)
- > [Biodiversity conservation activities at Toshiba Lighting & Technology Corporation \(Imabari Complex\)](#) (Japanese only)

Case: Certified as one of Japan's OECM by Ministry of the Environment (Oct, 2023)



Toshiba Lighting & Technology Corporation Imabari Complex

Imabari City's Odagahama Beach is inhabited by many of the prefecture's endangered species. Imabari Complex, aiming to implement community-based biodiversity conservation activities, continuously conduct land maintenance and environmental education sessions for nearby elementary school students at the beach, in cooperation with local residents, Ehime Prefecture, Imabari City, NPOs, and specialists. In recognition of these activities, the company was certified by the Ministry of the Environment as one of Japan's OECM, first ever certification for Toshiba Group.

- > [News & Topics](#) (Japanese only) (Toshiba Lighting & Technology Corporation)



Land maintenance
at Odagahama Beach



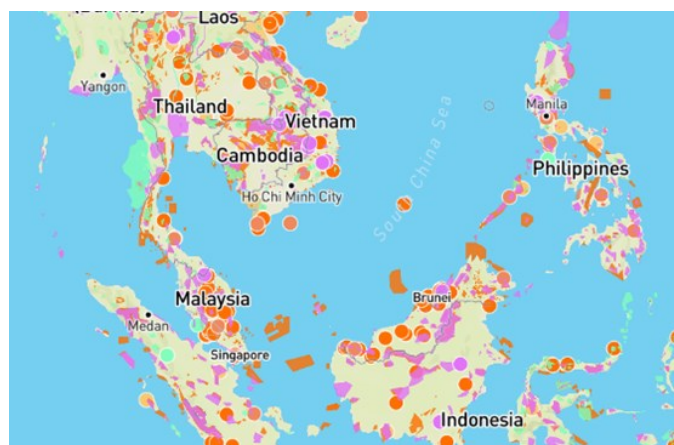
Education session
for elementary school students



Endangered species of
Ehime Prefecture (Linaria japonica)

Assessment of Biodiversity

Toshiba Group uses “IBAT,”* an international assessment tool, to collect information on protected areas in the surroundings of our global sites and other key areas important for biodiversity conservation as well as information on endangered species inhabiting the area, in order to conduct biodiversity-related assessments. Going forward, we will promote biodiversity conservation activities that are in line with the actual conditions of each area based on the assessment results.



Example of IBAT assessment

Biodiversity elements triggering KBA criteria

Taxonomic Group	Scientific name	Common name	IUCN Red List Category
Birds	<i>Acrocephalus tangorum</i>	Manchurian Reed-warbler	VU
Birds	<i>Aquila clanga</i>	Greater Spotted Eagle	VU
Birds	<i>Aquila heliaca</i>	Eastern Imperial Eagle	VU
Birds	<i>Ardea albus</i>	Great White Egret	LC
Birds	<i>Ardea cinerea</i>	Grey Heron	LC
Birds	<i>Calidris alpina</i>	Dunlin	LC
Birds	<i>Charadrius alexandrinus</i>		LC

※ Integrated Biodiversity Assessment Tool: A tool hosted by the IBAT Alliance, a biodiversity project whose participants include the United Nations Environment Programme (UNEP) and the International Union for Conservation of Nature and Natural Resources (IUCN), which provides concrete information on biodiversity and important habitats around the world. [Integrated Biodiversity Assessment Tool \(IBAT\)](#)

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 and other 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.

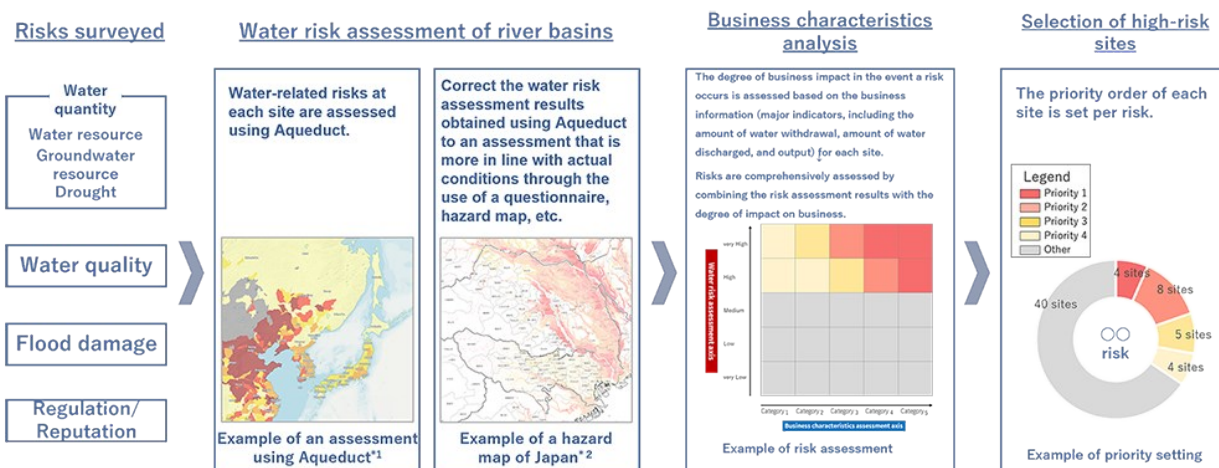
* The impacts of each business on natural capital (especially water resources) are assessed using the MST tool, which is a tool for conducting materiality analysis of 12 impact categories within 5 issue areas, including changes in the use of ecosystems; exploitation of resource such as water; climate change; pollution; and invasive species, per sector.

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).

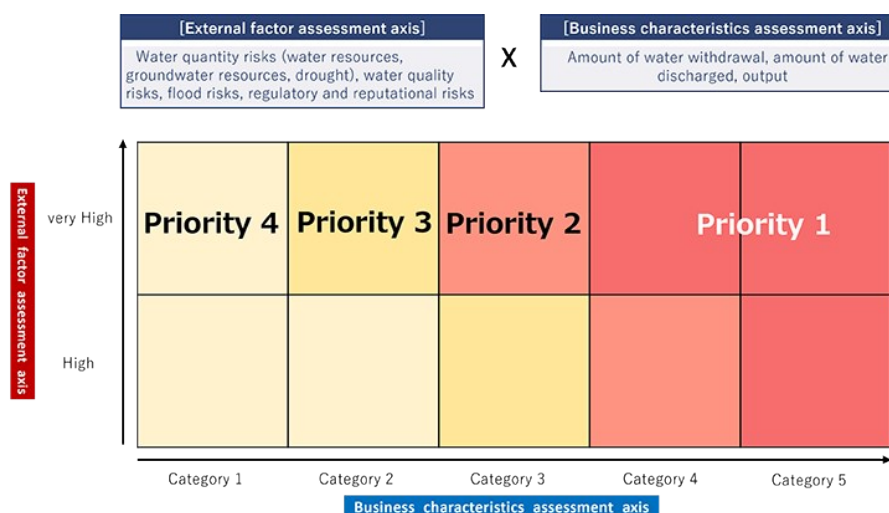
Next, from the sites with a high risk level identified as “very High” or “High” in the external factor assessment results, we chose high priority sites (Priority 1 to 4) taking into consideration the business impact level (Category 1 to 5) based on major indicators, including the amount of water withdrawal, amount of water discharged, and output, then finally extracted sites with high water risks.



* 1. Aqueduct: <https://www.wri.org/aqueduct>

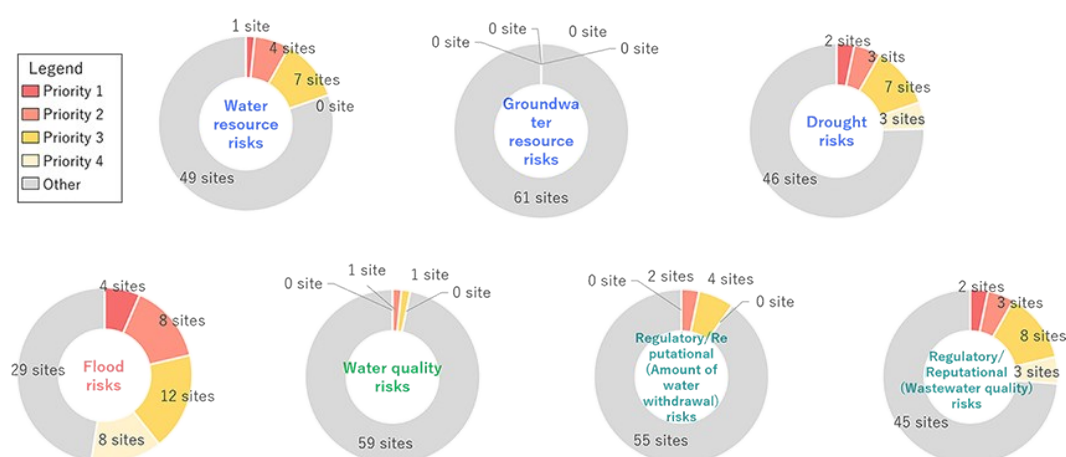
* 2. Hazard map: <https://disaportal.gsi.go.jp/index.html>

Water Risk Assessment Process



Assessment Results

The following shows the assessment results by water risk.



Assessment Results

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.

By minimizing water risks mainly at high-risk sites extracted in the assessment, Toshiba Group will contribute to resolving water issues in various areas through the provision of products and services that contribute to reducing water risks.

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 Studies of Water Risk Initiatives

Risk reduction activities at sites

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



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 15,000 m³ water used annually.



Cleaning the pond



Pond for storing rainwater



Rainwater tank

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

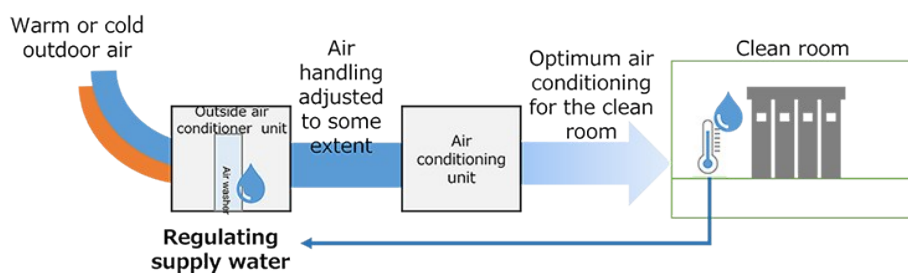


Kaga Toshiba Electronics Corporation

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 conditioner 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 optimised, resulting in reducing the amount of water received. (Annual reduction amount: 2,383 m³/year)

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



Contribution of Toshiba Group products and services

Case: Sustainable wastewater ZLD system



Toshiba Infrastructure Systems & Solutions Corporation

In emerging countries with rapid population growth and economic development in urban areas, water pollution is becoming more serious year by year. Along with the growing need to improve the quality of wastewater and to preserve the water environment, laws and regulations are being strengthened to achieve a healthy water cycle.

To mitigate water pollution risks at rivers and to utilize effectively water resources through wastewater recycling and reuse, Toshiba Group offers a zero liquid discharge (ZLD) system to eliminate the discharge of wastewater from manufacturing plants.

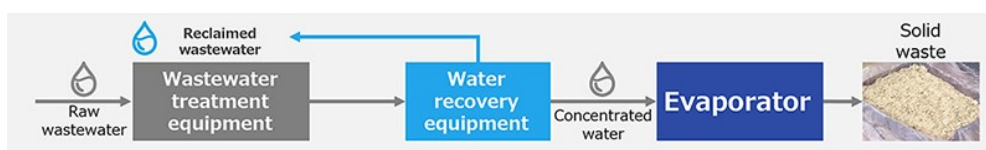
ZLD systems consists of the reverse osmosis (RO) part to concentrate and separate impurities in wastewater and collect reclaimed wastewater and the evaporation part to evaporate the concentrate to obtain dry solid waste, reducing the amount of wastewater discharged outside the system to zero.

Using ZLD systems prevents water pollution of public waters and reduces water intake from outside to address the issues of water depletion and water resource pollution.

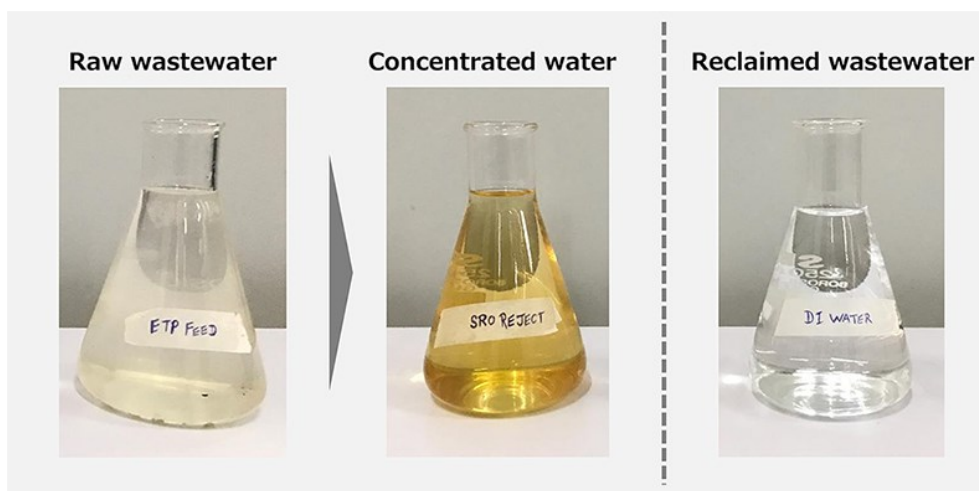
Toshiba's ZLD systems improves the RO water recovery percentage from 80% to 95% with specific scaling/fouling prevention measures, resulting in the energy consumption reduction for evaporation to approximately one-fourth, thus halving GHG emissions. *

* Estimated results based on actual introduction at an Indian automobile site

> [ZLD:Solutions for Industrial Field](#) (Toshiba Infrastructure Systems & Solutions)



Overview of the process flow of a ZLD system

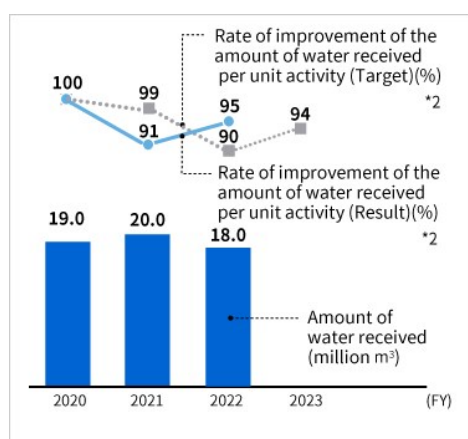


Wastewater Samples of an Automobile Manufacturing Plant

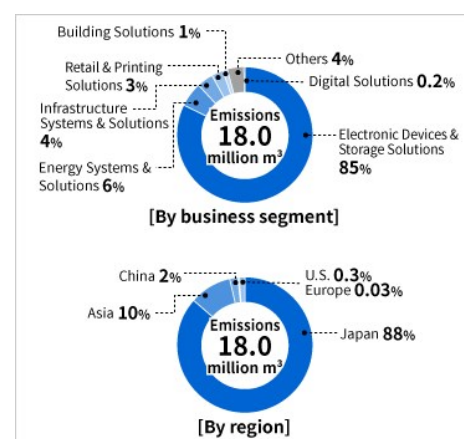
Reduction of the Amount of Water Received in Business Activities

In response to rising concerns over water problems worldwide, Toshiba Group is promoting sustainable water resource management. Each of our production sites has incorporated the policy of reducing the volume of water received into its annual plan in order to develop specific strategies and conduct follow-up surveys on an ongoing basis. The total volume of water received in FY2022 was 18.0 million m³ and the volume of water received per unit activity was 104% of the total for the previous year, so our targets is not achieved, however, we are continuously promoting wide-ranging efforts, such as such as the use of recycled wastewater from the site and the introduction of a system to use rainwater.

Amount of water received and rate of improvement of the amount of water received per unit activity^{*1}



Breakdown of the amount of water received (FY2022)



^{*1} Basic-unit uses values such as production output, the number of products manufactured, the number of persons and total floor area, etc, that are related to the total volume of water received associated with manufacturing.

^{*2} The rate of improvement per unit activity of output with FY2020 as 100%

Case: Reducing water use by introducing a cooling water circulation system



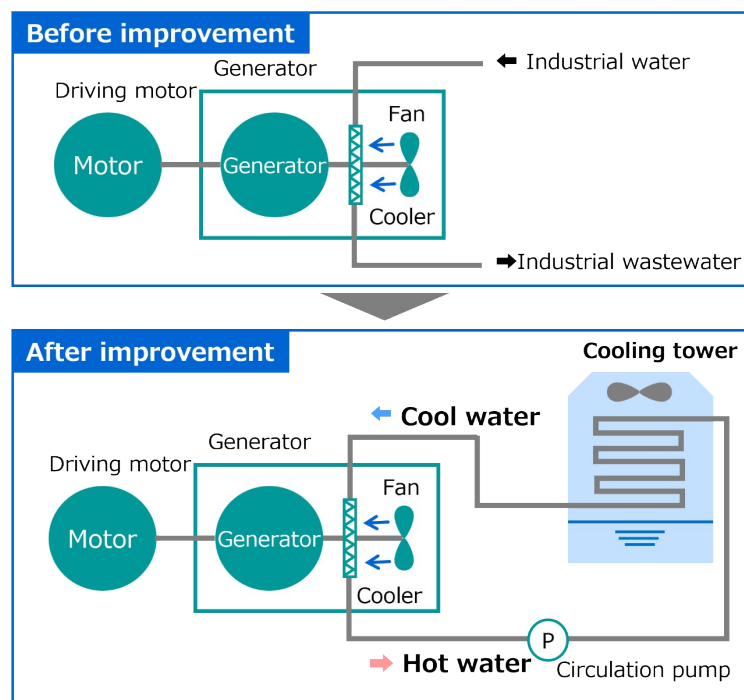
Nishishiba Electric Co., Ltd.

Nishishiba Electric Co., Ltd. develops and manufactures products related to marine electrical systems as well as generator and industrial systems that support social infrastructure.

Previously, in the testing process for fully closed (IP44^{*}) large generators to be installed on vessels, industrial water was used as the cooling water, which was treated after use as industrial wastewater. To improve, we introduced a new cooling tower as a cooling water circulation system, and we changed to a method of circulating and reusing cooling water. As a result, we reduced the amount of water used by approximately 5,500 m³ annually, which is equivalent to the amount of water in approximately ten 25-m swimming pools.

We will strive to conserve water resources by using water efficiently.

* IP (International Protection) code: Performance standards that grade the dust and water resistance of the protective structure of equipment.



Case: Reducing water use by improving hand-washing facilities at manufacturing sites



Himeji Operations, Toshiba Elevator and Building Systems Corporation

To promote efficient use of water resources, Himeji Operations of Toshiba Elevator and Building Systems Corporation switched the wall faucets to automatic faucets at nine hand-washing areas and ten bathrooms across the site. By simultaneously upgrading eleven flush type lavatories to an automatic backflush type that can control water flow, we successfully reduced the amount of water used by 240m³ annually.

This initiative led to not only effective use of water resources but the reduction of CO₂ emissions from energy used during water purification and electricity for automatic faucets, resulting in an initiative that contributes to both resource savings and global warming prevention. The initiative also contributed to reducing the risk of COVID-19 infection by limiting the opportunities for people to touch faucets through the introduction of automatic faucets.



Automatic cleaning sensor for toilets



Overall view of the automatic faucets (1)

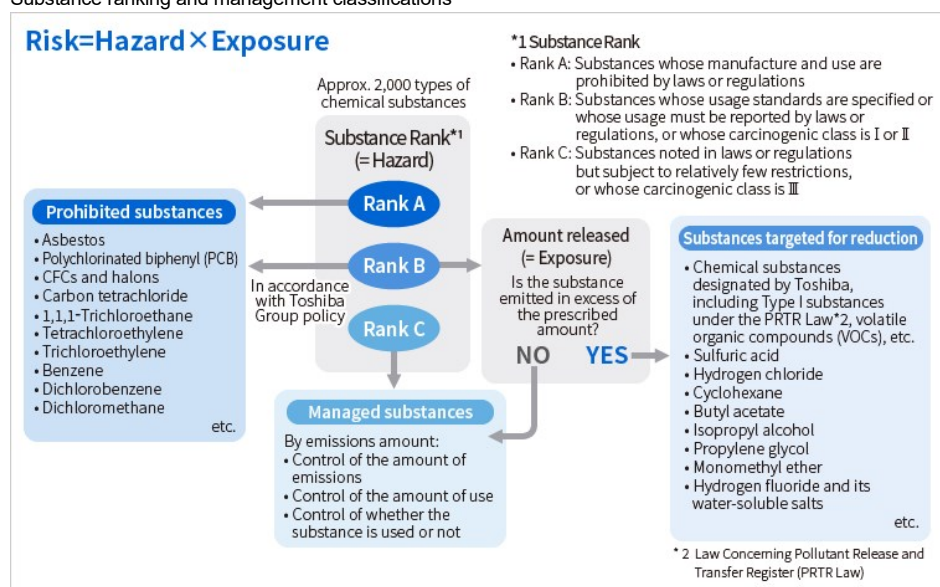


Overall view of the automatic faucets (2)

Management of Chemical Substances in Business Activities

Toshiba Group classifies the handling of chemical substances into the three categories of prohibition, reduction, and control, and manages each of them according to internal regulations. The relationship between the ranking of substances and management classifications, which underlies this initiative, is indicated in the chart below. Approximately 2,000 types of chemical substances are classified into three ranks (hazard level A, B, and C) based on the regulatory levels set by environmental legislation, data on carcinogenic properties, and other factors. Chemicals are classified into prohibition, reduction, or control by determining their respective risk upon combining the rank of the substance that shows the hazard level and their emission which mean the impact of exposure to the substance.

Substance ranking and management classifications



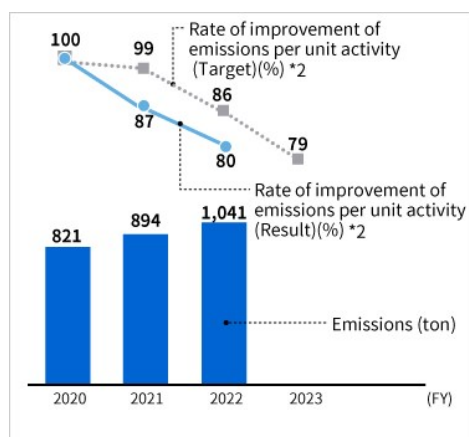
Reduction of Emissions of Chemical Substances in Business Activities

Toshiba Group strives to reduce the emission of chemical substances by designating substances that have large direct impacts on the environment as those targeted for reduction.

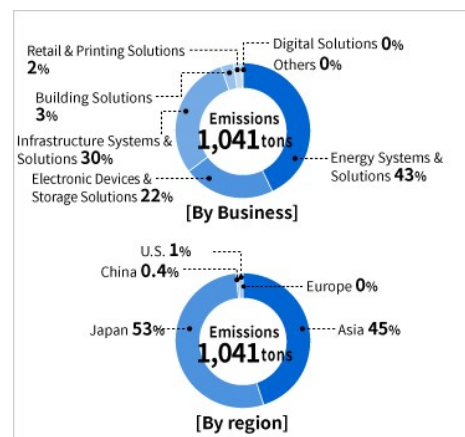
In FY2022, Toshiba Group took measures to address solvents used in cleaning and resin processing, which are the major emissions in terms of volume. We promoted initiatives such as using alternative substances and improving productivity and manufacturing processes in order to reduce the use of raw materials as well as reducing the evaporation of volatile organic compounds (VOCs) by enhancing chemical management. As a result, the quantity of chemical substance emissions per unit activity was 91% of the FY2021 level and we therefore achieved our target.

Toshiba Group plans to use alternative substances and increase the efficiency of using materials by improving processes as an incoming countermeasure and to expand the usage of equipment to remove and capture emitted substances as an outgoing countermeasure.

■ Emissions of substances targeted for reduction and the rate of improvement per unit activity^{*1}



■ Breakdown of emissions of substances targeted for reduction (FY2022)



^{*1} Basic-unit uses values such as production output, the number of products manufactured, the number of persons and total floor area, etc., that are related to chemical substance emissions associated with manufacturing.

^{*2} The rate of improvement per unit activity of output with FY2020 as 100%

Case: Reducing the amount of paints used by using a colored caulking compound



Kitashiba Electric Co., Ltd.

A volatile organic compound (VOC) is a chemical substance contained in abundance in paints, etc. that becomes a cause of air pollution as suspended particulate matter or photochemical oxidant when released into the air. As such, Kitashiba Electric is working to reduce the amount of VOCs used. When assembling a transformer, a caulking compound is used for rust prevention where surfaces meet. Previously, a cissing prevention agent was applied on the caulking compound and then a finishing paints in an exterior painting color was applied on them, because the color of the caulking compound is different from the exterior painting color.

Recently, Kitashiba Electric introduced a colored caulking compound to eliminate the cissing prevention agent and finishing paints. As a result, the amount of paints used in the typical transformer was reduced by approximately 5 kg per. Going forward, Kitashiba Electric will expand the scope of application of the colored caulking compound in an attempt to further reduce the amount of painting materials used.



The area where the colored caulking compound is used



The area where the colored caulking compound is used

Case: Reducing the amount of chemical substances used in semiconductor manufacturing processes

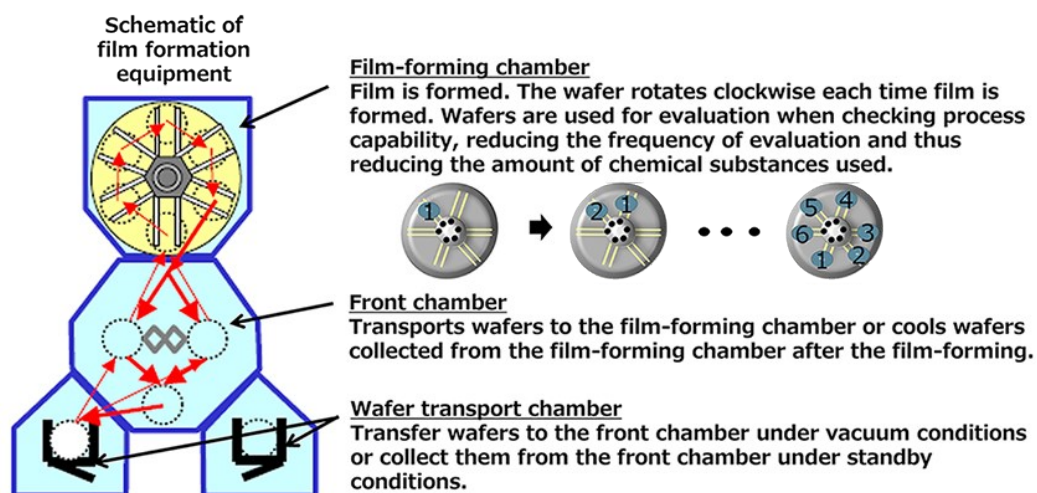


Oita Operations, Japan Semiconductor Corporation

Japan Semiconductor Corporation manufactures a wide range of semiconductor products, including MCU products^{*1}, ASIC products^{*2}, and analog products^{*3}. To maintain the quality of mass-produced items such as semiconductor products, continuous verification of process capabilities for manufacturing processes is indispensable. Thus, Oita Operations worked to optimize the verification frequency of process capabilities by targeting silicon wafer surface film formation equipment while maintaining quality as well as improving productivity. As a result, by reducing the frequency, silane gas used in the capacity evaluation process was reduced by 37.5% per year, resulting in a reduction in the use of chemical substances.

- *1 MCU (Micro Computer Unit) products: Semiconductors that control electronic devices. Example products: electrical and electronic products including TVs, telephones, and refrigerators; industrial equipment; vehicle engine control; and car navigation systems, etc.
- *2 ASIC (Application Specific Integrated Circuit) products: Semiconductors specially designed and manufactured according to a customer's particular use. Example products: Printers, game consoles, and electronic musical instruments, etc.
- *3 Analog products: Semiconductors that process and control analog signals of light, heat (temperature), sound, vibration, etc. captured by sensors by converting them into digital signals, or vice versa. Example products: Electrical and electronic products, car audio systems, and wireless power feeding systems, etc.

> Products and Technology (Japan Semiconductor Corporation)



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



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.



Multi-spot flow system at P.T. TEC Indonesia

> [Management of Chemical Substances](#) (Toshiba Tec Corporation)

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.

We focus on high VOC concentration areas for purification by water pumping. As purification progresses and the VOC concentration falls in these areas, we shift more intensive pumping to areas with relatively high VOC concentrations. In FY2022, we collected 99.6kg of VOCs. This is a decrease of about 55% from the previous fiscal year, which can be attributed to the drastic purification measures implemented during land development, the shift from pumping to in-situ purification, and the gradual decrease in VOC concentration (i.e., VOC retrieval) due to previous purification efforts.

We will continue to implement soil and groundwater purification measures using methods appropriate for the laws, regulations, and the state of development of purification technology. Meanwhile, we will proactively communicate with local governments and communities by, for example holding purification facility tours.

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,E,G	—
Toshiba Corporation Komukai Complex	Kawasaki, Kanagawa Prefecture	Purification in progress	A,G	4.249
Toshiba Electronic Devices & Storage Corporation Himeji Operations-Semiconductor	Taishi Town, Ibo County, Hyogo Prefecture	Being monitored (North district)	D,F,G	—
		Purification in progress (South district)	A,F	61.6
Japan Semiconductor Corporation Oita Operations	Oita, Oita Prefecture	Being monitored	G	—
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,F	—
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	Being monitored	A,B	0.27
Former site of former Toshiba Components Co., Ltd. Kimitsu Operation Center	Kimitsu, Chiba Prefecture	Purification in progress	A,B,F	33.7

^{*1} Purification method:

(A) groundwater pumping, (B) soil gas suction, (C) reduction decomposition, (D) oxidation decomposition, (E) interception containment, (F) removal by excavating soil, and (G) bio-activation.

^{*2} Amount collected:

Amount collected from April 2022 to March 2023

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

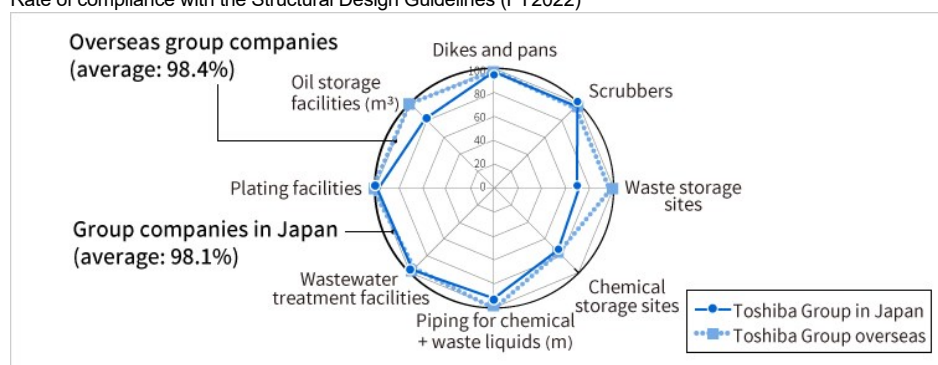
Preventing Contamination and Reducing Contamination Risks

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 FY2022, Toshiba Group achieved a compliance rate of 98.1% in Japan and 98.4% overseas.

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.

Rate of compliance with the Structural Design Guidelines (FY2022)



> [Management of Chemical Substances in Business Activities](#)

> [Ensuring of Environmental Risk Management and Compliance](#)

Management of Chemical Substances Contained in Products

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.

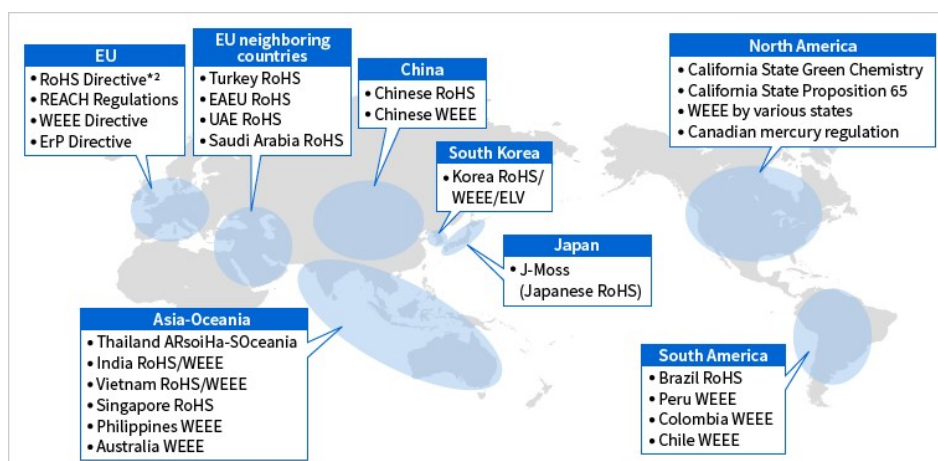
Rank A (prohibited) substances are those prohibited or restricted from use in products (including packaging) by laws and regulations in Japan and abroad, and include substances on the Declarable Substance List of IEC 62474: Material Declaration for Products of and for the Electrotechnical Industry prepared 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 WSSD: World Summit on Sustainable Development

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

Promoting Substitution of the Phthalates*

Toshiba Group promotes substitution of the four phthalates as part of our priority measures for managing chemicals contained in products.

Phthalates are used as a plasticizer for PVC and other plastics. They are widely used in electrical and electronic equipment as plasticizers for cords and internal wire cable coatings as well as for various types of packing.

However, due to concerns about their reproductive toxicity, regulations on phthalate esters have recently been tightened, as for electrical and electronic equipment, the European RoHS Directive regulates the use of four phthalate esters in electrical and electronic equipment to be marketed in the EU as of July 22, 2019, and similar regulations are spreading to other countries as well.

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.

Case : Development of a simplified screening method for phthalates

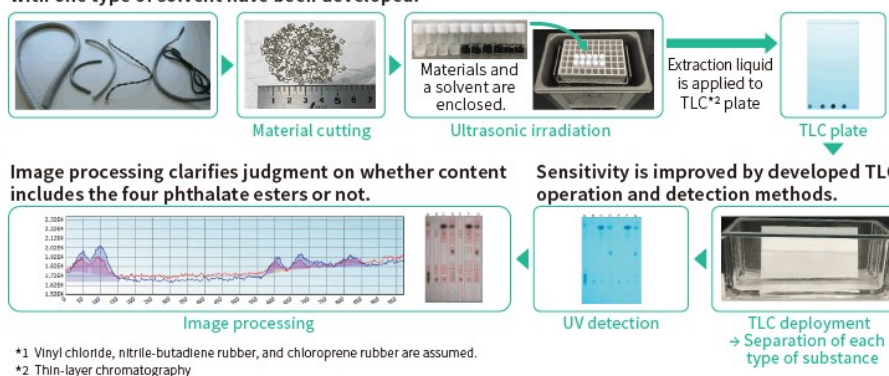
Toshiba Corporation Corporate Research & Development Center

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)

Conditions that can easily be extracted from high risk materials*¹
with one type of solvent have been developed.



Environmental Communication

Toshiba Group positions environmental communication as one of the activities of “Enhancement of the basis of environmental management” under the Seventh Environmental Action Plan and is promoting activities centered on “External communication” and “Networking with stakeholders.” In terms of “External communication,” we disclose the latest information mainly on Toshiba Group Environment Website because we consider disclosing Toshiba Group’s environmental initiatives to stakeholders in a timely manner important. For “Networking with stakeholders,” we promote activities with the action goal of promoting communication activities suitable for the age of the new normal to create networks with stakeholders, based on collaboration with communities and organizations at each site worldwide, such as local residents, NPOs, NGOs, and administrative offices as well as among employees.

External communication

Toshiba Group had issued the Environmental Report since FY1998 and the CSR Report since FY2004. In FY2020 and FY2021, we integrated these reports into the Sustainability Report. In FY2022, in an attempt to disclose information in a more timely manner, we discontinued issuing information in a report format and have been disclosing Toshiba Group’s comprehensive environment related information on Toshiba Group Environment Website. In addition, we disclose information on our latest initiatives reflecting global trends through advertisements and exhibitions.

[> Environment-Related Reports](#)

Environmental advertisements

As part of our accelerating carbon neutrality initiatives, Toshiba introduced a green transformation (GX) consulting service, which we jointly offer with Accenture Japan Ltd. Our three GX solutions—namely, “Renewable energy supply,” “FEMS/Manufacturing Site Optimization,” and “CO₂ Visualization”—have been implemented at some leading sites within Toshiba Group. Going forward, we will provide the GX solutions outside the company in the future.

- [> Example of Past Environmental Advertisements](#)
- [> Toshiba Group’s Advertisements and Exhibitions](#)



Nikkei ESG (April 2023 issue) by Nikkei BP

Networking with stakeholders

Toshiba Group considers it is important to improve environmental awareness and to contribute to solving various environmental issues through communication with communities and organizations, such as local residents, NPOs, NGOs, and administrative offices as well as through collaboration among employees. In FY2022, we carried out approximately 340 environmental activities with stakeholders in 14 countries around the world, under the five activity themes of energy, resources, chemical substances, water, and nature. All the participants united to think about the importance of environmental conservation and contribute to solving environmental issues rooted in society and community such as saving energy, resource circulation, and biodiversity, while enjoying relation building with each other.

Case 1: Environmental education program with the theme of “Hydrogen that contributes to decarbonization” (Main activity theme: Energy)



Toshiba Energy Systems & Solutions Corporation

Toshiba Energy Systems & Solutions Corporation held an environmental education class on “hydrogen” at the Toshiba Science Museum, a junior high school in Kawasaki City, Kanagawa Prefecture and a Michi-no-Eki roadside station in Fukushima Prefecture where FH2R* is located.

In this class, firstly, we explained to participants environmental issues, global warming caused by the increase of greenhouse gases particularly CO₂ and that hydrogen is an effective solution to prevent global warming.

Next, participants experimented with generating and consuming hydrogen using pencils and dry cell batteries.

The purpose of this class is that participants become interested in environmental issues and their solutions.

A participant commented: “I realized through this class that the environmental issues we are currently facing, and learned that hydrogen and fuel cells can solve them.”

* FH2R: Fukushima Hydrogen Energy Research Field



Junior high school in Kawasaki City, Kanagawa Prefecture



Toshiba Science Museum



Michi-no-Eki roadside station in Fukushima Prefecture

Case 2: Releasing the Home Appliance Recycling Center “Web Factory Tour” video (Main activity theme: Resources)



Toshiba Environmental Solutions Corporation

Toshiba Environmental Solutions Corporation is working to realize a circular economy through reuse, recycling, and solutions for various used products, such as home appliances, office automation equipment, and solar batteries.

The company is exhibiting an online video entitled “Web Factory Tour” that reveals the inside of the Home Appliance Recycling Center, which is usually undisclosed, to raise awareness of the importance of recycling and issues such as waste treatment with respect to four home appliances, namely TVs, air conditioners, washing machines, and refrigerators. The video introduces the process of collecting disposed home appliances, disassembly, sorting, and extracting recycled materials, then explains the effects of recycling and how the recycled materials can be used. We hope this will make home appliance recycling more familiar to the public and promote recycling efforts and understanding.

Going forward, we will continue to work on the recycling business based on the experience we have acquired over the years and our proven technology, thereby contributing to the realization of a circular economy.

> [“Web Factory Tour” video](#) (Toshiba Environmental Solutions Corporation) (Japanese only)



Image of opening of the video (Japanese only)

Case 3: Remake workshop in environmental education with the theme of waste reduction (Main activity theme: Resources)



Toshiba Semiconductor (Thailand) Co., Ltd. (TST)

As part of our CSR activities for the neighborhood community, our employees provided environmental education at the nearby Srimahaphot School. This is our first environmental education activity. This environmental education was conducted face to face with students at schools lectured on themes including global warming and waste reduction through the 3 R's (reuse, reduce, and recycle) using video teaching materials, so that students also could learned about our energy conservation and environmental initiatives. In addition, we held a workshop to make eco-bags from old T-shirts. Going forward, we will continue to build relationships with local residents through environmental enlightenment activities.

Number of students who participated in this education: 31 second-year junior high school students.



Group photograph of the participants



Students attending a lecture



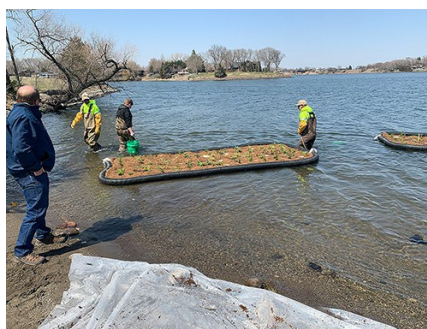
Eco-bag created from a worn T-shirt

Case 4: Lake Mitchell water quality improvement activity (Main activity theme: Water)**Toshiba America Business Solutions, Inc. Toner Products Division**

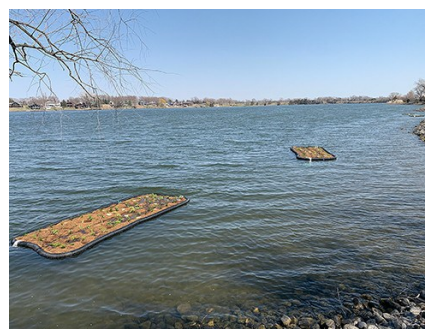
At Lake Mitchell, which is located near our site, the deterioration of the water quality due to the massive outbreak of green algae has become a problem in recent years. The cause of this green algal is related to an increase in phosphorus and nitrogen in the lake water, but it is thought that the phosphorus and nitrogen can be absorbed by plants. Toshiba America Business Solutions, in cooperation with the Mitchell City local government, the companies around our site, and the Boy Scouts of America, created floating islands with plants and installed them in the lake. We plan to continue to participate in this activity in FY2023.



Preparation of floating islands



Floating them on Lake Mitchell



Case 5: Forest development activities (Main activity theme: Nature)



Toshiba TEC Europe Imaging Systems S.A.

Toshiba TEC Europe Imaging Systems S.A. has established an in-house biodiversity conservation team and begun conducting various environment-related activities. In recent years, with a focus on joint activities with neighboring organizations, we have been working with the city government of Dieppe, where the site is located, schools, and companies. In FY2021, we established a new partnership with a school dedicated to forestry education and have been conducting activities with the school. In FY2022, in addition to developing green areas within the site, we worked with students to thin forests and woodlands in the surrounding area of approximately 2 hectares, maintain the land, and conduct clean-up activities.



Conducted forest and woodland development activities in collaboration with forestry education school students.

Case 6: Environmental enlightenment activities for employees in contest form (Main activity theme: Environment in general)



Toshiba Information Equipment (Philippines), Inc. (TIP)

We conduct activities in contest format for various measures aiming to improve employees' environmental awareness. In our business activities, we hold a quiz show to deepen and measure their understanding and awareness of Environmental Management System (EMS) procedures and operation management, and contests for ideas for initiatives to improve environmental performance to respond to environmental issues. We also hold photo contests to encourage employees to reduce their energy and water consumption, as well as to recognize the beauty of the natural environment and local communities, and to motivate them to conserve the environment. By smoothly exchanging employees' varied ideas in a contest, we improve environmental awareness.



Employees participating in a quiz show



Photo contest showcasing the beauty of nature and life on the earth.
Illustrates biodiversity and species.



Energy-saving contest to save electricity and water at home



Environment Kaizen: Idea contest on environmental improvement activities

Case 7: Environmental education program for children (Main activity theme: Environment in general)



Toshiba Corporation (Japan)

Toshiba Corporation collaborates with the Association of Corporation and Education, an NPO that specializes in developing classroom lectures with companies, to hold environmental education programs for children at elementary schools around Tokyo and in communities where Toshiba Group has business and production sites, and branch offices as well as at event sites across the country.

In these programs, we raise children's awareness of global warming, resource depletion, and other environmental issues that seriously affect people's lives. We also introduce various scientific technologies to help solve such issues. By doing so, we encourage children to consider environmental issues, explore ways to help society, and take action as members of society.

The content of these programs is linked to the elementary school curriculum guidelines and is suitable for science, social studies, and general education classes. The program places importance on experiments, group activities, and active communication with teachers in order for children to learn about initiatives and technologies that have been developed to resolve environmental issues, while having fun.

We held two programs, "What's on the other side of the power outlet?" (Theme: Energy) and "A mysterious material that controls electricity!? — Discovery and use of semiconductors and learning how to use energy" (Theme: Semiconductors). The children who will take part in the development of a sustainable society in the future and teachers actively exchange views during this opportunity to think about what they can do now and what they can do 10 and 20 years from now.

> [Website introducing our environmental education programs for children](#) (in Japanese)



In the program with the theme of energy, children learned the characteristics of various power generation methods, including wind power generation, geothermal power generation, solar power generation, and thermal power generation, while doing experiments.



In the program with the theme of semiconductors, children completed electronic crafts to help them understand that semiconductors can contribute to saving energy in products and they learned that the environment is taken into consideration during manufacturing.

Kaga Toshiba Electronics Corporation held a visiting class for children at a neighboring elementary school in FY2022. Children learned about the history and structure of semiconductors and their contribution to energy conservation, and experienced circuit construction. Children commented, "I was glad to learn about how electricity works," and "I now understand how signals are made and what global warming is all about".

Evaluations - FY2022 -

FY2022

FY2021

FY2020

FY2022

Evaluation of products and services

Award title		Award-winning item(s)	Winner
CEATEC AWARD 2022	Grand Prize, Total Solution Category	Superconducting motor	Toshiba Energy Systems & Solutions Corporation
City of Kawasaki's Low CO ₂ Kawasaki Brand 2022	Product & Technology Division	DVOR equipment (TW4133)	Toshiba Infrastructure Systems & Solutions Corporation Komukai Complex
The 23rd Logistics Environment Awards		Improved loading efficiency of rechargeable batteries contributes to reduced environmental impact	Toshiba Corporation
2022 Japan Packaging Contest	Japan-star Award, Chancellor's Prize of Japan External Trade Organization (JETRO)	Lithium-ion batteries 100% recycled EPS and extreme storage	Toshiba Corporation

Evaluation of business activities

Award title		Award-winning item(s)	Winner
Energy Conservation Grand Prize	Energy Conservation Center Chairman's Award	Contribute to building an energy-efficient society toward achieving carbon neutrality through energy conservation and decarbonization efforts	Japan Semiconductor Corporation Oita Operations
Minister of the Environment Award for Achievement in Promoting a Recycling-Oriented Society		Highly concentrated PCB disposal activities	Toshiba Environmental Solutions Corporation
Award for Excellence in Waste Reduction Promotion		Waste Reduction Promotion Office	Japan Semiconductor Corporation Oita Operations
Examples of Initiatives for Summer HTT Promotion Period (Commendation of companies selected for excellent initiatives)		Reduction of electricity consumption using in-house portal (Demand EYE)	Toshiba Infrastructure Systems & Solutions Corporation Fuchu Complex
FY2022 Tokyo Metropolitan Cap & Trade Program		Top Level Business Office Certification	Toshiba Infrastructure Systems & Solutions Corporation Fuchu Complex

Evaluation of environmental management, communication, and human resource development programs

Award title		Award-winning item(s)	Winner
ESG Finance Awards Environmentally Sustainable Company	Environmentally Sustainable Company	Toshiba Group Sustainability Report 2022 Toshiba Group Integrated Report 2022	Toshiba Corporation
Eco-examination Award		Corporate efforts to train people to pass the eco certification test	Toshiba Elevator and Building Systems Corporation

Evaluation of biodiversity conservation

Award title		Award-winning item(s)	Winner
Kitakami City Flower Garden Contest	Prize of excellence in the workplace flower bed category	The Council for the Promotion of the Full of Flowers Campaign takes the lead in distributing flower seedlings to flowerbed maintenance groups and organizations in the city, holding flower-growing workshops, planting white lilies, and other activities.	Japan Semiconductor Corporation Iwate Operations

[> Participation in a CSR related organization](#)

Environmental Education and Human Resource Development

Environmental Education and Qualification

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, and review the content of education annually to ensure we share up-to-date information.

* 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 employees Education for new executives and managers	Education for new executives and managers Education for certification of site environmental auditors Education for certification of product environmental technology auditors Education on introduction to environmentally conscious design Education on product environmental laws and regulations	Education for employees Education for managers Education for special employees Training courses for internal auditors

Introducing Environmental Activities via E-learning

We hold an annual e-learning program on the Standards of Conduct for Toshiba Group in which all employees including executives worldwide participate. In the program, we also introduce our environmental activities. This program helps employees deepen their understanding of global environmental issues and the efforts made by Toshiba Group.

Environmental Education by Job Level

- Environmental education for new employees
To encourage new employees to become businesspeople and members of society with high environmental awareness, we provide them with environmental education every April. In FY2023, continuing from FY2022, education was provided online.
- Environmental education for new executives and managers
Education on environmental management is provided to newly appointed executives and managers in an educational program designed to raise their environmental awareness and deepen their knowledge of the environment.

Education for Environmental Auditors

As specialized education, Toshiba Group internally trains auditors for environmental audits, which we started to conduct in 1993. In the education for obtaining certification as site environmental auditor, the first screening uses off-the-job training, onsite training, and a written examination to determine who passes. Those who pass the first screening then take part in actual audits as support staff members and submit reports to become certified as environmental auditors. In the course for obtaining certification as product environmental technology auditors, candidates are certified after they complete off-the-job training and pass a written examination.

In FY2022, we continued the online program and provided education by developing new educational methods.

Ensuring of Environmental Risk Management and Compliance

Responses to Environmental Risks

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.

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.

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 FY2022, we reduced the amount of specified CFCs to 13.6 tons. Our CFC leaks stipulated in the Fluorocarbons Emissions Control Act were 1,468 t-CO₂ in FY2022. 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 further strive for compliance management by building and strengthening the internal compliance management system through the Toshiba Group Environmental Audit System and Performance Evaluation System and the provision of environmental education according to post, occupational role, and specialization.

Example of violations of laws and regulations and accidents in FY2022

Toshiba Trading Incorporated

Failure to report on the amount of annual imports as required by laws related to the examination of chemical substances and regulations on their manufacture, and so on.

[> Past Cases](#)

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.



PCB-containing equipment being transported to JESCO

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, 2022 and 2023, Toshiba Group recorded environmental liabilities of approximately 14.8 billion yen and 13.5 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.

[> Toshiba Financial Statements](#) (In Japanese Only)

Third-party Verification

In order to improve the reliability of the environmental performance data presented in this report, Toshiba Group requested Japan Audit and Certification Organization for Environment and Quality to provide third-party verification. The details are as follows.

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^{*1})

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^{*2})

- ^{*1} 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)
- ^{*2} 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)



[> 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^{*3}, it was concluded that there are no significant items that have not been disclosed or covered by the report.

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

Methods of Calculation

- CO₂ 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)
- CO₂ emissions coefficient for electricity purchasing: Provided by each power company
- Greenhouse gases other than CO₂: 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)
- CO₂ 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

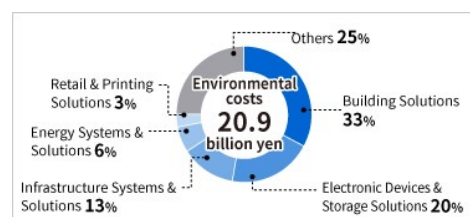
Environmental Accounting

With a view to promoting environmental management, Toshiba Group is working to introduce an environmental accounting approach aimed at collecting accurate data on investments and costs required for its environmental conservation initiatives and analyzing the collected data in order to reflect investment effects and cost benefits in managerial decision making. Environmental accounting is performed in accordance with the Ministry of the Environment's Environmental Accounting Guidelines 2005. Environmental costs are calculated as a sum of the costs of controlling pollution, conserving the environment, operating environment management equipment, providing environmental education, conducting research and development, and so on. To assess environmental benefits, we show reductions in environmental impacts in physical amounts and also calculate environmental benefits on a monetary basis.

Environmental Costs (FY2022) Unit: million yen

Category	Description	Investments	Costs
Business area costs	Reduction in environmental impacts	1,972	7,347
Upstream/downstream costs	Green procurement, recycling, etc.	117	278
Administration costs	Environmental education, EMS maintenance, tree planting on factory grounds, etc.	19	2,196
R&D costs	Development of environmentally conscious products, etc.	151	10,728
Public relations costs	Support for local environmental activities, donations, etc.	0	11
Environmental damage restoration costs	Restoration of polluted soil, etc.	0	355
Total		2,259	20,915

Breakdown of Environmental Costs by Business Segment (FY2022)



Environmental Benefits (FY2022)

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	24,700 (GJ)	-9,837	Reductions in electricity charges and waste processing costs compared to the previous year, plus sales of valuables.
		Waste	-10,129 (t)	-2,990	
		Water	197,553 (m³)	-1,225	
		Total monetary benefits		-14,052	
(B) Assumed benefits	Reductions in environmental impacts measured as a monetary value	Reductions in the amount of chemicals discharged	-509 (t)	21,368	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				7,316	

* Reductions in environmental impacts for actual and assumed benefits indicate differences between FY2022 and FY2021.

Negative benefits indicate that the increase in environmental impacts exceeded reductions due to increases in production and other factors.

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 and KPIs

KPIs and Achievements in Social

Secure, Retain and Train Human Resources



In order that we may “turn on the promise of a new day” as stated in the Basic Commitment of the Toshiba Group, we are focusing efforts on creating an open corporate culture in which sincere, richly diverse and autonomous human resources, displaying a passion for transformation, are enabled to set out a new future for the Company, work in collaboration with each other while respecting each other’s differences, and work together to create new value. We are working to build a fair human resource management system, to foster and fully utilize human resources, and to promote diversity and inclusion initiatives such that each employee is able to play an active role in the Company with both enthusiasm and satisfaction in their work.

KPIs	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Percentage of female employees in executive and in managerial positions (Percentage of female exempt employees) ^{*1}	6.0%	5.8%	6.5%
	Set a target of 8% for FY2025		
Engagement score in the employee engagement survey ^{*1}	63% ^{*1} (55 points ^{*2})	55points ^{*1}	57points ^{*3}
	Set a target of 59 points or above for FY2025 ^{*3}		
Number of AI experts ^{*4}	2,000	2,100	2,200

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

^{*2} The engagement measurement method has been changed from FY2022. 63% of the conventional method is equivalent to 55 points in the new method.

^{*3} All companies participating in the TEAM survey (Reference: in FY2022, 87 Toshiba Group companies in Japan and overseas, or 64% of all employees, participated)

^{*4} 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.

See below for details on initiatives.

> Fair Evaluation and Talent Development

> Promotion of Diversity and Inclusion

Ensure Employee Health and Safety



It is vital 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	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Fatality due to work-related accidents	Zero (no accidents)	1	Zero (no accidents)
Severity rate of work-related accidents ^{*1}	0.01 ^{*2} or less	0.005	0.01 ^{*2} or less
Ratio of employees with metabolic syndrome ^{*1}	Same value as the previous fiscal year or less	34.6%	Same value as the previous fiscal year or less.
28.6% of 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 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

See below for details on initiatives.

> Ensure Employee Health and Safety

Respect for Human Rights



In order for a company to act as a member of society, it is essential to respect human rights of various people who support society.

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	FY2022 Targets	FY2022 Achievements	FY2023 Targets
Rate of human rights-related seminars and workshops for sustainability leaders held	100% ^{*1}	100% ^{*1}	100% ^{*2}
Participation rate in human rights education programs (e-learning) under the Standards of Conduct for Toshiba Group	100%	99%	100%
Human rights due diligence initiatives (a) Implementation rate of human rights impact assessments in our own company's businesses	100% ^{*1}	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% ^{*1}

^{*1} At Toshiba, key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation

^{*2} Implemented at expanded targets

See below for details on initiatives.

> Respect for Human Rights

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.

KPIs	FY2021 Targets	FY2022 Achievements	FY2023 Targets
Percentage of new suppliers consenting to Toshiba Group Procurement Policy	100%	100%	100%
Number of companies where we conducted our Sustainable Procurement Survey ^{*1}	11,400	12,622	13,000
Participation rate of Group procurement employees in sustainable procurement training (%) ^{*2}	38%	41%	100%

^{*1} The number of companies is a cumulative total. Conducted 100% at key suppliers.

^{*2} Excluding Toshiba Tec Corporation.

See below for details on initiatives.

> Promote sustainable procurement

> Fair Trading (Risk Management and Compliance)

> Procurement

Strengthen R&D to Stimulate Innovation



Toshiba Group boasts a technological prowess, experience, and a proven track record in the manufacturing industry cultivated over the course of more than 140 years of operations. Through the provision of products and services that combine our strengths in the physical domains with our strengths in the field of AI-based digital technology, which is built on more than 50 years of research, we will contribute to finding solutions to social issues. With the aim of realizing a safe, secure, and comfortable society for everybody, we will strengthen our Research and Development (R&D) efforts to create the type of innovation that supports society and contributes to the advancement of an information-driven society.

KPIs	FY2022 Target	FY2022 Achievement	FY2023 Target
Ratio of R&D expenses to sales (%)	5.0%	4.7%	5.0% or higher

See below for details on initiatives.

> Strengthen R&D to Stimulate Innovation

> R&D and Technology

Other Initiatives

We also report on our other initiatives in the social sector.
See below.

- > [Intellectual Properties Initiatives](#)
- > [Improvement of Customer Satisfaction](#)
- > [Quality Control for Safety and Reliability](#)
- > [Product Safety and Product Security](#)
- > [Social Contribution Activities](#)

> [ESG Data Collection](#)

Social

For respect of human rights, to nurture people and technology, and to give back to 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 for sustainability leaders held

FY2022 Target	100 % ^{*1}
FY2022 Achievement	100 %^{*1}
FY2023 Target	100 % ^{*2}

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

FY2021 Achievement	99 %
FY2022 Target	100 %
FY2022 Achievement	99 %
FY2023 Target	100 %

Human rights due diligence initiatives

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

FY2022 Target	100 % ^{*1}
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 % ^{*1}
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^{*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} Implement at expanded targets

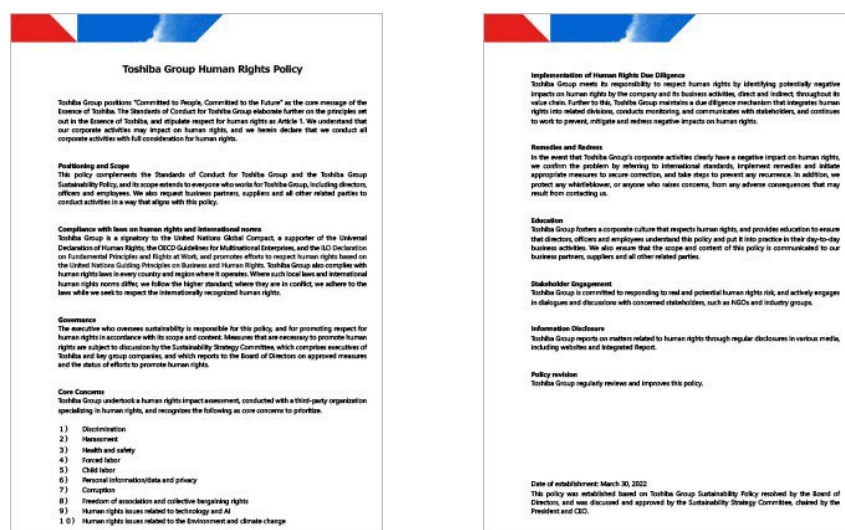
FY2022 Key Achievements

- As part of human rights due diligence (Human Rights DD), we implemented a human rights risk assessment (impact assessment) and identified human rights risks related to Toshiba Group business.
- We joined JaCER (Japan Center for Engagement and Remedy on Business and Human Rights) and introduced a mechanism (grievance mechanism) in October 2022 to receive human rights-related complaints and reports from stakeholders other than employees.

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

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](#) (347KB)

In formulating the policy, as a signatory to the UN Global Compact, we referred to international norms and guidelines, including the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and ISO 26000, and reflected opinions and suggestions from a third-party organization specializing in human rights.

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 officer who oversees the Sustainability Management Division 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)

Modern Slavery and Human Trafficking Statement

Toshiba Group has released a statement on slave labor and human trafficking based on the Modern Slavery Act enacted in the UK and Australia. The statement declares that Toshiba Group does not allow forced labor or child labor under the Standards of Conduct for Toshiba Group, and that it will fulfill its responsibility to human rights as a company, including in its supply chain.

[> Toshiba Group Slavery and Human Trafficking Statement](#)  (259KB)

[> 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.

Structure for Respecting Human Rights

Toshiba Group is committed to respect for human rights as one of its material issues. The Human Resources & Administration Division is responsible for promoting and raising awareness of human rights among Toshiba Group employees (including temporary and contract employees). Under the Human Rights Enlightenment Committee chaired by the Executive Officer in charge of Human Resources and Administration, the Human Resources and Administration Division formulates measures for the promotion of respect for human rights and enrichment of awareness in accordance with the Toshiba Group Human Rights Policy.



With regard to respect for human rights, in addition to individual divisional initiatives related to labor, health and safety, etc., we also collaborate with the Sustainability Management Division, the Legal & Compliance Division, and the Procurement Division on initiatives to share, correct, and prevent the recurrence of issues and risks related to Toshiba Group's business and human rights. In raising awareness of human rights, we create training courses and materials, establish a promotion structure, and provide instructions and support throughout Toshiba Group.

In addition, the activities of the Human Resources and Administration Division are discussed by the Human Rights Enrichment Committee, and details of the deliberations and decisions are reported to the Board of Directors. Information on human rights risks is also shared at the Sustainability Strategy Committee and the Risk Compliance Committee.

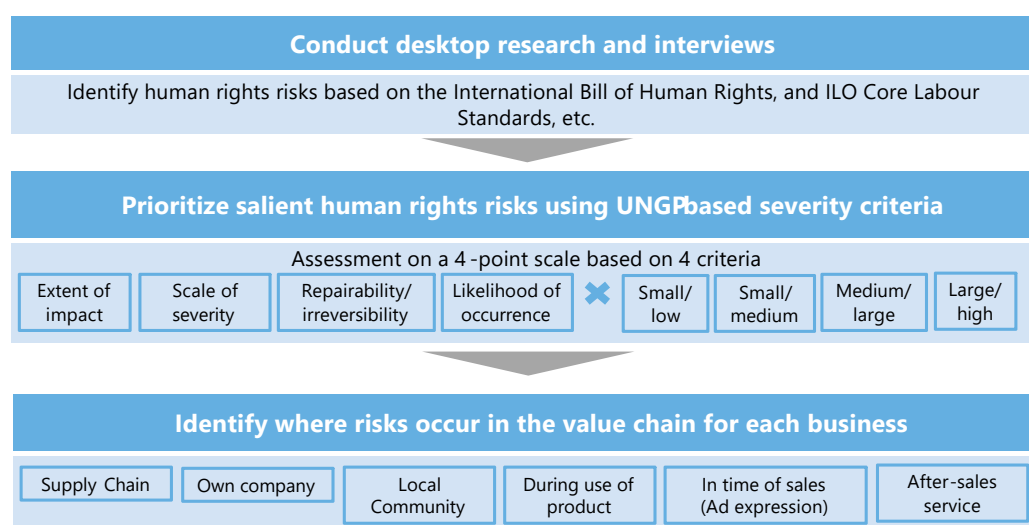
Recognizing that it is important to promote respect for human rights initiatives not only within Toshiba Group but also throughout the supply chain, the Procurement Division requests that suppliers give consideration to human rights and promotes sustainable procurement activities based on the [Toshiba Group Procurement Policy](#).

[> Promote Sustainable Procurement](#)

Human Rights Due Diligence

Toshiba Group conducts human rights due diligence on human rights risks related to its business activities 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 conducted human rights impact assessments in FY2014, 2017, and 2022. We have deepened our understanding of the impact of the Toshiba Group's business activities on human rights and have identified the following as salient risks in line with our current business activities.

Human Rights Impact Assessment Methodology



FY2022 Identified Salient Human Rights Risks

Stakeholders	Employees / Suppliers	Customers / Local communities
Human Rights Risks	Working environment	Rights of local communities and indigenous peoples
	Social protection	Right to consumer safety and information
	Discrimination, Harassment, Equal opportunity	Human rights issues related to the environment and climate change
	Freedom of association	Right to privacy
	Child labor, Young worker	Human rights issues related to technology and AI
	Forced labor, Modern slavery	
	Foreign worker	
	Occupational safety and health	

Response to Human Rights Issues

Issues identified as such in the FY2017 human rights impact assessment are stated as priority items in our human rights policy, and we are addressing them based on relevant laws and international norms. In addition, the status of the priority items at each company is confirmed in the human rights risk assessments (Human Rights Risk Assessment Program: Human Rights RAP) implemented each year at Toshiba Group consolidated companies in Japan and overseas, and we work to prevent and correct any negative impacts. For new issues identified in the FY2022 impact assessment, we will consider measures, including for those involved in the business.

Response to the Issue of Foreign Technical Trainees in Japan

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. Two of our Group companies in Japan accepted technical trainees from Vietnam, and we conducted in-person interviews with about 40% of the total number of them. The interviews were conducted by BSR, and the results were reported anonymously to the companies. In this assessment, BSR found some positive aspects, such as trainees' overall satisfaction with their workplace and daily life, the availability of consultation mechanisms to address concerns, and human relations within the companies. Several issues were noted, including a lack of confirmation of pre-arrival health check items and insufficient explanation of the company's support during pregnancy, but these have been improved as of March 2023. Regarding the recruitment fee that many trainees bear, we will review its breakdown and consider specific measures based on expert opinions and international norms.

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.

- > [Platform for a wide range of Stakeholders: Engagement and Remedy Platform by JaCER](#)
- > [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 through the Human Rights RAP, and strives to prevent issues before they arise, correct inappropriate initiatives, and prevent issues from recurring. In FY2022, we conducted a survey of 151 companies, excluding newly established companies and companies to be liquidated. As to the initiatives for harassment issues, we checked whether they had harassment counseling services and whether their employment regulations included matters related to harassment prevention. As a result, we have confirmed that they are in all place. We will continue to use the Human Rights RAP to monitor human rights initiatives and strengthen measures to prevent issues from arising.

> [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 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

Our Human Rights Enrichment Committee is the driving force to raise awareness about respect for human rights among employees. It aims to increase the familiarity among all employees in Toshiba Group and its business sites with the Standards of Conduct for Toshiba Group and provide training programs on human rights at the time of hire and before/after employees get promoted or appointed to managerial positions.

Standards of Conduct for Toshiba Group: “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 for executives and employees (including temporary and contract employees) of Toshiba Group companies in Japan and overseas. In FY2022, it covered the content of the Toshiba Group Human Rights Policy, global issues 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. 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.

Lecture on Business and Human Rights

In October 2022, we invited Ms. Asako Nagai, Managing Director of BSR's Tokyo office to give an online lecture, “Responses Required of Global Companies,” to about 150 people involved in promoting sustainability at Group companies. Ms. Nagai explained the concept of business and human rights, trends in human rights legislation around the world, the importance of human rights due diligence, and issues that companies should address, using case studies to deepen participants' understanding of business and human rights in general.

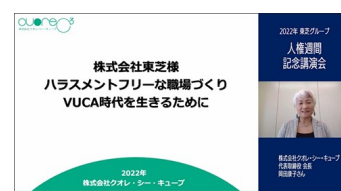


Training Aimed at Creating Workplaces that Respect Human Rights

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,” and work to raise awareness about respect for human rights among employees with the aim of creating a bright and lively workplace that is comfortable and rewarding without discrimination. Such training programs were held at Toshiba Group in Japan 140 times in FY2022 (up 10% year on year), with around 18,000 participants (up 50% year on year).

In December every year Toshiba holds a Human Rights Week Memorial Lecture as an event of a Human Rights Week and a Toshiba Group Sustainability Month*. In FY2022, under the title of “Creating Harassment-free Workplaces -- How to Live in the VUCA Era,” Ms. Yasuko Okada of Cuore C3 Co., Ltd., a lecturer who has been well-versed in harassment issues for many years, gave a lecture introducing the difference between harassment and guidance and the mechanisms of occurrence, and discussed solutions.

The video of the lecture is posted on our intranet website for viewing by Toshiba Group employees in Japan.



* Since FY2006, Toshiba Group has designated December as Sustainability Month (renamed from CSR Month in FY2020) to implement various initiatives, including events where all executives and employees can think about sustainability.

Prevention of Discrimination and Harassment for Staff in Charge of Harassment Consultation Service

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 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, showed how to respond to instances of such harassment using actual cases, and talked about emotional self-control, which consulting service staff need to be conscious of. In FY2022, 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.

Diversity and Inclusion Training

Toshiba Group promotes diversity and inclusion (D&I) and holds various training sessions aimed at cultivating work environments where employees can work comfortably. We will continue to actively promote these initiatives throughout the Group.

[> Promotion of Diversity and Inclusion](#)

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.

Compliance with Labor Standards

Toshiba has a system in place to comply with labor standards. Once every six months, a subcommittee of the Risk Compliance Committee related to human resources and general affairs meets to ascertain the status of violations and improvement measures, etc. with regard to topics such as human rights and harassment, individual fraud, health & safety and industrial accidents, long working hours, fixed-term employment management, labor issues, and the Act on Securing the Proper Operation of Worker Dispatching Businesses and Protecting Dispatched Workers and the Employment Security Act, and works sequentially to take corrective measures.

The subcommittee reports violations that occurred during the six-month period, and makes decisions on specific measures (revision and dissemination of internal regulations and operations, modification of related systems, and management education, etc.) to correct the problematic areas during the following six months.

Whistleblowing, Consultation, and Remedies

Toshiba Group receives internal reports and consultations concerning human rights through points of contact for employees and business partners, and also responds to consultations and complaints and grievance reports from a wider range of stakeholders through a third-party platform.

Whistleblower System for Employees: Toshiba Hotline

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. Personal information such as department, name and contact details will not be disclosed elsewhere without consent of the whistleblower or person seeking advice. In addition, internal regulations stipulate that whistleblowers and people seeking advice shall not be subject to disadvantageous treatment. If the Toshiba Hotline receives a report, it notifies the whistleblower of its receipt thereof and carries out necessary investigations. If it finds any matter that requires corrective action, it will promptly put remedial measures in place to prevent recurrence and will also inform the whistleblower of results of said investigation. In this way, we have established and are operating a response system that complies with the amended Whistleblower Protection Act.

In FY2022, 133 cases were reported to the Toshiba Hotline (65 cases related to labor issues/harassment, 27 cases related to internal regulations/rules, 9 cases related to compliance, and others related to the working environment), and 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.

Overseas, we have established the Toshiba Group Overseas Hotline, which commenced operations worldwide in January 2022, to which employees of Toshiba Group companies in different regions can make reports in their local languages, with the main regional headquarters acting as the point of contact. The overseas hotline also allows employees to make reports anonymously, and personal information such as department, name and contact details will not be disclosed elsewhere without consent of the whistleblower or person seeking advice. Also, as with the Toshiba Hotline, internal regulations stipulate that whistleblowers and people seeking advice shall not be subject to disadvantageous treatment.

In FY2022, in addition to the aforementioned 133 cases reported, 65 cases were reported to the Toshiba Group Overseas Hotline. 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.

* Limited to Toshiba and its domestic consolidated subsidiaries

Whistleblower System for Employees: Harassment Consultation Center

Toshiba Group is creating a system that facilitates employee consultation about harassment and aims to build an inclusive and comfortable working environment in which counselors address concerns together with the employees. Key Group companies have set up consultation centers to deal with issues related to harassment and have appointed one male counselor and one female counselor.

In FY2022, 94 cases were reported to the consultation centers, including reports related to workplace harassment, which have checked details of each case so that they can be reflected in the anti-harassment training.

Whistleblower System for Employees : Audit Committee Hotline

Toshiba established an Audit Committee Hotline in FY2015 that allows employees to report directly to the Audit Committee, which is not under the command of the President and CEO. The Audit Committee Hotline has been established primarily to prevent the emergence of compliance violation risks, such as violations of laws and regulations, and improper transactions, as well as to accelerate the resolution of issues.

Whistleblower System for Suppliers : Clean Partner Line

In April 2006, Toshiba set up a supplier whistleblower system Clean Partner Line to receive reports from suppliers and business partners to prevent noncompliance and unfair trading practices by employees in charge of procurement.

Platform for a wide range of Stakeholders: Engagement and Remedy Platform by JaCER

Toshiba has been responding to human rights-related reports and consultations from its employees and suppliers. In order to receive complaints and grievance reports on business and human rights issues from a wider range of stakeholders*, and to establish a grievance mechanism to resolve those issues, Toshiba joined [the Engagement and Remedy Platform](#) operated by Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) in October 2022. 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 will respond to complaints and grievance reports in an appropriate manner by utilizing the platform to ensure fairness and transparency in the process.

* Group employees are supposed to use the Toshiba Hotline or Audit Committee Hotline, not this platform.

[> Risk Management and Compliance](#)

Activities with Stakeholders

Participation in Human Rights Initiatives

Toshiba Group actively participates in initiatives by international and industrial organizations to address human rights issues.

- Responsible Business Alliance (RBA) -joined in 2011
- Human Rights Working Group held by Business for Social Responsibility (BSR) -joined in 2015, and continued since then
- Human Rights Due Diligence Study Group and ESG Study Group organized by the Global Compact Network Japan (GC-NJ) -joined

[> Participation in External CSR and Sustainability Initiatives Organizations](#)

Social

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

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

FY2021 Achievement	63 %
FY2022 Target	63 %(55pt) ^{*1}
FY2022 Achievement	55 pt
FY2023 Target	57 pt ^{*2}

^{*1}Set a target of 59pt or more for FY2025

Number of AI experts^{*3}

FY2021 Achievement	1,800
FY2022 Target	2,000
FY2022 Achievement	2,100
FY2023 Target	2,200

- ^{*1} At Toshiba, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation. The engagement score is calculated using the percentage of positive responses to the three engagement questions. However, in FY2022, the survey method was changed and the survey results are shown after being converted to points; therefore, the FY2022 Target (63%) has been converted to points.
- ^{*2} All Group companies participating in the survey are included (an increase from the 5 companies described in ^{*1}). Since the new survey method uses the average point scores from responses to two engagement questions, KPIs have been reset accordingly. Approximately 70,000 employees from 87 domestic and overseas Group companies participated in the FY2022 survey, which represents 64% of Group company employees.
- ^{*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, Toshiba Lighting & Technology Corporation

FY2022 Key Achievements

- Achieved the FY2023 AI experts development target of 2,100 people ahead of schedule.
- 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 for female employees, which was trialed in FY2021, was held regularly from FY2022, accelerating the movement toward advancing women’s careers and increasing the ratio of female exempt employees.

— 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, granting stock incentives, 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

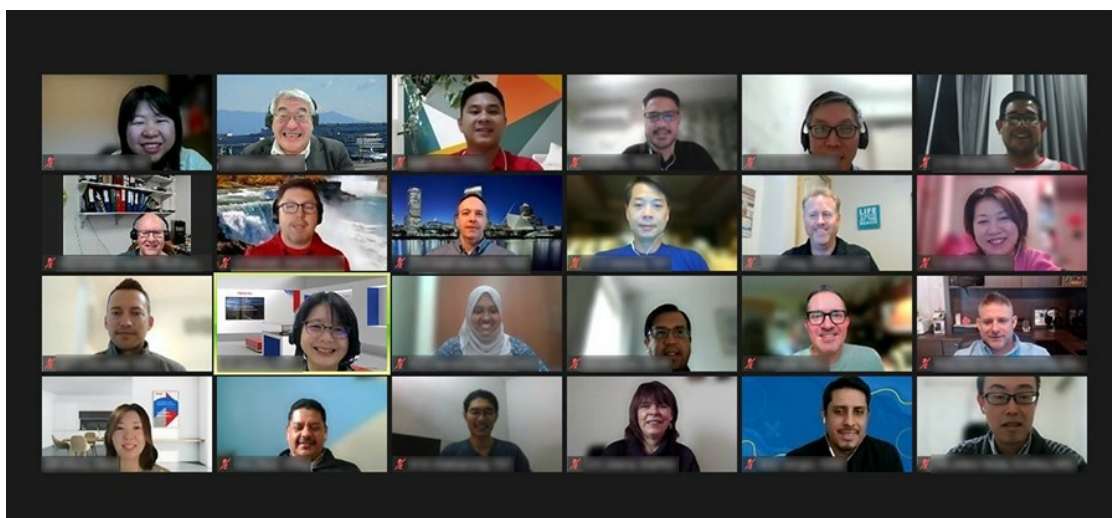
Toshiba Group focuses on training to develop well-rounded global-minded talents who have deep cross-cultural understanding and the ability to perform their jobs through direct communication with stakeholders around the world as part of its efforts to ensure that diverse human resources can play an active 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 Toshiba Group's philosophy 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 2,100, exceeding our FY2022 target of 2,000, 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)

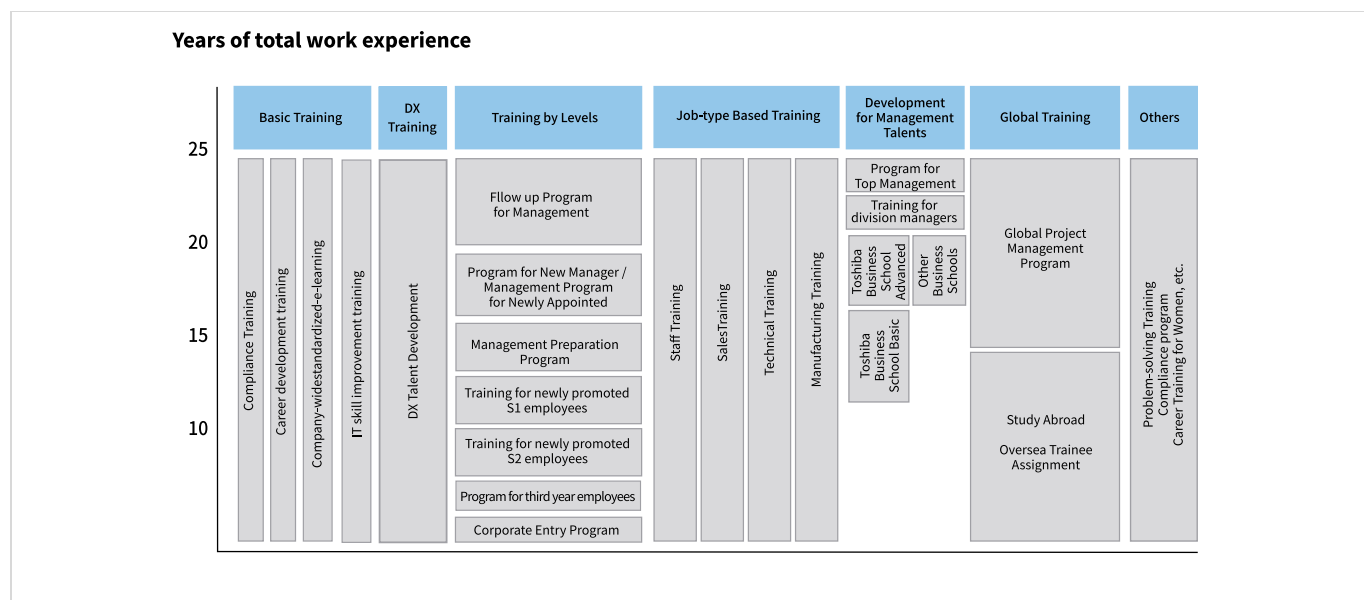
Training Programs

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)

Region	Entry	High Potential	Managers	Executives
Global Integrated	Global CEP #web-based	Overseas Management Course	Global Project Management Program	
	Compliance Training			
China	Global CEP Chinese Language Version	Functional Program	Basic Management Course	Senior Management Program
Asia		Management Training Workshop People Management Workshop	Asia Management Development Course	
Americas		Toshiba University Online Courses		
EMEA		PEMP - I	PEMP - II	

Participation in education/training (Toshiba Group)

	FY2020 ^{*1}	FY2021 ^{*1}	FY2022 ^{*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)
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)
Total time of company-wide standardized educational programs/training	527,357 hours	637,988 hours	980,476 hours
Training time per employee (average)	7.4 hours	9.1 hours	9.2 hours

^{*1} At Toshiba Group companies in Japan (except that the "total cost of company-wide standardized educational programs/training" includes 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 FY2022, we confirmed that 91% of all employees received regular reviews.

Implementation of reviews aimed at career development in FY2022 (Toshiba)

Reviews implemented for	91% of all employees
By attribute	Male 92%, Female 87%
	Exempt employees 92%, General employees: 91%

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 FY2021 with 153 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)

System name	Outline	Achievement (Number of participants and implementation rate)			
			FY2021	FY2022	
Career development training for each age group	Training for each age group to support employees' autonomous career development	Number of participants (Implementation rate*)	Training for age 35	315 (93%)	306 (93%)
			Training for age 45	551 (96%)	440 (96%)
			Training for age 50	816 (97%)	843 (96%)
			Training for age 55	965 (96%)	1,150 (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

* 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
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
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
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
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

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

Employee Engagement Survey

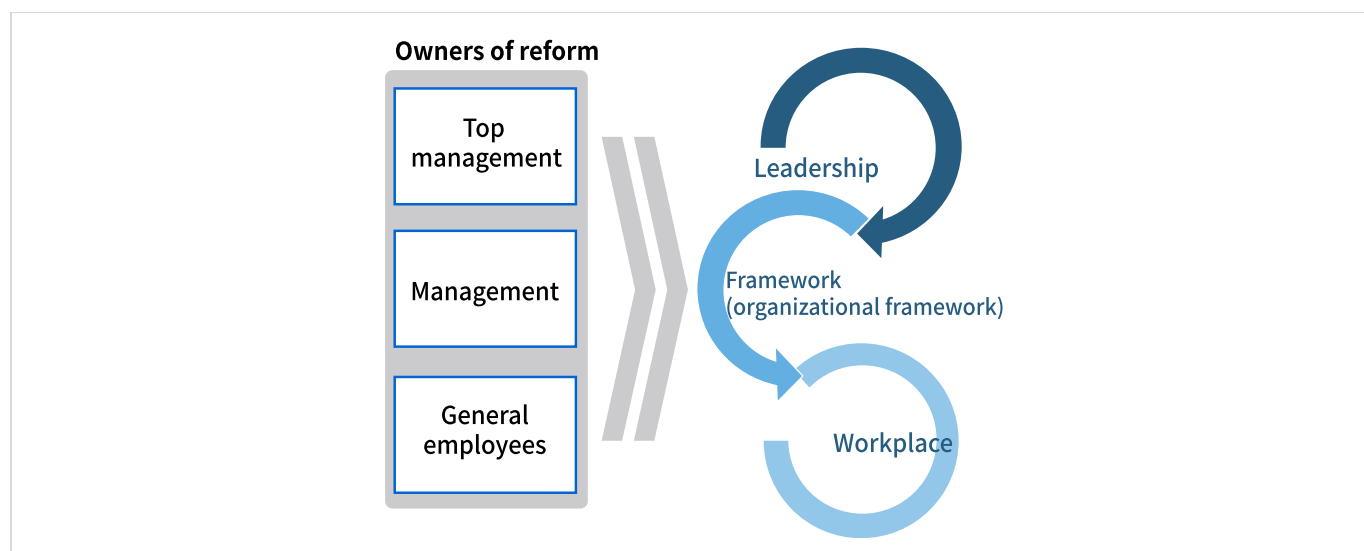
Toshiba Group has conducted the employee morale survey (TEAM Survey) every year since FY2003, as a way to gain feedback from employees. Through this survey, we periodically monitor the level of understanding among our employees towards the Company's various measures, and how firmly rooted they are. We strive to improve the issues that emerge and leverage them to enhance the corporate culture.

In FY2022, following a review of the questions, we conducted an anonymous survey targeting around 70,000 employees in 87 Toshiba Group companies in Japan and overseas, and received responses from approximately 93% 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 FY2022, "ethics" (compliance awareness) and "degree of satisfaction" were among the items that were highly rated. The "Engagement score," a key indicator, was ranked as 55 points in the criteria that were applied until FY2021 (at Toshiba and 4 key domestic companies), and 57 points in the new criteria applied from FY2022 (at all 87 companies that participated in the survey)*.

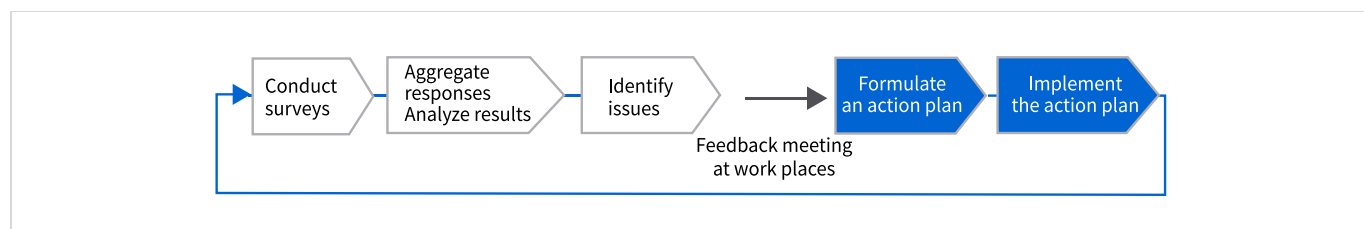
Based on these survey results, in order for management and employees to come together and achieve the targets for FY2025, our top management is taking the lead in declaring a commitment to build a workplace environment where everyone can voice their opinions frankly. By transmitting information from 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 FY2022 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 established opportunities to share information on improving engagement and developing organizations and to share the necessary skills for those in charge of the TEAM Survey, encouraging them to take action to foster a sense of ownership and improve the corporate culture. In this way, the leadership, mechanism and workplace each serve as drivers to enhance organizational capabilities.

* The survey method has been changed as of FY2022, and survey results are displayed in the form of a score conversion of the responses. The engagement score uses the average point score from responses to two engagement questions.

We aim to have all employees take ownership of change and work to improve organizational culture.



TEAM Survey execution cycle (Annual)



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 FY2022, 94 cases concerning harassment and other issues in the workplace were reported to the Toshiba Hotline, and 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.

[> Whistleblower System for Employees : Toshiba Hotline](#)

Social

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

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 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 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 14,294 members as of March 31, 2023, accounting for 96.4% of employees^{*1}. The Toshiba Union belongs to the Toshiba Group Unions^{*2}, which has a membership accounting for 86.0% 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, executive officers and presidents of key Group companies, 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, executive 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.

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.

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.

<Reference: Results of major early retirement incentive programs for the most recent three-year period>

Fiscal year	Targeted companies	Number of employees who used early retirement incentive programs
2020	Toshiba Tec Corporation	465
2020	Toshiba Electronic Devices & Storage Corporation	452

In FY2022, we continued to explain to the labor unions our measures against the COVID-19, including measures to prevent infections and for workplace vaccination. With regard to where to work, we also discussed work styles with a view to life during and post-COVID, including transitioning to a hybrid work style, which enables individual employees to choose whether to come to the office or work remotely and therefore improves employees' flexibility in choosing where to work. We have also been discussing work styles aimed at making it easier for employees to work and maintain their health, as well as improve productivity, including through a remote work style, in which, depending on the work content, all work can be carried out remotely without requiring employees to come to the office, and a work style that is aware of the timeframe from the end of work on the previous day to the start of work the next day (work interval). We also ensured multiple opportunities to explain the Toshiba Group's management status to the Association of Toshiba Group Unions as well as the Toshiba Group Labor-Management Congress, to help enhance our employee's understanding of the management status. In FY2023, 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.

Social

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

Toshiba Group's Material Issues



Promotion of Diversity and Inclusion

"Diversity" refers to the differences between individuals in attributes ranging from race, nationality, age, gender, sexual orientation, gender identity to religion, beliefs, culture, disability, career and lifestyle.

"Inclusion" means the state that the human rights, abilities and skills of individuals with different and varied values and ideas are recognized and each and every person is provided the opportunity to take on an active role in the organization.

Toshiba Group will promote diversity and inclusion (D&I) that will lead to sound and sustainable growth by respecting, accepting, and optimizing individual differences among employees, thereby generating new values and ideas so that the company, organization, and employees with differing backgrounds thrive in their respective levels of operation.

We also aim to create a work environment and culture that are free from acts that violate human rights, in which all employees feel that their personalities are respected, and their existence is valued.

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.

KPIs to Be Addressed and Achievements

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

FY2021 Achievement	5.5 %
FY2022 Target	6.0 %
FY2022 Achievement	5.8 %
FY2023 Target	6.5 %

* Set a target of 8% for FY2025

FY2022 Key Achievements

- As part of the project to advance women's careers (corporate measures), we started the first phase of the WEoT30 (Women Empowerment of Toshiba) Program, and implemented cross-mentoring with senior management, dialogue with female executives, and workshops, etc. In addition, we started operating the Next-generation Female Leader Development Program (WEoT Mirai Workshop), which started out on a trial basis in FY2021, on a regular basis, and 112 female employees and their superiors have attended this to date.
- We held seminars for both managers and general personnel to promote the understanding of males taking childcare leave. As well as deepening understanding of the law revisions, it was an opportunity to learn about the benefits of taking childcare leave and the importance of participating in housework and childcare.
- Childcare leave utilization rate among male employees*²

FY2022 Achievement: 59.8%*³

* Set a target of 70% in FY2025*⁴

- Toshiba won a gold award in the PRIDE Index 2022, an award system established by work with Pride, a voluntary group, to evaluate the LGBT+ related efforts of companies and organizations.
- The percentage of employees with disabilities at Toshiba (including a special subsidiary company) was 2.52% (FY2022 achievement). In order to help employees with disabilities thrive, we provided training for the counselors to persons with disabilities concerning their work and life. We also strengthened information sharing and cooperation among parties in charge.

- *1 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 35.9% childcare leave utilization rate and the 23.9% paternity leave utilization rate among male employees (excluding those taking childcare leave)

- Policy on Promoting Diversity and Inclusion
- Approach to Diversity and Inclusion
- Promotion of the Understanding of Males Taking Childcare Leave and Measures Towards This
- Employment of People with Disabilities
- Efforts to Promote Understanding of LGBT+
- Structure of Promoting Diversity and Inclusion
- Promoting the Career Development of Female Employees
- Non-Japanese Employees Recruitment and Support
- Active Utilization of Elderly People
- Diversity and Inclusion-related Consulting Service and Hotline

Policy on Promoting Diversity and Inclusion

Toshiba Group believes that promoting diversity and inclusion and equal opportunity leads to greater corporate value in areas such as securing workforce and creating innovation, and aims to establish a corporate culture that enables diverse employees to play active roles irrespective of gender, nationality, or whether they have disabilities or not.

At head office and domestic Group companies, we are working to enhance our systems and initiatives, especially for female employees, non-Japanese employees, employees with disabilities, and LGBT+ employees, after implementing budgetary measures each year.

[> Respect for Human Rights](#)

Structure of Promoting Diversity and Inclusion

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 Diversity and Inclusion

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 Diversity and Inclusion

Toshiba Group has set up an intranet web page about diversity and inclusion for employees in Japan, which features useful information on support for employees in balancing their child-raising and nursing care duties with their work, a portal site to support non-Japanese employees and their workplace, support for 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 diversity and inclusion.

In-house Community for Diversity and Inclusion

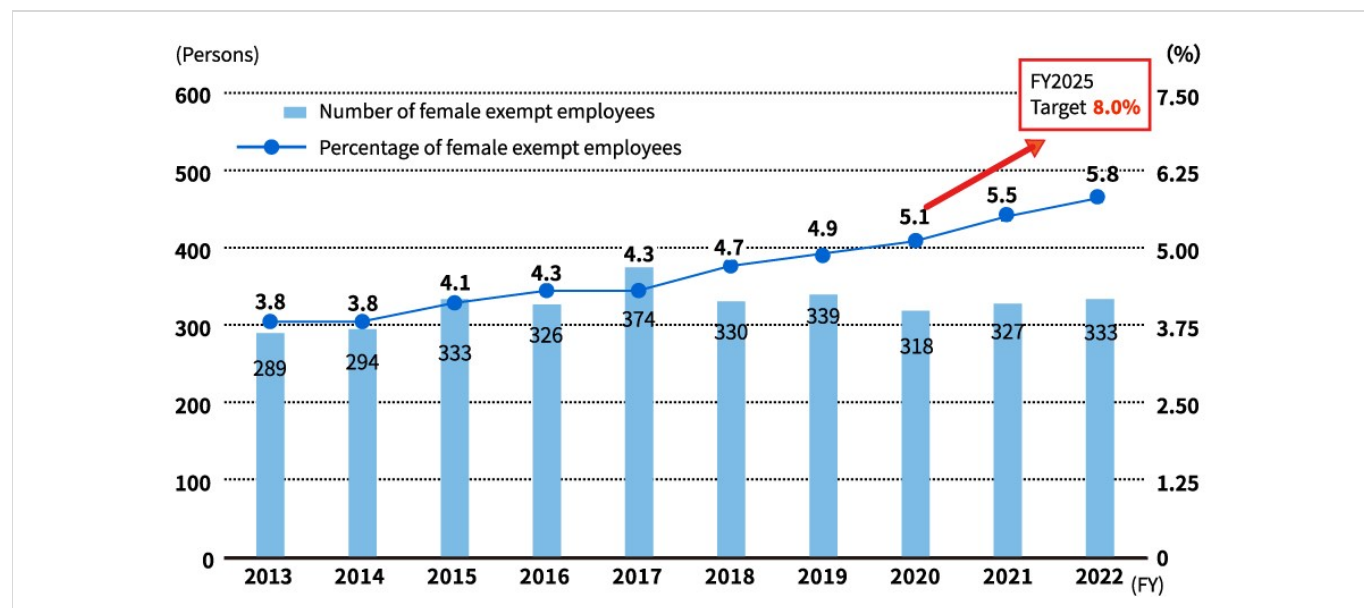
In December 2020, we launched an internal volunteer-based community dedicated to diversity and inclusion, the Chameleons Club. The Chameleons Club is an online platform on our intranet in Japan. It has four channels, including LGBT+ Allies*, for employees to hold seminars and exchange information. In this community, employees are learning from one another about diverse languages, cultures, and ideas, regardless of nationality, religion, age, position, sexual orientation, or gender identity. We believe that enhancing employees' language and communication skills and promoting their understanding and awareness of diversity will facilitate inclusion in the entire workplace. We also hope that this community helps deepen the bonds and understanding among employees and create an organizational culture that is more respectful and accepting of individuality.

* Supporters of LGBT+ regardless of their own sexual orientation

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 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*, section manager level or higher)



* FY2012 through FY2016: figures for Toshiba

From FY2017 onward: 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*)

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

* 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 (8% of all directors) and two corporate officers (15% of all corporate officers) as of the end of FY2022.

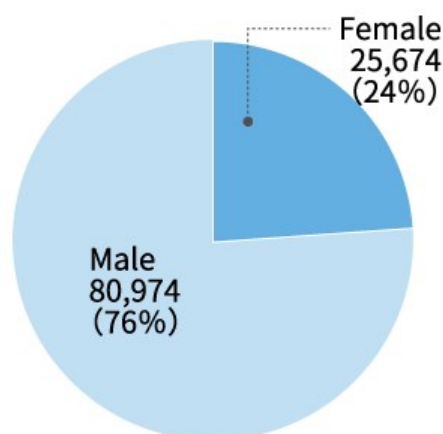
Number and Percentage of female recruits (Toshiba and key Group companies)

The number of new female graduates to join Toshiba and key Group companies in April 2023 was 32 for business administrative positions and 45 for R&D/engineer positions.

And the ratio of new female graduates to join Toshiba and key Group companies in April 2023 was 40% for business administrative positions (target 50%) and 14% for R&D/engineer positions (target 25%).

As of the end of FY2022, the percentage of female employees was 27% for business administrative positions and 9% for R&D/engineer positions.

Number of Toshiba Group employees by gender (as of end of March 2023)



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 diversity and inclusion, 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 diversity and inclusion from the viewpoint of advancing women's careers.
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 nine different cross-industry companies, including Toshiba).
Development program of female employees who can be candidates for executives (WEoT30)	In addition to strategic training rotations, we are implementing regular training rotations, dialogue with role models, leadership training, and networking with the aim of increasing the size of our human resource pool and empowering our female employees.
Next-generation female leader development program (WEoT Mirai Workshop)	<p>We hold seminars for female employees just under managerial positions for the following purposes:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>At the start of the program, executives send messages to the participants and their superiors.</p>
Awareness promotion training	Until FY2021, a subject covering diversity management (how to communicate with diverse junior colleagues) had been included in the curriculum for mandatory training for persons promoted to exempt employees. However, as of FY2022, we added diversity and inclusion 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



Seminar by an external instructor at the cross-industrial exchange training for female employees



Group work at the cross-industrial exchange training for female employees



Seminar at the development program of female employees who can be candidates for executives (WEoT30)



Group work at the development program of female employees who can be candidates for executives (WEoT30)

Promotion of the understanding 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 FY2022, we conducted seminars and e-learning to promote male employees to take childcare leave, in addition to sending the President's message, 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	Our aim is to promote better understanding of this issue by sharing details of the revised Act on Childcare Leave, etc. (a new system), companies' obligations, the significance of male workers taking childcare leave, and case studies of corporate initiatives in this area. We held seminars for managers in August 2022, and held another for general personnel in January 2023.
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.

Message from President Shimada

Diversity is important for the growth of a company. Diversity is not just about empowering women, although women's empowerment is also an important factor. In terms of the Toshiba's work style, I believe it is important to eliminate any gender differences to create a company where women can play an active role. Therefore, I believe that it is essential for men to take childcare leave. The ratio of male employees taking childcare leave in FY2021 at Toshiba and key group companies* was 14.6%. I would like to see an immediate increase in this figure. In order to realize the new initiatives that Toshiba is currently trying to implement, it is important to have experiences that differ from day-to-day work. Even for that purpose, I would like to ask you to reduce overtime work, and I encourage men to take childcare leave. I would like to request the understanding and support of all superiors.

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

Non-Japanese Employees Recruitment and Support

Toshiba Group actively recruits non-Japanese employees as part of its policy to promote diversity and inclusion as well as to secure talent in fields where hiring is difficult in Japan (as of the end of FY2022, 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 FY2022, more than 400 global recruits have joined Toshiba and they play active roles in various fields such as sales, R&D and design. In FY2022, we strengthened our approach to global recruitment, such as revising our structure, internal system, and training system. Other efforts include testing indexes that measure the readiness for globalization and environmental arrangement of workplaces to support departments working with non-Japanese employees. We also worked on creating a mechanism that helps non-Japanese employees succeed in their workplaces. As an example, we have started career advisory interviews for non-Japanese employees with the aim of supporting their career development. We support global recruits so they can start a new life in Japan smoothly and assign mentors to each new non-Japanese employee to give guidance based on a personalized job skill improvement plan. In addition, we accept global recruits upon confirming that their status of residence is in compliance with the Immigration Control and Refugee Recognition Act. To obtain and confirm their residence qualification, we cooperate with outsourced service providers with specialized teams. Besides, we provide in-house export control training for non-Japanese employees to understand Japan's requirements.

We introduce non-Japanese employees to the Chameleons Club, an internal community designed to promote diversity and inclusion, and encourage them to connect with other employees.

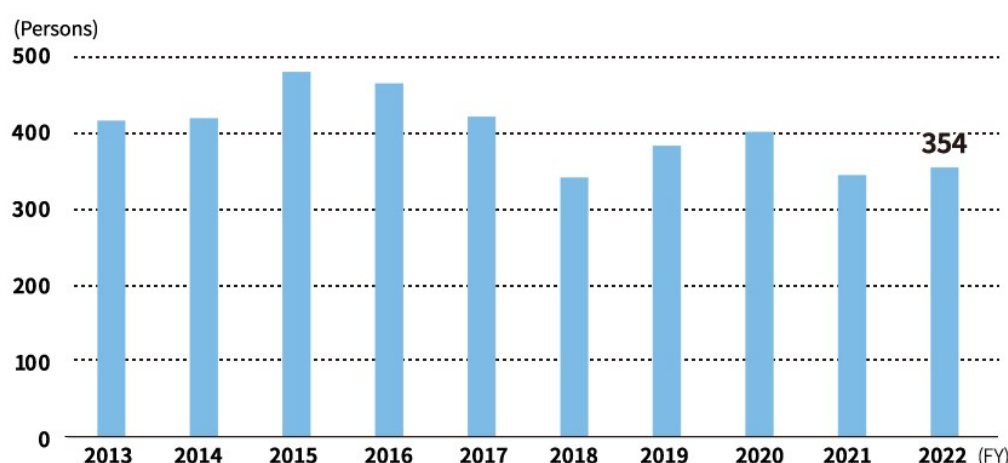
Designated Prayer Rooms

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.

Portal Site for the Non-Japanese Employees and Their Workplace

We established a portal site for non-Japanese employees and their workplace, which can be utilized by all Toshiba Group's employees. The site provides information for non-Japanese employees themselves on the company and public services as well as useful information on life in Japan in English. For their Japanese colleagues, the site provides basic information, knowhow and more on the subject of employing non-Japanese employees, training on understanding other cultures, and testimonials and case studies that facilitate smooth onboarding at workplaces. We strive to provide enough information to cultivate work environments where non-Japanese employees can work comfortably.

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



* FY2012 through FY2016: figures for Toshiba

From FY2017 onward: 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

[> Careers](#)

Employment of People with Disabilities

Toshiba Group is actively working to employ people with disabilities and support their active participation. As of June 1, 2023, the percentage of employees with disabilities has become 2.6% at Toshiba (including a special subsidiary company). In FY2010, we established a network of seven departments, including the Human Resources and General Affairs Departments and the Design Department, that are involved in supporting people with disabilities, and are working to develop and implement comprehensive support measures. In addition, in September each year, we hold a seminar to promote understanding of employment of people with disabilities, and in the second half of each fiscal year we conduct communication training with hearing-impaired employees 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."

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
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
	Percentage of employment	2.33%	2.37%	2.31%	2.41%	2.51%	2.52%	2.60%

Seminar to promote understanding of employment of people with disabilities	Held in September every year for the purpose of further deepening understanding of employees with disabilities, and increasing the number of workplaces that accept them. We have established two courses: a basic course for learning about employment-related laws and the types and characteristics of disabilities, and an advanced course for deepening understanding, with a different theme each year. The FY2022 advanced course covered mental health issues, and helped participants acquire practical skills by dealing with points and areas of consideration at the time of recruitment and selection, and through role-playing of interviews.
Seminar to deepen understanding of employees with disabilities	In FY2022, we dealt with the theme of acquired vision impairment. In addition to enhancing understanding of people who have acquired vision impairment later in life, this initiative provided an opportunity to share the challenges of continuing to work through lectures by people with disabilities, and to think about how to make the organization inclusive of employees with disabilities.
Communication training with hearing-impaired employees	This was held to provide those who have colleagues with hearing impairments with an opportunity to correctly understand the circumstances, concerns, and requests of such colleagues, as well as to learn effective communication methods in the workplace and points to note to ensure work proceeds smoothly.

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, 58 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 \(Japanese\)](#)

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.

Efforts to Promote Understanding of LGBT+

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.

Participation in external events

In FY2022, 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.

Implementation of "Toward the Realization of a Workplace Environment where Everyone Feels Comfortable" training sessions to promote the understanding of LGBT+ issues

In readiness for the establishment of a system for same-sex partnerships in FY2023, we conducted online training for approximately 170 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 Nijiirō 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.



Awarded Gold and Bronze in PRIDE Index 2022

In November 2022, Toshiba won a gold award in the PRIDE Index 2022, an award system developed by work with Pride, a voluntary group, to evaluate the LGBT+ related efforts of companies and organizations.

It was our third time to apply for this award. The award again recognized the various efforts that we had made, including (1) establishment and dissemination of the Basic Policy on Prohibition and Elimination of LGBT+ Discrimination; (2) operation of [the Toshiba Hotline and the Harassment Consultation Center](#); (3) promotion of understanding and awareness through our various training programs; and (4) our social contribution and public relations activities facilitated by participating in an online Ally Project hosted by OUT JAPAN Co., Ltd., a company that offers comprehensive support for LGBT-related efforts of companies and organizations. Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation, which have participated in this project since FY2021, each won the bronze award for the second consecutive year.

Diversity and Inclusion-related Consulting Service and Hotline

Toshiba Group receives reports and consultations concerning diversity and inclusion by email, postal mail and FAX through points of contact for employees (including temporary employees) and business partners.

The Toshiba Hotline, Harassment Consulting Center, and Audit Committee Hotline, which form the whistleblower system and consulting service for employees for matters other than diversity and inclusion, are described in the whistleblower system and consulting service under Respect for Human Rights.

[> Respect for Human Rights](#)

Social

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

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 as an infrastructure services company and contribute to the further development of society. By encouraging flexible work styles, 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 FY2022, the percentage of annual paid vacation taken was 76.7%. * 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Granting of Work-Style Reform Awards We award improvement efforts voted by employees (self-recommendations also allowed), and publish all such efforts on our intranet website. 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. * Applies to non-regular employees as well

In Toshiba, in FY2022, the average total annual actual working hours per employee was 2,003 hours, and the average annual overtime working hours per employee was 301 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 <u>one year old</u> except when certain requirements are met
	Number of times	<u>Depending on the child's age, up to five times separately</u>	<u>Up to twice separately</u>
The childcare leave system at the time of birth	Period	Up to four weeks within eight weeks of childbirth	<u>Same as left</u>
	Number of times	Up to twice separately	<u>Same as left</u>
Life support leave*		Five days of paid leave (100%) may be taken continuously or dividedly within six weeks before and 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 <u>children under three years old</u>
	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 <u>93 days</u> in total per person requiring nursing care
Short-time shift		Possible to use for three years in total per person requiring nursing care, separately from the period for family care leave (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*)

(Persons)

System	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
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
Life support leave (Paternity leave)	Male: 382	Male: 194	Male: 203	Male: 210	Male: 150	Male:156
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
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

* 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

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 36 business sites in FY2022)
Cancer treatment seminars	Employees of Toshiba Group in Japan	Cancer treatment seminars (held at 37 business sites in FY2022)

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	<ul style="list-style-type: none"> 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 235 seminars conducted in the eight years up to FY2022. In FY2020, we also started a 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 (37 business sites participated) in FY2022.



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 60,000 employees from 83 business sites have subscribed to the Toshiba Corporate Pension Plan (defined benefit plan) and around 62,000 employees from 79 business sites to the defined contribution pension.

Health Insurance Association: Toshiba Group in Japan operates the Toshiba Health Insurance Association to which 160 business owners and approximately 178,500 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 25 companies of Toshiba Group in Japan (approximately 42,530 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 Harassment Consultation Center, and the Audit Committee Hotline, which are whistleblower systems and consulting services for employees other than those listed above, are listed in the Whistleblower System and Consulting Service under Respect for Human Rights.

[> Respect for Human Rights](#)

Social

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



Toshiba Group's Material Issues

Ensure Employee Health and Safety

It is vital 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

FY2021 Achievement	1
FY2022 Target	Zero (no accidents)
FY2022 Achievement	1 (overseas)
FY2023 Target	Zero (no accidents)

Severity rate of work-related accidents*¹

FY2021 Achievement	0.050
FY2022 Target	0.010* ² or less
FY2022 Achievement	0.005
FY2023 Target	0.010* ² or less

Ratio of employees with metabolic syndrome*¹

FY2021 Achievement	34.3 %
FY2022 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.
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.

*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

FY2022 Key Achievements

- As a result of our health-related efforts, we were selected by Nippon Kenko Kaigi* as the 2023 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 one under the small- and medium-sized enterprise category. Further, Toshiba Corporation and four Group companies (Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation), 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 based on health and productivity management survey results.

* 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
- OHS Management in the Supply Chain
- Promotion of OHS
- Raising Awareness and Education on OHS
- Measures to Maintain and Enhance Health

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.



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 so that employees feel that work is rewarding. Steadily promoting work style reform is a key to ensuring that each employee is safe and healthy, works in a lively manner and leads a fulfilling life, and as such, it is important to take steps aimed at boosting health and safety to increase employees' vitality.



Toshiba Group has made further improvements to its OHS management activities and codified them 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 established an OHS Management Conference (described later) chaired by the CHSO in FY2019 and convened on a regular basis.

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.

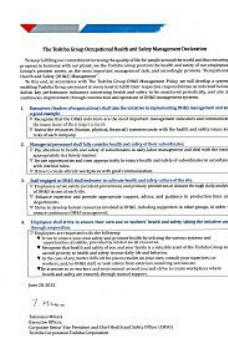
3. Staff engaged in OHS shall endeavor to cultivate health and safety culture of the site.

- 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.

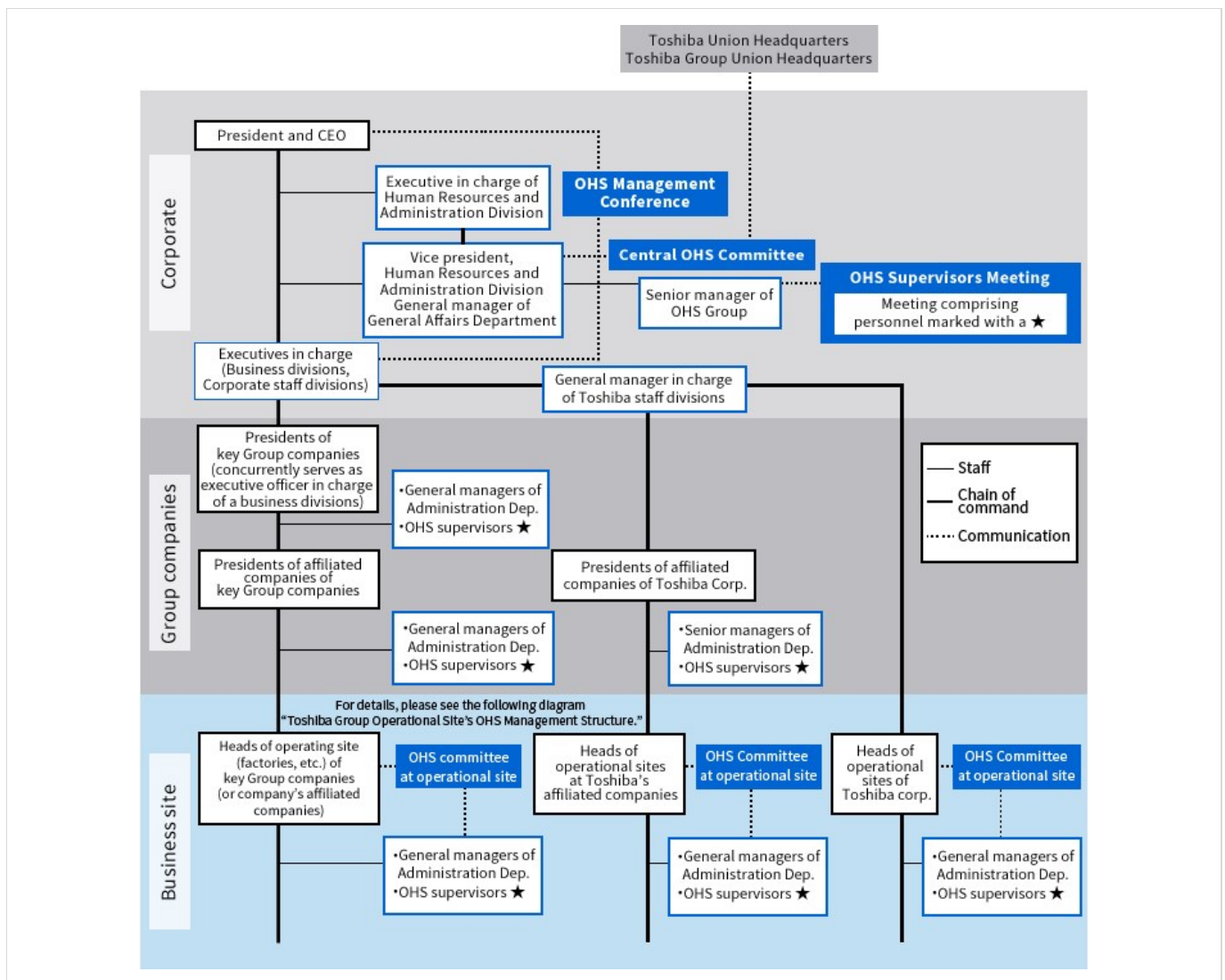


Promotion of OHS

Line Management

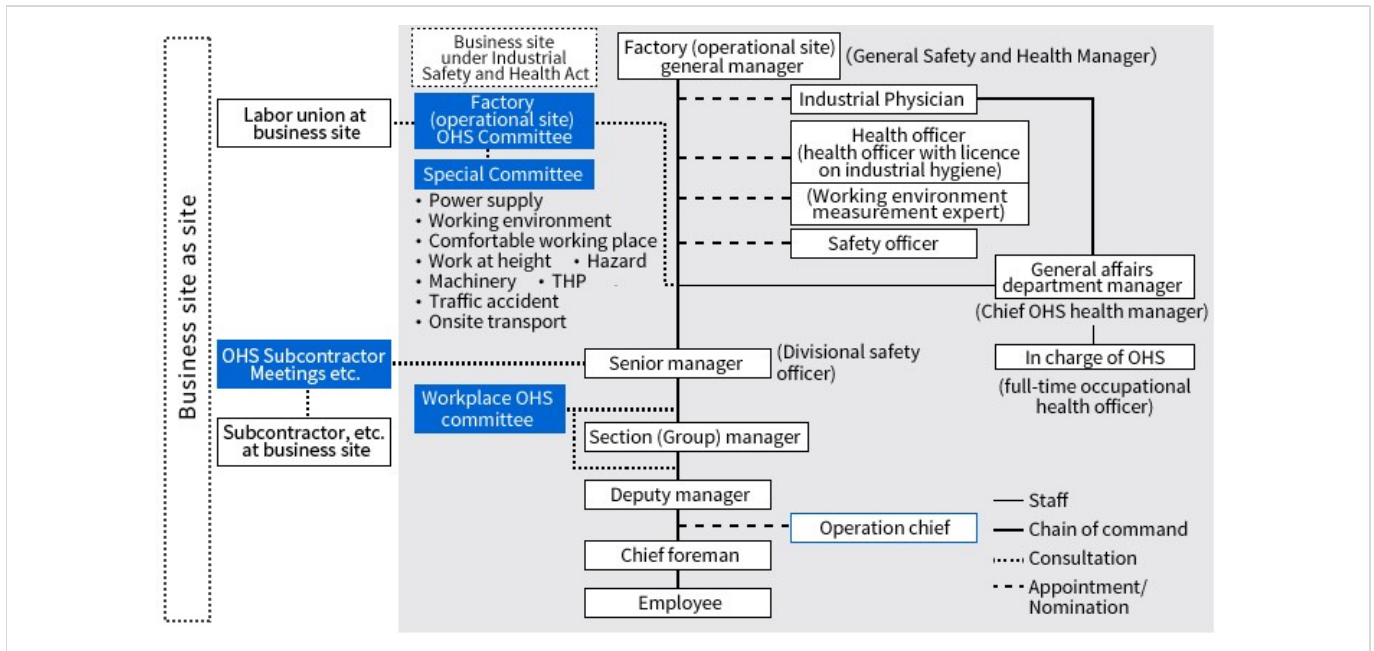
Specific OHS activities of Toshiba Group are carried out at each of the business sites (or individual Group companies) based on measures to achieve the OHS objective transmitted from the corporate department, which is the supervisory division of the Group, and Group companies, under a line management 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	President and CEO and executives of Toshiba and presidents of key Group companies	OHS Management Conference (biannual)	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	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 (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

Since FY2019, Toshiba has been holding the OHS Management Conference every six months as an opportunity to communicate with top management regarding OHS management. The Conference is chaired by the CHSO and attended by the President and CEO, the executives of Toshiba, and the presidents of key Group companies. They verify the general condition of Toshiba Group's OHS and the progress of measures as well as to deliberate on objectives and measures for coming fiscal years. The executive in charge of OHS activities reports on the implementation status of such and shares information with the Audit Committee.

In addition, together with Toshiba Union Headquarters, we co-host the non-statutory meetings of the Central OHS Committee in the second half and the OHS Debriefing in the first half. We are striving to ensure that Company-wide 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 2023, we shared with the Toshiba Union Headquarters Company-wide OHS objectives for FY2023 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, Toshiyumi 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. Thanks to the efforts made over the years, Toshiba Group's domestic occupational accident incidence (accident frequency rate) has remained below the average of the manufacturing industry in Japan.



Toshiyumi 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 36 non-manufacturing companies (accounting for 79.5% of all personnel from Group companies in Japan) in Toshiba Group in Japan and 27 companies except Toshiba Tec Group (accounting for 84.7% 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.: WCO630094

ISO 45001:2018 - JIS Q 45001:2018

Research and development, manufacturing, sales, maintenance services related to
regulating such as Energy System, Social Infrastructure,
Electronic Device, Industrial ICT business areas

Our organization certifies above organization to be compliant with
the requirements of industrial safety management system.

Registration Date: 11 May 2021	Scope and Certification Organization
Registration Number: WCO630094	By: Representative and Quality
Issue Date: 11 May 2021	2-1-10, Nishi-Shinjuku, Tokyo, Japan
Certificate Expiry: 10 May 2023	Signature: <i>H. Oshidomi</i>

To be used in conjunction with attached appendix

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 evacuation drills 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 within the Group.

^{*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	Expenses for implementation of control measures to reduce risk (equipment upgrades, purchase of substitutes, maintenance of protective equipment, etc.)
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 December 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. Since FY2008, the Conference has been integrated with the CSR Conference, and the CEO commends the efforts in OHS management made by overseas Group companies in addition to those in Japan. In FY2020 and FY2021, we have not held the conference with physical attendance to prevent the spread of COVID-19. Instead, we have shared information on awarded activities through the hosting of online ceremonies and the publication of materials on the internal website. Since FY2022, the conference has been held in a hybrid format that combines the best aspects of the physical attendance format and the online format. 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.

Three groups won the FY2022 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 OHS measures, and we have also improved the timing for making posters based on the selected slogans. The winning slogans will be used in OHS posters or displayed on monitors for the next fiscal year at Toshiba Group business sites throughout 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 FY2022

◆OHS Improvement Award

- Safety improvement activities for reconstruction and disaster recovery work
- Safety improvements through the reduction of risk in materials handling work
- Confirmation of location of power operators/introduction of health support tools

◆FY2023 Safety/Health-related Posters



Education and Training for OHS

Toshiba Group in Japan conducts various types of OHS-related educational programs for each level of the organization, from Toshiba through to 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 the 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) (FY2022)

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 and June 2022	155
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	November 2022	97 (cumulative) (2 days)
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	12
Conference for industrial physicians (including training)	Industrial physicians at Toshiba Group companies and business sites in Japan	August 2022 March 2023	48 57
Education for industrial nursing professionals	Public health nurses at Toshiba Group companies and business sites in Japan	March 2023	73
Courses on achieving a lively work style (includes health-related education)	Employees of Toshiba Group in Japan	August 2022	Number of attendees: 62,730 (Attendance rate of 98.3%)

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 who are qualified under the Ordinance of the Ministry of Health, Labour and Welfare	Qualified in-house personnel or outside instructor
	OHS education on foreman duties	Employees promoted to foremen or direct supervisors of workers in operations (excluding operations chief)	
	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

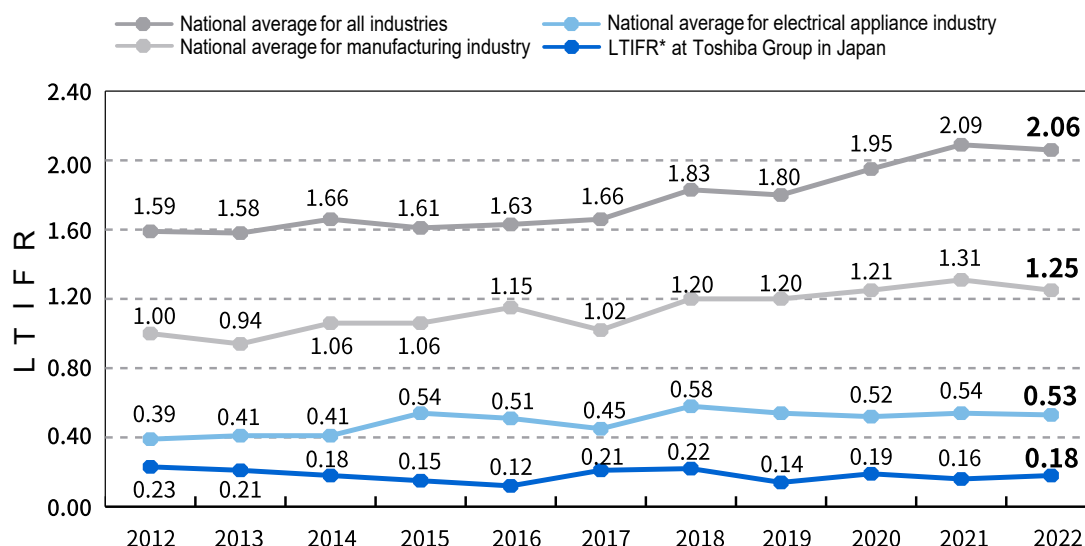
In order to continuously implement the above activities, items in the table below are budgeted appropriately.

	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, lecturer expenses, 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 FY2022 was almost the same as that of the previous fiscal year. This is much lower than the national average for the manufacturing industry. The number of occupational accidents in FY2022 was 94 in total, almost unchanged from the previous fiscal year, 29 cases resulting in lost workdays and 65 cases without lost workdays. The number of fatal accidents involving Toshiba Group employees in Japan over the past three years was one in FY2021, with two fatal accidents overseas in FY2020 and FY2022. The number of accidents resulting in lost workdays or more severe impacts, excluding death, in Toshiba Group overseas, excluding Toshiba Tec Group, was 44 in FY2022. The most common types of accidents were falling, cuts/abrasions, falls from height, and caught in/between. In particular, fall accidents account for approximately 30% 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 sharing their unique challenges, and undertakes actions aimed at preventing occupational accidents.

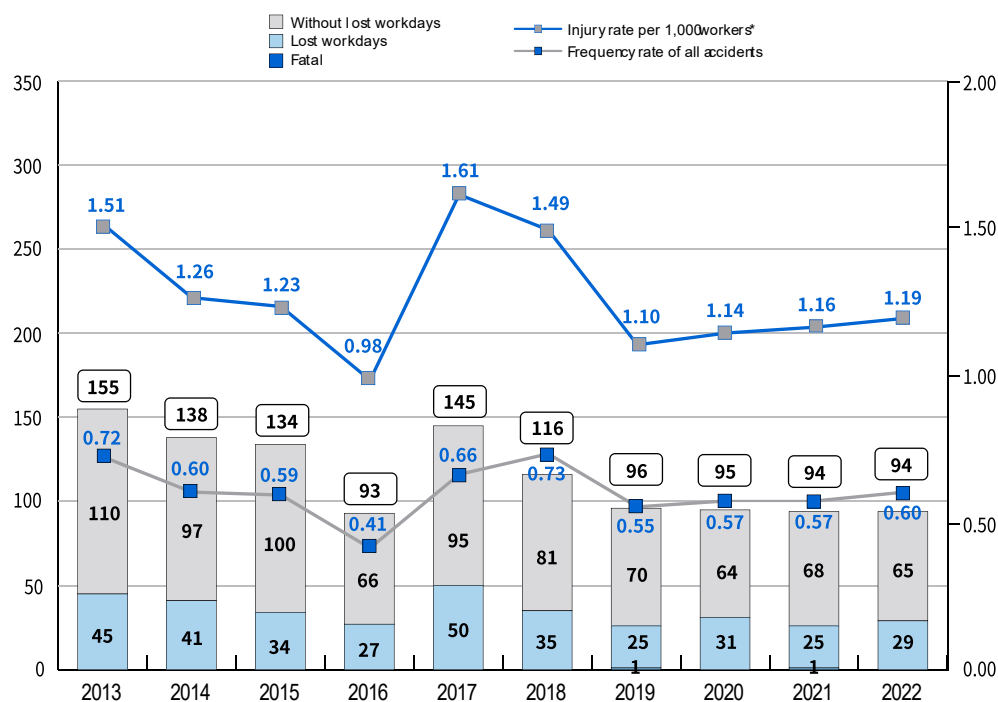
Lost-time injury frequency rate at Toshiba Group in Japan*



* LTIFR: Lost Time Injury Frequency Rate, the number of lost time injuries occurring in a workplace per 1 million man-hours worked.

* Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

Incidence of work-related accidents (Toshiba Group in Japan)

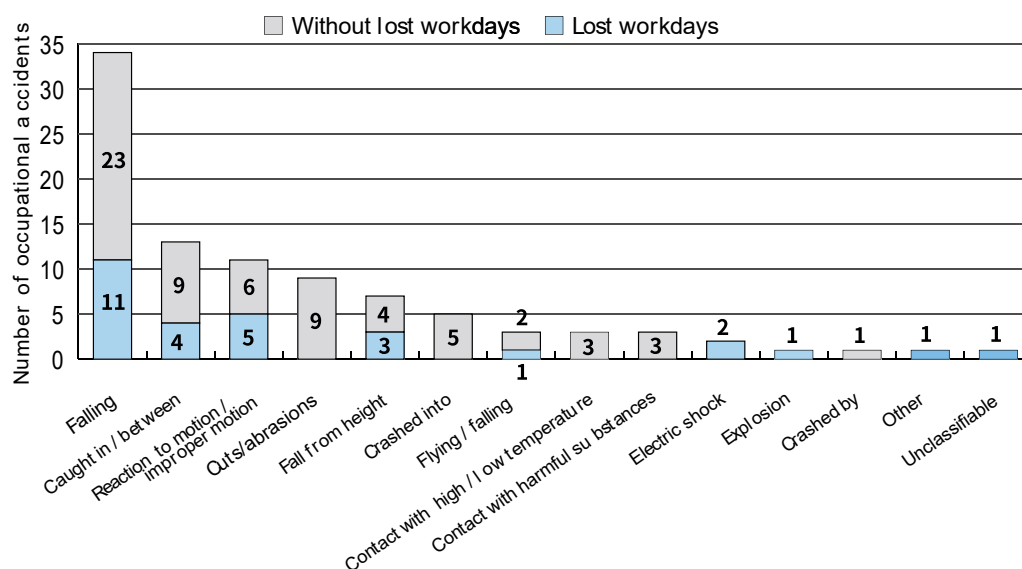


* Frequency rate of all accidents: The number of accidents occurring in a workplace per 1 million man-hours worked (the sum of those without lost workdays, with lost workdays and with fatalities).

* Injury rate per 1,000 workers (all accidents): The number of lost-time injuries occurring in a workplace per 1,000 workers.

* Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

Accidents by type of accident in FY2022 (Toshiba Group in Japan)



* Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

Toshiba Group takes the fatal accident that occurred in the last few years very seriously, and will place top priority on the reduction of hazardous risks that could lead to serious injuries and diseases and conduct a risk assessment of all workplaces and tasks with the aim of striving for zero serious accidents on an ongoing basis. Based on the results of this risk assessment, we will review work methods to identify and eliminate risks, and systematically take necessary measures such as improving facilities and providing thorough training for employees to reduce and control such risks.

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}.

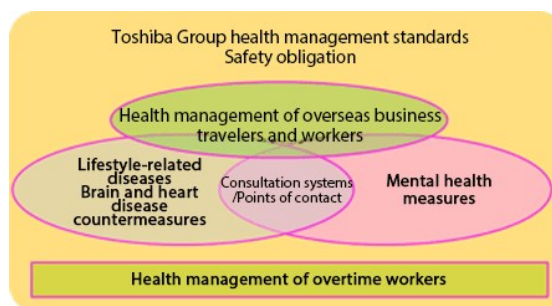
Toshiba Group overseas is working to maintain and improve the health of its employees in accordance with the actual situation of each country.

^{*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	<ul style="list-style-type: none"> Return-to-work program support Strengthen ties between workplace, personnel and industrial healthcare professionals Anti-suicide measures 	<ul style="list-style-type: none"> Brain and cardiovascular disease countermeasures (work classification determined based on levels of regular medical checkup data) 	<ul style="list-style-type: none"> Prevent diabetes from becoming severe Strengthen health management of employees on overseas assignments
Population approach	<ul style="list-style-type: none"> Workplace care education Self-care education Stress checks 	<ul style="list-style-type: none"> Set targets and provide support for lifestyle improvement Health education for each age group 	
Measures to comply with regulations and prevent overwork			



Response to the COVID-19 Outbreak

To date, Toshiba Group has formulated a basic policy and is continuing its response to COVID-19 in order to ensure the safety of customers, suppliers, local communities, employees and their families, and business continuity. As of May 8, 2023, the classification of COVID-19 under the Act on the Prevention of Infectious Diseases and Medical Care for Patients with Infectious Diseases was changed from category 2 to category 5. In line with this, the COVID Countermeasures Headquarters, which was established in February 2020, was dissolved and various measures related to COVID-19 were concluded.

Toshiba Group will continue to make every effort to prevent the spread of infection both within and outside the Company, ensuring the safety of employees, their families, customers, and suppliers, while also striving for business continuity.

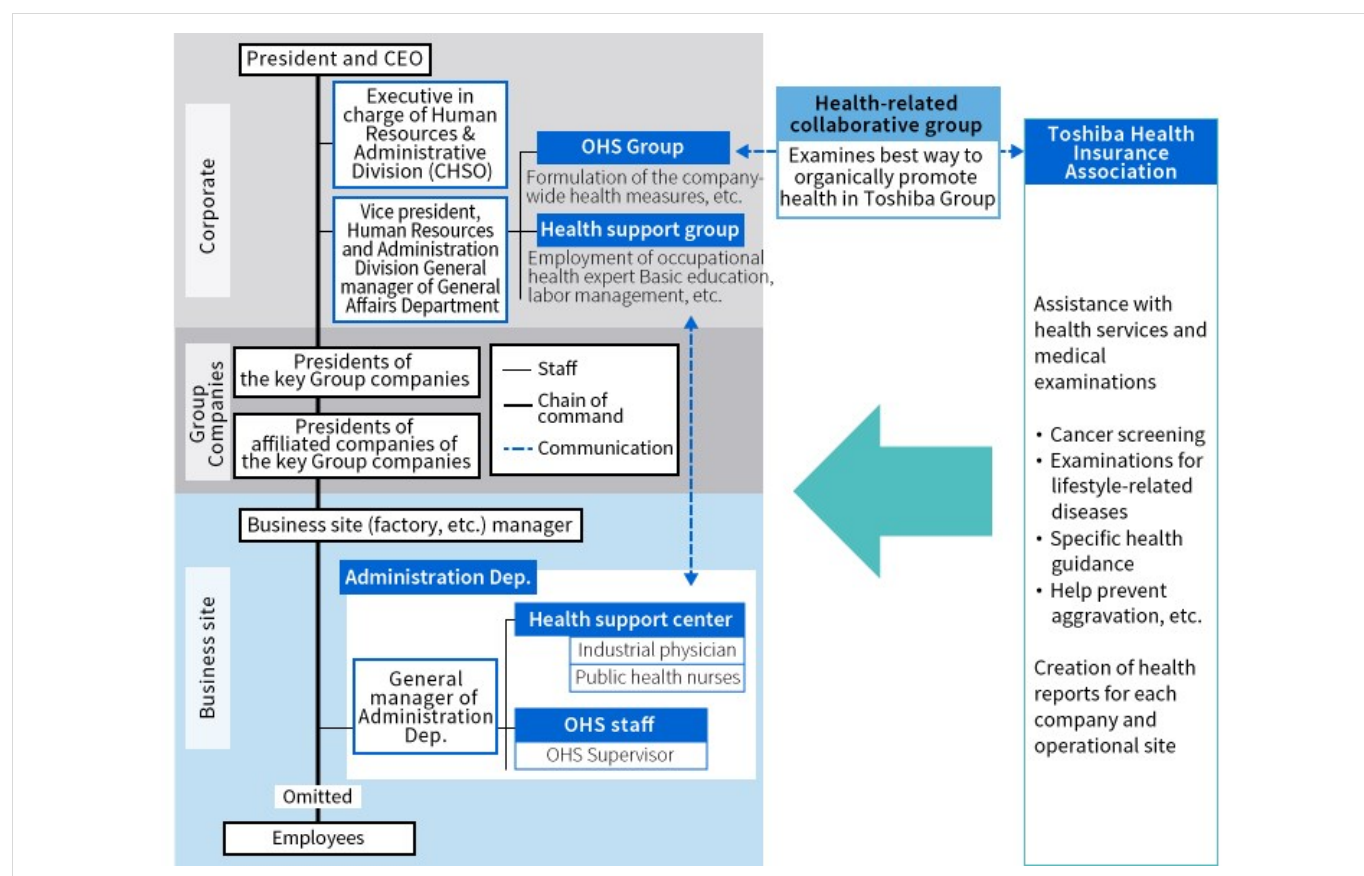
System for Health Management

Toshiba Group in Japan has held the OHS Management Conference on a regular basis since FY2019 to share the Group's health-related issues and regular monitoring indicators, or key performance indicators (KPIs), 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 through the governance line.

As for the system for implementation, the function of providing support in the area of occupational healthcare had been provided by a separate company from FY2002, with related services provided based on a contract with each Group company. In light of the increasing importance of health management under OHS management, however, this system was discontinued in November 2019 and now an occupational healthcare officer is sent to business sites and placed under the direct control of management there (excluding certain companies that employ such officers directly). This new system enables more tailored and flexible health services to be deployed in line with the challenges facing each business site.

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. 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)



Toshiba Group Key Performance Indicators (KPIs)

KPIs for health management were set forth as shown below at the OHS Management Conference for FY2019. We will aim to further improve items which have already attained nationwide target figures and raise the level of items which are yet to achieve targets nationwide. Our varied approach will center on improving the process indicator, lifestyle habits.

Health-related KPIs Monitor the ratio of each item to the whole			FY2022 result of Toshiba Group in Japan	Target figure*1 (Nationwide)	Achieved/Not achieved
Outcome indicators	High risk of cerebral heart disease	High blood pressure requiring more than normal consideration	3.2%	7.2%	Achieved
		High blood sugar requiring more than normal consideration	2.3%	2.5%	Achieved
	Metabolic syndrome patients	All ages	17.5%	14.5%	Not achieved
		Over 40	20.1%	13.0%	Not achieved
	Metabolic syndrome preliminary group	All ages	17.1%	14.1%	Not achieved
		Over 40	18.3%	12.3%	Not achieved
Process indicators	Smoking: Percentage of smokers		22.8%	21.5%	Not achieved
	Exercise: No. of steps below national average (equivalent) (5,000 steps or less/day)		29.3%	0%*2	Not achieved
	Meals: Percentage of those who do not eat breakfast		30.0%	15.2%	Not achieved
	Meals: Percentage of those who have a late-night snack (within two hours before going to sleep)		13.8%	14.4%	Achieved
	Sleep: Percentage of those who are sleep-deprived		22.1%	25.9%	Achieved
	Drinking: Percentage of those who binge drink		24.3%	14.5%	Not achieved

*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 so that no employees have a daily number of steps clearly below the national average of 5,000 steps (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).

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 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 Toshiba Group KPIs)

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, numerous lifestyle indices, including levels of smoking and walking, are improving. There is still the need for measures to make further improvements by setting KPIs, however.

In particular, the percentage of patients and those having a high risk of contracting metabolic syndrome (visceral fat syndrome) is on the rise nationwide, and this is a shared issue throughout Toshiba Group. In addition to improving patients and those having a high risk, we aim to prevent others from having the metabolic syndrome by providing specified health guidance led by the Toshiba Health Insurance Association and implementing measures to enhance health guidance as a company.

Examples of initiatives to improve eating habits

At 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

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 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.

① Understand 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
② Online results briefing session	Explain the results online and provide motivation for goal setting
③ Set improvement targets	Describe specific measures to ensure an amount of activity and eliminate being excessively sedentary
④ Offer 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.
⑤ Reassess 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. Toshiba Group will take further actions for smoking cessation, including supporting smokers to quit smoking.

※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 in particular, 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 FY2022, 62,730 people from Group companies in Japan received the course, marking a 98.3% 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 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 (91.2% for FY2022).

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.

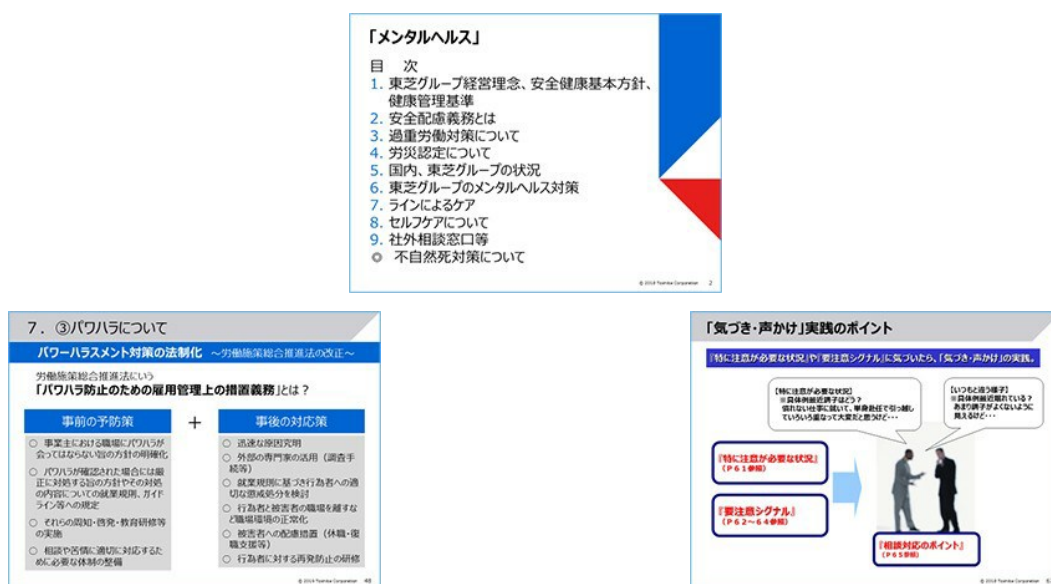
2. Workplace Care

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, key points to prevent the abuse of power 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. Seven 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 roughly at the national average for workload control and supervisor/colleague support.

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 made minor revisions to the criteria for returning to work to take into account remote work. 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 take care in the handling of health-related information of employees 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 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 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 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, 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.

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, subsidies for various events held at Group companies and business sites, 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 2023 Certified Health and Productivity Management Organization Recognition Program; namely, Toshiba, its four key Group companies, and Toshiba Tec Corporation, and Toshiba Lighting & technology Corporation, and Toshiba Plant Systems & Services Corporation, and Toshiba Industrial Products Systems Corporation, and Toshiba IT & Control Systems Corporation, and Toshiba Communications Infrastructure Systems Corporation, (Large enterprise category) as well as Toshiba Precision Corporation (Small- and medium-sized enterprise category). Further, Toshiba, its four key Group companies, and Toshiba Lighting & Technology, and Toshiba Industrial Products Systems Corporation, and Toshiba Precision Corporation was also selected in the White 500 and Bright 500 as one of the top 500 companies based on health and productivity management survey results.



* Private organizations supported by the Ministry of Economy, Trade and Industry, a government organization

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](#)

Social

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

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 Target	100%
FY2022 Achievement	100%
FY2023 Target	100%

Number of companies where we conducted our Sustainable Procurement Survey* (cumulative numbers)

FY2022 Target	11,400
FY2022 Achievement	12,622
FY2023 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 Target	38 %
FY2022 Achievement	41 %
FY2023 Target	100 %

* Excluding Toshiba Tec Corporation

FY2022 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

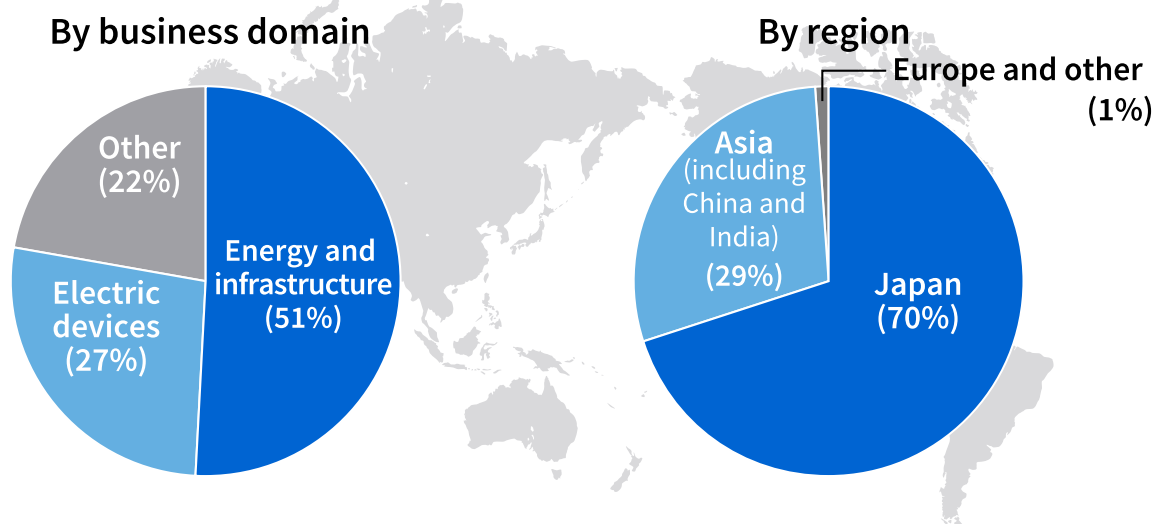
Toshiba Group's Supply Chain

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 FY2022, energy and infrastructure accounts for 51%, electric devices account for 27%, and others account for 22%. By region, Japan accounts for 70%, Asia (including China and India) accounts for 29%, and Europe and others account for 1%.

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) (FY2022, 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, in which the Group participates, and the RBA 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 and the occupational safety and health of workers." 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.

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](#)  (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](#)

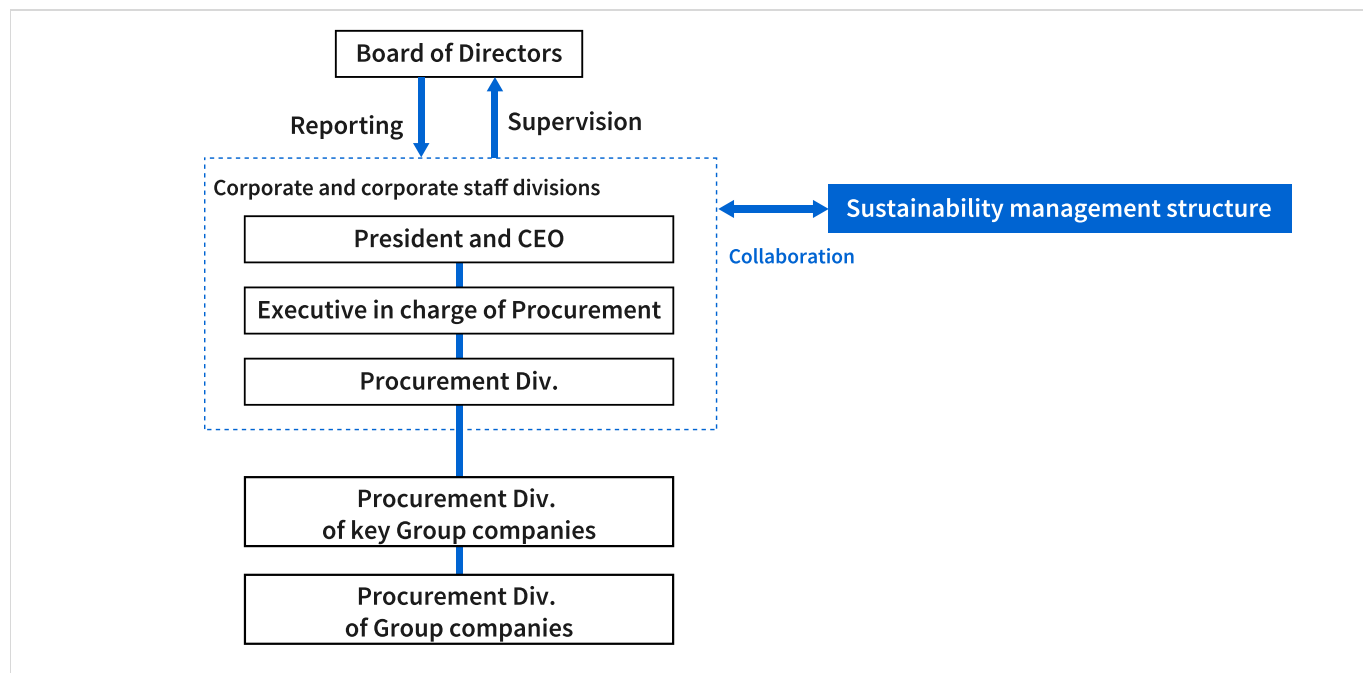
Structure to Promote Sustainable Procurement

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, labor, 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 FY2022, we provided sustainable procurement education to approximately 40 procurement employees of Toshiba Group.

Cooperation with Industry Organizations

In order to fulfill CSR in the areas of labor, health and safety, 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 Responsible Minerals Trade Working Group, a member of JEITA CSR Committee, and a regular member of JaCER, 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 FY2022, we selected approximately 2,000 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, and occupational health and safety.

Toshiba Group holds briefings to explain to suppliers its policies on the environment, human rights, 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 FY2022, we conducted surveys on human rights for 98suppliers, health and safety surveys for 171suppliers, and environmental surveys for 134 suppliers (the figures are cumulative numbers of Toshiba Group's suppliers).

As a result of surveys, for example, we requested the proper use of protective equipment and other measures.

Since FY2019, we have expanded the scope of the survey to suppliers of products and components, regardless of whether they are used in products under the Toshiba brand, as our primary 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 (FY2022, Toshiba Group, cumulative)

Topic	Participation in briefings	Surveys*	On-site audit*
Human rights/Labor	691	1,282	98
Health and safety	1,859	1,577	171
Environment	1,845	2,276	134

* 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 FY2022, from the work locations of total 12,622 suppliers, 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 5,000 suppliers on the issues of human rights, labor, the environment, and laws and regulations. For the approximately 1,600 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, labor conditions, 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.

In addition, in the CSR assessment to confirm compliance with the RBA Code of Conduct, we conducted direct dialogue with one of our newly surveyed suppliers, explained the key points of the code of conduct, and provided feedback on the assessment results and guidance for improvement.

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 FY2021 to 16 pre-selected providers to support them establish and gauge their level of compliance in TIP's Social Accountability requirements related to Labor, Ethics, Health & Safety and Environment. 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 regulations in Europe regarding the carbon footprint of batteries, Toshiba's Battery Division is, together with its suppliers, proactively working to promote initiatives aimed at achieving a reduction in CO₂ emissions.

Specifically, through briefings and other means, we will inform our suppliers of Europe's carbon footprint regulations, 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, occupational health and safety, and environment surveys conducted as part of monitoring at site in FY2022, we provided guidance and support to 16 suppliers on human rights issues, 204 suppliers on occupational health and safety issues, and 103 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 (FY2022, Toshiba Group, cumulative)

Topic	Guidance and support	Suspension of transactions
Human rights/Labor	16	0
Health and safety	204	3
Environment	103	1

Examples of supplier guidance & support (FY2022)

Human rights/Labor	<ul style="list-style-type: none"> Guidance on improving appropriate employment conditions Supporting smelters to obtain conflict-free certification*
Health and safety	<ul style="list-style-type: none"> Review of Standard Operating Procedures and in-depth guidance on dissemination Guidance on safety management systems at worksites

* 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 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. 2 reports were made in FY2022, and for both 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 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.

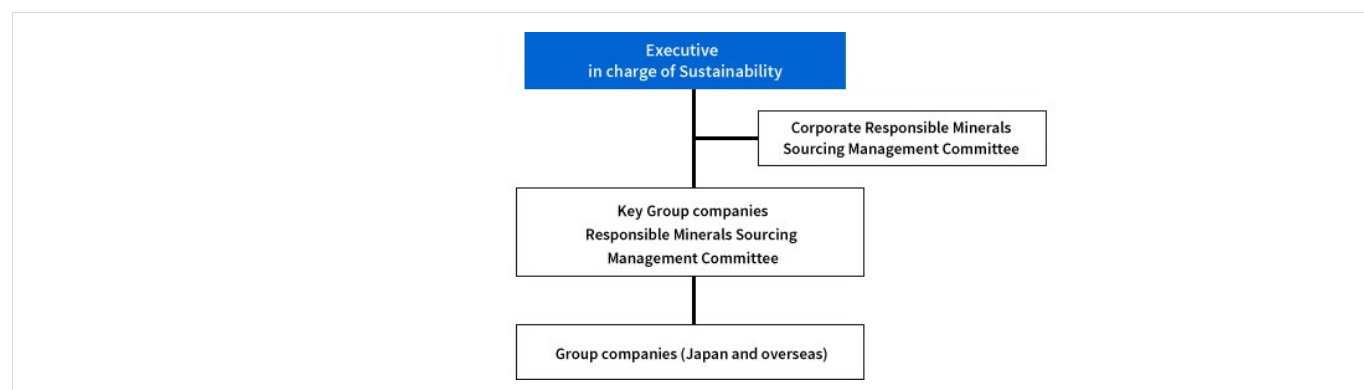
- We undertake appropriate supply chain management, in accordance with the provisions of the [OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas](#) [PDF](#) (3.51MB) .
- We require suppliers to procure minerals from smelters that are compliant 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 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



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 930 suppliers (cumulative number) that might use 3TG and 240 suppliers (cumulative number) that might use cobalt in FY2022.

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 FY2022, 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.

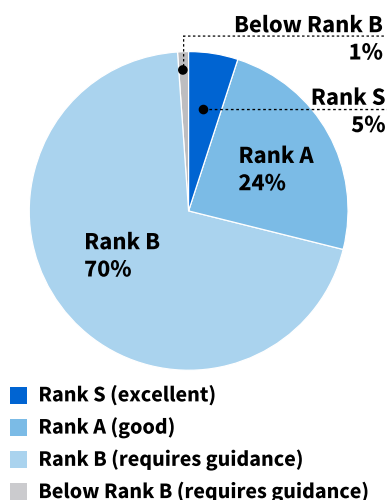
We distribute Toshiba Group Green Procurement Guidelines to suppliers, which present Toshiba Group's basic concept concerning green procurement and the specific content of our requests to suppliers. Based on these guidelines, we endeavor to preferentially procure products, parts, materials, and services 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.

We confirmed the status of suppliers' compliance with the guidelines through Evaluation of Environmental Management of our major suppliers. Specifically, in addition to sharing Toshiba Group's environmental management in line with Environmental Future Vision 2050, we conducted 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." If any issues are identified with suppliers' efforts, we provide guidance for improvements.

In selecting suppliers, we give priority to suppliers with higher assessment ranks, aiming to continue to promote green procurement in collaboration with them.

Evaluation of Environmental Management of suppliers (FY2022) (Above Toshiba Group's Standards 99%)



In FY2022, we conducted Greenhouse Gas (GHG) Emissions Survey as a supplementary survey to Evaluation of Environmental Management, and started verification studies to strengthen partnerships with suppliers and improve Toshiba Group's "Scope 3 Category 1" calculation accuracy.

- > [Toshiba Group Green Procurement Guidelines](#)
- > [Environmental Future Vision 2050](#)
- > [Response to Climate Change](#)

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.

Social

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

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.

KPIs and Achievements

Ratio of R&D expenses to sales (%)

FY2022 Target	5.0 % or higher
FY2022 Achievement	4.7 %
FY2023 Target	5.0 % or higher

FY2022 Key Achievements

- Achieved an approximately 70% reduction of imbalance amount by improving the accuracy of forecasting the amount of renewable energy generation and by utilizing storage batteries
- Established large-scale production technology for electrolysis electrodes for hydrogen production from renewables that cuts iridium use to 1/10
- Toshiba's on-board battery system combining lithium-ion secondary battery SCiB™ adopted for Tobu Railway Co. Ltd.'s new rolling stock
- Constructed a multiplexed quantum key distribution system for a quantum network connecting U.S. universities and national laboratories

> Evaluation from External Parties Received since FY2021

— R&D Strategy

— R&D Expenses

— Toshiba Group R&D Structure

— Examples of R&D that contribute to solving social issues

R&D Strategy

Global efforts toward carbon neutrality is accelerating with a focus on renewable energy conversion. In addition, with the growing threat of supply chain disruptions due to the increased severity of natural disasters, aging social infrastructure, a reduction in the working age population, pandemics, and geo-political risk, as well as the increased threat of cyber-attacks, the demand for infrastructure resilience is increasing. Under the strategies of Energy × Digital and Infrastructure × Digital, which aim to accelerate the evolution of the energy and infrastructure sectors through a move to digitization, we are working to provide society and our customers with optimal solutions to the issues they face by leveraging our strengths in having strongly differentiated devices, components, and cyber physical systems (CPS) technologies.

With the Energy × Digital strategy, we promote a move towards carbon neutrality in a seamless energy chain that encompasses “Generate”, “Transfer”, “Storage” and “Use Smartly”. With the Infrastructure × Digital strategy, we provide products, technology, and services that combine our know-how accumulated over many years on plant design, operations, and maintenance with AI and security digital technologies, based on the resilient life cycle of infrastructure works that encompasses “Prepare”, “Find”, “Protect” and “Maintain”. When it comes to semiconductors and storage, which are highly differentiated devices, we are continuing to strengthen our product appeal by enhancing mass production lines and promoting the development of compound semiconductors.

Under Toshiba Group’s Basic Commitment, “Committed to People, Committed to the Future.”, we will use these initiatives to work tirelessly to find resolutions to the pressing social issues of climate change and infrastructure resilience.

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.

See website below for more details.

[> Technologies \(Organization\)](#)

[> Technologies \(Locations\)](#)

R&D Expenses

Toshiba has defined strengthening R&D to stimulate innovation as one of its material issues, and has set the ratio of R&D expenses to sales as a KPI. The ratio of R&D expenses to sales in Toshiba Group stands at approximately 5%.

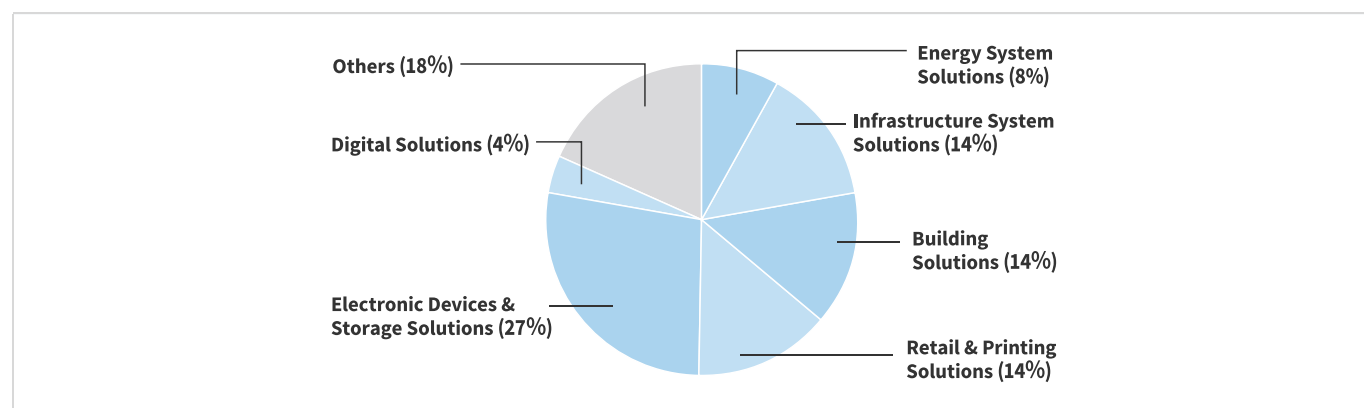
Ratio of R&D expenses to sales

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 (Target)	FY2024 (Target)
4.5%	4.7%	4.9%	4.6%	4.7%	5.0% or higher	5.0% or higher

R&D expenses (Achievements)

FY2018	FY2019	FY2020	FY2021	FY2022
167.5 billion yen	158.9 billion yen	150.5 billion yen	151.9 billion yen	156.4 billion yen

Breakdown of R&D expenses (FY2022)



Examples of R&D that contribute to solving social issues

Achieved an approximately 70% reduction of imbalance amount by improving the accuracy of forecasting the amount of renewable energy power generation and by utilizing storage batteries

Corresponding social issue: Response to climate change

Toshiba has developed a new method for forecasting the amount of renewable energy power generation in the FY2022 Renewable Energy Aggregation Demonstration Project^{*1}, a demonstration experiment publicly facilitated by the Ministry of Economy, Trade and Industry, for which Toshiba Energy Systems & Solutions Corporation serves as the consortium leader. By controlling the storage battery while checking the actual amount of renewable energy power generation, we were able to reduce the imbalance^{*2} amount by an average of approximately 70%. We will address climate change by promoting the development of control technology utilizing forecasts for renewable energy power generation and storage batteries, and achieving stable and efficient power systems utilizing renewable energy through the renewable energy aggregation business.

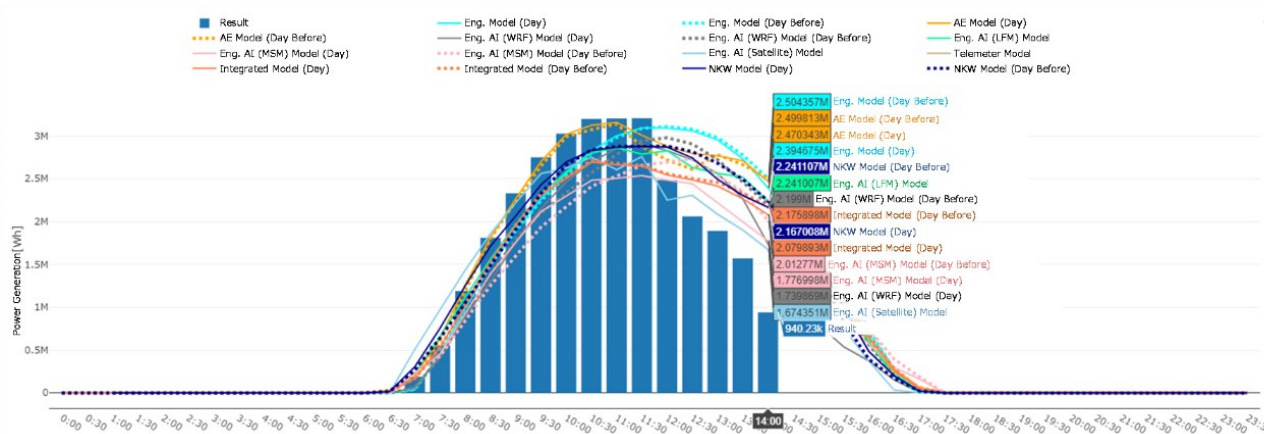


Fig. 1: Jointly developed demonstration system (screen for checking predicted/actual power generation)

- ^{*1} The official name of the project is "FY2022 Subsidy for Demonstration Project for Establishing Next-Generation Technologies Using Distributed Energy Resources such as Storage Batteries (Renewable Energy Aggregation Demonstration Project within the Renewable Energy Generation Aggregation Technology Demonstration Project)."
- ^{*2} Imbalance is the difference between the amount of electricity demanded (used) and the amount of electricity supply that occurs when a renewable energy power generator is unable to achieve the same amount of electricity as planned amounts and actual simultaneously. If the amount of renewable energy power generation deviates from the planned value and the imbalance becomes large, it may cause a decline in the quality of the electricity supplied and power outages. In addition, an imbalance fee must be paid as an adjustment cost due to the imbalance.

➤ [Toshiba and TNK to Improve the Accuracy of Forecasting the Amount of Renewable Energy Generation and Achieve Approximately 70% Reduction of Imbalance Amount by Utilizing Storage Batteries \(March 29, 2023\) \(Toshiba Energy Systems & Solutions Corporation\)](#)

Established large-scale production technology for electrolysis electrodes for hydrogen production from renewables that cuts iridium use to 1/10

Corresponding social issue: Response to climate change

Toshiba has developed large-scale production technology for the electrodes that realizes high level efficiency in Power to Gas (P2G) technology, essential know-how for advancing toward a carbon neutral society, while reducing the use of iridium, one of the world's rarest precious metals, to 1/10. P2G uses electrolysis of water to convert renewable energy into hydrogen, for storage and transportation to where it is needed. Proton Exchange Membrane (PEM) electrolysis is seen as a highly promising conversion method, as it reacts rapidly to power fluctuations and is highly durable. However, PEM uses iridium, one of the rarest of all traded precious metals, as the catalyst in its electrodes. Practical application requires reduction of the iridium used, a real challenge. This advance is expected to drive forward the early commercialization of P2G for large-scale power conversion, and will contribute to the realization of carbon neutrality. In collaboration with Toshiba Energy Systems & Solutions Corporation, Toshiba has built membrane electrode assembly (MEA) prototypes with electrodes based on the developed technology, and has begun evaluation testing with a water electrolyzer manufacturer. Going forward, the Company will improve the yield and quality toward mass production of MEA, aiming for commercialization in FY2023 or after.



An electrode cut from a substrate after sputtering

- [Toshiba's New Large-scale Production Technology for Electrolysis Electrodes for Hydrogen Production from Renewables Cuts Iridium Use to 1/10 - Promoting PEM water electrolyzers for power to gas technology that will contribute to realization of a hydrogen economy-](#) (October 7, 2022)

Toshiba's on-board battery system combining lithium-ion secondary battery SCiB™ adopted for Tobu Railway Co., Ltd.'s new rolling stock

Corresponding social issue: Response to climate change

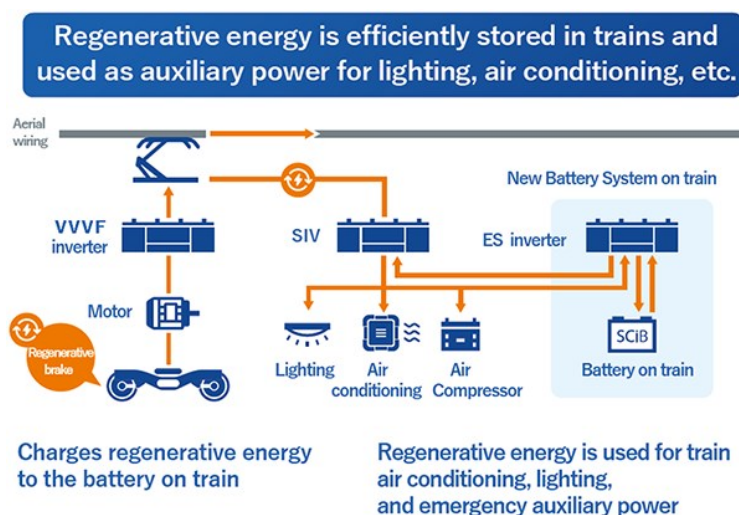
Toshiba Infrastructure Systems & Solutions Corporation has developed an on-board battery system that combines Toshiba's SCiB™ rechargeable lithium-ion batteries and a vehicle power supply system (SIV). Tobu Railway Co., Ltd. (Tobu Railway) has adopted the system for new rolling stock for the TOBU URBAN PARK Line, and plans its gradual roll-out from FY2024 as an initiative to reduce CO₂ emissions.

Storing the regenerative energy generated when the train's brakes are applied, and using this energy as part of the auxiliary power for air conditioning, etc. contributes to energy-saving operations and a reduction in CO₂. Furthermore, in the event of an emergency, such as equipment failure, power is supplied to the brake compressor and other parts required for driving operations to ensure diffuseness.

Toshiba's rechargeable lithium-ion battery is used for the storage battery. SCiB™ has excellent characteristics, including high safety, long life with charges and discharges at over 20,000 times, and low-temperature operations that can withstand an environment below -30°C. In terms of safety, in particular, its structure is such that abnormal heat generation or a fire outbreak is highly unlikely even if external pressure is applied and an internal short circuit occurs.

In 2014, Toshiba Infrastructure Systems & Solutions Corporation delivered a Traction Energy Storage System (TESS) using SCiB™ for the TOBU URBAN PARK Line, which was the first time that an on-board system using SCiB™ was combined with TESS.

Toshiba Infrastructure Systems & Solutions Corporation will continue to develop equipment and systems for railroad vehicles, and in addition to pursuing safety and convenience, will co-create carbon neutrality in accordance with the concepts of individual railroad operators.



Constructed a multiplexed quantum key distribution system for a quantum network connecting U.S. universities and national laboratories

Corresponding social issue: Strengthen cyber resilience

Toshiba America, Inc. and the Chicago Quantum Exchange, an R&D hub in the United States that develops basic technologies for the quantum Internet, have constructed and launched demonstrations of a Quantum Key Distribution (QKD) network using Toshiba's multiplexed QKD system. The network link has been built using a section of the quantum network being built across the United States, connecting the University of Chicago and the U.S. Department of Energy's Argonne National Laboratory, and has been used by researchers for demonstrations and research. Going forward, Toshiba will continue to develop quantum encryption communication technology, and work to strengthen the cyber resilience required in an information society.

> [Toshiba America, Inc. and Chicago Quantum Exchange Launch Demonstration of QKD Network Link – Connecting University of Chicago and U.S. Department of Energy's Argonne National Laboratory –](#)

Social

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



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 enhance our corporate value.

FY2022 Achievements

- Selected as Clarivate Top 100 Global Innovators™ for the 12th consecutive year
- FY2022 National Commendation for Invention – The Invention Prize
- Ranked 1st in Japan, the U.S., and Europe in the comprehensive patent ranking for rechargeable lithium ion batteries-related technology
- Held Toshiba Group Patent Conference 2022; Awards presentation by 9 particularly outstanding inventions, accompanied by online special lectures and webinars

[> Evaluation by External Parties in FY2022](#)

- 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 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

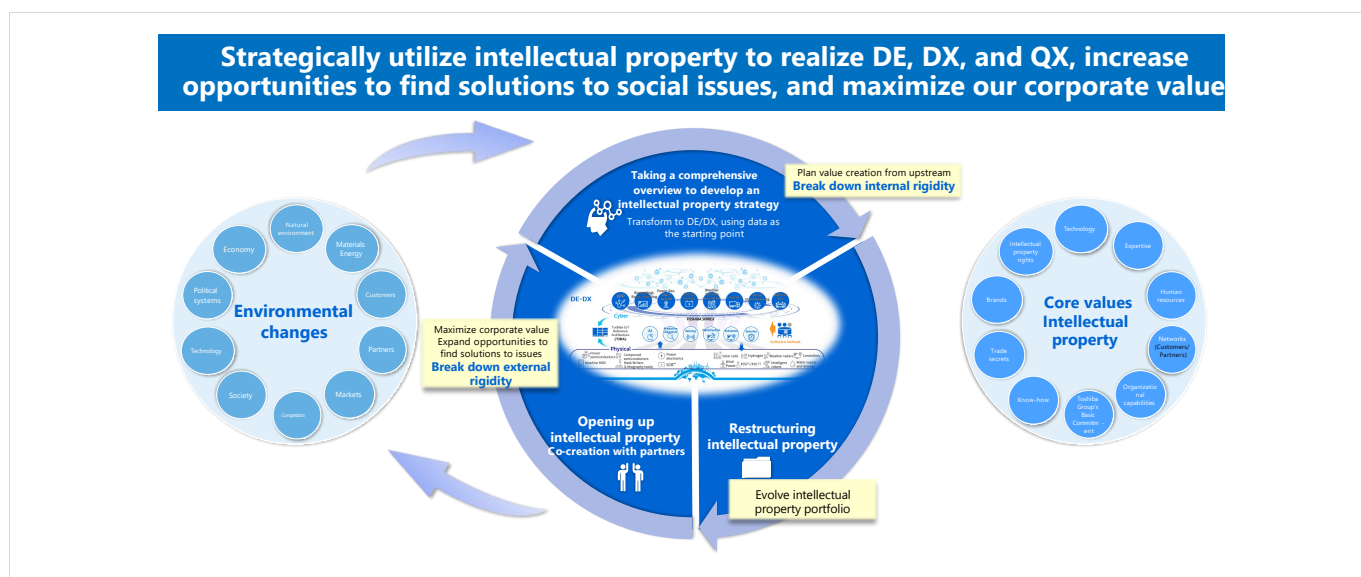
Toshiba Group aims to strategically utilize intellectual property to realize DE, DX, and QX, increase opportunities to find solutions to social issues, and maximize our corporate value. We are promoting a cycle of "taking a comprehensive overview to develop an intellectual property strategy," "restructuring intellectual property," and "opening up intellectual property."

"Taking a comprehensive overview to develop an intellectual property strategy" is the most important step. From the upstream stage of developing a business concept, we take a comprehensive overview of the situation from various perspectives, including a variety of environmental changes, the core values of the Company (intellectual assets), and business strategies, and consider how to use intellectual property and how to link it to business values. In considering these things, we also break down our internal rigidity by adopting a business concept based on the transformation to DE and DX, and the utilization of data.

"Restructuring intellectual property" is a step to organize intellectual property items such as patents, data, and know-how when implementing the envisioned intellectual property strategy. After identifying and organizing the intellectual property items that we have, we can acquire any intellectual property items that we are lacking to maximize our intellectual property portfolio. This allows us to improve the quality of our intellectual assets. Since it is essential to manage confidential information regarding data and know-how, we are also committed to ensuring thorough management of the Company's confidential information so as to prevent leaks.

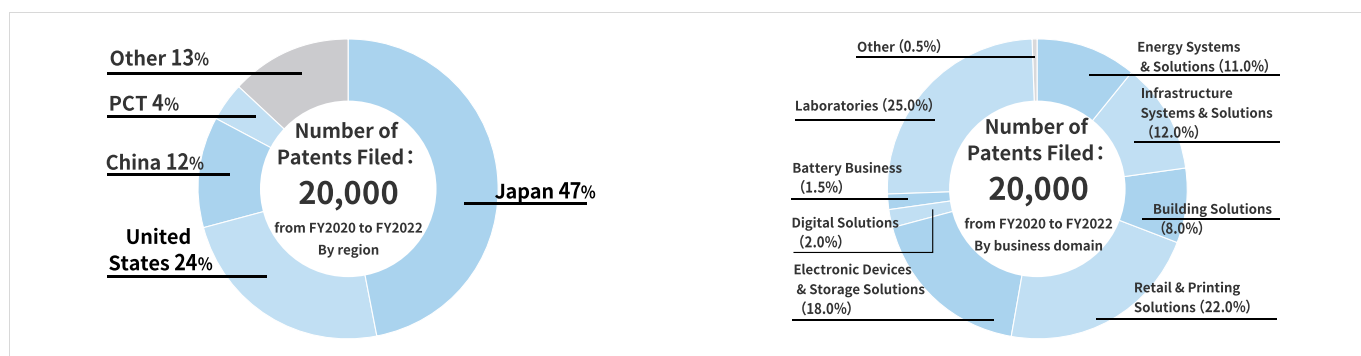
"Opening up intellectual property" is the step of co-creation with partners by utilizing intellectual property. Even social issues that cannot be solved by the Company alone can be solved through co-creation with partners. For this reason, we will break down external rigidity by promoting co-creation with partners using intellectual property as the starting point, and this will lead to an increase in opportunities to find solutions to social issues and the maximization of our corporate value.

Toshiba Group's intellectual property strategy



Reflecting our global expansion, more than half of our patent applications are filed with foreign countries, particularly in the United States and China. We select and file for patent items in each business domain so that we can create an optimal portfolio based on our intellectual property strategy. The number of patent applications we have made this past three years is as detailed below:

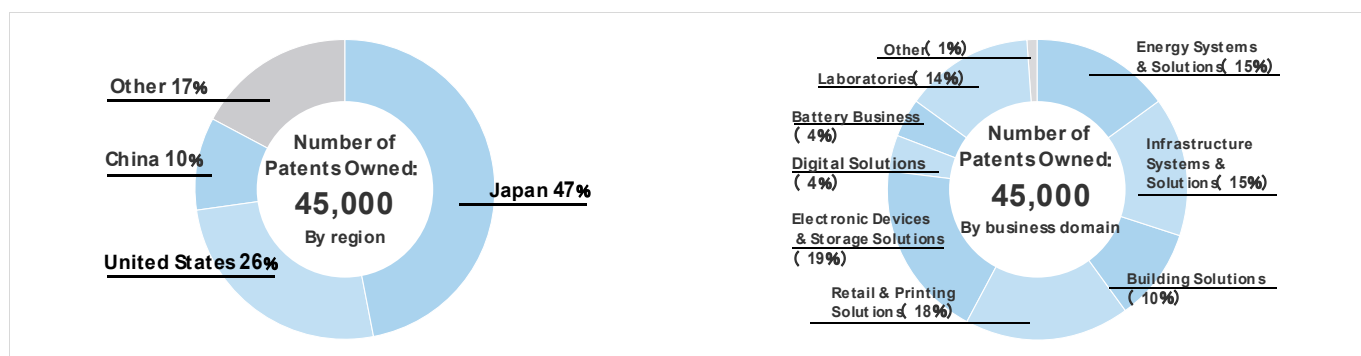
Number and Breakdown of Patents Filed (from April 2020 to March 2023)



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).

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 2023 is as follows.

Number and Breakdown of Patents Owned (as of March 2023)



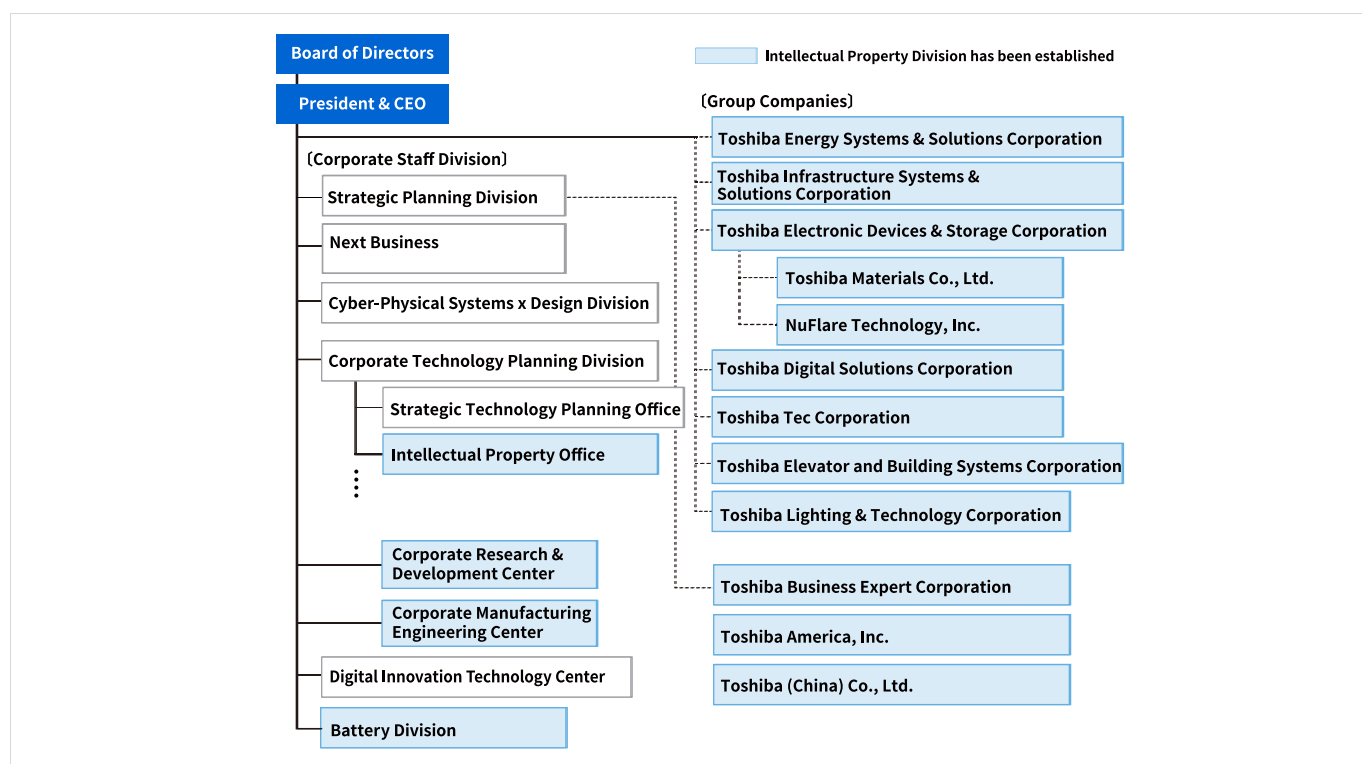
Specific initiatives related to intellectual property

Promotion Structure of Intellectual Property Strategy

The organizational structure of the Intellectual Property Division is composed of the corporate staff division's Intellectual Property Office, and the intellectual property divisions at our individual laboratories and key Group companies. The corporate staff division's Intellectual Property Office is responsible for, related to intellectual property across Toshiba Group, formulating and promoting strategy and measures, handling contracts and disputes, managing patent information and deals with matters related to intellectual property right laws, such as the Copyright Law. Meanwhile, the intellectual property divisions of research laboratories and Group companies formulate intellectual property strategies in their respective development and business domains and work to build and utilize an optimal intellectual property portfolio. We have intellectual property officers located in both the United States and China to help promote out 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.

Toshiba Group Intellectual Property Management Structure



Evaluation of Intellectual Property Rights

In order to create an optimal portfolio for its businesses, each year, Toshiba Group extracts all of its existing patents and design patents that have been registered, evaluates all of the respective rights, and determines whether or not it is necessary to maintain those rights. Any registered patents and design patents that have no prospect of their rights being utilized or for which there is less value in continuing to hold be abandoned, with resources reallocated to acquiring or maintaining rights in other key domains.

Further, the results of such rights evaluations shall be used to remunerate the inventors and creators responsible for outstanding inventions so as to provide an incentive for the creation of new inventions and designs.

Education on Intellectual Property

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 FY2022 was 99.6%.

Newly hired employees are provided with general training on intellectual property rights as part of the Corporate Entry Program (CEP), which is followed by level-specific education/training programs in line with each business division.

We have established a basic training program for intellectual property officers with the education covering areas such as knowledge-acquisition of both domestic and overseas intellectual property rights, preparation of patent specification documents, practical training with office action, and on-the-job training, so that they will be able to put their training into practice in two years.

In addition, we provide education at our overseas subsidiaries that is appropriate for each region. For example, our Chinese subsidiaries provide copyright training on the proper use of software, and our U.S. subsidiaries provide intellectual property training targeting both newly hired and existing employees.



In addition, we provide copyright education on such topics as proper use of software at our overseas subsidiaries in China, South Korea, Hong Kong, and Taiwan. For example, our U.S. subsidiaries provide education programs appropriate for the region, such as intellectual property education, for all employees using LMS (Learning Management System).

Toshiba Group Patent Conference

Toshiba Group holds the Toshiba Group Patent Conference each year, where it awards particularly outstanding inventions with “Excellent Invention Award”.

In FY2022, we held an awards ceremony for the first time in four years, where we granted 5 Business Contribution Prizes to commemorate inventions that had made significant contributions to the Company’s business, and 4 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



CEO message

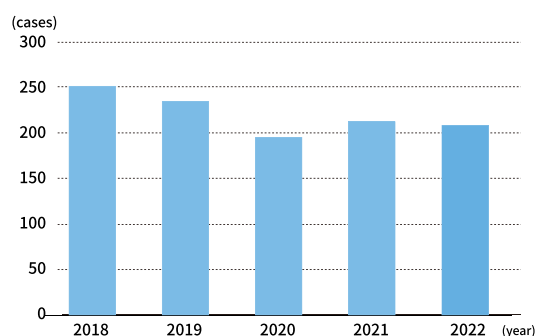
The final stage of the conference also featured a special lecture from a guest lecturer and a number of webinars themed around the topic of how intellectual properties extend across multiple sectors with the aim of cultivating an intellectual property mindset and discovering new aspects of intellectual property activities. Moving forward, we will continue to provide an environment that facilitates employees to create inventions, and will strive to improve employees’ motivation for invention.

Protection of Toshiba Brand

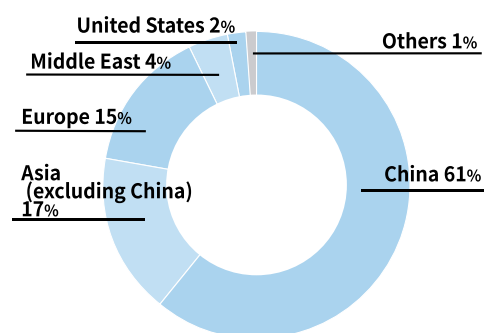
The Toshiba brand symbolizes the value of Toshiba Group as a corporation, and the value of the products or services that we offer. In order to ensure the protection of the Toshiba brand, we manage trademark rights and remove counterfeit products.

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 FY2022



Breakdown of Incidents of Counterfeit Products by Country and Region in FY2022



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](#)

Evaluation by External Parties

Selected for Clarivate Top 100 Global Innovators™ 2023

Clarivate, a global information services company, has selected Toshiba for 12 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.



Winner of FY2022 National Commendation for Invention – The Invention Prize

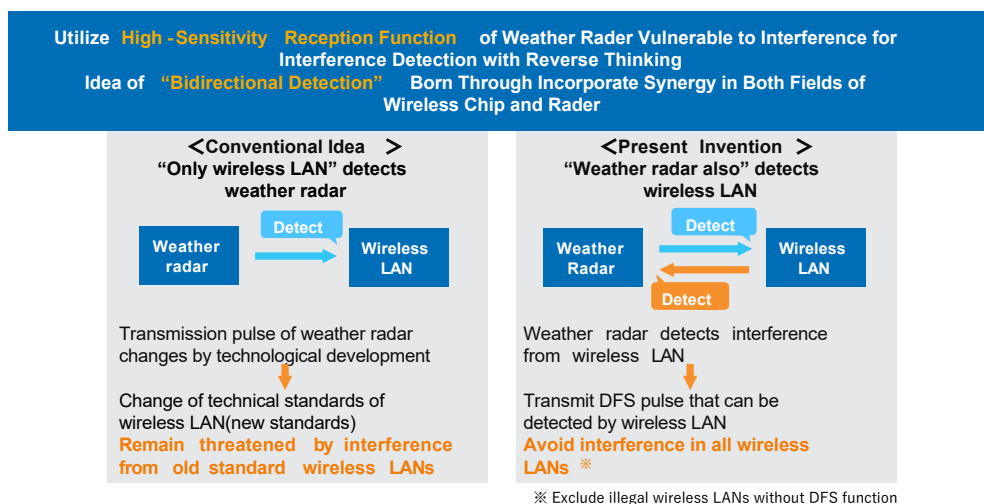
Invention of weather radar having interference avoidance function of wireless LAN (Patent No. JP6383134)

An invention related to weather radars developed to avoid interference from Wireless LAN (WLAN) received the FY2022 National Commendation for Invention – The Invention Prize.

This invention relates to a weather radar that avoids radio wave interference from WLAN and achieves accurate weather observation.

WLANs are equipped with DFS (Dynamic Frequency Selection) to avoid radio wave interference to weather radars, etc. However, DFS does not work with older types of wireless LANs, thereby affecting weather observations. Therefore, we invented a weather radar that can avoid radio wave interference by transmitting a special pulse pattern to activate the DFS on the WLAN side when a signal from a WLAN is detected.

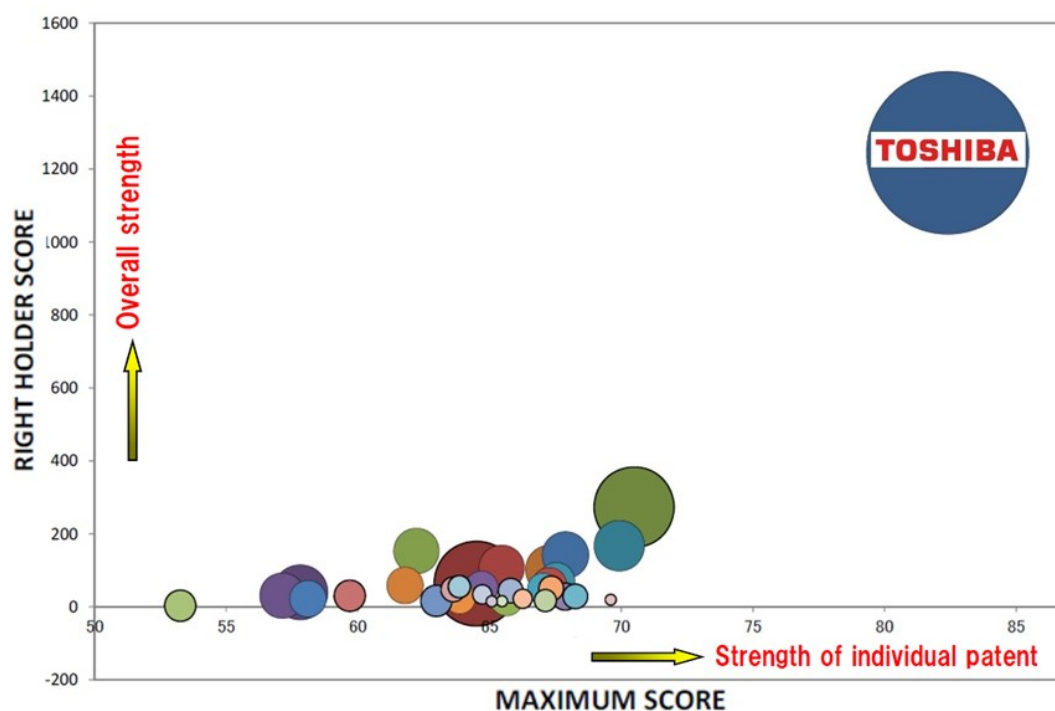
Toshiba delivered a weather radar equipped with this function to the Ministry of Internal Affairs and Communications in 2021. This invention has contributed to frequency sharing among the 5 GHz band (C band) weather radar and 5 GHz WLAN.



Toshiba Ranks No. 1 in Japan, the United States and Europe in Patent Strength in Key Lithium-ion Battery Technology

An independent survey has once again confirmed Japan's Toshiba Corporation as the clear leader in Japan, the United States and Europe for patents covering oxide-based negative electrode technology for lithium-ion batteries. Conducted in September 2022 by Tokyo-based Patent Result Co., Ltd. (Patent Result), the result is a repeat of a 2016 survey by the same company and underlines Toshiba's No. 1 position and strength-in-depth in this essential area.

Over more than 20 years, Toshiba has raised the competitiveness of its battery business and built a world-class patent portfolio by refining the results of its Lithium Titanium Oxide R&D, selecting developments aligned with its business plans, and strategically filing patent applications. It has also expanded and reinforced the business by using the patents to build alliances with co-creators. In both the 2016 and 2022 Patent Result surveys, Toshiba scored high on quantity and quality and comprehensive patent strengths, far outdistancing competitors awarded patents in Japan, the US and Europe. Toshiba attributes this No. 1 position to a research strategy that has concentrated on developing advanced technological capabilities and registering and using high quality patents acquired over the years.



Japan: Lithium-ion Battery Oxide-based Negative Electrode Technology Patent Holder Score Map

> [Evaluation by External Parties in FY2022](#)

Social

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

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.

FY2022 Key Achievements

- We set a special month to improve Customer Satisfaction, and undertook measures that included education and lecture on CS for all Toshiba Group employees.

- | | |
|---|--|
| — Toshiba Group Customer Satisfaction Policy | — Customer Satisfaction (CS) Promotion Structure |
| — Sharing and Utilization of Voice of Customers | — Improvement of Support to Customers |
| — Improvement of Customer Satisfaction (CS) Mind of Employees | — Policy on Customer Information Protection |
| — Universal Design | |

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.

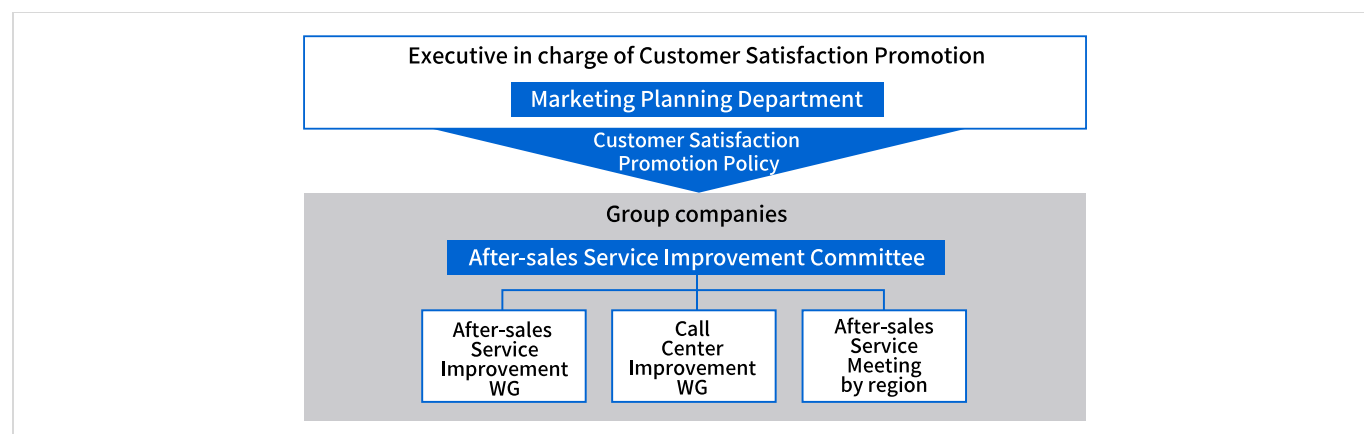
The same content is included in Standards of Conduct for Toshiba Group 2. Customer Satisfaction.

[> Standards of Conduct for Toshiba Group 2. Customer Satisfaction](#)

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



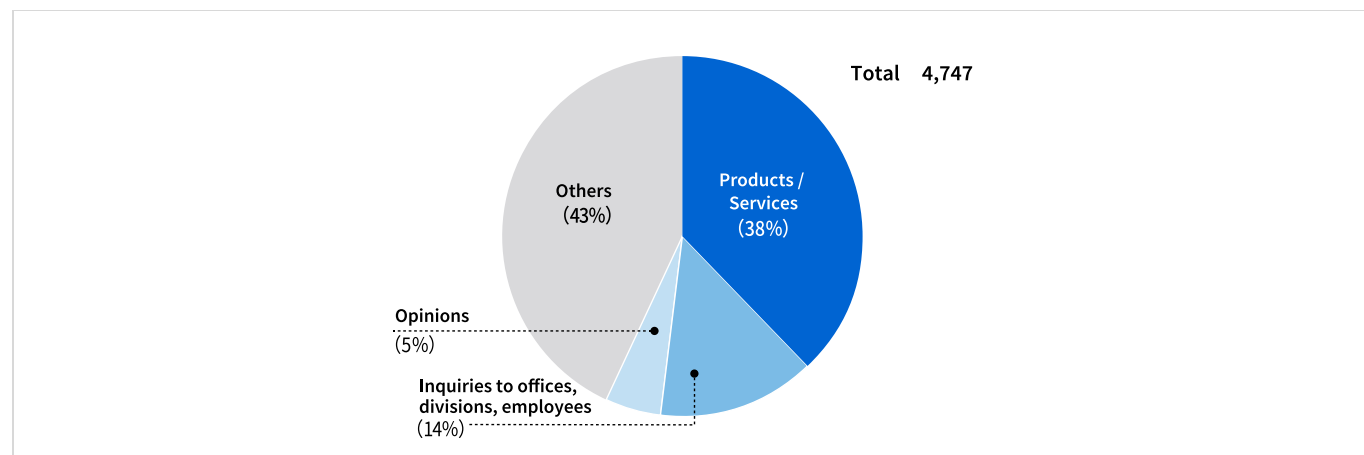
Customer Support

Toshiba Group have set up call centers for different product groups and services. Each call center formulates its own targets for improving the quality of customer support.

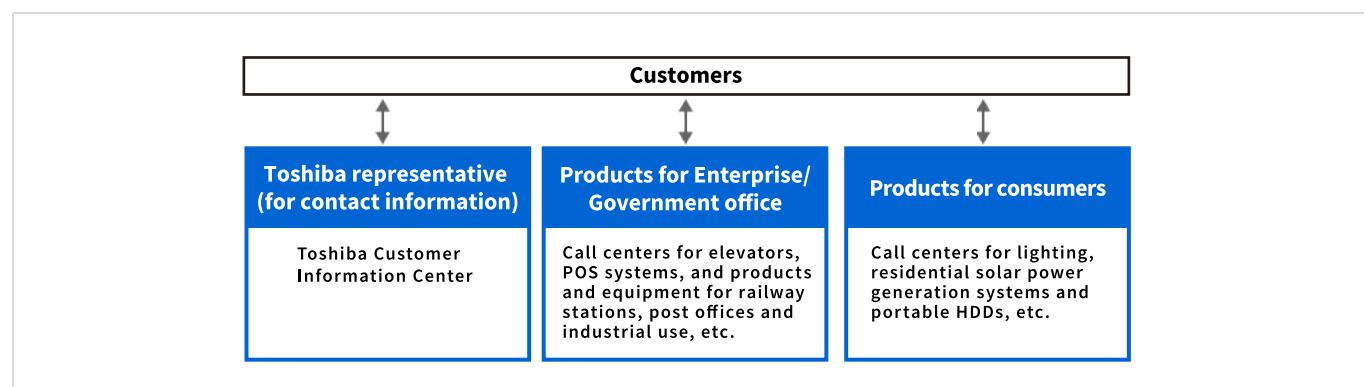
Toshiba Group in Japan respond to customer inquiries concerning the products and services offered by Group companies, both in Japan and overseas, through the Toshiba Customer Information Center. It provides cross-divisional services to our customers, by guiding them to our specialized call centers, and forwarding calls to the division in charge, etc.

Toshiba Customer Information Center has a temporary service center to ensure that the functions can continue even in the event of a natural disaster or other issue.

Toshiba Customer Information Center: Breakdown of Inquiries (FY2022)



Toshiba Group Call Center Structure in Japan



Sharing and Utilization of Voice of Customers

At Toshiba Group, all relevant departments share information on 'customers' complaints, opinions, and requests about our products and services received through our daily sales, repair, and service activities, and via telephone or the internet, in order to improve the quality of our products and repair services.

Activity Example: Utilizing a New Facility Training Building with Showroom Features

Toshiba Elevator and Building Systems Corp. constructed a new facility training building on the site of the Toshiba Fuchu Complex in FY2013. This new building, which also functions as a showroom, is designed for providing maintenance services for elevators and building facilities as well as for conducting engineer trainings in order to improve facility construction skills. The building is equipped with a high-rise elevator shaft for skills training on the maintenance of high-speed elevators. Such elevators have been increasing in number in recent years as increasingly taller buildings are erected. This facility training aims to ensure safety and comfort during high-speed elevator operation. In addition, the East Japan Service Information Center, which provides round-the-clock support services, including remote monitoring of Toshiba elevators and building facilities, relocated to this building and expanded its office in order to provide a variety of technologies designed to ensure security for customers. A maintenance support system that makes use of mobile phones is also available to facilitate speedy recovery from damages suffered due to an accident or large-scale earthquake.



East Japan Service Information Center of Toshiba Elevator and Building Systems Corp.

Activity Example: Providing Various Services around the Clock throughout the Year

Toshiba Automation Systems Service Co., Ltd., which provides maintenance services for social infrastructure system equipment, such as a banknote processing equipment, ID issuing equipment, railway station equipment, and logistics and postal equipment, supports customers in around 20 countries, including Japan, with a 24/7 support service network. The call center features a layout that takes into consideration of the work environment for operators. Also service experts 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

Initiatives to Improve the Quality of Customer Support

We have a Call Center Improvement Working Group, which is aimed at improving the quality of response at Toshiba Group call centers in Japan. This working group has been conducting continuous surveys to identify issues with the Call Center and quality checks based on the Toshiba Group Contact Center Guideline since FY2005, and is working to improve various issues.

Improvement of Support to Customers

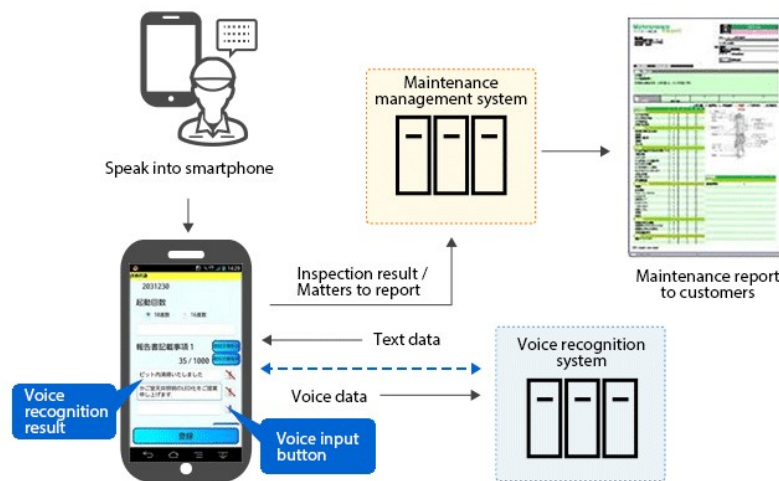
Initiatives for After-sales Services

In order for each after-sales services division in the Toshiba Group to share their issues and good cases of CS improvement as well as tackle service improvement Group-wide, we have established an After-sales Service Improvement Working Group.

This working group's activities include surveying service sites to identify issues and training for service engineers.

Activity Example: Voice Recognition System Used in Maintenance Services

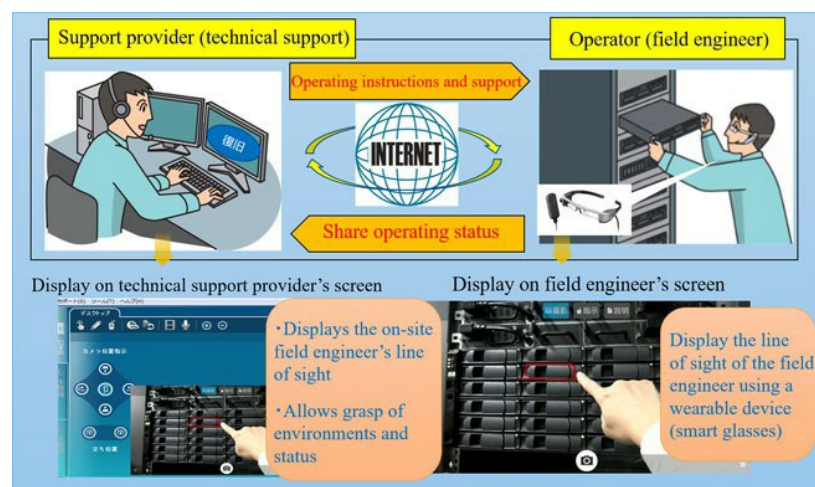
Toshiba Elevator and Building Systems Corporation is introducing a system in which matters to be reported during regular checks of elevators and escalators can be recorded as maintenance reports using a voice recognition system.



Maintenance staff voice-record the details of the inspection and items to report to customers on-site into a smartphone during the inspection. The recorded sound data is converted into text, and recorded as text data in an app installed on the smartphone. As the staff can record just by speaking a few words even during maintenance operations, this allows us to provide as required precise information to customers more quickly. It also improves safety by reducing the workload of maintenance staff.

Activity Example: Remote Support System Used in Maintenance Services

Toshiba IT-Services Corporation is introducing a service using remote support system for their information equipment maintenance service.



We use smart glasses in maintenance services to share videos and audio between technical supporters and field engineers, and capable to provide services that meet our customers' needs. They allow us to provide detailed and attentive support and also contribute to early detect the cause of any trouble and facilitate quick recovery. We will explore the possible application of smart glasses in various operations and work to improve service quality.

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 FY2022, we held e-learning sessions for 74,330 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 FY2022, Mr. Takumi Matsui (Representative and Service Scientist, Matsui Service Consulting), who is active in various sectors of industry, government, and academia, gave a lecture on understanding the significance and essence of engaging in customer satisfaction and service entitled "Customer Satisfaction to Continue to be Selected by Customers." The lecture was distributed in video format during Customer Satisfaction Improvement Month and we deepened understanding of customer satisfaction initiatives.

Training of Employees on Supporting Customers

We are conducting trainings for employees to understand the importance of customer satisfaction, and to learn the skills necessary for supporting customers. In FY2022, we distributed two training videos 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](#)

[> Privacy Policy](#)

Please refer to the [Cyber Security Report](#) for details on personal information protection.

[> Risk Management and Compliance](#)

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: “SPACEL”, a Disaster-Resistant Elevator, Received the GOOD DESIGN AWARD

Toshiba Elevator and Building Systems Corporation received [the GOOD DESIGN AWARD 2022](#) (Japan Institute of Design Promotion) for its [SPACEL \(Japanese only\)](#) elevator. The Company received high acclaim for its development approach and materialization ability in continuing to improve and evolve the same brand for over twenty years as a disaster-resistant, safe, and people-friendly elevator.

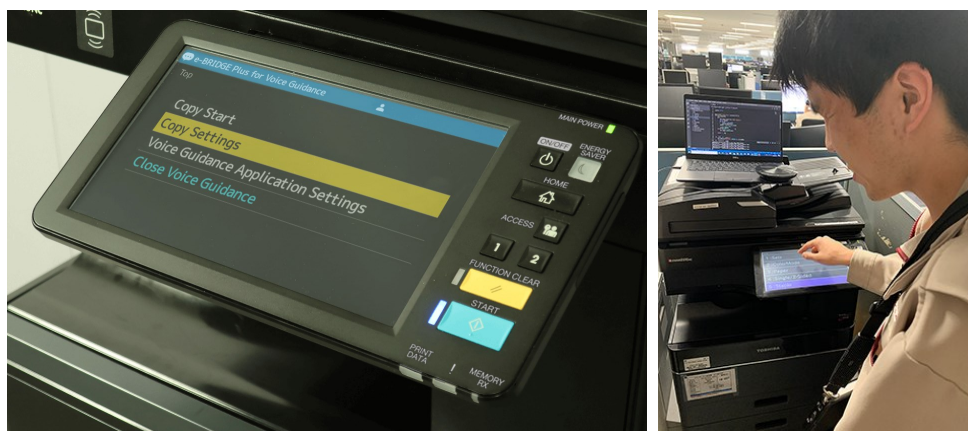
We are continuously working on universal design for this product, and have commercialized features such as consideration for customers in wheelchairs and those who are visually impaired, screen displays with color universal design certification (Color Universal Design Organization), and support functions for people with hearing impairments. For the new model, we developed screen displays that intuitively show travel times, a function that provides guidance with audio and screen displays in four languages in the event of an emergency, and non-contact operation buttons that are hygienic and less likely to be accidentally activated. Going forward, we will continue to make efforts to improve convenience for a broader range of customers while keeping up with social changes.



Activity Example: Developed a User Interface (UI) for Digital Copiers that Do Not Rely on Vision

Toshiba Tec Corporation has developed a user interface (UI) for digital copiers that enables visually impaired users to set functions without relying on visual information, while receiving voice feedback. Connecting a commercially available speaker to the copier allows the user to set functions with voice guidance and just 3 operations: swiping, tapping, and double tapping, at any location on the LCD screen. The UI structure is easy to understand for non-visual users, limited-sighted users, and sighted users who assist them, and has large characters that are easy to read even for people with limited vision, a yellow focus color that is easy to recognize, and a simple screen design. We hope that this UI will enable users with visual impairments, who previously faced difficulties operating an LCD screen, to use digital copiers. In addition, we will continue to make further improvements while receiving user feedback.

In recognition of these initiatives, we received [GOOD DESIGN AWARD 2022](#) (Japan Institute of Design Promotion).



Internal Education

In FY2022, as part of our internal universal design education, we implemented "Instant Senior*," a simulated senior experience program for designers, including those who joined the Company in FY2022. 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 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 FY2022, we held four such seminars. In the seminars, we explained text legibility and ways of organizing information based on human characteristics. More than 100 participants attended each session, and we received positive feedback in the form of comments such as "This was useful for creating easy-to-understand materials," and "This is a way of thinking that is necessary for manufacturing." Going forward, we will continue to disseminate information on universal design in this way.



TOSHIBA

第4弾

無料オンラインセミナー

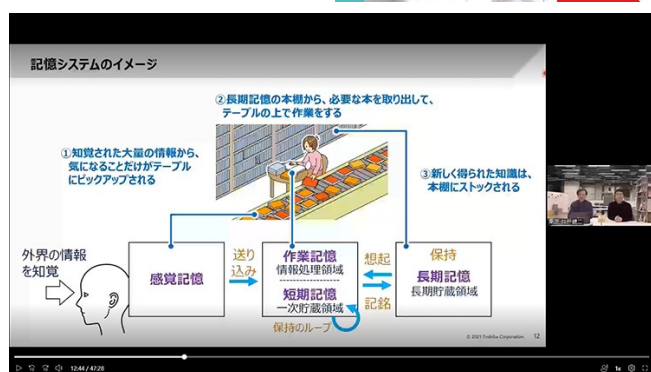
デザイナーが教える

人間工学

記憶のしくみと認知の働き

2022.12/13 TUE 18:00 - 19:00

株式会社 東芝 井戸健二



Social

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

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.

FY2022 Key Achievements

- As a measure against COVID-19, increased the number of product quality training courses held online.
- Conducted 56 programs in Japan, attended by a total of 901 people. Conducted 12 programs in China with internally-trained local staff as lecturers, attended by a total of 202 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.

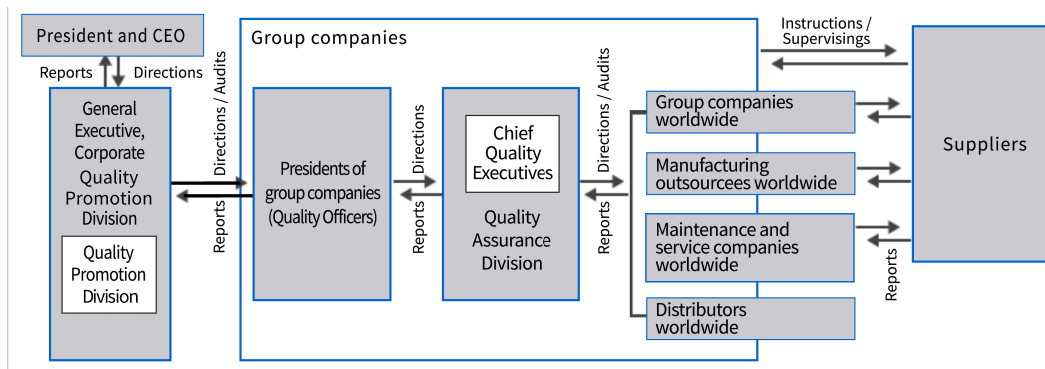
Standards of Conduct for Quality Assurance:

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 Corporate Production Planning 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.

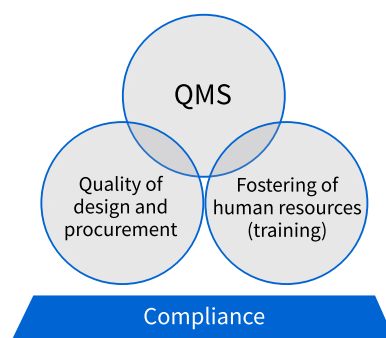
Structure of Promoting Quality Control of Toshiba Group



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, 2022

	Targeted sites	Certified sites	Percentage of certified sites
Toshiba Group in Japan (including Toshiba)	52	51	98%
Toshiba Group overseas	36	32	89%
Toshiba Group TOTAL	88	83	94%

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 FY2022, a total of 1,103 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 75,246 related employees in Japan in FY2022 and the participation rate was 100%.

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
(conducted online in FY2021)

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 \(Japanese\)](#)

Social

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

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.

FY2022 Key Achievements

- **The number of incident reports under Consumer Product Safety Act: 6***
(2 cases that were suspected to have been caused by products; 4 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.

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: 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). The CE marking is required for products sold within the European Economic Area (EEA).

Structure of Response to the Occurrence of Product Accidents

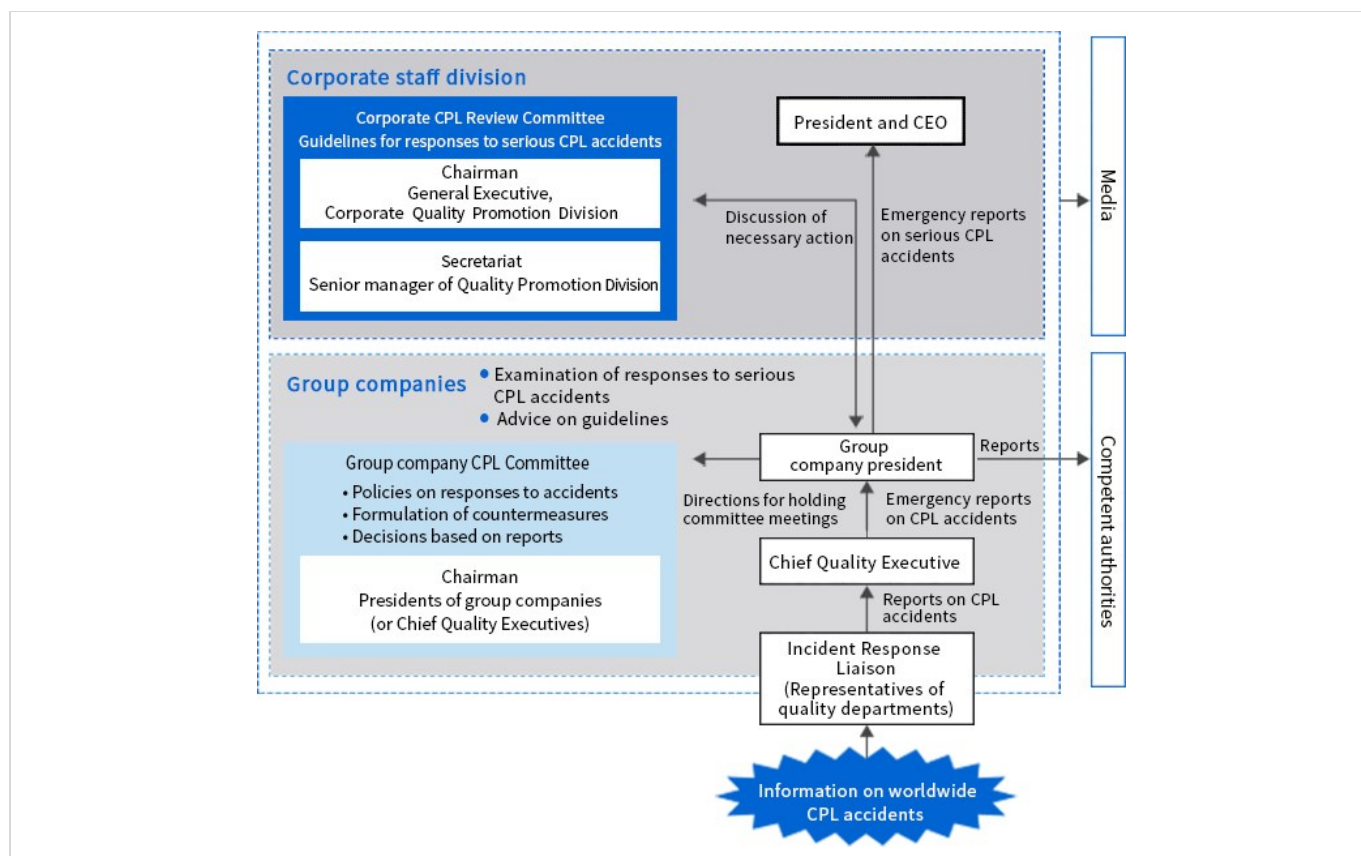
If an employee discovers information on accidents involving Toshiba products in the market, he/she promptly alerts the accident response staff in the relevant companies. Then the necessary measures are discussed and enacted by the CPL Committee^{*1} of relevant companies, chaired by a senior executive, 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 FY2022, Toshiba disclosed a total of 6 accidents in the list of serious product accidents on our Japanese website^{*2}: 2 cases that were suspected to have been caused by products, 4 cases in which the causes unknown.

*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 (75,246 in FY2022 with participation rate of 100%) 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)

Also, we prepare flyers on products that are subject to recall and have particularly high risks of causing a fire, such as air conditioners, battery packs for laptops, vertical washer-dryers, and compact fluorescent lights. We are also developing various activities to recall our products more quickly, such as checking whether customers have any defective products when visiting them for repairs or inspections, distributing flyers together with power meter reading slips and checking whether there are any products subject to recall in care recipient's home by care managers.

We are requesting all Toshiba Group employees, including not only their families but also their relatives, neighbors and friends, to provide product information and to cooperate in repairing defective products.

In FY2022, we launched one recall company notice pertaining to product safety in the Japanese market, and are taking preventative measures that update the additional software so that customers can use our products with peace of mind. The number of products subject to the recall is 191 residential photovoltaic power generation system power storage units (manufactured by OMRON Corporation).

[➤ Notice of Software Update of Residential Photovoltaic Power Generation System Power Storage Units \(Japanese\) \(Toshiba Energy Systems & Solutions Corporation\)](#)

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 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.

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 distributing guidelines. 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 the [Cyber Security Report](#) for details on our product security efforts.

* Product Security Incident Response Team

[➤ Toshiba PSIRT](#)

[➤ Cyber Security](#)

Social

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

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.

FY2022 Achievements

- Number of social contribution programs 968 programs

- | | |
|--|---|
| — Basic Policy on Social Contribution Activities | — Structure of Social Contribution Activities |
| — Social Contribution Activities: Total Expenditure and its Constituent Parts | — Social Contribution Award: Toshiba ASHITA Award |
| — Toshiba Group Volunteer Days | — Science Technology Education |
| — Protection of the Natural Environment | — Contribution to Local Communities |
| — International Exchanges with Friendship, and Promotion of Sports and Culture | — 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

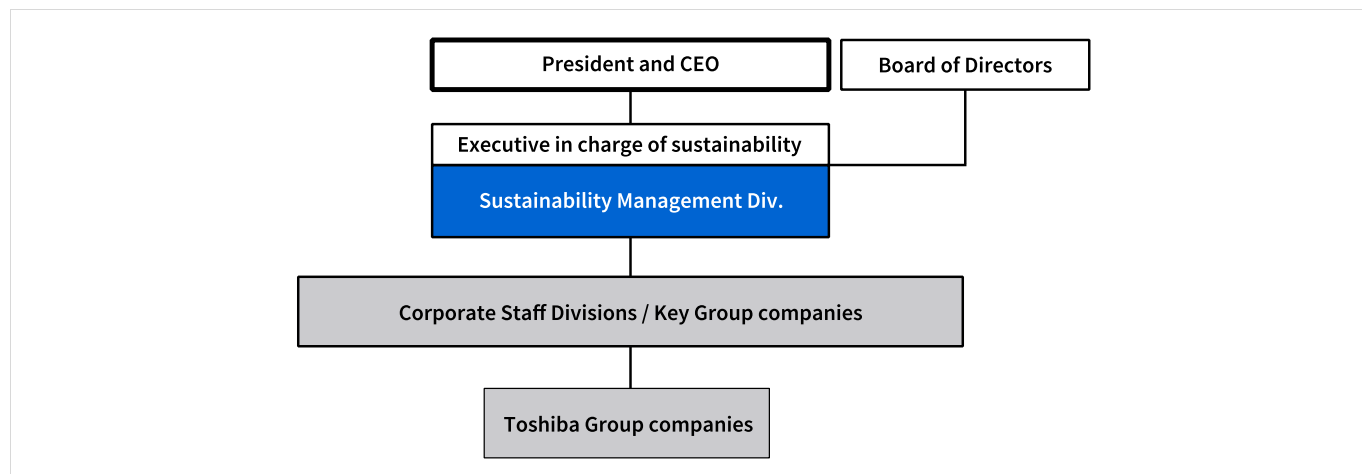


Structure of Social Contribution Activities

In the Toshiba Group, the Sustainability Management Division carries 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



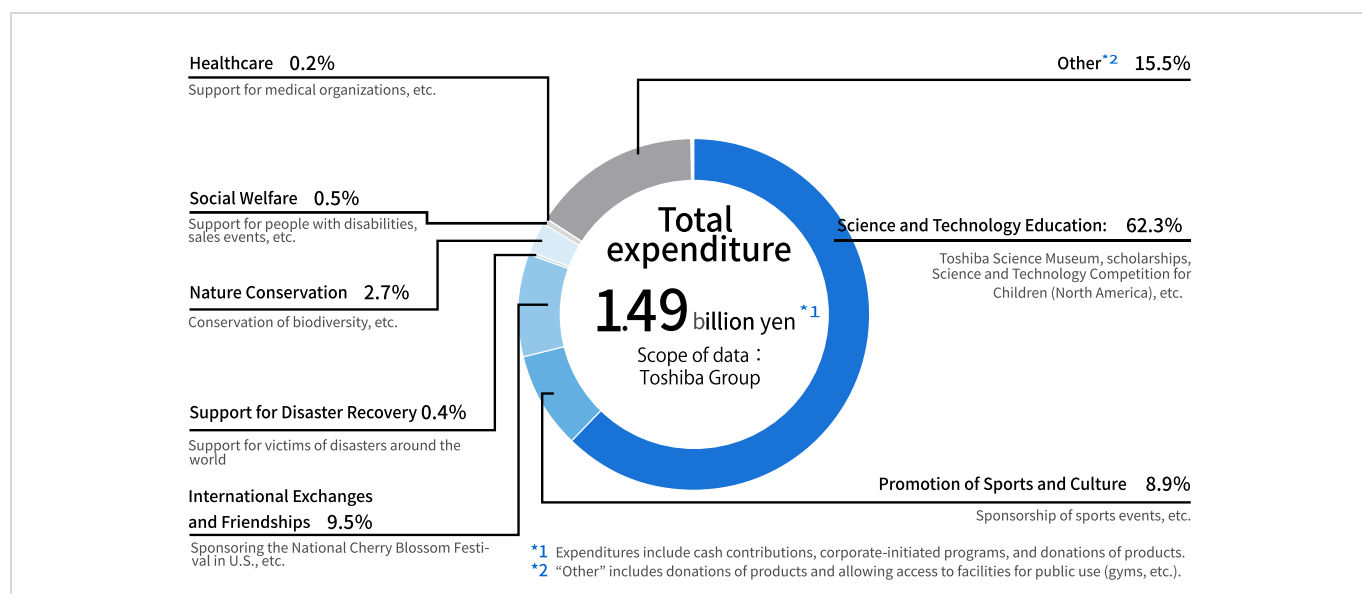
Social Contribution Activities by Employees and Support for their Activities

The total number of Toshiba Group employees that participated in the social contribution activities during FY2022 was 149,145.

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 (FY2022)



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 FY2022, the following three programs out of the 751 programs that were carried out in FY2021 were awarded.

FY2022 Toshiba ASHITA Award-winning programs

- "For the Future of the Children - Interaction with Children in Orphanages and Donation Activities" (Singapore Toshiba Group)
- "Holding On-site Environmental Classes at Elementary Schools - Energy Conservation, Solving Environmental Issues, and the Role of Semiconductors -" (Buzen Toshiba Electronics Corporation)
- Support High School for Students from Low Income Community (Toshiba Africa (Pty) Ltd)

Toshiba Group Volunteer Days

Toshiba Group has held the Toshiba Group Volunteer Days since FY2014 around December 5, the International Volunteer Day set by the United Nations. The aim of this initiative was to make a significant social contribution that cannot be achieved by individuals, through the simultaneous participation of all Toshiba Group employees.

In FY2022, approximately 70,000 employees participated in 168 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

Toshiba Science Museum: Where You Can Enjoy Experiencing the Wonder and Excitement of Science

Toshiba Science Museum serves as one of Toshiba's social contribution activities and is a location for the support of science-technology education.

The museum has the following three missions: To introduce cutting-edge science and technology, and business initiatives; To conserve industrial heritage and to ensure that history is passed down; To promote education in science and technology for children, who will lead the next generation. This is a place where you can experience and learn the wonder and excitement of science and technology through the exhibition on the achievements of our two founders who have contributed to enriching the lives of people and on the history of the electrical industry; the introduction of the state-of-the-art technologies and businesses of the Toshiba Group, which creates a safe and secure society, including the quantum key distribution system and heavy ion therapy equipment; and a variety of demonstrations, experiments, and events. The ideal location of the museum, just in front of JR Kawasaki Station, means this is a place easy to come to visit and tour. We are also promoting online events and video distribution to meet the needs of the era so that we can have more visitors enjoying what this museum has to offer.

In May 2021, the museum was certified as a "Kawasaki SDGs Partner" under a program through which Kawasaki City registers and certifies companies and organizations committed to achieving SDGs.



Exhibition Hall at
Toshiba Science Museum



> [Toshiba Science Museum](#)

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, predict new technology that will exist more than ten years from now, based on current science and technology. The program celebrated its 30th anniversary in 2022, commemorating its long history as a Japanese company's science education support program in North America. The number of participants totals approximately 420,000 to date. In 2022, we received applications from about 1,900 groups around the United States and Canada, and held the awards event in June in person for the first time in two years. We received comments from the prizewinners such as, "After working on the EVA project, I began to think seriously about going in the direction of biotech. I gained confidence as a female student in the field of STEM*."

* STEM is an acronym for the four educational areas of Science, Technology, Engineering, and Mathematics

【2022 Prizewinners】

- GRADES K1-3 (Kindergarten to 3rd year elementary school students)
Nightmare-No-More Pajamas
Greenfield Elementary - Philadelphia, PA
- GRADES K4-6 (4th to 6th year elementary school students)
Fungi Plastivore Purifier
Queen of Peace - Salem, OR
- GRADES K7-9 (1st to 3rd year junior high school students)
CC Bot (Coronary Cure Bot)
Seattle Preparatory School and Holy Names - Seattle, WA
- GRADES K10-12 (1st to 3rd year high school students)
iSpyStroke
University of Illinois Laboratory High School - Urbana, IL



30th EVA Prizewinners



The children show their prizewinning ideas

[> ExploraVision](#)

Teaching Competition in China

Seeking to contribute to the future development of scientific and technical human resources in China, in 2008 we established the Contest of Math and Science Teaching Program for the Normal University Students in China in cooperation with China's Ministry of Education. This is a contest for students studying at four-year Chinese teacher training universities which are equivalent to universities of education in Japan and aspiring to become a teacher in science including physics, chemistry, or mathematics, to compete their skills in teaching a class. Winners and their instructors are invited to Japan for the opportunities to have experience of Japanese science, technology and culture, and exchange with teachers and students of Japanese teacher training university.

The contest has been cancelled due to the COVID-19 pandemic since FY2020.



Mr. Chen Decheng of South China Normal University (left) received the Toshiba Innovation Award in FY2019.

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](#)

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 Bunkyoisha 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 Bunkyoisha (Japanese)
- > The [Poop Workbook Cyber Security](#) (scheduled to be available until February 14, 2024) (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.

Toshiba granted 100,000 yen every month to 230 university students in Iwate, Miyagi, and Fukushima prefectures, which were hit hard by the Great East Japan Earthquake, until graduation.

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. Toshiba and the university also conduct joint research on software. Some graduates of the university have entered Toshiba Software Development (Vietnam) Co., Ltd. and continue to work there.

Toshiba Information Equipment (Philippines), Inc. established a scholarship system in 2008 to provide education at universities or vocational educational institutes to economically disadvantaged high school students. Toshiba supported 90 students with scholarships until 2018 when the program ended.

Factory Tours and Internship

At the request of local communities, operational sites throughout Japan accept visitors for facility tours, and participants for on-the-job training programs and internship programs.

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 2022, we hosted a hands-on type internship program at the office for the first time in three years, where participants were able to gain hands-on experience of actual work while interacting with employees and students from other universities. Those experiences included carrying out a project as a team, communicating with clients, and coordinating with marketing and planning teams.



The internship program
(Cyber-Physical Systems x Design Division,
Toshiba)

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, we resumed the dispatch of doctors and dentists, and a medical team of 85 people, including nurses and many employee volunteers, performed examinations and tooth extractions for 854 local residents.



Medical treatment is provided free of charge.
(February 2020, 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. At Komukai Complex, in FY2022, we continued with the sale of products made at a neighboring community activity support center through an advance-order system, as face-to-face sales proved difficult due to the spread of COVID-19. We also sold specialty products of different regions as part of our efforts to help disaster-affected areas to recover.



Eyeglass holders for sale

Improving the Environment of Surrounding Communities

Toshiba Group companies strive to improve the environment around their business sites. In FY2022, the Group companies' employees in and outside Japan cleaned areas around their business sites approximately 225 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. In FY2020 and FY2021, we could not invite new participants due to the COVID-19 pandemic and therefore asked a total of 100 participants from our past six programs (alumni) to participate in an online program. However, in FY2022, TYCA was held in an online format, recruiting participants from among ASEAN and Japanese high school students for the first time in two years. For a total of five days between December 2022 and March 2023, we held events that included a webinar hosted by two entrepreneurs who are engaged in business in collaboration with Asian countries, and a workshop in which participants were divided into four teams and discussed how they could contribute to making a better 2030. In addition, 10 alumni volunteers acted as the workshop facilitators and were the driving force behind the program's success. On the final day, a results presentation was held in the presence of representatives of ambassadors from ASEAN countries and other guests. Each team proposed a joint project for 2030 to address social issues, such as quality education, gender equality, climate change, poverty, and food issues, which are the main themes of the SDGs, and each participant expressed their aspirations for the future.



[> 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.

Social

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

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
- Policy for Nuclear Safety Improvement
- 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 the extent to which operations have an impact on the local environment. Furthermore, efforts are being made to acquire ISO 14001 certification throughout Toshiba Group.

- [> Toshiba Group Environmental Audits and Performance Evaluation System](#)
- [> Environmental Management Structure - Global Environmental Management Structure \(Number of ISO 14001-certified Sites\)](#)

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 \(Toshiba Energy Systems & Solutions Corporation\)](#)

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 spent 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 from 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 and KPIs

KPIs and Achievements in Governance

Strengthen Governance



The basic policy and objectives of Toshiba's corporate governance are to realize sustainable growth and raise the enterprise value of the Group over the medium- to long-term, and to contribute to the interests of all stakeholders, including shareholders, investors, employees, customers, business partners, creditors, and local communities.

Our Corporate Governance Guidelines stipulate that outside directors comprise a majority (50% or greater) of directors so that the Board of Directors can appropriately perform monitoring and supervisory functions.

KPIs	FY2022 Target	FY2022 Achievement	FY2023 Target
Percentage of outside directors on Toshiba's Nomination Committee, Audit Committee, and Compensation Committee	100%	100%	100%

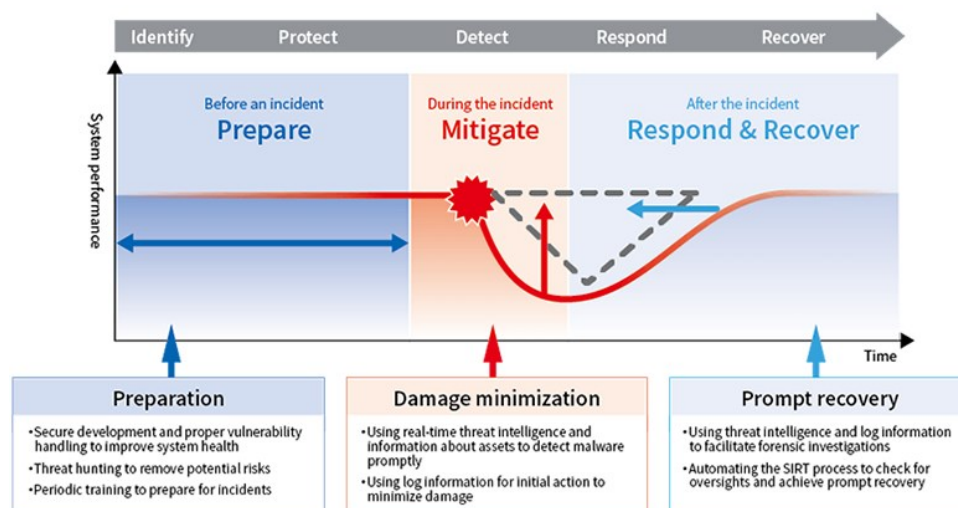
* Toshiba

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 world that extends into all areas, in order to strengthen cyber security, protect society, and deliver peace of mind.

To ensure total security for information, products, control, and data, Toshiba Group has adopted the concept of “cyber resilience”, which is the ability to prepare for possible cyber-attacks and other security incidents, minimize their impact, and recover as quickly as possible. To put this concept into practice, we have defined the following three parameters: P for “prepare,” M for “mitigate,” and R for “respond & recover.” P denotes preparations for cyber security incidents; M signifies mitigation of a loss caused by an incident; and R indicates the time required to deal with and recover from an incident. To become cyber-resilient, it is necessary to promote P and M and reduce R. To realize such cyber resilience, Toshiba Group promotes comprehensive cyber security measures from the three perspectives of governance, security operations, and human resource development.



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

* This is currently applied to 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 on initiatives.

> [Cyber Security Report](#)

> [Cyber Security](#)

> [Toshiba Group Privacy Statement](#)

Other Initiatives

We also report on other initiatives within the governance sector.
See below.

> [Risk Management and Compliance](#)

> [AI Governance Statement](#)

> [ESG Data Collection](#)

Governance

For further strengthening thorough governance

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.

FY2022 Key Achievements

- Implemented workplace meetings for domestic and overseas Group companies to improve internal controls and the corporate culture themed around fraudulent incidents at U.S. subsidiaries.
- To ensure compliance and continuously improve corporate culture, we held the Senior Management Compliance Seminar (once in the first half and once in the second half) for executive officers of Toshiba and senior management of Toshiba Group in Japan with an outside director as lecturer. Participants totaled approximately 230 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 | — Structure of Risk Management and Compliance |
| — Major Risks Identified and Their Countermeasures | — Risk Management and Compliance Training |
| — Inspection of Implementation Status of Risk Management and Compliance Measures | — Compliance with the Antimonopoly Act and Anti-corruption |
| — Fair Trading | — Breaking Relationships with Antisocial Groups |
| — Export Control | — Information Security Management |
| — Strengthening privacy governance | — AI Governance |
| — Product Safety Information and Advertising | — Tax Affairs |
| — Risk Management Using the Business Continuity Plan (BCP) | — Appropriate Management of R&D Conducted with Public Research Funds |

Policy on Risk Management and Compliance

Toshiba Group has set up three lines of internal control system, with the relevant business divisions as the front line, the administrative divisions as the second, and the audit divisions as the third. The system is designed to effectively manage risks by assigning to each line a clearly defined role and set of duties, which it carries out appropriately, at the same time exercising a checks-and-balances function. In order to respond to changes in the business environment and to the diverse and ever-changing risks that arise when conducting business activities, we will ensure effective risk management.

Toshiba's shares were designated as securities on alert on September 15, 2015 due to inappropriate accounting. After that, Toshiba improved its internal control system and the designation was lifted on October 12, 2017. As reported in the Report on Improvements of Internal Management System and Progress Report on Improvements of Internal Management System released on October 20, 2017 and July 25, 2018 respectively, Toshiba has continued its efforts to strengthen the internal control system and worked to regain the trust of shareholders, investors, and all other stakeholders. On August 1, 2017, Toshiba's shares were reassigned to the Second Section of Tokyo Stock Exchange and Nagoya Stock Exchange. As a result of aforementioned efforts, our shares were designated as first section securities of both of the exchanges again on January 29, 2021. Toshiba will continue to work to enhance its internal control system. At Toshiba Group, top management regularly issues messages on compliance so as to clarify its own stance and to foster a culture in which compliance is prioritized across the whole Group.

At Toshiba Group, we formulated and are striving to entrench the [Standards of Conduct for Toshiba Group \(SOC\)](#) as a specific action guideline since we are a company that contributes to the realization of a sustainable society while conducting fair, sincere and highly transparent business activities. We are also working toward making the SOC an integral part of the entire Toshiba Group. The SOC is one of the Toshiba Group's important basic guidelines, and therefore, its revision requires approval by the Board of Directors.

Response to fraud

Toshiba Group maintains a policy of zero tolerance against fraud. As a preventative activity, every year we systematically organize fraud risk scenarios in specific fields, conduct inspections to understand the actual situation at each Group company, and strengthen guidance for improvement. In FY2022, we conducted inspections on fraud risk related to production management and inventories.

In the event of a case of fraud, we conduct an investigation of all facts to identify the cause of any such occurrences, treat the facts seriously, make every effort to prevent recurrence, and disclose information in a proper and timely manner as necessary. Any employees involved with cases of fraud are handled rigorously, including through the implementation of disciplinary action.

Structure of Risk Management and Compliance

Toshiba has separate management systems for compliance and other risks and business risks. Business risks refer to uncertain factors that may prevent the achievement of business and project objectives on strategic decision-making and execution of business activities.

To address compliance and other risks, we appoint a Chief Risk Compliance Management Officer (CRO) to oversee risk management and compliance for the whole Group. In addition, under the CRO, the Legal & Compliance Division responds to whistleblower reports, attempts to achieve global compliance, aims to strengthen the whistleblower system, and is advancing effective risk management and compliance activities.

The CRO chairs the Risk Compliance Committee, which is attended by relevant executive officers, including the President and CEO. The committee analyzes whistleblower reports and cases both inside and outside the Company and evaluates the impacts of risks and the status of risk control in accordance with the risk table that covers compliance risks based on the [Standards of Conduct for Toshiba Group](#). It then determines priority measures of the immediate fiscal year. The Risk Compliance Committee is attended and monitored by members of the Audit Committee who also serve as outside directors. The agenda deliberated at the committee is reported to the Board of Directors. In FY2022, the Risk Compliance Committee met five times.

In response to the inappropriate accounting treatment 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, we evolved the system into one that encompasses accounting compliance and other types of compliance, and began promoting centralized management.

Toshiba operates a risk management system (RMS) incorporating a PDCA cycle* led by administrative divisions at the second line of internal control system. The aim is to identify the status at each Toshiba Group company of initiatives on compliance risk and to promote improvement in an integrated manner. With the RMS, we implement the Risk Assessment Program (RAP) to assess risks of Toshiba Group companies. The administrative divisions provide guidance to improve the compliance risks identified. At the same time, the relevant business divisions at the front line of internal control system themselves work to identify and mitigate the risks autonomously.

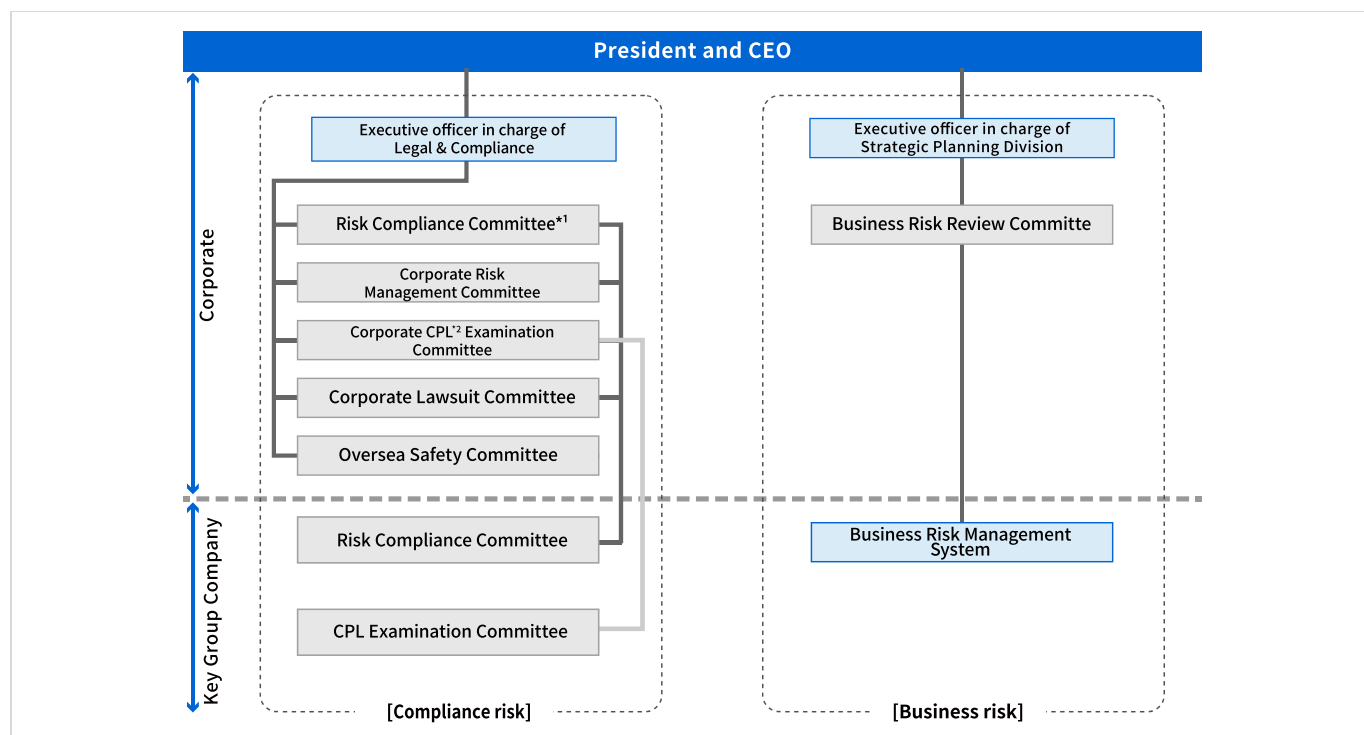
Furthermore, since FY2020, we have systematically organized fraud risk scenarios related to financial reporting and accounting, and conducted inspections on Group companies to understand the status of their fraud risk, while strengthening guidance to improve such status.

In the event of a serious compliance-related incident, there is a system in place by which such incident is reported immediately to the President and CEO, CRO, and members of the Audit Committee, among others, through the reporting system. Under these systems, the relevant in-house committees, etc. promptly evaluate and implement countermeasures.

Meanwhile, Toshiba deals with business risks 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 items for monitoring.

* 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).

Whistleblower System

In order to create an open work environment, Toshiba is enhancing its whistleblower system, on top of preventing risks by stimulating day-to-day communication in each workplace.

In January 2000, Toshiba established a whistleblower system Toshiba Hotline to collect internal information on SOC violations, particularly those concerning laws and regulations, and to deal with wrongdoing through a self-rectification system. Under this system, an employee can report an incident and seek advice via e-mail or phone. In April 2019, we transferred the function of receiving whistleblower reports to an external organization to further ensure anonymity, lower the hurdle of reporting to the hotline, and build a stronger sense of safety. E-mail support is available 24/7. In June 2022, we began accepting reports in English, targeting those employees at Toshiba Group companies in Japan who find it difficult to make the reports in the Japanese language. Also, a reception hotline was set up at an external attorney's office in January 2005, primarily to receive information about potential legal violations.

Furthermore, in October 2015, the new Audit Committee Hotline was set up, which allows people to report directly to the Audit Committee, which is composed of outside directors. With this new system, even matters in which the involvement of top management is suspected can be safely reported.

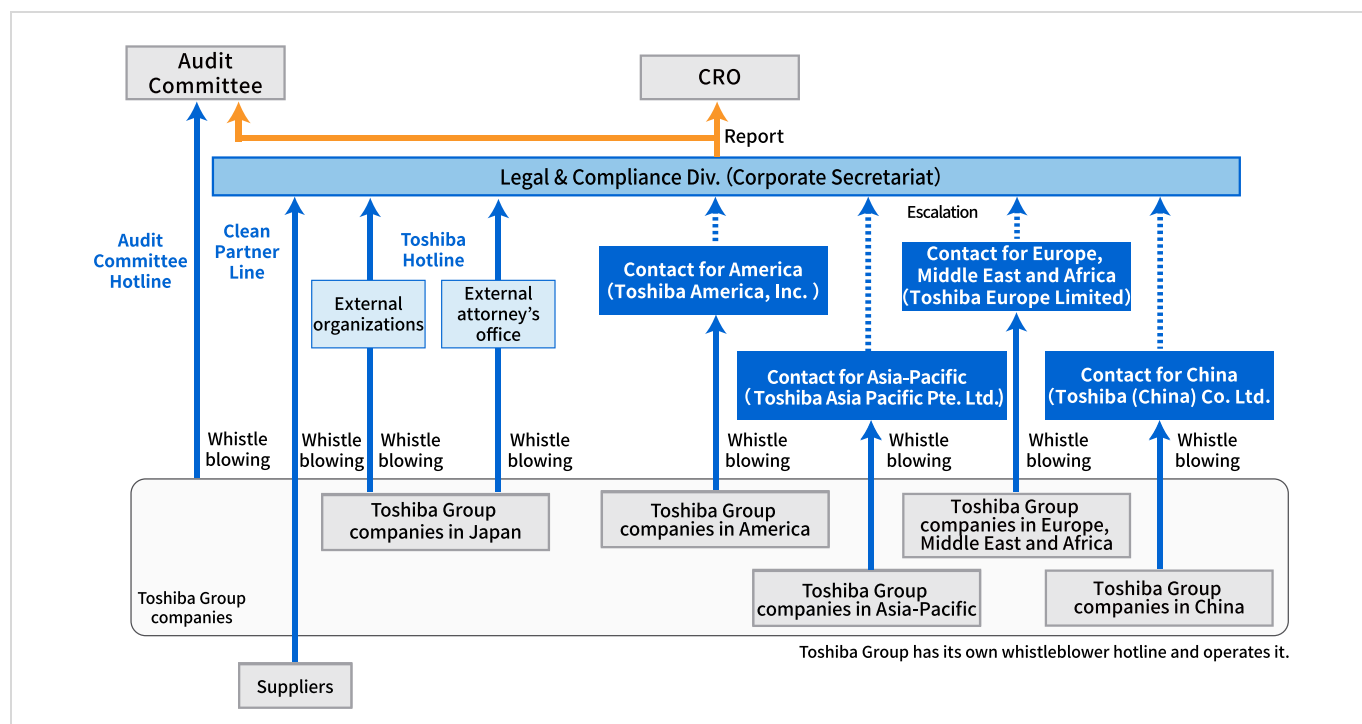
The Audit Committee also has access rights to the Toshiba Hotline, and provides appropriate guidance and supervision.

In April 2006, Toshiba set up a supplier whistleblower system Clean Partner Line to receive reports from suppliers and business partners to prevent SOC violations by employees in charge of procurement and order placements for construction and other works.

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, in FY2021, 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.

At Toshiba Group, in accordance with laws, regulations, and internal regulations, officers and employees who make whistleblower reports with honest and legitimate intent do not receive unfavorable treatment such as dismissal and demotion as a result of having made the reports. Toshiba Group strives to ensure that the officers and employees can use the whistleblower system at ease. Specifically, each Group company has stipulated in its regulations a confidentiality obligation that allows limited persons in charge to access to what is reported by whistleblowers and a prohibition of unfavorable treatment of whistleblowers, as well as prepared manuals for persons in charge of whistleblowing. Toshiba Group in Japan maintains and operates a response system that complies with the amended Whistleblower Protection Act.

Toshiba's Whistleblower System



Operational Status of the Whistleblower System in FY2022

The numbers of reports received and consultations undertaken by the Toshiba Hotline, the Audit Committee Hotline and the Toshiba Group Overseas Hotline in FY2022 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
Reports received by internal secretariat	206reports (142reports)	109reports (51reports)	120reports (57reports)	141reports (57reports)	127reports (49reports)
Reports received by attorney's office	3reports (1reports)	1reports (1reports)	9reports (6reports)	7reports (3reports)	6reports (3reports)
Total	209reports (143reports)	110reports (52reports)	129reports (63reports)	148reports (60reports)	133reports (52reports)

* 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
Total	29reports (19reports)	42reports (37reports)	31reports (21reports)	34reports (23reports)	32reports (17reports)

Number of reports received by the Toshiba Group Overseas Hotline (Began operations in FY2021)

	FY2021	FY2022
Total	41reports	65reports

Response Status

Of the reports received, Toshiba strived to investigate all facts on cases of possible legal violations or fraud to identify the cause, and handled such cases rigorously and imposed appropriate disciplinary sanctions on the offenders and implementing such measures to prevent recurrence. Meanwhile, the majority of the reports received were related to labor and general affairs. 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.

In accordance with laws, regulations, and internal regulations, confidential advisers (at the external organization or attorney's office for the Toshiba Hotline, and at the internal secretariat for the Audit Committee Hotline) never disclose the names or contact addresses of the informants, except in cases in which consent has been obtained from them.

Out of the whistleblower reports, cases that everyone should bear in mind are taught as part of employee training. In order to protect whistleblower anonymity, such cases are presented after they are anonymized, with some details changed so that the whistleblower and the workplace where he/she works cannot be identified.

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

Since the inappropriate accounting issues in FY2015, Toshiba Group has made efforts to continuously enhance its internal control. However, fraudulent transactions by an employee of Toshiba International Corporation and fictitious and cyclical transactions at Toshiba IT-Services Corporation were discovered in

2019 and 2020, respectively. We conducted a thorough investigation on those matters, carried out comprehensive verification within Toshiba Group, and rolled out measures to prevent recurrence. We are striving to raise the level of fraud risk management by implementing measures according to the advisory opinion provided in March 2021 by the Compliance Advisory Meeting.

In addition, in July 2022, a U.S. subsidiary encountered fraud, resulting in an outflow of funds outside the Group. We conducted an investigation to determine the cause of the fraud, and developed measures to prevent a recurrence, including inspections of internal rules and simultaneous education to prevent recurrence. In FY2022, we focused on the further promotion of quality compliance, safety and health, a reduction in occupational accident risk, the proper use of software, and fraud countermeasures related to cash and cash equivalents as priority measures for the entire Company.

Business Risks

Toshiba Group's businesses require highly advanced technology for their operation. At the same time, it faces fierce global competition. Thus, these businesses could be adversely 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.

In June 2022, Toshiba Group announced the Group Management Policy of harnessing the power of digital and data to contribute to the realization of carbon neutrality and circular economy. In this policy, we clarified our long-term vision of maximizing our Group's corporate value, and announced our numerical targets for the medium and long term. These numerical targets are subject to a number of risks, including those described under [Business Risk Factors](#), and are prone to influence from a high-number of issues, meaning that there is a possibility that these targets may not be realized and the business plan not realized as expected. Furthermore, it remains difficult to make predictions regarding the impact of the COVID-19 global pandemic. There is also the possibility of our business being affected by the impact of trade friction between the United States and China negatively affecting sales to some customers, the rising costs of energy on the back of the situation between Russia and Ukraine, the soaring transportation costs brought about by disruption to logistics systems, and the rising price of raw materials. These are all issues which we need to remain mindful of.

Climate change imposes risks associated with responses to relevant laws and regulations and business continuity risks due to disasters caused by climate change. We therefore analyzes such risks in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). At the same time, we are intensifying efforts to achieve our greenhouse gas reduction targets approved by a global initiative the Science Based Targets (SBT).

[> Business Risk Factors](#)

[> Toshiba Group's Response to COVID-19](#)

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 FY2022, we held a Senior Manager Compliance Seminar for executive officers of Toshiba and senior management of Toshiba Group in Japan once every six months with an outside director as lecturer. The seminar was participated in by around 230 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. In FY2022, all employees (approximately 74,000) of 82 consolidated subsidiary Group companies in Japan and all employees (approximately 28,000) of 81 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, occupation-based training and senior management seminars. We are also continuing our e-learning programs (FY2022 attendance rate: 99.6% in Toshiba Group in Japan and 95.9% 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.

In FY2022, we held workplace meetings to improve internal controls and corporate culture at Group companies in Japan and overseas, themed around the fraud incident that occurred at a U.S. subsidiary. Discussions were held at each workplace on the ideal form of internal controls and the organizational culture necessary to support them.

Inspection of Implementation Status of Risk Management and Compliance Measures

At Toshiba Group, administrative divisions, the second line of the internal control system, confirm the status of compliance in operations concerning respective areas of jurisdiction by conducting audits and inspections.

With the Risk Management System (RMS), which began its operation in April 2019, we annually implement the Risk Assessment Program (RAP) to assess compliance risks of Toshiba Group companies. The administrative divisions provide instructions to improve the risks identified. At the same time, the relevant business divisions at the front line of defense themselves work to identify and improve the risks autonomously.

In addition to RMS-based risk assessment, the Risk Compliance Committee deliberates and confirms the issues that should be prioritized in the next fiscal year based on major incidents that occurred the previous fiscal year, the status of whistleblowing, and the results of audits by the Internal Audit Division. In FY2022, we adopted the following priority measures: further promotion of quality compliance, safety and health, a reduction in occupational accident risk, the proper use of software, and fraud countermeasures related to cash and cash equivalents. In addition, improvements were also made in areas other than those covered by the priority measures in accordance with RMS-based risk assessment.

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 Group](#) 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 FY2022, 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 (FY2022)

Item	Number of cases in FY2022	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, procedures in accordance with internal rules are followed as well as compliance with the Political Funds Control Law in case of Japan is strictly ensured.

Toshiba and key Group companies made no political contributions in FY2022.

[> 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.

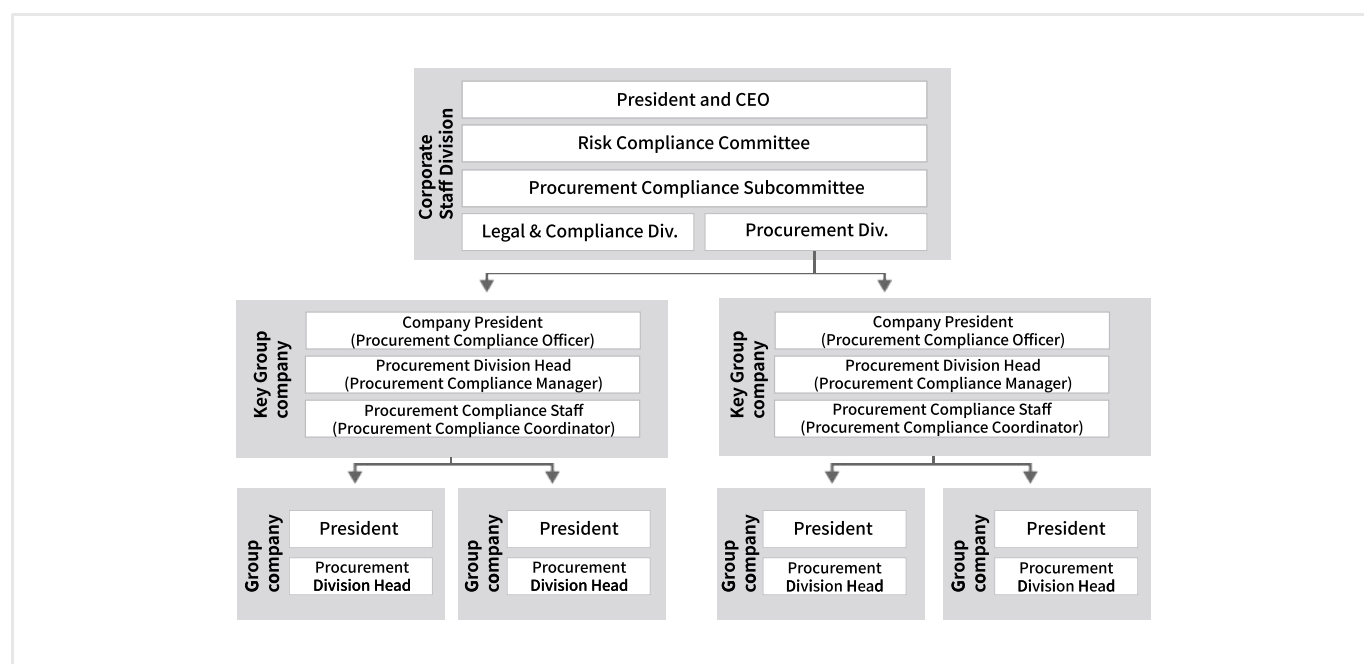
- > [Promotion of Sustainable Procurement](#)
- > [Toshiba Group Procurement Policy](#)
- > [Standards of Conduct for Toshiba Group 3. Procurement](#)

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 and attended by Compliance Managers and Compliance Coordinators.

Toshiba Group procurement compliance promotion structure



In FY2022, 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 FY2023, 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 FY2022, a total of 70,593 Toshiba Group employees in Japan between January and February 2023 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

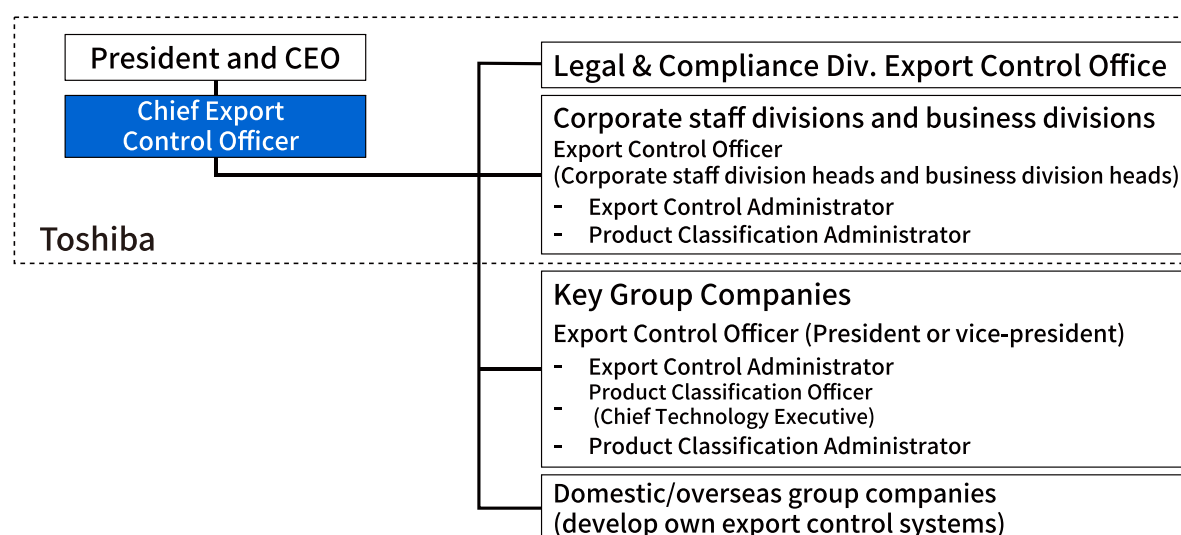
[> Standards of Conduct for Toshiba Group 9. Export Control](#)

※ 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 FY2021, 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 FY2022, two Group companies in Europe and the United States 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.

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](#)

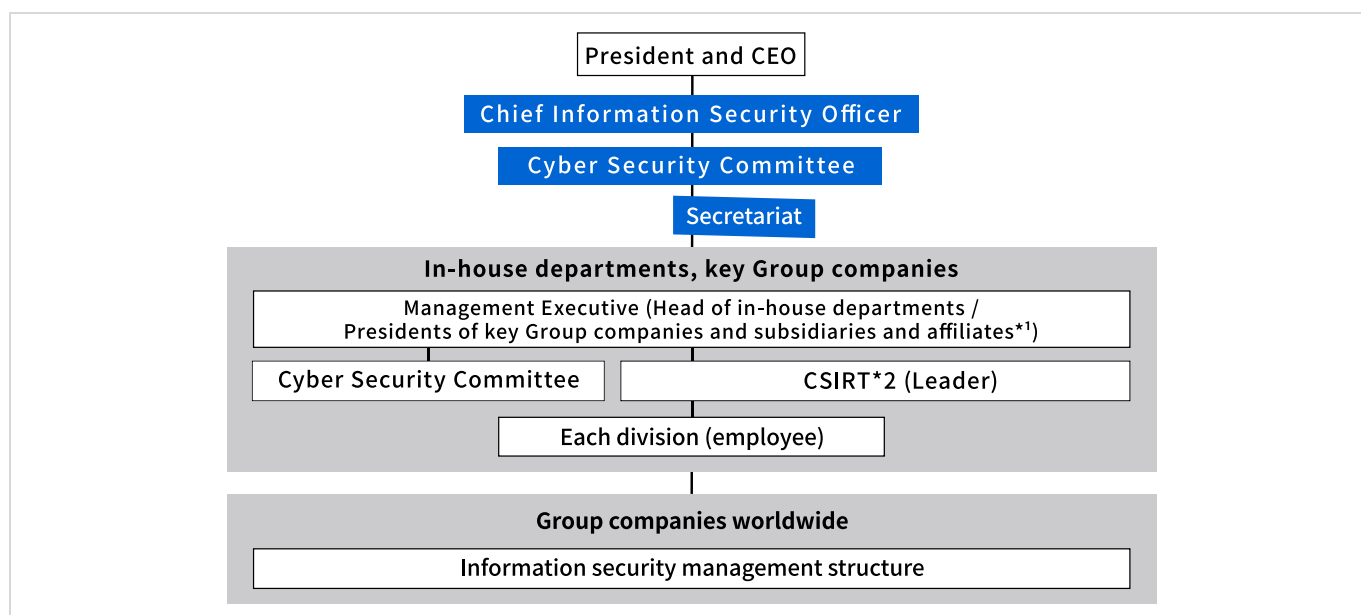
Structure of Information Security Management

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

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 FY2022, four key points were identified: (1) countermeasures against attacks via email, (2) information security of manufacturing systems, (3) supply chain security, and (4) cloud security. Since cyber-attacks targeting Japanese companies in recent years often use email, for key point (1), we confirmed the progress of basic measures for PC management, etc., including countermeasures against suspicious emails and patch applications. In addition, for key point (2), we visited multiple factories and conducted on-site checks to confirm the status of security measures implemented in the manufacturing system and identify existing issues.

Toshiba Group companies in Japan have obtained the Information Security Management System (ISMS) certification^{*2} and PrivacyMark certification^{*3} according to their business areas and have received external audits from certification authorities.

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 A third-party certification system for the information security management system compliant with ISO/IEC 27000 series

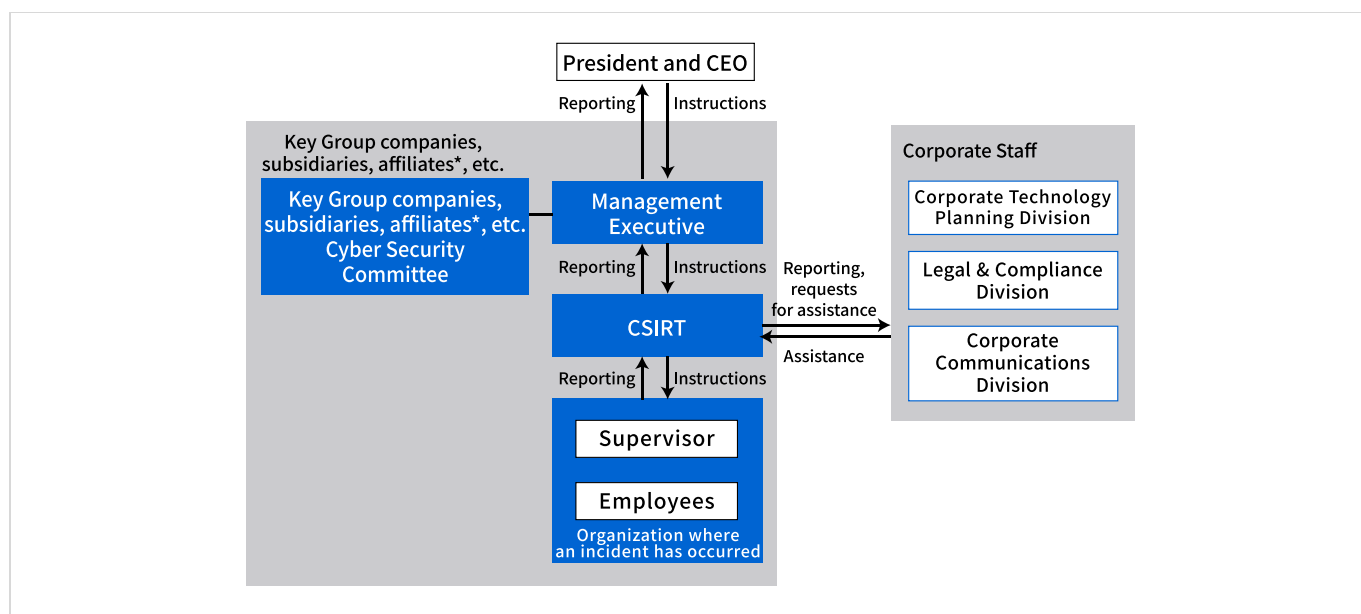
*3 A certification mark granted through third party assessment to businesses that have a system to ensure appropriate handling of personal information in compliance with Japan Industrial Standards (JIS) Q 15001: Personal Information Protection Management System—Requirements

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 FY2022, 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](#)

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.

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 standards of the countries 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 FY2022, there were no violations of product safety regulations or in-house standards in the life cycle of our products and services. 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 FY2022.

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 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.

We created a COVID-19 team and declared an internal state of emergency in February 2020, implementing Group-wide countermeasures from two perspectives: "business continuity and fulfillment of social responsibilities" and "securing the safety of employees and society." We have proceeded with unprecedented Group-wide countermeasures such as stringent restrictions on staff access to the workplace and drastic alteration of working hours, in order to prepare for the worst case scenario and to protect lives.

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.

[> Toshiba Group's Response to COVID-19](#)

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.

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.

Evaluation by External Parties

Listed mainly on evaluation and awards received in FY 2022.


— General

— Environment
Related




— Design Related


— Product and Technology
Related



— Employee Related



Awarding entity / Name of the award	Evaluation	Recipient
General		
2023 ecovadis Gold 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		
Please look at Evaluations (Environment Website) for other environment-related evaluations and awards.		
CEATEC AWARD 2022 Grand Prize, Total Solution Category	Superconducting motor	Toshiba Energy Systems & Solutions Corporation
Energy Conservation Grand Prize Energy Conservation Center Chairman's Award	Contribute to building an energy-efficient society toward achieving carbon neutrality through energy conservation and decarbonization efforts	Japan Semiconductor Corporation Oita Operations
ESG Finance Awards Environmentally Sustainable Company	Toshiba Group Sustainability Report 2022 Toshiba Group Integrated Report 2022	Toshiba Corporation

Awarding entity / Name of the award	Evaluation	Recipient
Design Related		
Japan Institute of Design Promotion GOOD DESIGN AWARD 2022 	<ul style="list-style-type: none"> Toshiba Machine Room Less Elevator "SPACEL" 	Toshiba Corporation, Toshiba Elevator and Building Systems Corporation
	<ul style="list-style-type: none"> UI e-BRIDGE Plus for Voice Guidance Vision-independent UI for MFPs e-BRIDGE Plus for Voice Guidance 	Toshiba Tec Corporation
iF International Forum Design iF GOLD AWARD 2023 	<ul style="list-style-type: none"> Breath Hydrogen Monitor 	Toshiba Corporation
iF International Forum Design iF DESIGN AWARD 2023 	<ul style="list-style-type: none"> Hydrogen Leakage Checker 	Toshiba Corporation
	<ul style="list-style-type: none"> Slot Antenna on Shielded Package (SASP) solution 	

Awarding entity / Name of the award	Evaluation	Recipient
Product and Technology Related		
Okochi Memorial Foundation Awarded the Okochi Memorial Prize 2022	(The Okochi Memorial Technology Prize) Three-dimensional automatic winding technology for superconducting magnets	Toshiba Energy Systems & Solutions Corporation
The Promotion Foundation for Electrical Science and Engineering 70th Electrical Science and Engineering Promotion Awards	(The Electrical Science and Engineering Promotion Award) Development of transparent Cu ₂ O solar cells for low-cost, high-efficiency tandem PV	Toshiba Corporation
The Promotion Foundation for Electrical Science and Engineering 70th Electrical Science and Engineering Promotion Awards	(The Electrical Science and Engineering Promotion Award) Development and commercialization of cryocooler-cooled superconducting magnets with safe and superior operability that contribute to the conservation of helium resources	Toshiba Energy Systems & Solutions Corporation
The Japan Electrical Manufacturers' Association 71th JEMA TECHNICAL AWARD	Development of a Compact and Lightweight Series-compensated Converter for Regenerative Energy Storage System used in Electric Railways	Toshiba Infrastructure Systems & Solutions Corporation
Japan Institute of Invention and Innovation National Commendation for Invention 2022	(The Invention Prize) Invention of weather radar having interference avoidance function of wireless LAN	Toshiba Infrastructure Systems & Solutions Corporation
Clarivate Top 100 Global Innovators™ 2023 	Selected as Clarivate Top 100 Global Innovators 2023 (Clarivate Plc) Selected for the 12th consecutive year since 2012	Toshiba Corporation

Awarding entity / Name of the award	Evaluation	Recipient
Employee Related		
<p>Nippon Kenko Kaigi The Certified Health and Productivity Management Organization Recognition Program (2023)</p> 	<p>Organizations engaging in strategic Health and Productivity Management program efforts for maintain their employees' health from a management perspective</p>	Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation "White 500"
		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
		Toshiba Communications Infrastructure Systems Corporation
<p>Nippon Kenko Kaigi Organizations to engage in the Health-conscious Management Declaration (2023)</p> 		Toshiba Precision Corporation "Bright 500"
<p>NPO Good aging yells, Work with Pride private organization</p> <p>PRIDE Index 2022 –Gold</p>		Toshiba Corporation
<p>PRIDE Index 2022 –Bronze- > PRIDE Index 2022 (Japanese)</p>	Promoting LGBT+ equality in the company	Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation
<p>Ministry of Labour Good Labour Practices (GLP) 2022 (Thailand)</p>	<p>Evaluate the compliance with 11 international principles * of labor law and health and safety law. *No child labor, No human trafficking, etc.</p>	Toshiba Hokuto Electronic Devices (Thailand) Co., Ltd, Toshiba Lighting Components (Thailand) Ltd
<p>Ministry of Labour Labour Relation & Labour Welfare Award 2022 (Thailand)</p>	Evaluate criteria from government related to Human Resources Management, Labor Relation and Welfare Improvement	Toshiba Semiconductor (Thailand) Co., Ltd

<p>Ministry of Health, Labour and Welfare Eruboshi Certification Grade 3 (Japan)</p> 	<p>Accreditation of companies meeting legal requirements and engaging in initiatives related to the empowerment of female employees</p>	<p>Toshiba Digital Solutions Corporation</p>
<p>Eruboshi Certification Grade 2 (Japan)</p> 	<p>Accreditation of companies meeting legal requirements and engaging in initiatives related to the empowerment of female employees</p>	<p>Toshiba Infrastructure Systems & Solutions Corporation</p>

History of Sustainability Activities

FY2022	<ul style="list-style-type: none"> Formulated Toshiba AI Governance Statement
FY2021	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. Acquired approval of the Science Based Targets (SBT) initiative.
FY2019	<ul style="list-style-type: none"> Announced endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).
FY2018	<ul style="list-style-type: none"> Formulated the Essence of Toshiba. Established SDGs managers in key Group companies and strengthened SDG-related initiatives.
FY2017	<ul style="list-style-type: none"> Formulated the Sixth Environmental Action Plan.
FY2016	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Introduced internal free agent system. Achieved zero emissions of waste.
FY2001	<ul style="list-style-type: none"> Integrated Toshiba Standards of Business Conduct and Toshiba International Standards of Conduct.
FY2000	<ul style="list-style-type: none"> Established corporate risk management system. Introduced environmental accounting. Introduced green procurement.
FY1999	<ul style="list-style-type: none"> Introduced in-house company system. Established Environmentally Conscious Products (ECPs) Standards. Issued Green Procurement Guidelines. Established Toshiba Customer Information Center.
FY1998	<ul style="list-style-type: none"> Introduced corporate officer system. Published Environmental Report.
FY1995	<ul style="list-style-type: none"> Obtained ISO 14001 certification.
FY1993	<ul style="list-style-type: none"> Formulated the First Voluntary Environmental Plan.
FY1992	<ul style="list-style-type: none"> Started ExploraVision Award in the U.S. Introduced family-care leave, child-care leave and short-time working hours systems.

FY1991	<ul style="list-style-type: none"> • Held the First Corporate Environmental Protection Council. • Established Toshiba Thai Foundation.
FY1990	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Established Basic Policy for Environmental Protection. • Introduced environmental auditing. • Established Toshiba International Foundation.
FY1988	<ul style="list-style-type: none"> • Established Environmental Protection Center.
FY1975	<ul style="list-style-type: none"> • Introduced Toshiba Group Health and Safety Convention.
FY1973	<ul style="list-style-type: none"> • Established Toshiba Management Philosophy.
FY1971	<ul style="list-style-type: none"> • Established Consumers Department.

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 ■E: Environment Website ■IR: IR 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	■E: 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 Diversity and Inclusion
2-8	Workers who are not employees	■S: ESG Data Collection
3. Governance		
2-9	Governance structure and composition	■S: Sustainability Management ■E: 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 and Executives
2-12	Role of the highest governance body in overseeing the management of impacts	■S: Sustainability Management ■S: Material Issues and KPIs ■E: Environmental Management Structure
2-13	Delegation of responsibility for managing impacts	■S: Sustainability Management ■E: Environmental Management Structure
2-14	Role of the highest governance body in sustainability reporting	■S: Sustainability Management ■E: 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 ■E: 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 ■E: Message from the Executive in Charge of Environment
2-23	Policy commitments	■S: Respect for Human Rights ■S: Toshiba Group Human Rights Policy  (347KB) ■E: Toshiba Group's Basic Policy for the Environment ■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■S: Promote Sustainable Procurement ■O: Procurement Policy
2-24	Embedding policy commitments	■S: Respect for Human Rights ■S: Toshiba Group Human Rights Policy  (347KB) ■S: Sustainability Management ■E: Toshiba Group's Basic Policy for the Environment ■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■E: Environmental Management Structure ■S: Promote Sustainable Procurement ■O: Procurement Policy
2-25	Processes to remediate negative impacts	■S: Risk Management and Compliance ■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
2-28	Membership associations	■S: Participation in External CSR and Sustainability Initiatives Organizations ■S: Promote Sustainable Procurement
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

GRI3:Material Topics 2021

■S: Sustainability Website ■E: Environment Website ■IR: IR 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 ■E: The Seventh Environmental Action Plan
3-3	Management of material topics	■S: Material Issues and KPIs ■E: The Seventh Environmental Action Plan

Economic

■S: Sustainability Website ■E: Environment 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 ■E: 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
204-1	Proportion of spending on local suppliers	-

GRI205:Anti-corruption 2016		
3-3	Management of material topics	■S: Risk Management and Compliance
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
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
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	■S: Risk Management and Compliance
GRI207:Tax 2019		
3-3	Management of material topics	■S: Risk Management and Compliance
207-1	Approach to tax	■S: Risk Management and Compliance
207-2	Tax governance, control, and risk management	■S: Risk Management and Compliance
207-3	Stakeholder engagement and management of concerns related to tax	-
207-4	Country-by-country reporting	-

Environmental

■S: Sustainability Website ■E: Environment Website

No.	Disclosures	References
GRI301: Materials 2016		
3-3	Management of material topics	■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■E: Response to the Circular Economy
301-1	Materials used by weight or volume	■E: Overview of Environmental Impacts ■E: Increased Amount of Resources Saved in Products ■E: Increased Amount of Plastic Material Circulation
301-2	Recycled input materials used	■E: Overview of Environmental Impacts ■E: Resource Circulation and Carbon Recycling
301-3	Reclaimed products and their packaging materials	■E: Resource Circulation and Carbon Recycling
GRI 302: Energy 2016		
3-3	Management of material topics	■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■E: Response to Climate Change ■E: Information Disclosure Based on the TCFD Recommendations
302-1	Energy consumption within the organization	■E: Overview of Environmental Impacts ■E: Response to Climate Change in Business Activities
302-2	Energy consumption outside of the organization	■E: Greenhouse Gas Emissions Across the Value Chain

302-3	Energy intensity	■E: Response to Climate Change in Business Activities
302-4	Reduction of energy consumption	■E: Response to Climate Change in Business Activities
302-5	Reductions in energy requirements of products and services	■E: Products and Services Associated with Power Supply ■E: Products and Services Associated with Power Consumption
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■E: Consideration of Ecosystems ■E: Response to Water Risks
303-1	Interactions with water as a shared resource	■E: Reduction of Waste Volume in Business Activities
303-2	Management of water discharge-related impacts	■E: Overview of Environmental Impacts
303-3	Water withdrawal	■E: Response to Water Risks ■E: Reduction of Waste Volume in Business Activities
303-4	Water discharge	■E: Overview of Environmental Impacts ■E: Response to Water Risks
303-5	Water consumption	■E: Overview of Environmental Impacts ■E: Response to Water Risks
GRI 304: Biodiversity 2016		
3-3	Management of material topics	■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■E: Consideration of Ecosystems
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	■E: Consideration of Ecosystems
304-2	Significant impacts of activities, products and services on biodiversity	-
304-3	Habitats protected or restored	■E: Conservation of Biodiversity
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	■E: Conservation of Biodiversity
GRI 305: Emissions 2016		
3-3	Management of material topics	■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■E: Information Disclosure Based on the TCFD Recommendations
305-1	Direct (Scope 1) GHG emissions	■E: Response to Climate Change in Business Activities ■E: Greenhouse Gas Emissions Across the Value Chain
305-2	Energy indirect (Scope 2) GHG emissions	■E: Response to Climate Change in Business Activities ■E: Greenhouse Gas Emissions Across the Value Chain
305-3	Other indirect (Scope 3) GHG emissions	■E: Greenhouse Gas Emissions Across the Value Chain
305-4	GHG emissions intensity	■E: Response to Climate Change in Business Activities
305-5	Reduction of GHG emissions	■E: Response to Climate Change in Business Activities ■E: Greenhouse Gas Emissions Across the Value Chain
305-6	Emissions of ozone-depleting substances (ODS)	■E: Ensuring of Environmental Risk Management and Compliance (Management of Ozone-depleting Substances)
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	■E: Overview of Environmental Impacts ■E: Management of Chemical Substances in Business Activities

GRI 306: Waste 2020		
3-3	Management of material topics	■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■E: Response to the Circular Economy
306-1	Waste generation and significant waste-related impacts	■E: Reduction of Waste Volume in Business Activities
306-2	Management of significant waste-related impacts	■E: Reduction of Waste Volume in Business Activities
306-3	Waste generated	■E: Reduction of Waste Volume in Business Activities
306-4	Waste diverted from disposal	-
306-5	Waste directed to disposal	■E: Reduction of Waste Volume in Business Activities
GRI 307: Environmental Compliance 2016		
3-3	Management of material topics	■E: Environmental Future Vision 2050 ■E: The Seventh Environmental Action Plan ■E: Ensuring of Environmental Risk Management and Compliance
307-1	Non-compliance with environmental laws and regulations	■E: Ensuring of Environmental Risk Management and Compliance
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	■S: Promote Sustainable Procurement ■E: 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 ■E: Environment 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 Diversity and Inclusion ■S: Fair Evaluation and Talent Development
401-1	New employee hires and employee turnover	■S: ESG Data Collection
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	■S: Promotion of Diversity and Inclusion
401-3	Parental leave	■S: Promotion of Diversity and Inclusion
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
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 Diversity and Inclusion
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 Diversity and Inclusion ■S: Respect for Human Rights
405-1	Diversity of governance bodies and employees	■IR: Integrated Report ■S: Promotion of Diversity and Inclusion
405-2	Ratio of basic salary and remuneration of women to men	Discloses Toshiba's average annual salary by gender. ■S: ESG Data Collection
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: Sustainability Management
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	■E: Soil and Groundwater Purification ■E: Response to Water Risks

GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Promote Sustainable Procurement ■E: 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
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
417-3	Incidents of non-compliance concerning marketing communications	■S: Risk Management and Compliance
GRI 418: Customer Privacy 2016		
3-3	Management of material topics	■S: Material Issues and KPIs ■S: Risk Management and Compliance ■S: Improvement of Customer Satisfaction
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	■S: Risk Management and Compliance
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

■S:Sustainability Website ■E:Environment Website

Global Compact Ten Principles		References
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> ■S: Respect for Human Rights ■S: Promotion of Diversity and Inclusion ■S: Ensure Employee Health and Safety ■S: Risk Management and Compliance ■S: Promotion of Sustainable Procurement ■S: Quality Control for Safety and Reliability ■S: Product Safety and Product Security ■S: Stakeholders (NPOs/NGOs)
Principle 2	Make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> ■S: Respect for Human Rights ■S: Risk Management and Compliance (Compliance Training) ■S: Promotion of Diversity and Inclusion ■S: Promotion of Sustainable Procurement

Labor

■S:Sustainability Website ■E:Environment Website

Global Compact Ten Principles		References
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> ■S: Employment and Labor Relations ■S: Risk Management and Compliance (Compliance Training) ■S: Promotion of Sustainable Procurement
Principle 4	The elimination of all forms of forced and compulsory labor	<ul style="list-style-type: none"> ■S: Respect for Human Rights ■S: Risk Management and Compliance (Compliance Training) ■S: Promotion of Sustainable Procurement
Principle 5	The effective abolition of child labor	<ul style="list-style-type: none"> ■S: Respect for Human Rights ■S: Risk Management and Compliance (Compliance Training) ■S: Promotion of Sustainable Procurement
Principle 6	The elimination of discrimination in respect of employment and occupation	<ul style="list-style-type: none"> ■S: Promotion of Diversity and Inclusion ■S: Risk Management and Compliance (Compliance Training) ■S: Promotion of Sustainable Procurement

Environment

■S:Sustainability Website ■E:Environment Website

Global Compact Ten Principles		References
Principle 7	Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> ■S: Stakeholders (Governments and Public bodies) ■S: Stakeholders (Global Environment) ■E: Environment
Principle 8	Undertake initiatives to promote greater environmental responsibility	<ul style="list-style-type: none"> ■S: Product Safety and Product Security ■S: Stakeholders (Governments and Public bodies) ■S: Stakeholders (Global Environment) ■Participation in External CSR and Sustainability Initiatives Organizations ■E: Environment
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	<ul style="list-style-type: none"> ■S: Stakeholders (Governments and Public bodies) ■S: Stakeholders (Global Environment) ■E: Environment

Anti-corruption

■S:Sustainability Website ■E:Environment Website

Global Compact Ten Principles		References
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> ■S: Risk Management and Compliance ■S: 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

■S: Sustainability Website ■E: Environment Website ■IR: IR Website

Core Subjects	Issues	References
6.2 Organizational governance		■S: Sustainability Management ■S: Stakeholders

Human rights

■S: Sustainability Website ■E: Environment Website ■IR: IR Website

Core Subjects	Issues	References
6.3 Human rights		
6.3.3	Due diligence	■S: Respect for Human Rights
6.3.4	Human rights risk situations	■S: Respect for Human Rights
6.3.5	Avoidance of complicity	■S: Respect for Human Rights
6.3.6	Resolving grievances	■S: Respect for Human Rights
6.3.7	Discrimination and vulnerable groups	■S: Respect for Human Rights ■S: Promotion of Diversity and Inclusion
6.3.8	Civil and political rights	■S: Respect for Human Rights
6.3.9	Economic, social and cultural rights	■S: Respect for Human Rights
6.3.10	Fundamental principles and rights at work	■S: Respect for Human Rights ■S: Promotion of Sustainable Procurement

Labor practices

■S: Sustainability Website ■E: Environment Website ■IR: IR Website

Core Subjects	Issues	References
6.4 Labor practices		
6.4.3	Employment and employment relationships	■S: Employment and Labor Relations ■S: Fair Evaluation and Talent Development ■S: Promotion of Diversity and Inclusion
6.4.4	Conditions of work and social protection	■S: Promotion of Diversity and Inclusion ■S: Work-Style Reform and Work-Life Balance ■S: Ensure Employee Health and Safety
6.4.5	Social dialogue	■S: Employment and Labor Relations ■S: Fair Evaluation and Talent Development
6.4.6	Health and safety at work	■S: Ensure Employee Health and Safety
6.4.7	Human development and training in the workplace	■S: Fair Evaluation and Talent Development

The environment

■S: Sustainability Website ■E: Environment Website ■IR: IR Website

Core Subjects	Issues	References
6.5 The environment		
6.5.3	Prevention of pollution	■E: Response to Climate Change in Business Activities ■E: Reduction of Waste Volume in Business Activities ■E: Response to Water Risks ■E: Reduction of Emissions of Chemical Substances in Business Activities ■E: Management of Chemical Substances Contained in Products ■E: Soil and Groundwater Purification ■E: Preventing Contamination and Reducing Contamination Risks ■E: Storage and Management of PCB ■E: Ensuring of Environmental Risk Management and Compliance (Management of Ozone-depleting Substances)
6.5.4	Sustainable resource use	■E: Overview of Environmental Impacts ■E: Response to the Circular Economy ■E: Resource Circulation and Carbon Recycling ■E: Reduction of Waste Volume in Business Activities ■E: Reduction of the Amount of Water Received in Business Activities ■E: Increased Amount of Resources Saved in Products ■E: Increased Amount of Plastic Material Circulation ■E: Response to Water Risks
6.5.5	Climate change mitigation and adaptation	■E: Response to Climate Change ■E: Information Disclosure Based on the TCFD Recommendations ■E: Response to Climate Change in Business Activities ■E: Products and Services Associated with Power Supply ■E: Products and Services Associated with Power Consumption ■E: Contribution to GHG reduction through digital technology ■E: Adaptation Measures to Avoid the Effect of Climate Change

6.5.6	Protection of the environment, biodiversity and restoration of natural habitats	■E: Consideration of Ecosystems ■E: Conservation of Biodiversity ■E: Response to Water Risks
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Fair operating practices

■S: Sustainability Website ■E: Environment Website ■IR: IR Website

Core Subjects	Issues	References
6.6 Fair operating practices		
6.6.3	Anti-corruption	■S: Risk Management and Compliance
6.6.4	Responsible political involvement	■S: Risk Management and Compliance ■S: Stakeholders (Governments and Public Bodies)
6.6.5	Fair competition	■S: Risk Management and Compliance
6.6.6	Promoting social responsibility in the value chain	■S: Promotion of Sustainable Procurement ■S: Risk Management and Compliance (Export Control)
6.6.7	Respect for property rights	■S: Risk Management and Compliance ■S: Intellectual Property Initiatives

Consumer issues

■S: Sustainability Website ■E: Environment Website ■IR: IR Website

Core Subjects	Issues	References
6.7 Consumer issues		
6.7.3	Fair marketing, factual and unbiased information and fair contractual practices	■S: Product Safety and Product Security
6.7.4	Protecting consumers' health and safety	■S: Quality Control for Safety and Reliability ■S: Product Safety and Product Security
6.7.5	Sustainable consumption	■S: Quality Control for Safety and Reliability ■S: Promotion of Sustainable Procurement ■E: Creation of Environmentally Conscious Products ■E: Products and Services Associated with Power Consumption
6.7.6	Consumer service, support, and complaint and dispute resolution	■S: Improvement of Customer Satisfaction
6.7.7	Consumer data protection and privacy	■S: Risk Management and Compliance(Information Security Management) ■S: Improvement of Customer Satisfaction(Policy on Customer Information Protection)
6.7.8	Access to essential services	■S: Improvement of Customer Satisfaction
6.7.9	Education and awareness	■S: Quality Control for Safety and Reliability(Disclosure of Information on Quality) ■S: Product Safety and Product Security

Community involvement and development

■S: Sustainability Website ■E: Environment Website ■IR: IR Website

Core Subjects	Issues	References
6.8 Community involvement and development		
6.8.3	Community involvement	■S: Social Contribution Activities ■S: Stakeholders
6.8.4	Education and culture	■S: Social Contribution Activities
6.8.5	Employment creation and skills development	■S: Social Contribution Activities ■S: Coexistence with Society
6.8.6	Technology development and access	■S: Strengthen R&D to Stimulate Innovation
6.8.7	Wealth and income creation	■S: Risk Management and Compliance
6.8.8	Health	■S: Social Contribution Activities (Contribution to Local Communities)
6.8.9	Social investment	■S: Stakeholders (Governments and Public Bodies) ■S: Stakeholders (NPOs/NGOs)

ESG Data Collection

[— Environment](#)
[— Social](#)
[— Governance](#)

Environment

Response to climate change

Items			FY2022 Achievements	Scope	Posted pages
Business activities					
Scope1,2 GHG emissions (Toshiba Group)	Total GHG emissions(10,000 t-CO ₂) ^{*1}		77	Toshiba Group	<ul style="list-style-type: none">Response to Climate C hange in Business Activ ities
	Environmental value certificates (non-fossil fuel certificates) (10,000 t-CO ₂)		21.5	Toshiba Group	<ul style="list-style-type: none">Overview of Environmen tal Impacts
	Energy-derived CO ₂ emissions per unit activity (compared to FY2021 level) (%)		87	Toshiba Group	<ul style="list-style-type: none">Response to Climate C hange in Business Activ ities
Products & services					
Products and services associated with power supply	Reduction of GHG emissions during power supply (Base year: FY2019)(%) ^{*2}		70.4	Toshiba Group	<ul style="list-style-type: none">Products and Services Associated with Power Supply
	Contribution to GHG reduction through introduction of renewable energy (cumulative total from FY2021) (10,000 t-CO ₂) ^{*3}		5,033	Toshiba Group	<ul style="list-style-type: none">Products and Services Associated with Power Supply
Products and services associated with power consumption	GHG reduction during product use (cumulative total from FY2021) (10,000 t-CO ₂) ^{*4}		3,779	Toshiba Group	<ul style="list-style-type: none">Products and Services Associated with Power Consumption

Business activities/Products & services					
Scope3 GHG emissions (downstream/upstream) (10,000 t-CO ₂)	Purchased goods and services (Category1)		1,269	Toshiba Group	<ul style="list-style-type: none"> Response to Climate Change
	Capital goods (Category2)		53	Toshiba Group	
	Fuel- and energy-related activities not included in Scope 1 or 2 (Category3)		13	Toshiba Group	
	Transportation and distribution (upstream) (Category4)		3	Toshiba Group	
	Waste generated in operations (Category5)		1	Toshiba Group	
	Business travel (Category6)		1	Toshiba Group	
	Employee commuting (Category7)		4	Toshiba Group	
	Leased assets (upstream) (Category8)		-	Toshiba Group	
	Transportation and distribution (downstream) (Category9)		23	Toshiba Group	
	Processing of sold products (Category10)		-	Toshiba Group	
	Use of sold products (Category11)	Products and services associated with power supply* ⁵	9,644	Toshiba Group	
		Products and services associated with power consumption* ⁶	3,379	Toshiba Group	
	End-of-life treatment of sold products (Category12)		1	Toshiba Group	
	Leased assets (downstream) (Category13)		-	Toshiba Group	
	Franchises (Category14)		-	Toshiba Group	
	Investments (Category15)		-	Toshiba Group	

Response to the circular economy

Items		FY2022 Achievements	Scope	Posted pages
Business activities				
Total volume of waste generated (10,000t)	9.4	Toshiba Group	<ul style="list-style-type: none">Reduction of Waste Volume in Business Activities	
Total waste volume per unit production (compared to FY2021 level) (%)	101	Toshiba Group	<ul style="list-style-type: none">Reduction of Waste Volume in Business Activities	
Waste volumes (10,000t)*7	3.0	Toshiba Group	<ul style="list-style-type: none">Reduction of Waste Volume in Business Activities	
Volume of end-of-life products recycled (1,000t)	66	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts	
Final disposal volume (1,000t)	0.54	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts	
Products & services				
Amount of recycled plastics used (cumulative total from FY2021) (t)*8	1,552	Toshiba Group	<ul style="list-style-type: none">Increased Amount of the Use of Recycled Plastics in Products	
Amount of resources saved (cumulative total from FY2021) (10,000t)*9	20	Toshiba Group	<ul style="list-style-type: none">Increased Amount of Resources Saved in Products	
Input materials (1,000t)	450	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts	
Major products shipped (1,000t)	228	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts	
Weight of end-of-life products recycled (t)	2,760	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts	
Collection amount of end-of-life products (t)	4,357	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts	
Amount of end-of-life products disposed after recycling (t)	1,597	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts	

Consideration of ecosystems

Items			FY2022 Achievements	Scope	Posted pages
Chemical substance management					
Business activities	Emissions of substances targeted for reduction (t)		1,041	Toshiba Group	<ul style="list-style-type: none">Reduction of Emissions of Chemical Substances in Business Activities
	Total amount of chemicals discharged per unit production (compared to FY2021 level) (%)		91	Toshiba Group	<ul style="list-style-type: none">Reduction of Emissions of Chemical Substances in Business Activities
	Amount of chemical substances handled (t)		11,696	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts
	Emissions to the atmosphere		Please look at “Overview of Environmental Impacts”	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts
	Emissions to the hydrosphere		Please look at “Overview of Environmental Impacts”	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts
Soil and Groundwater Purification	Amount of VOCs collected from groundwater (kg)		99.6	Toshiba Group	<ul style="list-style-type: none">Soil and Groundwater Purification
Preventing Contamination and Reducing Contamination Risks	Rate of compliance with the Structural Design Guidelines (%)	Toshiba Group in Japan	98.1	Toshiba Group	<ul style="list-style-type: none">Preventing Contamination and Reducing Contamination Risks
		Toshiba Group overseas	98.4		
Water resource management					
Business activities	Amount of water received (million m³)		18	Toshiba Group	<ul style="list-style-type: none">Reduction of the Amount of Water Received in Business Activities
	Amount of water received per unit production (compared to FY2021 level) (%)		104	Toshiba Group	<ul style="list-style-type: none">Reduction of the Amount of Water Received in Business Activities
	Amount of water received by type		Please look at “Overview of Environmental Impacts”	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts
	Water reused (10,000 m³)		35	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts
	Water recycled (10,000 m³)		27	Toshiba Group	<ul style="list-style-type: none">Overview of Environmental Impacts
Conservation of Biodiversity	Number of sites that carried out biodiversity activities		Approx. 60	Toshiba Group	<ul style="list-style-type: none">Conservation of Biodiversity

Enhancement of the Basis of Environmental Management

Items				FY2022 Achievements	Scope	Posted pages
Ensuring of Environmental Risk Management and Compliance	Number of legal violations			1	Toshiba Group	<ul style="list-style-type: none">Ensuring of Environmental Risk Management and Compliance
	Amount of specified CFCs possessed (t)			13.6	Toshiba Group	<ul style="list-style-type: none">Ensuring of Environmental Risk Management and Compliance (Management of Ozone-depleting Substances)
	CFC leaks (t-CO ₂)			1,468	Toshiba Group	<ul style="list-style-type: none">Ensuring of Environmental Risk Management and Compliance (Management of Ozone-depleting Substances)
Storage and Management of PCB	PCB detoxification outsourcing expenses (billion yen)			13.5	Toshiba Group	<ul style="list-style-type: none">Storage and Management of PCB
Environmental Management Structure	Number of ISO 14001-certified sites ^{*10}			56	Toshiba Group	<ul style="list-style-type: none">Environmental Management Structure
Environmental accounting						
Environmental costs	Business area costs	Reduction in environmental impacts	Investments (million yen)	1,972	Toshiba Group	<ul style="list-style-type: none">Environmental Accounting
			Costs (million yen)	7,347	Toshiba Group	
	Upstream/downstream costs	Green procurement, recycling, etc.	Investments (million yen)	117	Toshiba Group	
			Costs (million yen)	278	Toshiba Group	
	Administration costs	Environmental education, EMS maintenance, tree planting on factory grounds, etc.	Investments (million yen)	19	Toshiba Group	
			Costs (million yen)	2,196	Toshiba Group	
	R&D costs	Development of environmentally conscious products, etc.	Investments (million yen)	151	Toshiba Group	
			Costs (million yen)	10,728	Toshiba Group	
	Public relations costs	Support for local environmental activities, donations, etc.	Investments (million yen)	0	Toshiba Group	
			Costs (million yen))	11	Toshiba Group	

Environmental costs	Environmental damage restoration costs	Restoration of polluted soil, etc.	Investments (million yen)	0	Toshiba Group	
			Costs (million yen)	355	Toshiba Group	
	Total investments (million yen)			2,259	Toshiba Group	
	Total costs (million yen)			20,914	Toshiba Group	
Environmental benefits	Actual benefits*11	Energy	Reductions in environmental impacts (GJ)	24,700	Toshiba Group	
			Benefits measured as a monetary value (million yen)	-9,837	Toshiba Group	
		Waste	Reductions in environmental impacts (t)	-10,129	Toshiba Group	
			Benefits measured as a monetary value (million yen)	-2,990	Toshiba Group	
		Water	Reductions in environmental impacts (m³)	197,533	Toshiba Group	
			Benefits measured as a monetary value (million yen)	-1,225	Toshiba Group	
		Total monetary benefits (million yen)			-14,052	Toshiba Group
		Assumed benefits*11	Reductions in the amount of chemicals discharged (t)	-509	Toshiba Group	
			Benefits measured as a monetary value (million yen)	21,368	Toshiba Group	
		Total monetary benefits (million yen)			7,316	Toshiba Group

- Environmental Accounting

^{*11}Basic-unit goals for energy-derived CO₂ 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 CO₂ from electricity is 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 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.
- *3 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.
- *4 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.
- *5 For example, power plants
- *6 Social infrastructure products, building-related products (lighting equipment, elevators and escalators), retail and printing equipment, power devices, etc.
- *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 recycled plastics and bioplastics used over the three years
- *9 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]
- *10 As of September 1, 2023
- *11 Reductions in environmental impacts for actual and assumed benefits indicate differences between FY2022 and FY2021.
Negative benefits indicate that the increase in environmental impacts exceeded reductions due to increases in production and other factors.

Social

Items	FY2022 Achievements		Scope	Posted pages
Total number of shareholders (as of March, 2023)	228,229		Toshiba	<ul style="list-style-type: none"> Corporate Information Stakeholders
Number of shares issued (shares)	433 million		Toshiba	<ul style="list-style-type: none"> Corporate Information Stakeholders
Total number of suppliers (cumulative)	Approx. 10,000		Toshiba Group	<ul style="list-style-type: none"> Stakeholders
Number of consolidated subsidiaries	253		Toshiba	<ul style="list-style-type: none"> Stakeholders
Number of employment by gender (%)	106,648		Toshiba Group	<ul style="list-style-type: none"> Corporate Information Stakeholders
	Male	80,974 (76%)		<ul style="list-style-type: none"> Promotion of Diversity and Inclusion
	Female	25,674 (24%)		
Number of Toshiba employees (non-consolidated)	3,712		Toshiba	—
	Male (Number) (Ratio)	2,940 (79%)		
	Female (Number) (Ratio)	772 (21%)		
Number of Toshiba Group employees in Japan (excluding Toshiba)	62,775		Toshiba Group in Japan (excluding Toshiba)	—
	Male (Number) (Ratio)	54,070 (86%)		
	Female (Number) (Ratio)	8,705 (14%)		
Number of overseas Toshiba Group employees	40,161		Toshiba Group overseas	—
	Male (Number) (Ratio)	23,964 (60%)		
	Female (Number) (Ratio)	16,197 (40%)		
Number of exempt employees (out of all employees) (Including managerial positions and officials equivalent to exempt employees)	17,285		Toshiba Group	—
	Toshiba (non-consolidated)	1,241	Toshiba	
	Toshiba Group in Japan (excluding Toshiba)	12,690	Toshiba Group in Japan (excluding Toshiba)	
	Toshiba Group overseas	3,354	Toshiba Group overseas	

Number of fixed-term-contract employees (temporary and part-time employees)	8,798		Toshiba Group	—
	Toshiba (non-consolidated)	327	Toshiba	
	Toshiba Group in Japan (excluding Toshiba)	6,747	Toshiba Group in Japan (excluding Toshiba)	
	Toshiba Group overseas	1,724	Toshiba Group overseas	
Number of employment by region	106,648		Toshiba Group	—
	Japan	66,487		
	China	7,230		
	Asia & Oceania	23,709		
	North America	5,588		
	Central & South America	657		
	Europe & Africa	2,977		
Number of employment by business domain	106,648		Toshiba Group	—
	Energy Systems & Solutions	14,229		
	Infrastructure Systems & Solutions	18,971		
	Building Solutions	16,018		
	Retail & Printing Solutions	18,875		
	Storage & Electronic Devices Solutions	20,753		
	Digital Solutions	7,733		
	Others	10,069		
An average age of employees (years)	47.1		Toshiba Group in Japan	—
	Toshiba (non-consolidated)	46.1	Toshiba	
	Toshiba Group in Japan (excluding Toshiba)	47.1	Toshiba Group in Japan (excluding Toshiba)	
An average length of service (years)	20.8		Toshiba Group in Japan	—
	19.8		Toshiba	
	Male	20.1		
	Female	18.4		
	20.9		Toshiba Group in Japan (excluding Toshiba)	
	Male	21.2		
	Female	18.8		
Turnover rate (Persons who retired for personal reasons only)	1.8		Toshiba and key Group companies	—

The average annual salary (yen)		9,311,347	Toshiba	—
	Average for male	9,836,885		
	Average for female	7,536,642		
	Average for female / Average for male (%)	76.6%		
Starting monthly salary in Japan (yen) and (Percentage of minimum wage)	Master graduate	257,000 (156%)	Toshiba	—
	Collage graduate	232,000 (141%)		
	Higher professional school graduate	201,000 (122%)		
	High school graduate	178,000 (108%)		
Status of Toshiba Union	Number of members	14,294	Toshiba and key Group companies	<ul style="list-style-type: none"> • Employment and Labor Relations
	Percentage of Toshiba Union members (%)	96.4		
Number of employees posted overseas		94	Toshiba	—
Employment status of new graduates in Toshiba Group in Japan ():Planned figures		1,200 (1,420)	Toshiba Group in Japan	—
	Business administrative staff / Sales staff	220 (230)		
	R&D / engineers	850 (1,040)		
	Technical operators	130 (150)		
Employment status of new graduates in Toshiba and key Group companies ():Planned figures		410 (430)	Toshiba and key Group companies	—
	Business administrative staff / Sales staff	100 (80)		
	R&D / engineers	290 (330)		
	Technical operators	20 (20)		
Number of female recruits (new graduates)	Business administrative staff / Sales staff	32	Toshiba and key Group companies	<ul style="list-style-type: none"> • Promotion of Diversity and Inclusion
	R&D / engineers	45		
Percentage of female recruits (new graduates) (): Target ratio (%)	Business administrative staff / Sales staff	40 (50)	Toshiba and key Group companies	<ul style="list-style-type: none"> • Promotion of Diversity and Inclusion
	R&D / engineers	14 (25)		
Number of employees in mid-career employment	Toshiba and key Group companies	138	Toshiba Group in Japan	—
	Consolidated companies in Japan	560		

Number of female employees in executive and in managerial positions		333	Toshiba and key Group companies	<ul style="list-style-type: none"> Promotion of Diversity and Inclusion
Percentage of female employees in executive and in managerial positions (%)		5.8	Toshiba and key Group companies	<ul style="list-style-type: none"> Promotion of Diversity and Inclusion
Number of employees with disabilities		587.5	Toshiba (including a special subsidiary company)	<ul style="list-style-type: none"> Promotion of Diversity and Inclusion
Percentage of employees with disabilities (%)		2.60	Toshiba (including a special subsidiary company)	<ul style="list-style-type: none"> Promotion of Diversity and Inclusion
Number and percentage of non-Japanese employees	Number of non-Japanese employees	354	Toshiba and key Group companies	<ul style="list-style-type: none"> Promotion of Diversity and Inclusion
	Percentage of non-Japanese employees	1.5		
The average total number of annual actual working hours per employee		2,003	Toshiba	<ul style="list-style-type: none"> Work-Style Reform and Work-Life Balance
The average annual overtime working hours per employee		301	Toshiba	<ul style="list-style-type: none"> Work-Style Reform and Work-Life Balance
Percentage of annual paid vacation taken by Toshiba employees (%)		76.7	Toshiba and key Group companies (excluding Toshiba TEC Corporation)	<ul style="list-style-type: none"> Work-Style Reform and Work-Life Balance
Number of childcare leave	Male	152 (utilization rate 35.9%)	Toshiba and key Group companies	<ul style="list-style-type: none"> Promotion of Diversity and Inclusion Work-Style Reform and Work-Life Balance
	Female	274		
Number of paternity leave	Male	156 (utilization rate 23.9%)	Toshiba and key Group companies	<ul style="list-style-type: none"> Promotion of Diversity and Inclusion Work-Style Reform and Work-Life Balance
Number of family care leave	Male	10	Toshiba and key Group companies	<ul style="list-style-type: none"> Work-Style Reform and Work-Life Balance
	Female	5		
Number of nursing care seminars held from FY2015 to FY2022 (cumulative)		235	Toshiba Group in Japan	<ul style="list-style-type: none"> Work-Style Reform and Work-Life Balance
Short-time shift	Male	15	Toshiba and key Group companies	<ul style="list-style-type: none"> Work-Style Reform and Work-Life Balance
	Female	364		
Status of Toshiba Corporate Pension Plan	Number of companies	83	Toshiba Group in Japan	<ul style="list-style-type: none"> Work-Style Reform and Work-Life Balance
	Number of participants	Approx. 60,000		

Status of health insurance association	Number of business owners	160	Toshiba Group in Japan	• Work-Style Reform and Work-Life Balance
	Number of persons subscribed (including retirees and dependents)	Approx. 178,500		
Status of a selective welfare system	Number of companies	25	Toshiba Group in Japan	• Work-Style Reform and Work-Life Balance
	Target employees	Approx. 42,530		
Acquisition status of ISO45001 certification	Number of companies that acquired the certification in Japan	36	Toshiba Group in Japan	• Ensure employee health and safety
	Of all personnel from companies acquired in Japan (%)	79.5		
	Number of companies that acquired the certification in foreign countries	27	Toshiba Group overseas (excluding Toshiba Tec Group)	
	Of all personnel from surveyed companies acquired abroad (%)	84.7		
Number of OHS Management Meetings held	2		Toshiba	• Ensure employee health and safety
Number of Central OHS Committee Meetings held	1		Toshiba	
Number of Toshiba Group OHS Supervisor Meetings held	1		Toshiba Group in Japan	
Fatality due to work-related accidents	1		Toshiba Group	• Ensure employee health and safety
Occurrence of Occupational Accidents in Japan	Total	94	Toshiba Group in Japan	• Ensure employee health and safety
	Without lost workdays	65		
	Lost workdays	29		
	Fatal	0		
The number of accidents resulting in lost workdays or more severe impacts, excluding death in overseas	44		Toshiba Group overseas (excluding Toshiba Tec Group)	• Ensure employee health and safety
Severity rate of work-related accidents	0.005		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	0.18		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	0.60		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	1.19		Toshiba Group in Japan	• Ensure employee health and safety

High risk of cerebral heart disease	High blood pressure requiring more than normal consideration (%)	3.2	Toshiba Group in Japan	<ul style="list-style-type: none"> Ensure employee health and safety
	High blood sugar requiring more than normal consideration (%)	2.3		
Metabolic syndrome patients (%)		34.6	Toshiba Group in Japan	<ul style="list-style-type: none"> Ensure employee health and safety
	Patients	17.5		
	Preliminary group	17.1		
Number of participants in education on OHS		62,730	Toshiba Group in Japan	<ul style="list-style-type: none"> Ensure employee health and safety
Number of AI experts		2,100	At Toshiba and key Group companies, Toshiba Tec Corporation, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation	<ul style="list-style-type: none"> Fair Evaluation and Talent Development
Number of employees who participated in company-wide standardized educational program/training for the year		126,513	Toshiba Group	<ul style="list-style-type: none"> Fair Evaluation and Talent Development
Total cost of company-wide standardized educational program/training (million yen)	Toshiba Group	3,014	Toshiba Group	<ul style="list-style-type: none"> Fair Evaluation and Talent Development
	Toshiba Group in Japan	2,914	Toshiba Group in Japan	
	Toshiba Group overseas	100	Toshiba Group overseas	
Total time of company-wide standardized educational programs/training (hours)		980,476	Toshiba Group	<ul style="list-style-type: none"> Fair Evaluation and Talent Development
Training time per employee (average) (hours)		9.2	Toshiba Group	<ul style="list-style-type: none"> Fair Evaluation and Talent Development
Engagement score in the employee engagement survey* ¹		55pt	Toshiba and key Group companies	<ul style="list-style-type: none"> Fair Evaluation and Talent Development
Number of training programs for harassment held		1	Toshiba and key Group companies	<ul style="list-style-type: none"> Promotion of Diversity and Inclusion Respect for Human Rights Sustainability Management
Implementation status of reviews aimed at career development (%)		91	Toshiba	<ul style="list-style-type: none"> Fair Evaluation and Talent Development

Job transfers involving use of open recruitment in Toshiba Group		116	Toshiba and key Group companies	<ul style="list-style-type: none"> Fair Evaluation and Talent Development
Employee Engagement Survey	Number of companies that conducted the survey	87	Toshiba Group	<ul style="list-style-type: none"> Fair Evaluation and Talent Development
	Received responses (%)	Approx. 93		
Rate of human rights-related seminars for sustainability leaders held	Implementation rate (%)	100	Toshiba, key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, and Toshiba Plant Systems & Services Corporation	<ul style="list-style-type: none"> Respect for Human Rights
Participation rate in human rights education programs (e-learning) under the Standards of Conduct for Toshiba		99	Toshiba Group	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Respect for Human Rights
Human rights awareness seminars	Number of seminars held	140	Toshiba Group in Japan	<ul style="list-style-type: none"> Respect for Human Rights
	Total number of participants (cumulative)	18,000		
Procurement component ratio by business segment	Energy and infrastructure	51	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
	Electric devices	27		
	Others	22		
Procurement component ratio by region	Japan	70	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
	Asia (Including China and India)	29		
	Europe / Others	1		
Number of new suppliers		Approx. 2,000	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
Number of companies participated in briefings for suppliers (cumulative)		4,395	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
Number of suppliers covered by surveys (CSR Surveys) (cumulative)		5,135	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement

Number of suppliers covered by on-site audit (cumulative)		403	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
Number of suppliers subject to guidance & support and suspension of transactions (cumulative)	Guidance and Support	323	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
	Suspension of transactions	4		
Percentage of new suppliers consenting to Toshiba Group Procurement Policy (%)		100	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
Environmental management assessment of suppliers (%)	Rank S	5	Toshiba Group	<ul style="list-style-type: none"> 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 ^{*2} (cumulative)		12,622	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
Participation rate of Group procurement employees in sustainable procurement training (%)		41	Toshiba Group (excluding Toshiba Tec Corporation)	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
Number of reports by "Clean Partner Line" that is supplier whistleblower system		2	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
Number of companies conducted a conflict minerals survey (cumulative)	Gold (3TG)	930	Toshiba Group	<ul style="list-style-type: none"> Promotion of Sustainable Procurement
	Cobalt	240		
Ratio of R&D expenses to sales (%)		4.7	Toshiba Group	<ul style="list-style-type: none"> Strengthen R&D to stimulate innovation
Breakdown of R&D expenses	R&D expenses (billion yen)	1,564	Toshiba Group	<ul style="list-style-type: none"> Strengthen R&D to stimulate innovation
	Breakdown by solutions(%)			
	Energy System Solutions	8		
	Infrastructure System Solutions	14		
	Building Solutions	14		
	Retail & Printing Solution	14		
	Electronic Devices & Storage Solutions	27		
	Digital Solutions	4		
	Others	18		
Patent portfolio by country (%)	Japan	47	Toshiba Group	<ul style="list-style-type: none"> Intellectual Property Initiatives
	USA	26		
	China	10		
	Others	17		

Patent portfolio by business (%)	Energy System Solutions	15	Toshiba Group	<ul style="list-style-type: none"> Intellectual Property Initiatives
	Infrastructure System Solutions	15		
	Building Solutions	10		
	Retail & Printing Solution	18		
	Electronic Devices & Storage Solutions	19		
	Digital Solutions	4		
	Battery Business	4		
	Laboratory	14		
	Others	1		
Status of QMS certified (As of October 2022)	Targeted sites	88	Toshiba Group	<ul style="list-style-type: none"> Quality Control for Safety and Reliability
	Certified sites	83		
	Percentage of certificate	94		
Number of participants in quality training programs (cumulative)		1,103	Toshiba Group in Japan and China	<ul style="list-style-type: none"> Quality Control for Safety and Reliability
Number of incident reports under Consumer Product Safety Act		6	Toshiba Group in Japan	<ul style="list-style-type: none"> Product Safety and Product Security
Number of inquiries to Toshiba Customer Information Center		4,747	Toshiba Group	<ul style="list-style-type: none"> Improvement of Customer Satisfaction
Number of participants in education and training on customer satisfaction		74,330	Toshiba Group in Japan	<ul style="list-style-type: none"> Improvement of Customer Satisfaction
Number of customer satisfaction lectures held		1	Toshiba Group in Japan	<ul style="list-style-type: none"> Improvement of Customer Satisfaction
Number of quality check in operations at the contact center		1	Toshiba and key Group companies	<ul style="list-style-type: none"> Improvement of Customer Satisfaction

Social contribution activities: total expenditure and its constituent parts	Total expenditure (billion yen)	1.49	Toshiba Group	<ul style="list-style-type: none"> Social Contribution Activities
	Science and Technology Education (%)	62.3		
	Promotion of Sports and Culture (%)	8.9		
	Social Welfare (%)	0.5		
	International Exchanges and Friendships (%)	9.5		
	Nature Conservation (%)	2.7		
	Support for Disaster Recovery (%)	0.4		
	Healthcare (%)	0.2		
	Other (%)	15.6		
Number of social contribution programs (annually)		968	Toshiba Group	<ul style="list-style-type: none"> Social Contribution Activities
Number of employees participated in Toshiba Group Volunteer Days		Approx. 70,000	Toshiba Group	<ul style="list-style-type: none"> Social Contribution Activities

*1 Uses the average point scores from responses to two engagement-related questions in the employee engagement survey.

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

Governance

Items	FY2022 Achievements		Scope	Posted pages
Number of directors	11		Toshiba	<ul style="list-style-type: none"> Directors and Executives
Number of outside directors	10		Toshiba	<ul style="list-style-type: none"> Directors and Executives
Number of female directors	1		Toshiba	<ul style="list-style-type: none"> Directors and Executives Promotion of Diversity and Inclusion
Percentage of outside directors on Toshiba's Nomination Committee, Audit Committee, and Compensation Committee	100		Toshiba	—
Number of attendees in the ordinary general meeting of shareholders	346		Toshiba	<ul style="list-style-type: none"> Stakeholders
Number of meetings of the Board of Directors	20		Toshiba	<ul style="list-style-type: none"> Business Report (PDF)  (1.33MB)
Amounts of compensation according to officers position (million yen)	Directors (2 members, excluding outside directors)	548	Toshiba	—
	Outside directors (10 members)	367		
	Executive officers (19 members)	1,593		
Total amount of compensation by officers (million yen)	Taro Shimada	368	Toshiba	—
	Goro Yanase	180		
Participation in education for "Standards of Conduct for Toshiba Group" (%)	Japan	99.6	Toshiba Group in Japan	<ul style="list-style-type: none"> Risk Management and Compliance
	Overseas	95.9	Toshiba Group overseas	
Number of reports received by whistleblower system	Toshiba Hotline	133	Toshiba Group in Japan	<ul style="list-style-type: none"> Risk Management and Compliance Fair Evaluation and Talent Development Respect for Human Rights
	Audit Committee Hotline	32		
Status of breaches to laws related to anticorruption	Exposure through price cartel	0	Toshiba Group	<ul style="list-style-type: none"> Risk Management and Compliance
	Exposure through bribery	0		
Political contributions (yen)	0		Toshiba	<ul style="list-style-type: none"> Risk Management and Compliance

Number of incidents of important information leakage	0		Toshiba Group	<ul style="list-style-type: none">• Risk Management and Compliance
Number of violations of product safety regulations	0		Toshiba Group	<ul style="list-style-type: none">• Risk Management and Compliance
Number of violations of regulations relating to information and labeling for products and services	0		Toshiba Group	<ul style="list-style-type: none">• Risk Management and Compliance
Number of violations of the Act Against Unjustifiable Premiums and Misleading Representations	0		Toshiba Group in Japan	<ul style="list-style-type: none">• Risk Management and Compliance
Status of senior management compliance seminar	Number of training sessions held	2	Senior management in Toshiba Group in Japan	<ul style="list-style-type: none">• Risk Management and Compliance
	Number of participants (cumulative)	460		
Number of participants in accounting compliance training	Approx. 102,000		Toshiba Group	<ul style="list-style-type: none">• Risk Management and Compliance
Number of participants in the e-learning program on the Subcontract Act	70,593		Toshiba Group in Japan	<ul style="list-style-type: none">• Risk Management and Compliance
Number of participants in the learning program on the Electrical Appliance and Material Safety Law	75,246		Toshiba Group in Japan	<ul style="list-style-type: none">• Product Safety and Product Security
Status of workplace meetings to improve internal controls and corporate culture	Number of meetings held	1	Toshiba Group in Japan	<ul style="list-style-type: none">• Risk Management and Compliance• Stakeholders
	Number of participants	74,884		
Self-assessment of cyber security management maturity*1	3.4		key Group companies, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation, Toshiba Plant Systems & Services Corporation, Toshiba Development & Engineering Corporation	<ul style="list-style-type: none">• Governance (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.

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, 2022 to March 31, 2023 (FY2022). It also includes some activities continuing from the past as well as more recent ones.

Information update date

Current issue: October 2023 (previous update: December 2022)

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](#)

[> Integrated Report](#)

Committed to People, Committed to the Future.

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