

TOSHIBA

2019

CSR Report

Corporate Social Responsibility



Reporting and Disclosure Items

Toshiba Group provides an overview of its financial and non-financial management in our Integrated Report. In addition, our Financial Report gives detailed financial information and our CSR Report gives detailed non-financial information. And our Environmental Report gives environmental activities in greater detail.

We also provide the latest information on related matters in a timely manner through our corporate website.

We recommend viewing each report (PDF) in the latest browser.

Note that content may not display or operate correctly depending on the device being used, and browser type, version and settings.

* It has been confirmed that content displays and operates correctly on Google Chrome version 77.

About financial and outline of non-financial information

Integrated Report / Financial Report / Investor Relations Website



> [Integrated Report](#)



> [Financial Report](#)



> [Investor Relations Website](#)

About non-financial information (ESG)

CSR Report / CSR Website



> [CSR Report](#)

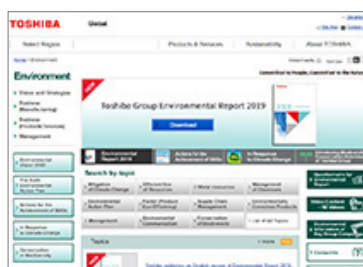


> [CSR Website](#)

Environmental Report / Environment Website



> [Environmental Report](#)



> [Environment Website](#)

CSR Reporting Policy

Our effort to report on the priority issues for our stakeholders and those for Toshiba Group

In the CSR Report, we report sincerely on the issues material for both our stakeholders as well as the Toshiba Group. The content of the report has obtained the approval of the manager of the division in charge of CSR.

Organizations covered in this report

In principle, Toshiba Group (Toshiba Corporation and its consolidated subsidiaries in Japan and overseas) are covered in this report, but individual entities are indicated in cases where information does not pertain to Toshiba Group.

Note: "Toshiba" in this report refers to Toshiba Corporation. "Toshiba Group in Japan" refers to Toshiba corporation and its consolidated subsidiaries in Japan. "Toshiba Group overseas" refers to consolidated subsidiaries overseas.

Reporting period

This report focuses on the results of activities in FY2018 (from April 1, 2018 to March 31, 2019). It also includes some activities continuing from the past as well as more recent ones.

Significant Change during the Reporting Period

- Toshiba Corp. welcomed Nobuaki Kurumatani as Chairman and CEO.
- Announcement of the "Toshiba Next Plan" for corporate transformation
- Closing of the sale of all shares of Toshiba Memory Corporation
- Completion of the sale of shares of Toshiba Client Solutions Co., Ltd.
- Repurchase of the Company's own shares
- Withdrawal from South Texas Project (a nuclear power plant construction project) by Toshiba's Overseas Consolidated Subsidiary

Publication

Current issue: January 2020 (previous issue: December 2018)

Reference Guidelines

- GRI (Global Reporting Initiative) Sustainability Reporting Standard
- This report references the GRI Sustainability Reporting Standards 2016.
- United Nations Global Compact [COP(Communication on Progress) Advanced level]
- Environmental Reporting Guidelines 2018, Ministry of the Environment of Japan
- Environmental Accounting Guidelines 2005, Ministry of the Environment of Japan
- ISO 26000

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Basic Corporate Data

(As of March 31, 2019)

Company Name:	Toshiba Corporation
Headquarters Address:	1-1, Shibaura 1-chome, Minato-ku, Tokyo, Japan
Founded:	July 1875
Chairman and CEO:	Nobuaki Kurumatani
President and COO:	Satoshi Tsunakawa
Common Stock:	¥200,044 million
Net Sales: (Consolidated basis)	¥3,693.5 billion (FY2018)
Fiscal Year:	April 1 to March 31
Number of Employees: (Consolidated basis)	128,697
Number of Shares issued:	544 million shares
Total Number of Shareholders:	270,570
Stock Exchange Listings: Japan :	Tokyo and Nagoya

Business Domains

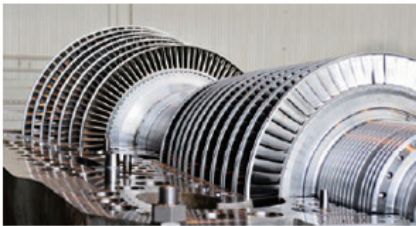
Energy Business Domain

Creating Sustainable Societies

Power systems are indispensable for contemporary lifestyles. Leveraging expertise cultivated since the company's foundation, most recently advanced IoT and AI technologies, Toshiba Group creates energy infrastructure that enriches quality of life for people throughout the world. In order to ensure stable supply of electricity, we offer hydro, solar, geothermal and wind power generation facilities in the renewables space, as well as highly efficient thermal and nuclear power generation systems.

We are also a leading supplier of power transmission and distribution systems that deliver electricity to homes, commercial facilities and other users; rechargeable batteries for the efficient storage of energy; hydrogen-based autonomous energy supply systems utilizing renewable energy and hydrogen; and energy aggregation services that integrate and adjust the balance of supply from distributed energy resources and demand from facilities and electric vehicles.

● Large-scale Power Generation systems

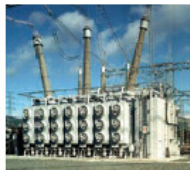


Thermal Power



Nuclear Power

● Transmission and Distribution / Energy Storage



T&D



Supervisory Control And
Data Acquisition Systems (SCADA)



Hydrogen-based Autonomous
Energy Supply System
H2One™

● Renewable Energy



Hydro Power



Geothermal Power



Wind Power



Photovoltaic

● Energy Digital Service



Failure prediction / Performance
monitoring service for Power plant and Power grid system

Toshiba Energy Systems & Solutions Corporation
President and CEO

Mamoru Hatazawa

Business Domains

Social Infrastructure Business Domain

To Realize a Sustainable Society that is Safe, Secure and Reliable

Through a comprehensive portfolio of tried-and-tested solutions, Toshiba Group supports the realization of a safe, secure and reliable sustainable society at the global level.

For public infrastructure, we offer systems and solutions covering water supply and sewerage, highways, disaster prevention, broadcasting, telecommunications, security and automation, railways, motors and inverters. For buildings and facilities, we offer energy-saving, eco-friendly solutions for elevators & escalators, air-conditioners, and lighting offering higher levels of comfort. We also offer retail & printing solutions that support the retail sector, logistics and business, lithium-ion rechargeable batteries for hybrid electric vehicles, and energy storage systems for rolling stock.

● Infrastructure Systems & Solutions



Water Treatment Systems



Broadcasting Systems



Security and Automation Systems



Air Traffic Control Systems



Railway Systems



Industrial Systems

● Building Solutions



Lighting



Air-conditioning



Elevators

● Retail & Printing Solutions



POS Systems

● Batteries



Lithium-ion Rechargeable Batteries

Toshiba Infrastructure Systems & Solutions Corporation President and CEO	Takayuki Konno
Toshiba Tec Corporation President and CEO	Takayuki Ikeda
Toshiba Elevator and Building Systems Corporation President and CEO	Makoto Nakagawa
Toshiba Lighting & Technology Corporation President and CEO	Toshiyuki Hiraoka
Toshiba Carrier Corporation President and CEO	Toru Kubo

Business Domains

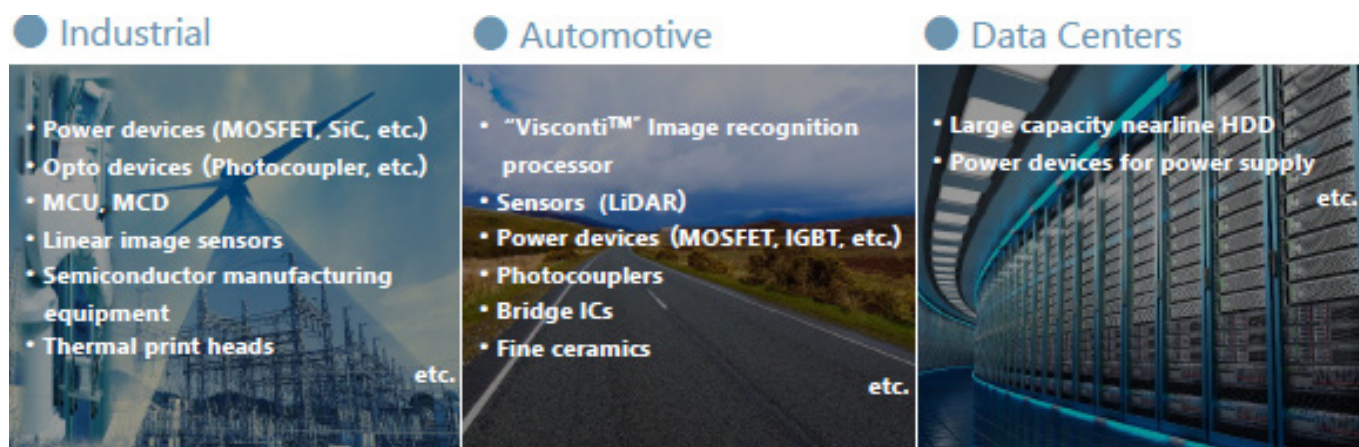
Electronic Devices Business Domain

Our semiconductor and storage products will always be a driving force to change the world

In the era of big data, you either sink or swim in the sea of information. In fact, state-of-the-art electronics are contributing more than ever, from cutting energy consumption to the control and operation of automobiles. Toshiba Group promotes advances in products that help all of us to live more comfortably and safely.

In the discrete semiconductor business, we focus on the power devices that control equipment power consumption. Our system LSI business offers dedicated ICs for automotive and industrial applications. In the HDD business, we lead the way in large capacity enterprise drives for data centers and servers. We provide the semiconductor industry with cutting-edge manufacturing equipment, including electron beam mask writers. Last not but least, we further contribute to society through our high functional, high value added materials and components, including fine ceramics and thermal print heads.

Focus Areas



Toshiba Electronic Devices & Storage Corporation President & CEO	Hiroshi Fukuchi
NuFlare Technology, Inc. Chairman of the Board of Directors and President	Shigeki Sugimoto
Toshiba Materials Co., Ltd President & CEO	Katsuaki Aoki
Toshiba Hokuto Electronics Corporation President	Norio Murakawa

Business Domains

Digital Solutions Business Domain

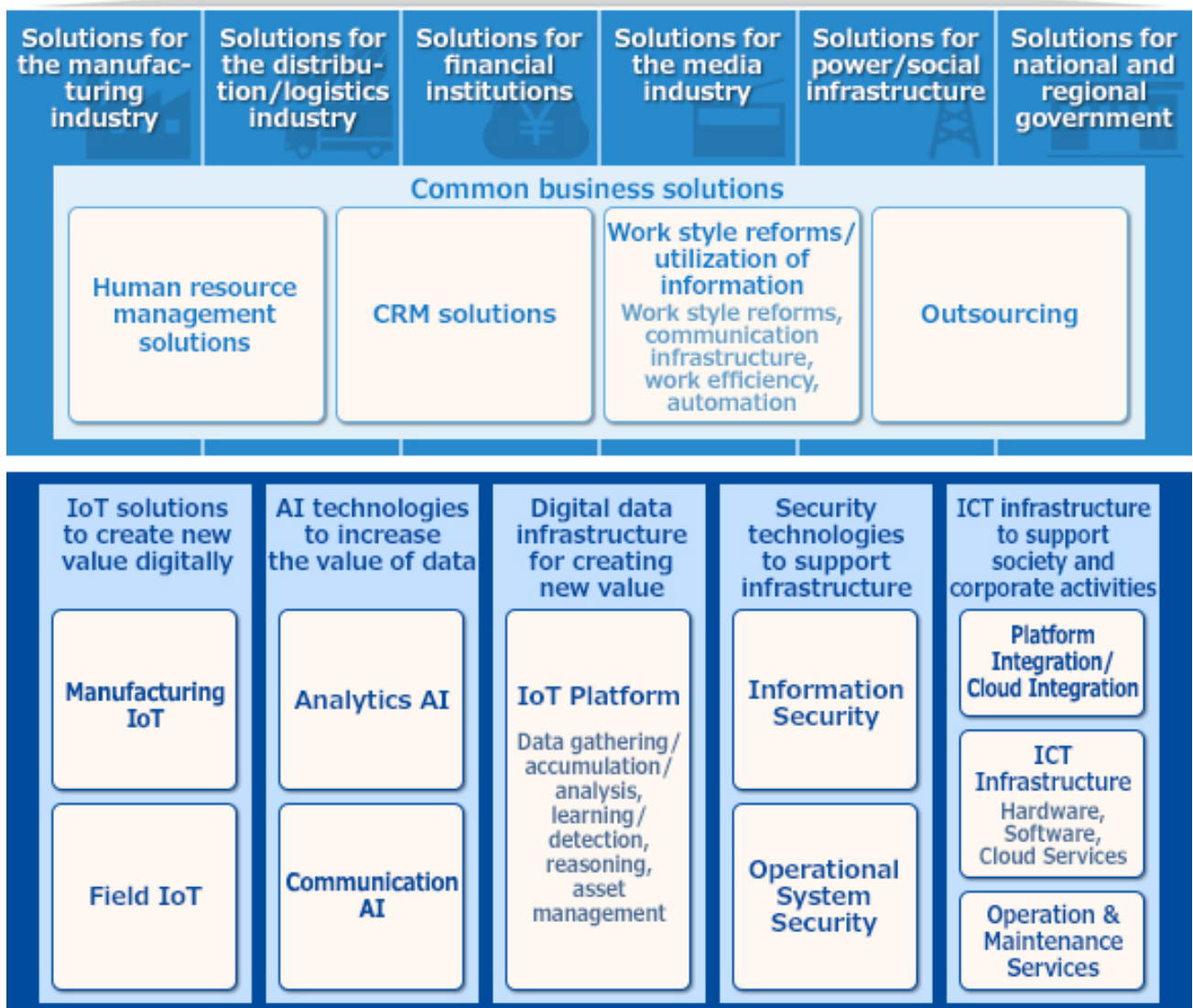
Lead Digital Transformation and Co-create New Value Propositions in Global Society

Toshiba Group takes full advantage of know-how cultivated in over 140 years of experience in the social infrastructure business and manufacturing, and of expertise gained from a wide range of industries and worksites.

We combine these with our latest advances in IoT and AI, and co-create new value propositions with our customers in industry and with society.

We have devoted years of effort to the development of AI technologies and to promoting “Toshiba Communication AI RECAIUS” and “Toshiba Analytics AI SATLYS”. Our aim is not only to connect things but also to develop a deep and comprehensive understanding of human intentions and situations that brings a new level of understanding to communications between people and machines.

We will continue to contribute to creating a comfortable and safer society for people worldwide, to apply our latest digital technologies to business transformations, and to promote Co-Creation that enables open innovations that extend far beyond the boundaries of companies, industries and regions.



The Essence of Toshiba

The Essence of Toshiba

The Essence of Toshiba is a statement of our unwavering credo as an organization. It has three components: Basic Commitment of the Toshiba Group, Our Purpose, and Our Values.



- “Basic Commitment of the Toshiba Group”
Our enduring credo:
What we believe and promise to deliver.
- “Our Purpose”
Our reason for being:
Inspired by the credo, the difference we make for customers and society.
- “Our Values”
Our shared beliefs:
A guide to action and the thorough implementation of Our Purpose

Basic Commitment of the Toshiba Group

**Committed to People,
Committed to the Future.**

At Toshiba, we commit to raising
the quality of life for people around
the world, ensuring progress that is
in harmony with our planet.

Our Purpose

We are Toshiba. We have an unwavering drive
to make and do things that lead to a better world.

A planet that's safer and cleaner.
A society that's both sustainable and dynamic.
A life as comfortable as it is exciting.

That's the future we believe in.
We see its possibilities, and work every day to
deliver answers that will bring on a brilliant new day.

By combining the power of invention with
our expertise and desire for a better world,
we imagine things that have never been –
and make them a reality.

That is our potential. Working together,
we inspire a belief in each other and
our customers that no challenge is too great, and
there's no promise we can't fulfill.

Our Values

Do the right thing

We act with integrity, honesty and
openness, doing what's right—
not what's easy.

Look for a better way

We continually strive to find new and
better ways, embracing change
as a means for progress.

Always consider the impact

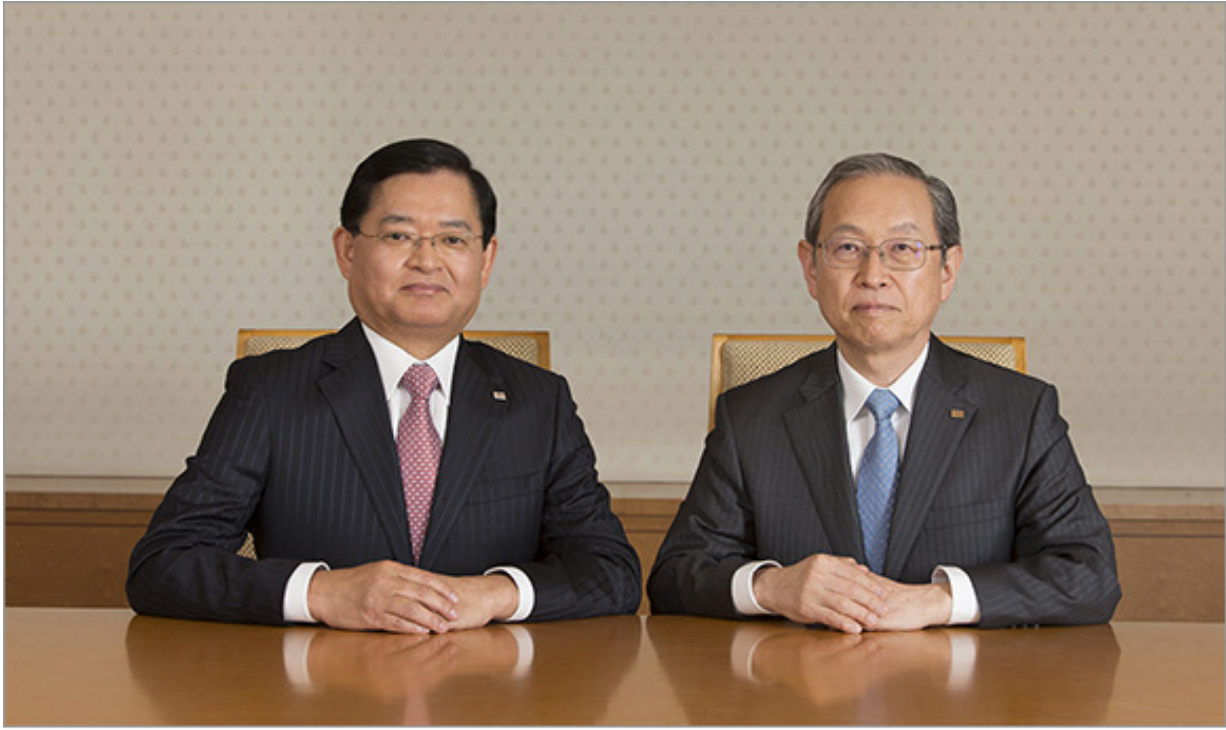
We think about how what we do
will change the world for the better,
both today and for generations to come.

Create together

We collaborate with each other and
our customers, so that we can grow
together.

Message from Top Management

Toward a Toshiba Group that Turns on the Promise of a New Day



**Representative Executive Officer,
Chairman and CEO,**

**Representative Executive Officer,
President and COO,**

Toshiba's eyes are firmly fixed on the future, and in November 2018, we introduced the Toshiba Next Plan as the blueprint for company-wide transformation that will lift the potential of the Group and maximize its corporate value.

For the past few decades, global development has centered on the IT revolution, particularly the Internet and semiconductor technology, and this has created immense value. Looking ahead, we see a future where the real world technologies (physical technologies) that Toshiba has cultivated as a manufacturer will fuse with digital and internet technologies (cyber technologies). We will enter into a new world where manufacturing and services evolve together.

As we stand at the major turning point that will take us into that era, Toshiba Group is once again reaffirming its position in industry and its direction as a Cyber-Physical Systems (CPS) technology company. With the Toshiba Next Plan, we will develop and execute measures focused on strengthening basic earnings power and concentrating investment in growth areas.

Guided by The Basic Commitment of Toshiba Group "Committed to people, committed to the Future," we are a corporate group that is grounded in respect for people, that creates rich value, and that contributes to the lives and cultures of people around the world. As a signatory to the UN Global Compact, and with a sound management base, we are working toward the realization of a sustainable society by strengthening ESG (environment, society, governance) efforts across our business activities. We are also contributing to the achievement of the SDGs* through businesses directly connected to solving increasingly urgent social issues, such as climate change, energy and resource constraints.

For over 140 years, Toshiba Group has consistently contributed to society's evolution and progress, and brought a venture spirit to the development of a wide range of technologies. Moving forward, we will bring all our strengths to bear on the realization of the Toshiba Next Plan by continuing to combine the creativity and technology that we have cultivated, to confront increasingly serious social issues, and to turn on the promise of a new day.

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

June 2019
TOSHIBA CORPORATION
Representative Executive Officer, Chairman and CEO, Kurumatani Nobuaki
Representative Executive Officer, President and COO, Tsunakawa Satoshi

Message from the Executive in Charge of CSR

**Toshiba Group turn on the promise
of a new day whilst responding
to the demands of society.**

M. Toyohara

Executive Officer
Corporate Executive Vice President



On July 2018, Toshiba Group adopted The Essence of Toshiba, a restatement of our unwavering credo and direction, and the basis for all of our corporate activities. An integral part of the Essence of Toshiba is Basic Commitment of the Toshiba Group, and its main message is a statement of our unchanging conviction: "Committed to People, Committed to the Future." Guided by our Commitment to People, we aim to be a corporate group that raises quality of life and ensures progress that is in harmony with the planet. Grounded in this Basic Commitment of the Toshiba Group and the Standards of Conduct for Toshiba Group, we believe that the steady practice of CSR is the way to build a sustainable society, and the core of CSR management.

In recent years, we have seen climate change and other environmental problems becoming ever more serious, as have energy shortages, resource depletion, declining birthrates, aging populations and labor shortages—to the point where many people believe that continuing with the same economic activities we have promoted until now will impact on the safe and secure lives of future generations, and even put the survival of humankind in jeopardy. With increasing momentum around the world for realizing a sustainable future, the United Nations adopted the SDGs in 2015. Since its founding, Toshiba Group has cultivated strengths in technical development and provided many technologies and services that meet the needs of society, and we are strongly aware that activities to realize the SDGs are consistent with the Essence of Toshiba.

The Toshiba Next Plan, the Group-wide transformation plan announced in November 2018, also stated our intent to use technologies that only Toshiba Group can deliver to contribute to solutions to diversifying social issues. The venture spirit that we have honed in the course of our 143-year history ensures that we continue to create rich value and contribute to the creation of the bright future aimed for by the SDGs, whilst also responding to the demands of society.

Toshiba Group recognizes strengthening its corporate structure as an important step in developing business activities that take us toward this ideal of a future society, and we continually work to advance respect for human rights, promotion of supply chain CSR, and environmental management as CSR's material issues. Further to this, in respect of environmental initiatives, in May 2019 we announced our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and we strive to analyze and disclose information on the risks and opportunities that climate change brings to our business. We will also respond proactively to issues related to ESG in such areas as thoroughgoing corporate governance and compliance, work style reform, and promotion of health and safety management. As a signatory to the United Nations Global Compact, Toshiba Group supports its ten principles on Human Rights, Labor, Environment and Anti-corruption; we will realize sustainable growth as a global company by continuing to practice Group-wide CSR management and by earning the trust of all stakeholders.

Standards of Conduct for Toshiba Group

These Standards of Conduct for Toshiba Group have been established in order to make our management principles a reality and as a basis to guide our activities so that we can operate under the principles of fairness, integrity and transparency and contribute to the formation of a sustainable society.

Since its first establishment in May 1990, Standards of Conduct for Toshiba Group have been updated as necessary, in light of the social and environmental change. This new edition issued in October 2014 places a greater emphasis on respect for human rights, supply chain management, and compliance awareness.

Toshiba Group Standard shall, on their adoption by each Toshiba Group company by resolution of the board of directors or other appropriate corporate actions, apply to all directors and employees, including advisors and contract employees.

Introduction

Toshiba Group have set up management principles: we commit to raising the quality of life for people around the world, ensuring progress that is in harmony with our planet.

These Standards of Conduct for Toshiba Group (hereinafter called the "SOC") have thus been established in order to make our management principles a reality and as a basis to guide our activities so that we can operate under the principles of fairness, integrity and transparency and contribute to the formation of a sustainable society.

Each of the directors, corporate auditors, and officers (hereinafter called the "Directors") and employees (hereinafter called the "Employees") of Toshiba Group should comply with the SOC and strive to operate a sound and high quality business as a part of a global enterprise which emphasizes a balance between the environment, human rights and local communities under the principle of giving the highest priority to life, safety and compliance with laws, regulations, social standards and ethics.

1. Human Rights

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. comply with all applicable laws and regulations concerning human rights in each country and region, understand international standards, and respect human rights, and shall not condone use of either child labor or forced labor;
2. take appropriate measures in the event that Toshiba Group becomes aware of violation of human rights and demand that suppliers redress any violations of human rights; and
3. seek to raise awareness among related stakeholders with respect for human rights.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. accept and accommodate different values, and respect the character and personality of each individual, observe the right to privacy and human rights of each individual; and
2. avoid any violation of human rights based on race, religion, sex, national origin, physical disability, age or sexual orientation, and avoid physical abuse, sexual harassment, power harassment (i.e., bullying or harassment by superiors in the office) or violation of the human rights of others;

2. Customer Satisfaction

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall supply products, systems and services (hereinafter called "products and services") that are based on voice of customer comments that satisfy customer needs and requirements, and that comply with laws, regulations and contracts.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. supply safe and reliable products and services;
2. provide reliable information regarding products and services in an appropriate manner;
3. respond to requests and consultations from customers in an honest, prompt and appropriate manner; and
4. respect voice of customer and endeavor to develop and improve products and services that satisfy customer needs.

3. Procurement

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. comply with all applicable laws, regulations and practices established by industry and international organizations;
2. provide suppliers (hereinafter including prospective suppliers) with equal opportunities for transactions with Toshiba Group;
3. conduct procurement in such a manner as to fulfill corporate social responsibilities together with the suppliers; and
4. conduct procurement based on mutual understanding and trust with suppliers.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. prioritize suppliers that:
 - abide by all applicable laws, regulations and social standards, and take seriously human rights, good labor practices, occupational safety and health, and environmental protection;
 - have sound finances;
 - can supply goods and/or services to Toshiba Group with emphasis on appropriate quality, price and delivery lead-time;
 - can provide a stable supply of goods and/or services as well as flexibly and quickly respond to demand fluctuations;
 - possess technology that contributes positively to Toshiba Group products;
 - have a plan to prevent interruptions in the supply of goods and/or services in times of unexpected circumstances that may affect the company and its supply chain; and
 - require their suppliers to observe a procurement policy equivalent to that of Toshiba Group.
2. prior to procurement of necessary goods and services, undertake a comprehensive and fair evaluation in accordance with the standards set forth below:
 - environmentally friendly;
 - appropriate quality and reasonable and economically rational pricing; and
 - deliver on schedule and with a stable supply;
3. refrain from receiving any personal benefits from suppliers with regard to corporate procurement, and fulfill contractual obligations to suppliers in good faith, ensuring that all transactions fully comply with ethically sound commercial practices and with all applicable laws and regulations to protect suppliers; and
4. ensure that all purchases are authorized by the relevant purchasing, procurement or subcontractor departments in accordance with Toshiba Group internal regulations.

4. Production and Technology, Quality Assurance

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. observe all applicable laws and regulations, as well as contracts related to production, technology and quality assurance; and
2. promote constant technological innovation and product improvement and strive to supply safe, reliable and high quality products and services that meet customers' needs and incorporate the most advanced technologies.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. assure the fulfillment of warranty commitments giving priority to customer satisfaction, and ensuring the safety of products;
2. promote the research and development of advanced technologies, products and services, and the continuous improvement of technology infrastructure; maintain basic technological and functional infrastructure so as to respond in a timely and appropriate manner to changes in the technological environment and to develop products and services that effectively utilize advanced technologies; and
3. in case Directors or Employees obtain information regarding an accidents involving any product or service, or the safety of any product or service, verify such information instantly and take appropriate measures in accordance with all applicable laws and internal regulations, including information provision, product recalls, and warning notices and labeling.

5. Marketing and Sales

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. comply with all applicable laws and regulations (including prohibitions on commercial bribery and kickbacks) and conduct fair marketing and sales activities in accordance with proper corporate ethics; and
2. deliver superior products and services that satisfy customer needs and requirements.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. follow sound and fair business practices in all dealings with customers;
2. promote marketing and sales that comply with all applicable laws and regulations (including prohibitions on commercial bribery and kickbacks), observe sound business practices and respect socially accepted ideas; and
3. endeavor to understand customer needs from their perspective and deliver optimal products and services

6. Competition Law and Government Transactions

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.

7. Bribery

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.

8. Environment

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. strive to promote a sustainable environment with the recognition that the Earth is an irreplaceable asset and that there is a collective obligation to leave it to future generations in a sound state;
2. comply with all applicable international, regional and national standards, laws, regulations, agreements, industry guidelines and company rules related to the environment;
3. contribute to society by developing and offering excellent products that incorporate technologies for environmental protection; and
4. strive to reduce the environmental impact of business activities.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. endeavor to do research and development activities and product manufacturing that reduce the impact on the environment, and also work proactively to maximize the efficient use of energy, reduce the use of natural resources and recycle in the course of all business activities in order to prevent global warming and efficiently use resources;
2. continually improve environmental activities by implementing action plans from both short-term and long-term perspectives through daily operations;
3. conduct periodic measurements and inspections and maintain records accordingly. When there is an irregularity, promptly take corrective and preventive measures;
4. perform timely and appropriate environmental impact assessments during the planning of new plants and plant relocations, investment in production facilities, product planning and design and the purchase of new parts, components or materials;
5. try to avoid the use or emission of any substance that, although not prohibited by applicable laws or regulations, is recognized as a threat to the environment by the government or public environmental authority of any country or region in which Toshiba Group operates. If such a substance should be used by Toshiba Group Companies, for whatever reason, every effort shall be made to minimize its environmental impact through application of the best available technology and know-how;
6. try to maintain good and open communication channels for disclosure of sufficient information regarding our environmental activities; and
7. pay due consideration to environmental issues in every-day life, including global warming, and actively participating in environmental activities of local communities.

9. Export Control

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. refrain from any transactions that may undermine the maintenance of global peace and security;
2. comply with all applicable export laws and regulations in each country and region of operation, and with those of the United States if we are engaged in transactions involving U.S. products and technological information; and
3. prepare and implement export control compliance programs (hereinafter called the "Export Control Programs") that stipulate corporate policies and procedures for assuring compliance with the foregoing laws and regulations.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. refrain from any transactions that may undermine the maintenance of global peace and security or any product or technology transactions that may violate the following laws and regulations:
 - all applicable export control laws and regulations in each of the countries and regions where Toshiba Group operates
 - the export control laws and regulations of the United States applicable to transactions involving U.S. products and technological information;
2. assure strict management of transactions from the initial inquiry through the delivery of products and services by observing detailed procedures for control of transactions stipulated in the Export Control Program; and
3. prevent our products from being used for development and manufacturing of conventional weapons and weapons of mass destruction by verifying the end use and the end user of products and technology.

10. Antisocial Groups

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall not have any relationships, including business transactions, with antisocial groups (Note1).

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. refuse participation or contributions by antisocial groups in our business activities, and not promote their activities (Note2);
2. refuse any unjustifiable demand (Note3) decisively and unequivocally; and
3. comply with all applicable laws and regulations governing money laundering (concealing the origins of money obtained illegally).

Note1: Herein, "Antisocial Groups" means any groups or individuals pursuing illicit financial gain by violence, power and fraudulence.

Note2: Herein, "promote their activities" means subscription to or purchase of publications or books, purchase of goods, endorsement by advertisement, offering of services, offering of cash or goods, and any other activities providing benefits or favors.

Note3: Herein, "Unjustifiable demand" means a demand or other action related to business activities made by a member of criminal organization with the threat of violence.

11. Engineering Ethics

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. engage in technology activities with a high level of ethics; and
2. comply with all applicable laws, regulations and contracts.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. utilize their expertise, skills and experience to contribute to the health and happiness of humans and the safety of society;
2. rely on scientific facts and recognize changes in all applicable laws, regulations, and conventional wisdom to make fair and independent judgments and act honestly and with good faith;
3. continuously seek to improve their expertise and capabilities to create new and innovative technology and offer safe and excellent products and services;
4. endeavor to foster future engineers and bestow technology to them; ; and
5. promote more active communication with relevant parties to create an open-minded and transparent working environment.

12. Intellectual Property Rights

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.

13. Accounting

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall comply with all applicable laws and regulations regarding accounting and conduct proper accounts management and financial reporting in accordance with generally accepted principles.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. maintain proper and timely accounts in accordance with generally accepted accounting principles;
2. promote the prompt release of accurate accounts; and
3. endeavor to maintain and improve the accounting management system, and establish and implement internal control procedures for financial reporting.

14. Corporate Communications

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. endeavor to obtain the understanding of stakeholders, including customers, shareholders and the local community, with respect to corporate activities, products and services, and further improve public recognition of Toshiba Group and its corporate image by means of positive and timely corporate communications activities on business information (Note), such as corporate strategy and financial data; and
2. ensure that management policies are well communicated within the company, and promote information sharing as a means of raising morale and creating a sense of unity.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. conduct corporate communications with integrity on the basis of objective facts;
2. conduct corporate communications by appropriate means, to enable customers, shareholders, potential investors and the members of the community of each country or region to obtain a reasonable understanding of Toshiba Group's activities; and
3. obtain prior consent from the persons responsible for corporate communications before disclosing business information to analysts and to the media, including newspapers, magazines and television stations.

Note: Herein, "business information" includes but is not limited to information regarding actions or activities which may raise the suspicion of such actions prohibited by these SOC (hereinafter called "Risk Compliance Information").

15. Advertising

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. use advertising activities to increase public awareness of the Toshiba brand and public awareness of, and trust in, Toshiba Group; and
2. seek heightened awareness of Toshiba Group as a global company and a "good corporate citizen" at national and regional levels.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. increase public trust in the Toshiba brand and acquire the good will and trust of the people in each of the countries or regions in which Toshiba Group operates, thereby creating an environment whereby sustained business development and sales promotion activities may be achieved;
2. not use advertising to cast third parties in a negative light in an attempt to make Toshiba Group appear more favorable, or for any other negative purpose; and
3. not make reference to politics or religion in advertising, cause offense or show disrespect by implying discrimination based on race, religion, sex, national origin, physical disability, age or sexual orientation.

16. Workplace

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. develop a working environment where Employees may perform their duties creatively and efficiently so that they may achieve a work/life balance (i.e., balance between work and home); and
2. endeavor to ensure a safe and comfortable working environment for Employees.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. accomplish their tasks to the utmost of their abilities, in light of their authority and the responsibilities assigned to them by the company, and endeavor to learn continuously and to improve their own abilities;
2. realize employees' work/life balance through various ways of working so that they can maximize their capabilities to the fullest extent;
3. cultivate a workplace environment that encourages the development of open-minded, cooperative and orderly work activities; and
4. maintain safety, cleanliness and good order in the workplace and endeavor to prevent industrial accidents, and try to maintain good health.

17. Information Security

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. properly manage and protect corporate information (Note)(hereinafter including the Toshiba brand and other intangible assets);
2. respect proprietary information and maintain corporate information as confidential, and prohibit disclosure or improper use of corporate information; and
3. strive to prevent information security incidents, and take recovery and corrective measures immediately in the event of an incident.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. not disclose or divulge corporate information, either during or after employment, without following appropriate internal procedures;
2. not use corporate information or company assets to benefit themselves or any third party, to harm the interests of Toshiba Group, or for any other improper use, either during or after employment;
3. not disclose or divulge to the company any confidential or proprietary information belonging to any third party acquired prior to their employment in violation of their obligations to such third parties, including inter alia, former employees and clients;
4. protect any personal data, in accordance with all applicable laws, regulations and company rules, including observance of lawful and appropriate procedures for obtaining and maintaining personal data, and use personal data only for appropriate purposes;
5. observe information security regulations, and endeavor to protect corporate information and use corporate information only in a proper manner;
6. not to use any company-owned information technology equipment or services for any personal purposes;
7. not hurt the informational interests of third parties, such as accessing third party information without authorizations; and
8. not be party to any illegal insider trading (i.e., using nonpublic corporate information in trading the shares or the like of a company)

Note: Herein, "corporate information" means all information, including personal information, third party information such as customer and supplier information and company information (hereinafter including information relating to third parties) that is handled by the Directors and Employees in the course of conducting business, except information open to the public.

18. Company Assets and Conflicts of Interest

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. properly manage company assets (hereinafter including the Toshiba brand and other intangible assets); and
2. always act in the best interest of the company.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. refrain from diverting or appropriating company assets for personal use and endeavor to maintain company assets;
2. refrain from making improper use of company equipment and facilities;
3. not make unauthorized use of their position or authority within the company to benefit themselves or any third party or to impair the credibility or brand name of the company; and
4. avoid business relationships with customers, suppliers, and competitors of the company that would pose a conflict of interest.

19. Community Relations

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

1. 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;
2. support Directors and Employees in undertaking voluntary activities and give full consideration to each individual's desire to exercise his or her civil rights;
3. make appropriate donations in each country and region where Toshiba Group operates, after considering the contribution to the community, the public nature and the reasons for making donations; and
4. try to improve the brand image in all aspects of their relationships with the communities.

2. SOC for Toshiba Group Directors and Employees

Directors and Employees shall:

1. assure that Toshiba Group Companies undertake all activities in harmony with the community, by respecting the local culture and community traditions and customs;
2. actively participate in developing communication with the local community, to encourage and maintain mutual respect and understanding;
3. actively participate in community social and voluntary activities;
4. act responsibly and with integrity as a member of society; and
5. aspire to exhibit honesty and integrity in words and actions with an awareness of being member of Toshiba Group, whether at the workplace, in public places, or online.

Scope and Implementation

1. Scope of the SOC

1. These SOC shall, on their adoption by each Toshiba Group Company by resolution of the board of directors or other appropriate corporate actions, apply to all Directors and Employees, including advisors and contract employees;
2. The SOC does not state or establish legal obligations on the part of the Toshiba Group and does not create any legal rights or claims on the part of any person. Instead, the SOC sets forth the values of the Toshiba Group and the expectations that the Toshiba Group has for its Directors and Employees. In many instances, these values and expectations exceed applicable legal obligations.

2. Implementation of the SOC

1. Each Toshiba Group Company shall appoint a "Chief Implementation Administrator" to assume overall responsibility for implementation of the SOC. The Chief Implementation Administrator of Toshiba Corporation shall be the Chief Risk-Compliance Management Officer;
2. Each Chief Implementation Administrator may appoint, as necessary, "Implementation Administrators," who shall be responsible for the implementation of each article of the SOC. Within Toshiba Corporation, the General Manager of each staff division shall assume the role of Implementation Administrator. In this capacity, they are responsible for implementation of the SOC in their divisions and also for guiding implementation in Toshiba Group Companies for which they are responsible;
3. The corporate staff division of each Toshiba Group Company in charge of any of the items of these SOC shall formulate relevant rules or compliance programs and shall support that Toshiba Group Company's Implementation Administrators and any related companies by providing information and advice on formulating implementation rules and on developing educational programs;
4. Toshiba Corporation's Corporate Representatives responsible for overseas business in their respective regions shall guide, support and cooperate with Toshiba Group Companies' overseas offices and subsidiaries in implementing the SOC in the businesses for which they are responsible; and
5. CSR department and legal department shall be the bodies responsible for the maintenance of the SOC and the promotion and support for the adoption and implementation of the SOC by the Toshiba Group Companies.

3. In-house Information Reporting System and Protection of Information Providers

1. Toshiba Group Companies shall establish an in-house information reporting system to ensure that Toshiba Group Directors and Employees are able to report Risk Compliance Information (Note) directly to Chief Implementation Administrators or the division responsible for risk-compliance matters;
2. Directors and Employees of each Toshiba Group Company are to report any Risk Compliance Information they have to their supervisors immediately or provide such information using the in-house information reporting system;
3. The Chief Implementation Administrators, the divisions responsible for risk-compliance matters and supervisors who receive Risk Compliance Information must respond and act promptly and appropriately; and
4. Directors and Employees who provide Risk Compliance Information for good reason and in good faith must not be treated disadvantageously on the grounds that they provided such information.

4. Disciplinary Action

Any conduct in violation of these SOC shall be subject to disciplinary measures up to and including dismissal, according to and as set forth in each Toshiba Group Company's Disciplinary Rules/Staff Handbook.

Note: "Risk Compliance Information" means any information regarding actions, or activities which may raise the suspicion of actions prohibited by these SOC.

CSR Management of Toshiba Group

CSR Management

Toshiba Group is guided by our principle "Committed to People, Committed to the Future" as its Basic Commitment of the Toshiba Group. We believe in contributing to the development of a sustainable society by solving global social issues through our business, giving priority to human life, safety and compliance.

Toshiba Group promotes CSR management as the foundation of all of our corporate activities. We engage in dialogue with customers, shareholders, investors, suppliers, employees, local communities, and other stakeholders, while we implement fair and sincere corporate activities based on the Standards of Conduct for Toshiba Group.

CSR Management



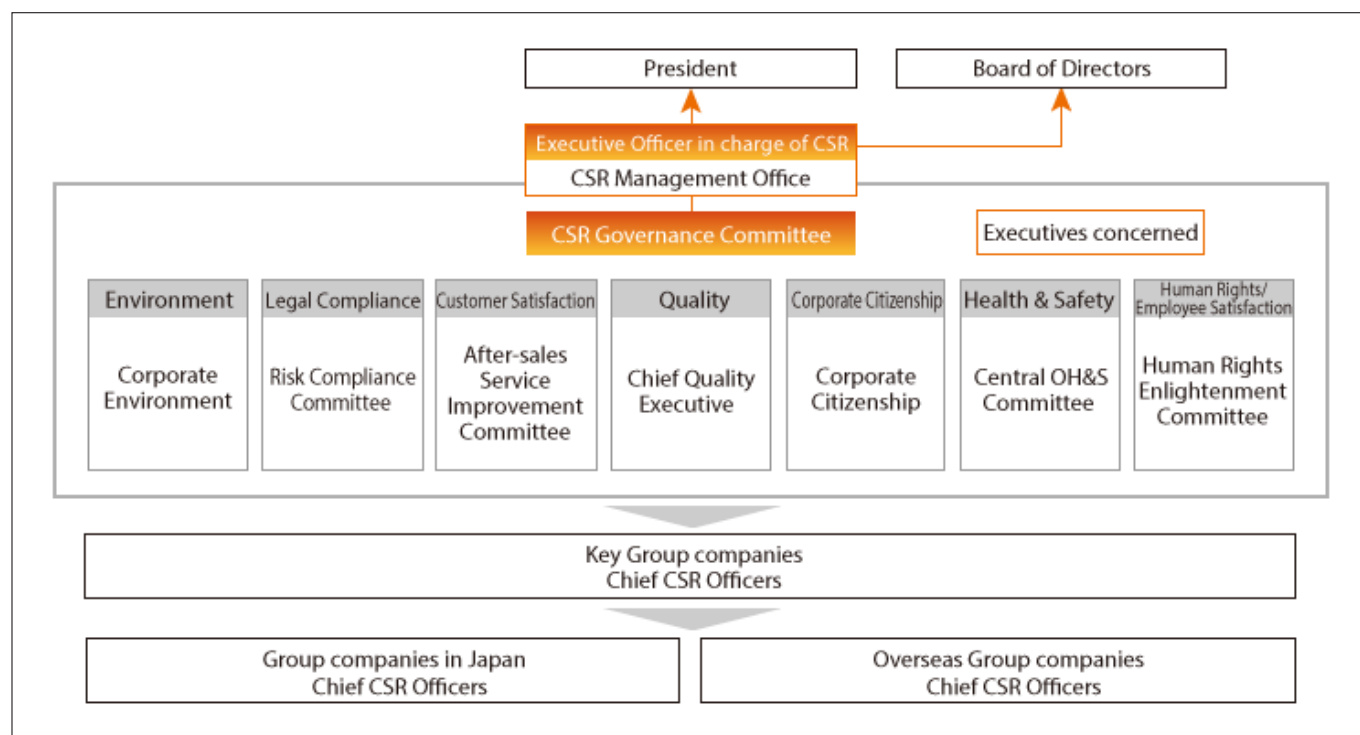
 [Toshiba Group's Value Creation Cycle](#) (PDF:194KB)

CSR Management structure

Toshiba established an internal organization to promote CSR in 2003 and has put in place a Group-wide CSR management system. The CSR Governance Committee, consisting of the Executive Officer in charge of CSR and the executives concerned, holds meetings as appropriate in order to discuss and determine Toshiba Group CSR Action Policy. Based on the policies determined, the Corporate Environmental Management Committee, Risk Compliance Committee and other relevant committees (see the chart below) establish key performance indicators (KPIs) and implement action plans for each of the topics for which they are responsible.

Group companies in Japan and overseas appoint their own Chief CSR Officers. They ensure the implementation of Toshiba Group's CSR Action Policy and check the progress regarding key issues for the companies.

CSR Management structure



The Corporate CSR Meeting is held four times a year and attended by representatives from CSR-related divisions such as general affairs, human resources, environment, procurement, legal affairs, and quality assurance to verify the progress of activities. The annual CSR Forum provides opportunity for Chief CSR officers of key Group companies to deepen their understanding of global CSR issues. In FY2018, we invited Ms. Emiko Nagasawa, Deputy Director of the SDGs Promotion Bureau at Japan Business Federation to the CSR Forum as an outside lecturer. The lecture was titled "Promoting CSR to enhance corporate value." The lecture also included case studies on business and human rights. Participants commented that the event served to reaffirm the importance of CSR activities, and that it made them understand the close correlation between CSR and our business activities while also pointed out that the philosophy of CSR is not fully recognized internally. There is a more need to further strengthen CSR.

Monitoring

We have been conducting the Global CSR Survey annually since FY2005 in order to check and improve CSR-related activities at overseas Group companies.

The survey consists of items concerning human rights, labor, ethics, supplier management. In FY2018, we surveyed 122 overseas Group companies.

The answers submitted by overseas Group companies are gathered, analyzed and shared with the departments in charge and corrective actions are requested where improvements are necessary.

Increasing Employee Awareness of CSR

In order to raise CSR awareness throughout Toshiba Group, the Chairman and President reaffirm the philosophy of Basic Commitment of the Toshiba Group at every opportunities, such as the start of each term, at company ceremonies, and at start-of-year addresses. The importance of CSR management is also communicated. Their messages are circulated among domestic and overseas facilities and Group companies through in-house media and the management system. We also conduct CSR trainings for newly hired employees and newly appointed officers every year as well as e-learnings in line with the Standards of Conduct for Toshiba Group in areas such as the environment, information security, human rights, and engineering ethics.

Toshiba Group's CSR Month

The Toshiba Group has designated December as its CSR Month since FY2006. During this month, we assess our CSR initiatives and conduct Group-wide events comprehensively, such as the CSR Conference as well as social contributions activities at each Group companies and business sites. In FY2018, a message from the chairman was sent to all Toshiba Group employees so that each employee could reaffirm the significance and initiatives of the Group's CSR. Additionally, Toshiba Group Volunteer Day was held around December 5, the International Volunteer Day, to provide volunteering opportunity for all Toshiba Group employees.

On December 18, we held our annual CSR Conference, which was attended by executive officers, employees, and labor union representatives, and other Group employees were able to watch the recorded event on the internal network. In the conference, the Chairman emphasized the importance of promoting CSR management and presented awards for outstanding efforts related to social contribution and promotion of health and safety activities.

CSR Management of Toshiba Group

Material Issues


Toshiba Group identified "Respect for Human Rights," "CSR Management in the Supply Chain," and "Environmental Management" as material issues (key themes) in 2013 following consideration of self-evaluations based on ISO 26000, opinions received via dialogue with stakeholders and evaluative reviews from third-party organizations, and respecified the issues in March 2015. Since then, we have continued our efforts to tackle these issues.

The Toshiba Group's Material Issues



Process of Material Issue Identification

Process of Material Issue Identification

Process 1	Self-evaluation based on the ISO 26000 core subjects Related corporate divisions perform self-evaluation based on the items of the seven ISO 26000 core subjects: organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues and community involvement and development.
Process 2	CSR activity review by a third-party organization Based on the results of self-evaluation, a third-party organization conducts a CSR activity review targeting CSR-related divisions through interviews and evidence checks. We then confirm the gap between Toshiba Group activities and society's demands.
Process 3	Extraction and identification of material issues Based on the core subjects (345 items) of ISO 26000, we analyze the importance to stakeholders and to Toshiba Group, map them in the general order of high, medium and low priority and identify material issues.  Prioritizing to identify material issues (180KB)

Toshiba has outlined initiatives related to material issues for FY2018 in its ESG activity report.

ESG Activity Report

- > [Respect for Human Rights](#)
- > [CSR Management in the Supply Chain](#)
- > [Environment \(Environment Website\)](#)
- > [Performance Indicators](#)

Regular Dialogues with Stakeholders

We maintain dialogues with our stakeholders at all times when identifying material issues. Toshiba Group values regular dialogues with stakeholders, and assesses its own efforts based on the results of such dialogues, leveraging them when developing and executing measures.

Stakeholders	Major dialogues and their opportunities	
Customers 	Routine sales activities, Call center (via phone and email, etc.), and Exhibitions	
Shareholders / Investors 	General meeting of shareholders, Shareholder newsletters, Communication with institutional investors and securities analysts, and IR Website	
Suppliers 	Routine procurement activities, CSR survey and Supplier whistleblower system "Clean Partner Line"	
Employees 	Employee morale survey (TEAM Survey), Dialogues, Information exchange meetings, 360-degree survey, In-house website, Whistleblower system "Toshiba Hotline" and "Audit Committee Hotline," In-house communication magazine, and Labor-management negotiation	
Local communities 	Dialogues, Information exchange meetings, Factory visits, and Employees' participation in community activities and local volunteer activities	
Governments and public bodies 	Dialogues with economic and/or industry associations	
NPOs/NGOs 	Dialogue through collaboration and Exchange of views at stakeholder dialogues	

- > [Stakeholders](#)

SDGs Initiatives

Toshiba Group and the SDGs

The cornerstone text of the Basic Commitment of Toshiba Group is “Committed to People, Committed to the Future.” This underlines Toshiba Group's timeless commitment to contributing to the development of society through our business activities and is consistent with the United Nations Sustainable Development Goals (SDGs) that aim to realize a sustainable society.

Toshiba Group always acts with integrity and has a passion for changing the world for the better, envisioning a future for generations to come and joining with stakeholders to build a new tomorrow. Based on this ideal, we will continue as before to combine the creative power and technological expertise we have built up over the years to tackle social issues that are becoming increasingly complex and serious with the aim of launching a new future.

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

SUSTAINABLE DEVELOPMENT GOALS

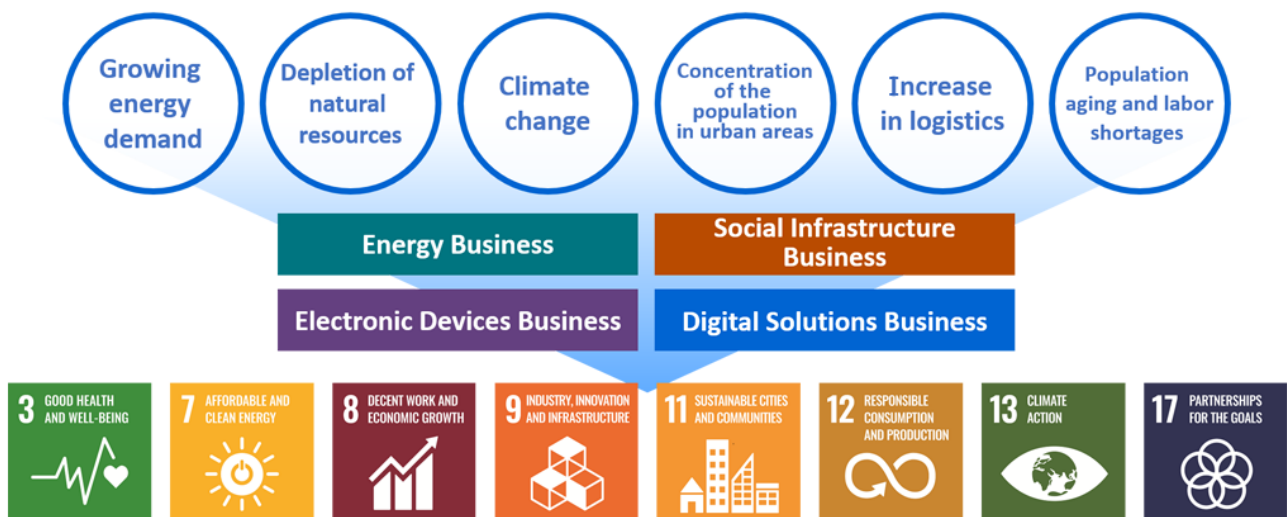


Contributing to the SDGs through Our Corporate Activities

In 2018, the SDGs Promotion Team consisting of Toshiba's corporate divisions led efforts to clarify the relationship between our business and the SDGs in conjunction with key Group companies. Opinions were exchanged on the impact across the value chain on society in order to promote understanding of the SDGs and advance initiatives throughout Toshiba Group. As a result, eight goals were identified as providing the platform to contribute to the achievement of the SDGs through Toshiba Group's business, with plans to accelerate these initiatives announced in

 [The Toshiba Next Plan \(FY2019-23 Business Plan\) \(PDF:2.27MB\)](#).

Social Issues



Energy Business Domain



Electricity is indispensable for contemporary lifestyles. Toshiba Group provides various power generation systems that include thermal, nuclear and renewable energy systems as well as power transmission and distribution systems that deliver generated electricity. This ensures the stable supply of electricity and contributes to the creation of foundations that lead to a better life. Moreover, we offer solutions using hydrogen and are tackling the issue of using renewable energy as main power source. At the same time, we have developed heavy ion therapy equipment that leverage technology accumulated in nuclear power business and are currently working to reduce the size of the equipment in order to disseminate their use and application. Although it's difficult to avoid CO₂ emissions from the systems being used in production and manufacturing sites, advancing technologies in the Internet of Things (IoT) and Artificial Intelligence (AI) has helped reduce emissions as part of efforts to combat global warming.

Toshiba Group's Energy Business aims to continue fashioning a society built on sustainable energy by realizing both the stable supply of power and harmony with the environment as well as creating next-generation energy-related services and new value that the world needs.

Toshiba Energy Systems & Solutions Corporation

[Hydrogen Energy](#)
[Heavy ion therapy](#)

Social Infrastructure Business Domain



Toshiba Group aims to realize a sustainable society that is safe, secure and reliable in an era characterized by the issue of increasing population concentration in urban centers worldwide. We provide products and systems that help develop cities, revitalize communities and enable more comfortable living. These include systems and solutions supporting society such as water supply and sewerage, highways, disaster prevention, broadcasting, telecommunications, security and automation, railways, motors and inverters, and industrial equipment; building solutions in such areas as elevators and escalators, air-conditioners and lighting; retail and printing solutions for offices and stores; and power storage batteries for hybrid cars and railways. Toshiba Group is also striving to resolve issues such as increasing consumption of energy generated in the pursuit of more convenient and enriched lifestyles for people as well as growing waste. Efforts include reducing the environmental burden of products and systems delivered to customers, promoting the efficient use and reuse of resources such as water, electricity and raw materials in production processes for products and systems, and minimizing the total volume of waste generated. Going forward, we aim to contribute to the realization of a more resilient and sustainable society by taking advantage of our extensive track record and knowledge, and further embracing the IoT and AI.

Toshiba Infrastructure Systems & Solutions Corporation

[Zero Liquid Discharge \(ZLD\) System](#)
[Energy-Saving Railway Systems](#)

Toshiba Tec Corporation

[Core technologies that support Logistics](#)

Toshiba Elevator and Building Systems Corporation

Smart Receipt, Electronic receipt service

Toshiba Lighting & Technology Corporation

[Machine-Room-Less Elevator SPACEL-III](#)

Toshiba Carrier Corporation

[LED high-bay lighting fixture \(Japanese\)](#)

Spot and Zone Air-Conditioning Systems

Electronic Devices Business Domain



As the volume of information grows in business and in life, there is an increasing shift toward more energy-efficient electronic equipment, automation in industrial machinery, and automotive electrification and computerization. Toshiba Group is aiming to create a new society in which anyone can live comfortably and safely by responding to these changes.

As an example, an image recognition processor being introduced into advanced driver-assistance systems (ADAS) for automobiles supports people in a wide range of fields such as automatic control of lighting and air-conditioning, evacuation guidance in a disaster and nursing and child care through use in smart communities. The product therefore helps in the realization of a sustainable society.

In the Electronic Devices Business, we run our operations with the core aim of conducting steady manufacturing. We remain keenly aware of global standards when it comes to the issue of conflict minerals in our procurement of raw materials and to such challenges as waste from packaging due to increasing demand, and take proactive steps to prevent potential problems and make appropriate response as required. Going forward, we will continue to deliver products to the world that contribute to people's lives and the advancement of industry by promoting innovation with value placed on collaboration with customers.

Toshiba Electronic Devices & Storage Corporation

[Image Recognition Processors Visconti™ Family](#)
[Power device MOSFETs](#)

Digital Solutions Business Domain



Advancements in digitization have helped connect people with all kinds of things, prompting significant change in the structure of the global industrial structure. Toshiba Group takes full advantage of our experience in IoT and AI and the knowhow cultivated over many years to help resolve increasingly complex social issues through digital transformation and the co-creation of new value together with customers. In addition to the energy and social infrastructure domains, we also provide manufacturing IoT solutions that drive total production optimization, which includes rendering data more visible throughout the product lifecycle, enhancing productivity and quality, and maintaining operations. The continued use of the IoT in the industrial domain has led to the need for new risk countermeasures in terms of cyber security due to internet connectivity. This demands the establishment of industrial IoT security since traditional information security measures are inadequate in this regard.

Toshiba Group aims to realize a digital society that is kind to people and enables more comfortable living. We can achieve this by providing peace of mind and safety through the integration of knowledge and technology in diverse security measures based on a deep understanding of the frontline built up in the creation of social infrastructure.

Toshiba Digital Solutions Corporation

[Manufacturing IoT solutions](#)

Toshiba Group is taking steps in its corporate activities to support business aimed at achieving the SDGs.



With the SDGs, working toward one goal has the ripple effect of contributing to another goal, and as such, Toshiba Group is determined to undertake initiatives that extend beyond the aforementioned 10 goals to cover all 17 of the goals.

Activities to permeate internal understanding of the SDGs

Toshiba Group undertakes various activities to boost awareness internally of the importance of the SDGs as part of our program to help achieve these goals.



April 2018
Peter D. Pedersen explains the perspective of resolving global social issues in a lecture titled “Is there a path to new business development based on Society-in, the next innovation frontier?”.



June 2018
Conducting a workshop for engineers at Toshiba Fuchu Complex to show how the SDGs are everyone's problems to resolve



September 2018
Kazuo Tase, CEO at SDG Partners, Inc. and Akitsugu Yamaguchi, Director at Toshiba Digital Solutions Corporation, discussed the SDGs in a dialogue.



December 2018
A briefing on the SDGs given by the CSR Management Office for branch managers of Toshiba Corporation from all around Japan



December 2018
Chairman Kurumatani discusses Toshiba Group's SDGs initiatives at the 14th Toshiba Group CSR Conference.



February 2019
Kazuo Tase, CEO at SDG Partners, Inc., gives a lecture to SDGs managers from core Toshiba Group companies on the topic, “The corporate value demanded today and the SDGs.”



Toshiba Life, August 2018 issue, Special edition Vol. 13 (Japanese)
The topic “SDGs and what we can do today to realize our philosophy, ‘Committed to People, Committed to the Future’” was discussed in the aforementioned in-house communication magazine for Toshiba Group employees and their families.



Toshiba Clip released in August 2018
The topic “Design philosophy x Amazing technology applied to business for SDGs” was included on the public website introducing trends of “Toshiba companies around the world.”

◆Toshiba Group initiatives tackling the SDGs are also introduced in “[Actions for the Achievement of Sustainable Development Goals \(SDGs\)](#)” (Toshiba Group Environmental Website).

Participation in External CSR Organizations

Active Participation in and Cooperation with External CSR Organizations

Toshiba Group promotes participation and collaboration with external CSR organizations, industry associations, government, international organizations and NGOs.

Membership in CSR-related organization

- [UN Global Compact](#)
- [Responsible Business Alliance](#) (RBA)
- [World Economic Forum](#) (WEF)
- [Science and Technology in Society Forum](#) (STS Forum)
- [Busibess for Social Responsibility](#) (BSR)
- [Council for Better Corporate Citizenship](#) (CBCC)
- [Task Force on Climate-related Financial Disclosures](#) (TCFD)

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 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 emergence of a sustainable global economy.

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

Toshiba clarifies the implementation progress of the ten principles of the Global Compact by submitting a COP advanced level report once per year.

> [United Nations Global Compact "Communication on Progress \(COP\)"](#)

> [United Nations Global Compact](#)



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



Certificate

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](#)

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 is founded in October, 2004, and as of April 2017 110 companies all over the world have joined. Toshiba Joined in June 2011 to promote supply chain CSR based on global standard.

*In October,2017,EICC changed to RBA.

> [RBA](#)



Participation in the World Economic Forum

The World Economic Forum (WEF) is an international platform which brings together corporate CEOs, political leaders, scholars, journalists, and others who take global leadership roles to discuss important issues facing the world such as those related to the environment, energy, and health etc.

Toshiba Group participated in the forum as a Partner and the Toshiba representative served as a co-chairman at the 2013 Annual Meeting in Davos, Switzerland. Currently, we are participating as a managing company in the Infrastructure & Urban Development Community Initiative, which discusses how to achieve sustainable infrastructure and economic development, as well as in the Future of Production Initiative, which assesses future possibilities of the manufacturing industry, and the Future of Energy Initiative, which discusses more sustainable and affordable energy. We also actively participate in regional meetings held in countries around the world in order to contribute to solving problems unique to individual regions.

> [World Economic Forum](#)

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, gathers 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.

In addition to attending annual general conferences, we also participate in science and technology dialogues held in countries around the world, including India and Kenya.

> [STS Forum](#)

Participation in BSR

Business for Social Responsibility (BSR) is a global nonprofit organization for CSR activities which is established in the U.S. in 1992. 250 or more global organizations and companies had participated as a member, and Toshiba joined in 2003.

We engaged in stakeholder dialogues facilitated by BSR, and participated in Study Forums on human rights and supply chain CSR.

> [BSR](#)



Participation in CBCC

Council for Better Corporate Citizenship (CBCC) is an association, established in 1989 by Keidanren (Federation of Economic Organizations), which supports Japanese company to be accepted by regional communities as "Good corporate citizen" as well as promotes CSR activities in practice. Toshiba joined CBCC from its establishment, and currently takes part in activity as a member of planning committee.

> [CBCC](#)

Supports and to promote recommendations of Task Force on Climate-related Financial Disclosures (TCFD)

TCFD is a private-sector-led task force established in 2015 by the Financial Stability Board in order to enhance climate-related information disclosure of companies. Toshiba Group expresses its support for the TCFD's recommendations released in 2017, and will actively disclose information on financial impacts of climate change. Additionally, Toshiba Group has become a member of the TCFD Consortium, a Tokyo-based initiative dedicated to promoting the goals of the TCFD, a step which leads to the enhancement of our own ESG information disclosure.

> [TCFD](#)



Related Information

> [Toshiba press release, "Toshiba Joins the United Nations Global Compact and Revises the Toshiba Group Standards of Conduct"](#)
(January 6, 2004)

Stakeholders

Toshiba Group's business activities involve relationships with diverse stakeholders. Here we clarify definition of each stakeholder, points of communication, and responsibilities of Toshiba Group.

Major Stakeholders

✓ Customers

With its wide range of products - from electric 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.

✓ Global environment

We are promoting business activities in harmony with the global environment.

✓ NPOs/NGOs

We cooperate with and draw on the strengths of NPOs and NGOs on areas such as the environment, human rights, and social contributions, and always endeavor to engage in constructive dialogue with them.

✓ Governments and public bodies

Toshiba Group operates worldwide. Governments and public bodies of many countries are also our customers.

✓ Local communities

Toshiba Group has major business sites in over 30 countries worldwide. In carrying out our business operations, we respect the cultures, history, and customs of people in each region.

✓ Shareholders/ Investors

Toshiba has approx. 270,000 shareholders. Of the 540 million shares issued, 10.1% are held by financial institutions, 16.8% by individuals and others, and 69.8% by overseas investors. (as of March 31, 2019).

✓ Suppliers

Toshiba deals continuously with the total number of 7,000 suppliers worldwide (as of March 31, 2019)

✓ Employees

Approx. 130,000 people work for Toshiba Group at 350 companies, including approx. 80,000 employees working in Japan and approx. 50,000 employees overseas (as of March 31, 2019).



Examples of Communications



Customers

Key responsibilities

- Supplying products in a stable manner
- Providing safe, secure 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.

> [Enhancement of Customer Satisfaction](#)



Shareholders/Investors

Key responsibilities

- Disclosing information in a timely and appropriate way
- Providing an appropriate return of profits
- Maintaining and enhancing corporate value
- Responding to the needs of SRI organizations and ESG investment

Major means of identifying stakeholders' views and requests

- General Meeting of Shareholders
- Shareholder Newsletters
- Communication with Institutional Investors and Securities Analysts
- IR Website

Toshiba will continue to actively disclose risk and other information, so that the disclosure structure throughout the entire Toshiba Group may provide information promptly, and contribute to our shareholders' and investors' profits.

Communication with Shareholders [Point of contact: Legal Affairs Division and Corporate Communications Division]

General Meeting of Shareholders

On June 27, 2018, Toshiba held its ordinary general meeting of shareholders, which was attended by 619 people. At the ordinary general meeting of shareholders, we obtained approval for four agenda items such as the election of directors and share consolidation and others. On June 26, 2019, Toshiba held its ordinary general meeting of shareholders, which was attended by 752 people, and we obtained approval for two agenda items: Amendment of the Articles of Incorporation and the election of directors.

We will continue to make efforts to run our general meetings of shareholders so that our shareholders may have a better understanding of Toshiba.

Publication of Shareholder Newsletters

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

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

Communication with Investors [Point of contact: Corporate Communications Division]

Communication with Institutional Investors and Securities Analysts

We hold analyst briefings on the same day as our quarterly business results announcements. We also hold strategy briefings and factory tours for individual businesses. Executive officers, including the CEO, visit major shareholders in Japan twice a year. We also actively communicate with overseas investors, and executive officers, including the CEO, visit major shareholders in the U.S., Europe and Asia to explain business activities and management policy. We also participate in conferences, both overseas and in Japan.

Further, we have decided to set up a mechanism for dialogues between an outside directors and shareholders that was pointed out as one of future issues in the evaluation of the effectiveness of the Board of Directors. Accordingly, in January 2019 we held a meeting between the chairman of the Board of Directors, who is an outside director, and a group of shareholders from both overseas and Japan.

> [Meeting between an outside director and a group of shareholders](#)

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 to evaluate their investment decision. We meet investor requests by providing audio feeds, including live streaming, of presentations and Q&A sessions during major briefings for analysts.

We also set up the questionnaire page on our website.

> [IR Website](#)

> [Questionnaire on the IR Website](#)



Suppliers

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

- Routine procurement activities
- CSR survey
- Clean Partner Line

Communication with Suppliers [Point of contact: Procurement Division]

Request to suppliers for promoting CSR management

We ask suppliers to promote CSR management through daily procurement operations. In FY2014, we revised our procurement policy so that the priority requirement when choosing new suppliers upon starting or continuing business relationships is to comply with laws and ordinances as well as social codes, and we made this revision fully known to each of Toshiba Group's approx.10,000 suppliers (cumulative total). In addition, we conduct surveys on suppliers based on the [RBA Code of Conduct](#) presented in Toshiba Group's procurement policy to confirm the status of compliance.

> [CSR Management in the Supply Chain](#)

> [Cooperation with Industry Organizations](#)



Employees

Key responsibilities

- Conducting fair assessment and treatment
- Respecting human rights and diversity
- 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)
- Dialogues, information exchange meetings
- 360-degree survey
- CSR workplace meetings
- Providing Information through an in-house website
- Toshiba Hotline
- Audit Committee Hotline
- In-house communication magazine
- Labor-management negotiation

Communication with Employees [Point of contact: Human Resources and Administration Division, Legal Affairs Division, and Corporate Communications Division]

Messages from top executives

Top executives deliver messages to Group employees concerning the importance of such matters as CSR promotion, enhancement of customer satisfaction, strengthening quality and legal compliance. In addition to this, in FY2018 Mr. Kurumatani, new chairman & CEO, explained such matters as a sale of the memory business and policy on shareholder return using video and email.

Employee morale survey (TEAM survey) and disclosure of results

Toshiba 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 each measures, and how widespread this understanding is. We strive to improve the issues that emerge to help enhance corporate culture. The survey assesses employees' understanding of company's measures and whether their working conditions allow them to exercise their abilities. We are also investigating questions about opinions regarding such things as the top management and the status of compliance.

> [Fair Evaluation and Talent Development](#)

360-degree survey

We conduct a 360-degree survey for managers every other year. We investigate managers from multifaceted perspectives with regard to their day-to-day work attitude and actions, with such perspectives including those of managers themselves, as well as of their subordinates, peers, and supervisors. The main aims are to encourage the growth of managers by repeatedly identifying strengths and weaknesses and confirming progress in an objective manner, and to enhance their leadership in order to create a more sound organization.

> [Fair Evaluation and Talent Development](#)

CSR workplace meetings

We hold CSR workplace meetings, 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. Themes are set every year and include communication style, and verification of compliance awareness. Increasing understanding of differences in individual philosophies among employees helps create a better workplace environment for the future and enhance CSR awareness.

> [Risk Management and Compliance](#)



Local communities

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

- Dialogues, information exchange meetings
- Factory visits
- Employees' participation in community activities
- Local volunteer activities

Communication with Local Communities [Point of contact: Each company and business site]

Environmental communication

We communicate information about our environmental efforts, such as factory visits and nature-watching sessions, and the Toshiba Group Environmental Exhibition. This is so that a wide range of stakeholders, such as the communities around our factories and offices, schools, customers, companies, and students, may learn about Toshiba Group's activities, and think about the environment together with us.

> [Environmental Communication](#)

Coexistence with Local Communities

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

> [Coexistence with Local Communities](#)

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.

> [Social Contribution Activities](#)



Governments and public bodies

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

- Dialogues and proposals via economic associations and industry associations

Communication with Governments [Point of contact: Each company, business site, 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, the [World Economic Forum \(WEF\)](#), 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](#)



NPOs/NGOs

Key responsibilities

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

Major means of identifying stakeholders' views and requests

- Dialogue through collaboration
- Exchange of views at stakeholder dialogues

Communication with NPOs and NGOs [Point of contact: CSR Management Office and Environment Management Office]

Support for and collaboration with NPOs and NGOs

We are making the most of our strengths to establish partnerships with NPOs and NGOs across a wide range of areas such as environmental protection, human rights, and social contribution by holding active dialogues with such organizations.

We review our support for and collaboration with NPOs and NGOs based on criteria such as the degree of contribution to solving social problems, relationships with Toshiba's priority business sectors, creativity, pioneer spirit, and relations with local communities.

> [Participation in External CSR Organizations](#)

> [Respect for Human Rights](#)



Global environment

Key responsibilities

- Mitigating climate change
- Reducing waste discharges
- Reducing release of chemicals
- Conserving biodiversity

> [Environment Website](#)

ESG Performance

Main Contents of ESG Performance

Toshiba Group tackles issues related to the environment, social aspects of corporate activities (human rights, personnel training, promotion of diversity, occupational health and safety, CSR Management in the Supply Chain, quality control, customer satisfaction, social contribution activities, etc.) and governance (corporate governance, risk compliance, etc.), setting medium- to long-term vision and implementing initiatives to improve performance.

	Items	Main contents
Environment	Environment	Addressing climate change and energy issues, minimizing energy consumption, minimizing water consumption, and minimizing chemical-related risks
Social	Respect for Human Rights	Policy on human rights, identifying human rights risks, monitoring and education
	Employment and Labor Relations	Relationship with labor unions, labor-management dialogue, and employees data
	Fair Evaluation and Talent Development	Fair evaluations, talent development, and employee morale surveys
	Diversity Promotion	Diversity management, strategies (for women, non-Japanese nationals, disabled persons, elderly people, and LGBT employees), work-style reforms and work-life balance
	Occupational Health and Safety	Occupational health and safety management policy, occupational health and safety management systems, occupational accidents, health management, and supply chain safety management
	CSR Management in the Supply Chain	Procurement policy, CSR promotion support to suppliers, addressing the conflict minerals issue, "greenness" of suppliers and procurement, and reducing GHG emissions in the supply chain
	Quality Control for Safety and Reliability	Quality control policy, quality promotion structure, ensuring product quality, and disclosure of information on quality
	Product Safety and Product Security	Policy, response to product safety accidents, prevention of accident reoccurrence, and disclosure of product safety/quality information
	Enhancement of Customer Satisfaction	Customer satisfaction policy, enhancing customer support, sharing and utilizing customer feedback, protecting customer information, and providing customers with business continuity support
	Universal Design	Policy related to universal design, promotion of universal design
	Coexistence with Local Communities	Check and evaluation of local impacts of establishing new operational sites, contributions to local communities around business sites
	Social Contribution Activities	Basic policy on social contribution activities, expenditures for corporate citizenship activities, and various social contribution activities
Governance	Corporate Governance	Governance policy, governance structure, directors information, and compensation
	Risk Management and Compliance	Whistleblower system, compliance with the antimonopoly act and anti-corruption, fair trading, export control, information security management, product safety information and advertising, BCP, and tax affairs
	Research & Development and Intellectual Property	R&D structure, R&D expenses, collaborations with external parties, intellectual property strategy, patents portfolio, and anti-counterfeit measures

ESG Performance

FY2018 Performance Indicators

Toshiba Group have medium- and long-term key performance indicators according to the ISO 26000 core subjects and are promoting relevant CSR activities.

Governance

Corporate Governance	FY2017	FY2018	FY2018	FY2019
	Achievements	Targets	Achievements	Targets
Number of directors	10	–	12	–
Number of directors not concurrently serving as executive officers	6	Half of all directors	7	Half of all directors
Number of female directors (Percentage of female directors)	1(10%)	Over 1	2(16.7%)	Over 1
> Corporate Governance				

Risk Management and Compliance	FY2017	FY2018	FY2018	FY2019
	Achievements	Targets	Achievements	Targets
Education for "Standards of Conduct for Toshiba Group" (Toshiba Group in Japan)	100%	100%	100%	100%
	"Standards of Conduct for Toshiba Group" was published in 24 different languages. Various education programs are provided such as education based on the needs of employees at different organizational levels, job functions, and e-learning as well as seminars on compliance topics for top executives.			
Number of Workplace CSR meetings ; Number of cumulative participants (Toshiba Group in Japan)	1 82,000	1	1 56,000	1
Percentage of self-audits conducted at Group companies based on "Anti-Bribery Guidelines" and "Guidelines on Contacts with Competitors" (Toshiba Group in Japan)	100%	100%	100%	100%
	In February 2019, we held e-learning on sales risks, and reinforced management of sales-related legal risks.			
Number of reports received by the whistle blower system "Toshiba Hotline" (In-house contact window / attorney's office) (Toshiba Group in Japan)	252 reports (242/10)	—	209 reports (206/3)	—
	Calls reporting inappropriate situations or concerns were reported to the relevant division so that instructions for improvement could be provided or alerts could be issued.			
Number of violations of the Act against Unjustifiable Premiums and Misleading Representations (Toshiba Group in Japan)	0	0	0	0
	We conducted education on advertising and labeling in the e-learning on sales risks, thus ensuring full compliance with advertising and labeling regulations.			
> Risk Management and Compliance				

Environment

[> The Sixth Environmental Action Plan](#) (Environment Website)

Social

Respect for Human Rights	FY2017	FY2018	FY2018	FY2019
	Achievements	Targets	Achievements	Targets
Number of companies surveyed about conflict minerals *1 Cumulative Numbers	Approx. 1,000	–	Approx. 800	–
Toshiba Group conducted a survey on the use of conflict minerals for Toshiba Group suppliers that could have been using 3TG*2 conflict minerals through the Conflict Minerals Reporting Template (CMRT). Toshiba Group carries out due diligence by conducting an additional survey for high risk suppliers. In FY2018 number of companies surveyed has been decreased because of reforming business structure.				
> Addressing the Conflict Minerals Issue				
*1 As Toshiba Group companies conduct surveys based on each contract, we count one contract in case multiple contracts are concluded with one supplier. Also the company numbers are approximate due to their being commercially sensitive information. *2 Abbreviation of four minerals, tin, tungsten, tantalum, and gold, which are specified as "Conflict Minerals".				
> Respect for Human Rights				

Diversity Promotion	FY2017	FY2018	FY2018	FY2019
	Achievements	Targets	Achievements	Targets
Number and percentage of female managers (Toshiba and key Group companies)	374 (4.3%)	7.00%	330 (4.7%)	7.00%
The 7% target will remain until the end of FY2020.				
Percentage of female recruits (Toshiba and key Group companies)	Administrative: 35% Technical: 8.1%	Administrative: 50% Technical: 25%	Administrative: 46% Technical: 14%	Administrative: 50% Technical: 25%
Employee male-female rate (Toshiba and key Group companies)	Male: 86.4% Female: 13.6%	–	Male: 87.4% Female: 12.6%	–
Employment percentage of people with disabilities (Toshiba incl. a special subsidiary company in Japan)	2.33%	2.20%	2.37%	2.20%
In the timing of June, each year. Toshiba Group will continue to operate "Toshiba With", a special subsidiary company aiming to expand workplace for people with disabilities by cooperating with the national and local governments' employment support agencies as well as by using employment support firms effectively.				
Average number of years with company (Toshiba)	Ave.17.5yrs (Male:18.6yrs, Female:14.5yrs)	–	Ave.19.8yrs (Male:20.2yrs, Female:18.2yrs)	–
Leave utilization rate (Toshiba)	74.5%	–	74.9%	–
To reflect the actual situation more accurately, Toshiba shifted to a report on leave utilization rate for Toshiba employees rather than for Toshiba Union members.				

Number of employees to use Childcare leave Percentatge of number to use Childcare leave: (Number of qualified person to use the leave/ Number of qualified person) (Toshiba and key Group companies)	Male: 20 (1.4%) Female: 363	–	Male: 10 (1.8%) Female: 277	–
	Until the end of the month when the child turns 3 years old. It is possible to apply for childcare leave up to three times per child. A handbook focusing on system and application procedure were distributed for promotion.			
Number of employees to use Paternity leave (Toshiba and key Group companies)	382	–	194	–
	Up to 5 paid holidays (100%) consecutively or separately, including the day of birth, within 6 weeks of the birth.			
Number of employees to use Family care leave (Toshiba and key Group companies)	Male: 5 Female: 2	–	Male: 6 Female: 5	–
	Up to 365 days in total per person requiring nursing care. A handbook focusing on system and application procedure were distributed for promotion.			
Number of employees to use short-time shift (Toshiba and key Group companies)	Male: 11 Female: 462	–	Male: 5 Female: 329	–
	Employees who are raising children who have not yet completed elementary school.			
> Diversity Promotion				

Occupational Health and Safety	FY2017	FY2018	FY2018	FY2019
	Achievements	Targets	Achievements	Targets
Percentage and number of Group companies in Japan (manufacturing) that have acquired OHSAS18001 certification	100% (54)	100%	100% (54)	100%
	Toshiba Group assessed risks related to OHSAS18001 and promoted to reduce such risks.			
Lost-time frequency rate (Number of fatal accidents) (Toshiba Group in Japan)	0.21 (0)	— (0)	0.21 (0)	— (0)
	Lost-time frequency rate: The number of lost time injuries occurring in a workplace per 1 million man-hours worked. Result of our performance is less than average for all industry in Japan (1.83 days), manufacturing industry in Japan (1.20 days), and electrical appliance manufacturing industry in Japan (0.58 days) of Industrial Accident Statistics (FY2018) issued by the Ministry of Health, Labour and Welfare.			
> Occupational Health and Safety				

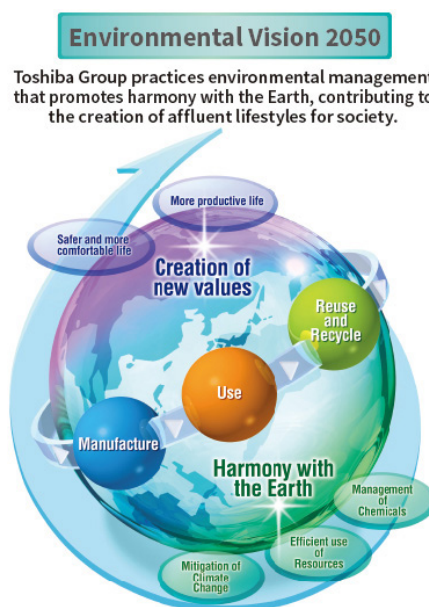
CSR Management in the Supply Chain	FY2017	FY2018	FY2018	FY2019
	Achievements	Targets	Achievements	Targets
Percentage of suppliers consenting for the Toshiba Group Procurement Policy	96%	100%	96%	100%
	Consent was not gained from certain new suppliers due to the impact of structural reforms. We continue working to gain consent from all suppliers.			
Number of suppliers at which the CSR survey is conducted ^{*3}	6,209	6,000	6,277	6,000
	In terms of considerations to labor, safety, and the environment, and prohibition of child labor, we have stated in the Toshiba Group Procurement Policy that we will promote activities that follow the RBA Code of Conduct. We confirm the situation regarding our suppliers' management of these individual items every year, through the supplier CSR survey.			
Number of suppliers at which the CSR survey is conducted ^{*3}	Guidance and support provided: 358 Transaction suspended: 2	—	Guidance and support provided: 183 Transaction suspended: 2	—
	Should a supplier breach the Toshiba Group Procurement Policy, Toshiba Group firstly request the company to take any corrective actions and provide guidance and support if needed. If it is found out that the supplier is not be able to take such actions or correct the situation, we will suspend the transaction with the company.			
*3 As Toshiba Group companies conduct surveys based on each contract, we count one contract in case multiple contracts are concluded with one supplier.				
> CSR Management in the Supply Chain				

Social Contribution Activities	FY2017	FY2018	FY2018	FY2019
	Achievements	Targets	Achievements	Targets
Expenditures for Social Contribution Activities including donations for natural disasters, etc.	1.79 billion yen	–	1.80 billion yen	–
Number of social contribution programs	1,815	–	1,527	–
	In FY2018, we held the Toshiba Group Volunteer Days (previously Toshiba Group Simultaneous Social Contribution Activities) 2018 on or around December 5th, International Volunteer Day. A total of 446 social contribution activities were carried out in Japan and worldwide.			
> Social Contribution Activities				

ESG Performance: Environment

Environmental Management

Toshiba Group has developed “Environmental Vision 2050,” a long-term vision under which we aim to realize a world in which people can enjoy affluent lifestyles in harmony with the Earth by the year 2050. Toshiba Group strives to provide more comfortable and safer lifestyles and create enriched value for society, and also strives for harmony with the Earth by working to mitigate climate change, use resources efficiently, and manage chemicals properly throughout the lifecycle of products.



Medium- to Long-term Vision

Toshiba formulated and is promoting its Sixth Environmental Action Plan (FY2017 to FY2020) comprised of concrete environment-related medium-term goals and will strive to reduce environmental impacts in the lifecycle of its products and services toward the realization of “Environmental Vision 2050.”

FY2018 Achievement

■ Reducing environmental impacts in manufacturing

Reduction of GHG emissions*¹ 1.24 million t-CO₂

We actively introduced energy conservation measures and endeavored to raise production efficiency at each site, enabling us to reduce emissions.

*1 The power receiving end coefficient (in Japan: 5.31t-CO₂/10,000kWh) is used as the CO₂ emission coefficient for electricity in the calculation of CO₂ emissions. Overseas electricity is based on the GHG Protocol data.

Reduction of waste volumes*² 40,000 tons

We worked to turn more waste into valuables through efforts to improve production processes and sort waste more carefully. Waste volume in FY2018 was 40,000 tons and the target was achieved.

*2 Obtained by excluding the volume of objects with value from the total volume of waste generated

Improvement of the amount of water received per unit production*³ 92% of FY2013 level

We promoted use of recycled wastewater discharged at production sites and improvement of facilities by the introduction of systems for use of rainwater. The amount of water received per unit production in FY2018 was 92% compared with FY2013 and the target was achieved.

*3 Volume-based nominal outputs are used as an indicator.



Fuchu Complex is promoting introduction of photovoltaic power generation and high-efficiency production facilities

■ Improving environmental performance of products and services

Increasing reduction of CO₂ emissions through of energy technologies

8.38million t-CO₂

We developed and promoted a wide range of low-carbon energy technologies, including hydroelectric, geothermal, photovoltaic, and high-efficiency thermal power. In FY2018, the cumulative total of reduction of CO₂ emissions since FY2017 amounted to 8.38 million tons.



Courtesy of Omat

Sarulla Geothermal Power Plant in Indonesia

Increasing reduction of CO₂ emissions by means of products and services

3.78million t-CO₂

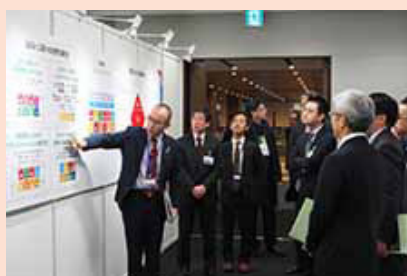
We developed and offered products and services with high energy-saving performance, including social infrastructure products and industrial equipment. In FY2018, the cumulative total of reduction of CO₂ emissions since FY2017 amounted to 3.78 million tons.



Rechargeable battery SCiB™

■ Environmental Communication

The 27th Toshiba Group Environmental Exhibition was held as part of efforts to build a network with stakeholders, drawing around 2,600 visitors from inside and outside the Company. The topic for the event concerned contributions for achieving SDGs, where 40 best practices for products and services, manufacturing, and basic activities that help resolve social issues were introduced.



27th Toshiba Group Environmental Exhibition

Future Challenges and Initiative

Toshiba will continue to actively implement activities aligned with its Sixth Environmental Action Plan toward the resolution of various environmental issues such as climate change and resource depletion. The Group declared its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in May 2019 and will work to analyze risks and opportunities that climate change will bring to its businesses and actively disclose climate-related information.

Environmental Policy

Toshiba Group has formulated the [Basic Policy for the Environment](#) that lays out specific environmental strategies to be shared by all members of the Group.

Environmental Management Structure

Under the environmental management structure that covers the entire Toshiba Group, Toshiba periodically convenes a meeting of the Corporate Environmental Management Committee, a decision-making organization for environmental management, to discuss measures and policies.

- > [Environmental Management Structure](#)
- > [Environment](#)
- > [CSR Management](#)

ESG Performance: Social

Respect for Human Rights

Guided by The Basic Commitment of the Toshiba Group, we respect the rights of all stakeholders, such as our employees, customers, and shareholders. We support the universal principles regarding human rights and labor practices, including the Universal Declaration of Human Rights, and respect human rights through sound business activities.

Medium- to Long-term Vision

- Raise awareness on respect for human rights.
- Identify priority areas to carry out human rights impact assessments and conduct 100% human rights due diligence at business sites with high human rights risks.

FY2018 Achievements

- Updated our statement on the UK Modern Slavery Act.
- Held human rights awareness seminars (including training on harassment) 200 times for around 8,000 participants.
- Conducted a Global CSR survey for 122 overseas Group companies.
- Invited a guest lecturer to hold human rights workshops for CSR officers from Group companies.

Future Challenges and Approaches

Based on the human rights risks identified through human rights impact assessment and the findings from the Global CSR Survey, we will strive to make systematic improvements and monitoring. We will also conduct CSR surveys on domestic Group companies and work to create a framework to avoid and mitigate human rights risks peculiar to Japan. In addition, we will communicate with human rights experts and stakeholders to deepen our understanding of human rights issues and focus on global trends.

Policy on Respect for Human Rights

Toshiba Group's policy on human rights is stipulated in the Article 1 "Respect for Human Rights" in the [Standards of Conduct for Toshiba Group](#), which Toshiba Group's executives and employees must adhere. As part of this policy, we will demand to take corrective actions not only from Toshiba Group executives and employees but also from our suppliers for any human rights violations found. At the same time we will start our dialogues with relevant stakeholders.

Policy on respect for human rights

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:


- (1) comply with all applicable laws and regulations concerning human rights in each country and region, understand international standards, and respect human rights, and shall not condone use of either child labor or forced labor;
- (2) take appropriate measures in the event that Toshiba Group becomes aware of violation of human rights and demand that suppliers redress any violations of human rights; and
- (3) seek to raise awareness among related stakeholders with respect for human rights.

2. Standards of Conduct for Toshiba Group for Toshiba Group Directors and Employees

Directors and Employees shall:

- (1) accept and accommodate different values, and respect the character and personality of each individual, observe the right to privacy and human rights of each individual; and
- (2) avoid any violation of human rights based on race, religion, sex, national origin, physical disability, age or sexual orientation, and avoid physical abuse, sexual harassment, power harassment (i.e., bullying or harassment by superiors in the office) or violation of the human rights of others;

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

Toshiba Group participates in the [UN Global Compact](#), which supports universal principles on human rights and labor, such as the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, and shows our determination to put these principles into practice. We also refer to various international standards including the  [Guiding Principles on Business and Human Rights\(PDF:1.08MB\)](#) listed below.

- UN Global Compact
- The Universal Declaration of Human Rights
- The OECD Guidelines for Multinational Enterprises
- Guiding Principles on Business and Human Rights
- SO 26000 (Guidance on social responsibilities)

We recognize the importance of implementing our human rights policies not only within the Group but also throughout our supply chain. To this end, we stipulate this policy as "[Supplier Expectations](#)" in [Toshiba Group Procurement Policy](#) and request all parties' adherence. We monitor through the annual CSR surveys.

> [Toshiba Group Procurement Policy](#)

UK Modern Slavery Act 2015

Based on the Modern Slavery Act enacted in the United Kingdom in 2015, Toshiba Group has declared that it does not approve of any form of modern slavery, including human trafficking and forced labor.



[Toshiba Corporation](#) (PDF:219KB)



[Toshiba International \(Europe\) Ltd](#) (PDF:428KB)



[Toshiba Information Systems \(UK\) Limited](#) (PDF:98KB)

> [Toshiba TEC U.K. Imaging Systems](#)

> [Past statements](#)

Toshiba Group Slavery and Human Trafficking Statement

Pursuant to the United Kingdom (UK) Modern Slavery Act 2015, Chapter 30, Part 6, Section 54, the Toshiba Group states that we have taken steps during the financial year to ensure that slavery and human trafficking is not taking place in any of our supply chains and in any part of our business. These steps include the adoption of various policies, putting in place a framework for respecting human rights, the ongoing identification and monitoring of human rights risks, employee training and the establishment of a whistleblower system and consulting service to ensure that modern slavery is not taking place in our business or supply chains.

Company overview

Toshiba is a world leader and innovator in pioneering high technology, a diversified manufacturer and marketer of advanced electronic and electrical products and systems spanning energy systems, infrastructure systems and storage devices. Toshiba was founded in 1875, and today operates a global network with approx. 129,000 employees worldwide and annual sales of 3.69 trillion yen.

Policies

We comply with universal principles regarding human rights and labor practices worldwide, including the Universal Declaration of Human Rights, and respect human rights through sound business activities. In addition to complying with laws and regulations, the Toshiba Group Standards of Conduct stipulates respect for basic human rights and opposes child labor and forced labor.

<http://www.toshiba.co.jp/csr/en/policy/soc.htm>

We request all our suppliers, who play an important role in the Toshiba Group companies' production and services, to understand and put into practice the Toshiba Group Procurement Policy, which contains a clear prohibition on forced labor (including slave labor) and human trafficking.

<http://www.toshiba.co.jp/procure/en/policy/index.htm>

We have established the Toshiba Group Conflict Mineral Policy which prohibits the use of raw materials such as tin, tantalum, tungsten, and gold mined in the Democratic Republic of the Congo and its neighboring countries which violate human rights.

http://www.toshiba.co.jp/csr/en/performance/social/procure.htm#conflict_minerals_1

Framework for Respecting Human Rights

The Human Rights Enlightenment Committee, chaired by the executive officer in charge of human resources, leads our efforts to promote human rights awareness under the basic principle of Respect for Human Rights. Moreover, our Business and Human Rights Center serves as the point of contact on human rights issues for all Group companies. We formulate basic principles on human rights, enforce the practice of their essence and contents, and provide instructions and support to promote the concept of Respect for Human Rights throughout the Toshiba Group.

Identification and Monitoring of Human Rights Risks

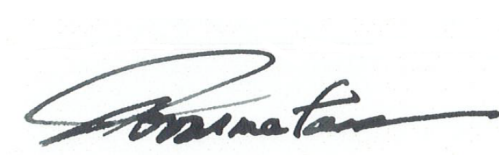
The Toshiba Group continuously investigates potential human rights risks in its business activities through reviews based on ISO 26000, the international standard providing guidelines for corporate social responsibility. To monitor the implementation of Toshiba's human rights initiatives, we will continue to perform gap analyses based on ISO 26000 guidelines and CSR surveys. As a part of the CSR surveys, Toshiba has conducted annual human rights due diligence on 228 Group companies and we confirmed that there is no situation of forced labor in FY2018.

Training

The Toshiba Group Standards of Conduct has been adopted by Group companies and is available in 24 languages. Training on the Standards of Conduct is provided to Group employees to make the Standards of Conduct the guiding principles of our daily business activities.

Establishment of Whistleblower System and Consulting Service

The Toshiba Group receives internal reports and consultations concerning human rights through various points of contact such as our Risk Hotline, Audit Committee Hotline, and Clean Partner Line.



Nobuaki Kurumatani

Director and Representative Executive Officer

Chairman and Chief Executive Officer

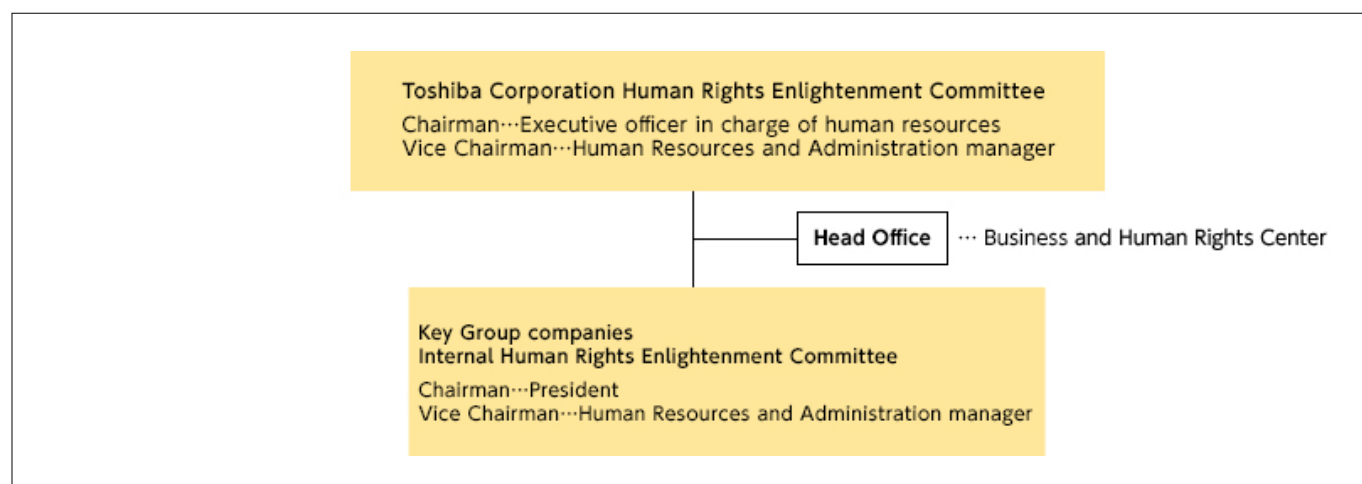
Toshiba Corporation

September 2019

Structure for promoting Respect for Human Rights

Led by Human Rights Enlightenment Committee, chaired by the executive officer in charge of human resources, Toshiba plans and executes training courses covering key topics on human rights to educate and enlighten employees under the basic principle of Respect for Human Rights. Business and Human Rights Center serves as the office for the Human Rights Enlightenment Committee, formulating basic policies for human rights awareness and enforcing them Group-wide, establishing an internal promotion system, drafting and promoting Group-wide policy on education and training, preparing training materials, developing instructors, following up on the progress of training, consulting and coordinating with outside organizations, and providing instructions and support to promote the concept of Respect for Human Rights throughout Toshiba Group.

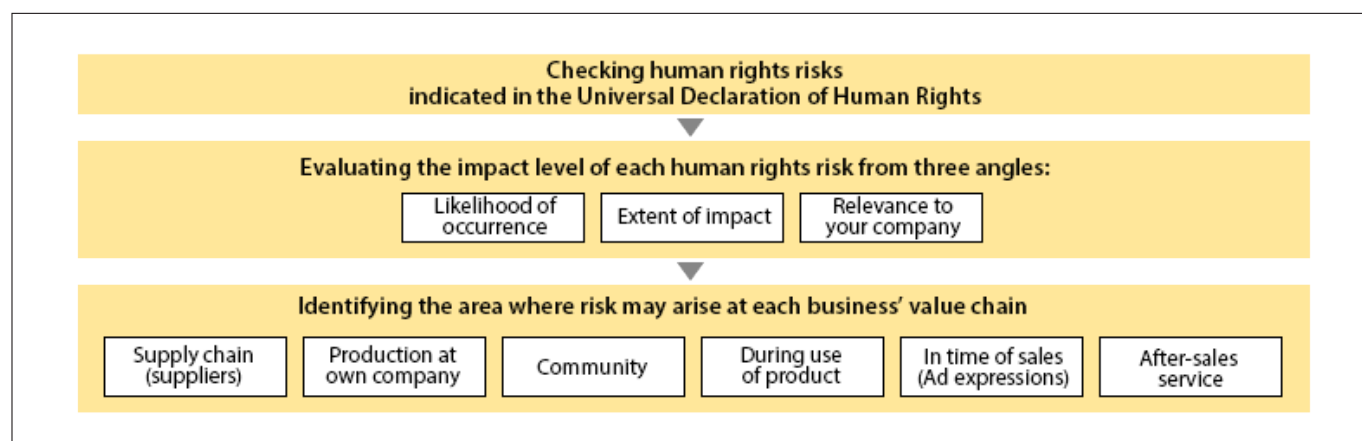
Promotion Structure



Identification and Monitoring of Human Rights Risks

Toshiba Group continuously investigates potential human rights risks in its business activities through reviews on ISO 26000. In FY2017, we once again performed a human rights impact assessment in each business in collaboration with Business for Social Responsibility (BSR), an US-based non-profit organization that promotes CSR, in order to further understand how our business activities impact human rights issues and recognize the following priorities.

Human Rights Impact Assessment: Methodology



Major Human Rights Issues Identified by the Human Rights Impact Assessment

- [Consideration of human rights at the raw material procurement \(such as conflict minerals issues\)](#)
- Consideration of human rights in the supply chain, especially in developing countries
- Consideration of Toshiba Group employees' human rights
- [Consideration of customers' human rights \(protection of personal information, privacy, etc.\)](#)
- Respecting human rights when venturing into new markets

Based on the result, we will strive to understand the situation in each company regarding response to human rights concerns, which vary depending on the business area, country or region, and make the appropriate response when an issue arises. Also, to monitor the implementation of human rights initiatives, we will continue to perform global CSR surveys on our Group companies, CSR surveys targeting our suppliers, and Conflict Minerals surveys, etc.

> [CSR surveys targeting overseas Group companies](#)

> [CSR surveys targeting our suppliers](#)

> [Conflict Minerals surveys](#)

Education and Enlightenment on Respect for Human Rights

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

Human Rights Awareness Seminars

Various human rights awareness seminars were implemented at Toshiba Group companies in Japan 200 times in FY2018, with around 8,000 participants. This includes training for general personnel and executives concerning human rights issues, training for new recruits, training for promoted employees and training for recruitment interviewers.

Human Rights Week Lecture

In December every year during Human Rights Week, Toshiba holds a Human Rights Week Memorial Lecture at the Toshiba headquarters as a Toshiba Group CSR month event. In FY2018, the theme of the lecture was "Dialogue is the key to creating an inclusive society" and around 90 managers from general affairs, human resources, and other administrative departments of Toshiba Group companies attended.

Disclosure of Risk Management Case Studies Regarding Human Rights

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 management risks, and related laws in a comprehensive fashion.

Workshops on Human Rights

In order to promote the understanding of human rights issues within Toshiba Group, we call on BSR, an US-based non-profit organization that promotes CSR, to hold workshops on business and human rights at various locations.

Records of Workshops on Human Rights

Time	Place	Participants	Contents
Mar 2019	Japan	24 CSR promotion staff in Toshiba Group	<ul style="list-style-type: none"> • Deepening understanding of the importance of human rights due diligence based on UN Guiding principles on Business and Human Rights • Learning how to identify potential risks and avoid and prevent them through case studies at a human rights workshop
Mar 2018	Japan	40 CSR promotion staff in Toshiba Group	<ul style="list-style-type: none"> • Implementing a study session and a workshop run by outside instructors on global trends on human rights, the background to human rights issues and the risk of human rights violation in business • Verifying human rights risks in the value chain for each business group in the workshop
Apr 2015	Thailand	33 people and managers from general affairs and human resources, procurement departments of 14 Toshiba Group companies in Thailand	<ul style="list-style-type: none"> • Learning about global human rights issues, and about human rights violations in Thailand • Exchanging opinions and sharing information between Group companies about potential risks in each company
Dec 2014	Japan	53 people from general affairs and human resources departments of 24 Toshiba Group companies in Japan	<ul style="list-style-type: none"> • Learn about global standards on human rights such as the Universal Declaration of Human Rights, and the UN Guiding Principles on Business and Human Rights • Hold a workshop to detect possible human rights risks at each step in each business's value chain
Nov 2014	China	54 managers from general affairs and Human Resources Departments of 31 Toshiba Group companies in China	<ul style="list-style-type: none"> • Learn from case studies about global issues, and potential risks and the impact they might have on our business
Feb 2014	Philippines	45 managers from human resources department of 9 countries in Asia and others	<ul style="list-style-type: none"> • Lectures on cases of human rights violations, and outlines of international principles • Group discussions on human rights risks in the country



A human rights workshop held in Japan in FY2018

Prevention of Harassment

The [Standards of Conduct for Toshiba Group](#), a code of conduct for executives and employees, prohibits discriminatory behavior related to race, religion, gender, nationality, disability, age, and sexual orientation as well as violence, sexual harassment, and abuse of power (workplace bullying and other forms of harassment). In accordance with this policy, our employment regulations and collective agreements also prohibit sexual harassment and abuse of power and stipulate disciplinary action for anyone involved in wrongdoing.

We also provide consulting services, training for newly promoted employees, and human rights training courses at each workplace on a regular basis.

In FY2018, to improve the skills of consulting service staff, we provided training regarding abuse of power, sexual harassment, and LGBT-related case studies.

> [Diversity Promotion](#)



Human rights training at workplace

Establishment of Whistleblower System and Consulting Service

Toshiba Group receives internal reports and consultations concerning human rights through points of contact for employees and client companies.

Whistleblower System "Toshiba Hotline" for Employees

Toshiba has established the "Toshiba Hotline" as a whistleblower system for risks that may lead to violations of laws and regulations, social norms, corporate ethics, the Standards of Conduct for Toshiba Group, and internal regulations. Under this system, employees can seek advice on individual concerns or concerns in the workplace such as workplace culture, interpersonal relationships, treatment, and harassment by telephone or email, and do so anonymously if they so desire. Personal information such as department, name and contact details will not be disclosed elsewhere without the consent of the whistleblower or person seeking advice. In addition, internal regulations stipulate that whistleblowers and people seeking advice shall not be subject to unfair treatment.

Key Group companies have set up consultation centers to deal with issues related to harassment and have appointed both a male and female to serve as counselors, thereby creating a system that facilitates employee consultation.

Toshiba Group aims to create an inclusive and comfortable working environment in which counselors address concerns together with the employees.

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 COO. The Audit Committee Hotline has been established primarily to prevent any occurrence 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 "Clean Partner Line" for Suppliers

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 and order placements for construction and other works.

> [Risk Management and Compliance](#)

Activities with Stakeholders

Participation in Human Rights Initiatives

Toshiba Group is actively participating in initiatives developed by international and industrial organizations to review human rights issues.

- Human Rights Working Group held by Business for Social Responsibility (BSR), an US-based non-profit organization that promotes CSR (FY2015-)
- Japan Human Rights Study Forum hosted by BSR, an US-based non-profit organization that promotes CSR (FY2012)
- Practical discussions on identifying and dealing with human rights issues in the Stakeholder Engagement Program hosted by Caux Round Table (CRT) Japan (FY2014-2017)
- Human Rights Seminars hosted by Caux Round Table (CRT) Japan, the 2016 Business Human Conference in Tokyo
- Human Rights Seminars hosted by Caux Round Table (CRT) Japan, the Global Conference on CSR and Risk Management 2014
- Human Rights Due Diligence Study Group organized by the Global Compact Network Japan (GC-NJ) (FY2013-FY2015 and 2018)
- Research on Respect for Human Rights in Business Development in Developing Countries conducted by Business Policy Forum, Japan (BPF) (FY2012)

Support for Human Rights NGOs

Toshiba was one of the sponsors of the event showing the film on human rights topic entitled "Fire at Sea" and its talk show, hosted by Amnesty International Japan.

ESG Performance: Social

Employment and Labor Relations

Sound and stable labor relations are an essential foundation for achieving continuous corporate growth. Toshiba holds labor talks with Toshiba Union, which employees may join, for practical and amicable solutions under three fundamental principles: Labor-management Equality, Mutual Trust and Understanding, and Prior Consultation.

Medium- to Long-term Vision

Toshiba Corporation and Toshiba Union will jointly promote, maintain, and improve our businesses and union member's working conditions in order to achieve stable and orderly labor relations.

FY2018 Achievements

Conducted negotiations and discussions with Toshiba Union.

- Toshiba Group Labor-management Congress (Two times)
- Measures and structural reform implemented based on the Toshiba Next Plan, our medium-term business plan announced in November 2018

Future Challenges and Approaches

We shall share matters such as business operations and major reorganizations with Toshiba Union. Also, changes in working conditions and other labor-related issues shall be discussed between labor and management. We will continue to hold labor-management talks in accordance with the Labor Agreement.

Policy on Labor-management Relations

Toshiba supports the principles of the Universal Declaration of Human Rights, the United Nations Global Compact, and the OECD Guidelines for Multinational Enterprises, and ensures that its employees have fundamental labor rights, which include respecting freedom of association as a company and 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). Toshiba Union was comprised of 12,894 members as of March 31, 2019.

We pay salaries in compliance with the laws and regulations setting the minimum wage in each country.

Relationship with Toshiba Union

Toshiba maintains a good relationship with Toshiba Union, which represents our employees. Management and the union representatives periodically negotiate and discuss employee working conditions and other matters.

At the Toshiba Group Labor-management Congress held every six months, which is attended by executive management including the CEO, COO 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.

Toshiba Group companies overseas hold discussions with their labor unions or employee representatives in accordance with the laws and regulations of the countries in which they operate.

Promoting Labor-management Dialogue

Toshiba and Toshiba Union conduct various talks to improve labor-management relations and business operations. This includes convening a labor-management council once every six months and holding labor-management meetings with top representatives from both parties based on a spirit of mutual trust, mutual understanding and prior consultation in line with our basic philosophy of labor-management equality. Matters that are explained to Toshiba Union include management condition and important reorganizations. Specifically, explanations were provided for various measures and structural reforms in our medium-term business plan, Toshiba Next Plan, which was implemented in FY2018. Large-scale transfers of union members and changes in working conditions are also deliberated between labor and management, and discussions are held whenever reforms in business structure are required, with sufficient time given for both parties to agree. We will continue to hold labor-management talks in accordance with the Labor Agreement.

Employees Data

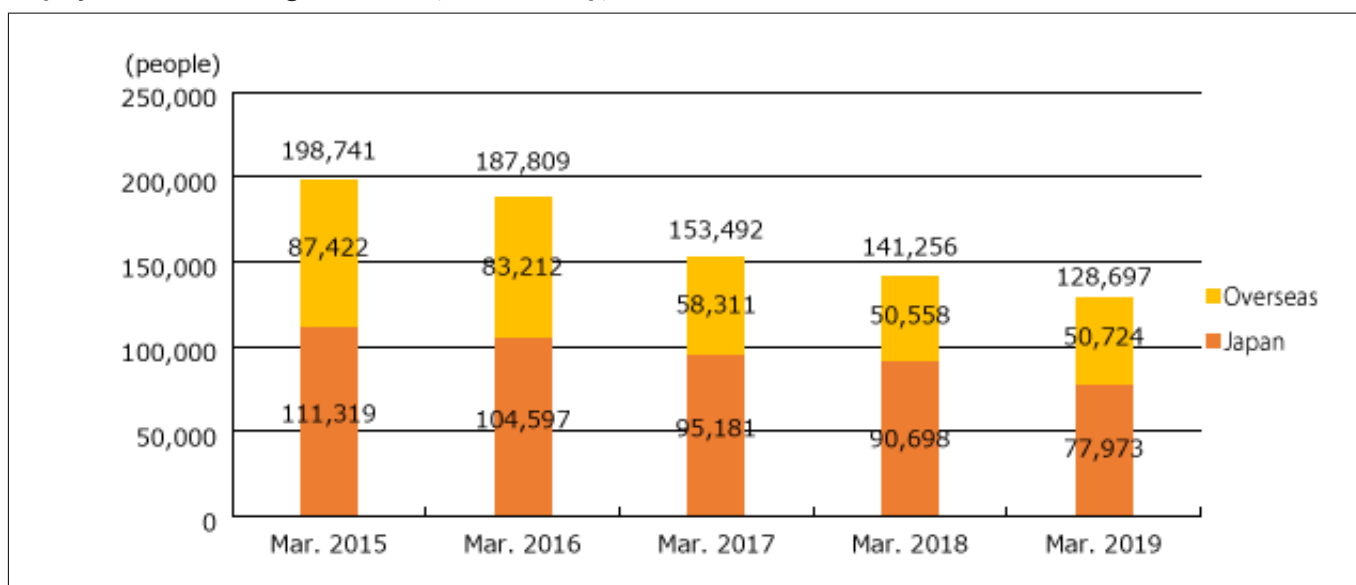
Employment by region and business domain (as of March 31, 2019)

Region	Number of employees	Business domain	Number of employees
Japan	77,973	Energy Systems & Solutions	17,184
China	11,080	Infrastructure Systems & Solutions	41,948
Asia*1 & Oceania	29,640	Retail & Printing Solutions	20,232
North America	6,107	Storage & Electronic Devices Solutions	24,165
Central & South America	413	Industrial ICT Solutions	9,143
Europe*2 & Africa	3,484	Others	16,025
Total	128,697	Total	128,697

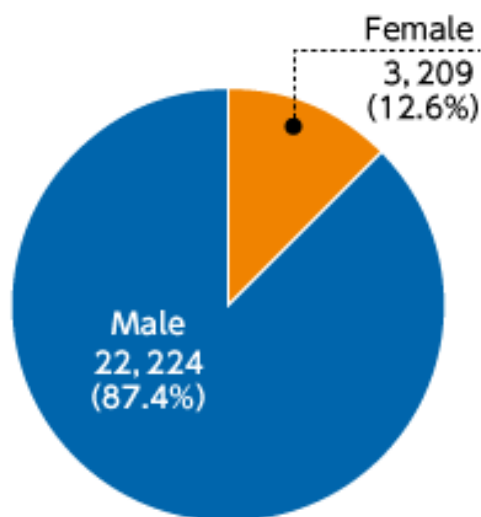
*1 Excluding Japan and China

*2 Including Russia

Employment Status Change Over Time (Toshiba Group)



Employment by Gender (Toshiba and key Group companies, as of 31 March, 2019)



Employment Status in FY2018 (Joined in April 2019) Figures in parentheses represents planned figures

	General Staff	R&D/Engineer	Technical Operator	Total
Domestic consolidated	280 (300)	1,010 (1,100)	120 (100)	1,410 (1,500)
Of which, parent alone, etc. ^{*1,2}	130 (120)	400 (400)	20 (30)	550 (550)

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

*2 Mid-career employment is implemented as required according to business needs (FY2018: 520 people on a consolidated basis, including 110 on a parent-alone basis, etc.).

Toshiba Corporation has 2,672 employees with an average age of 45.0 years old, an average length of service of 19.8 years and an average annual salary of ¥9,150,895. Starting monthly salary in Japan, which accounts for 60% of employees, is ¥212,500, which is 140% of the minimum wage set by law.

ESG Performance: Social

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, our richly diverse human resources with a passion for change work together with sincerity to generate new value based on a vision of the future of the company. Furthermore, we have created an open corporate culture and established fair evaluation systems while seeking to develop and deploy talents to the greatest extent.

Medium- to Long-term Vision

To create an open corporate culture and to enable a diverse workforce who share "The Essence of Toshiba" and our values to excel and grow.

FY2018 Achievement

To create a better corporate culture, we conducted the 360-degree survey, which is designed to raise the awareness of organizational leaders, to 666 general managers.

Future Challenges and Approaches

In order for Toshiba Group to "turn on the promise of a new day," we will clarify the roles required of our employees within the organization and channel our entrepreneurial spirit to help drive continuous innovation aimed at creating a new future. We will shift to a framework that assesses and treats employees fairly based on their achievements. In addition, Toshiba Group will continue to support each and every employee in developing his/her skills and career through our diverse systems for talent development.

Policy on Fair Evaluation and Talent Development

To initiate a new future for Toshiba Group, the new Human Resource System will provide total support for people with a sincere passion for transformation who envision the company's future and cooperate with one another to create new things.

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.

Training System for Talent Development

Cultivating Global-Minded Talents

Toshiba Group emphasizes the importance of 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 in order 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 thoroughly.

In addition, we aim to develop global-minded personnel through international joint trainings 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.

Such region-specific education has a long history, with Europe and Asia boasting the longest with programs commencing 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 Marketing Leaders Program

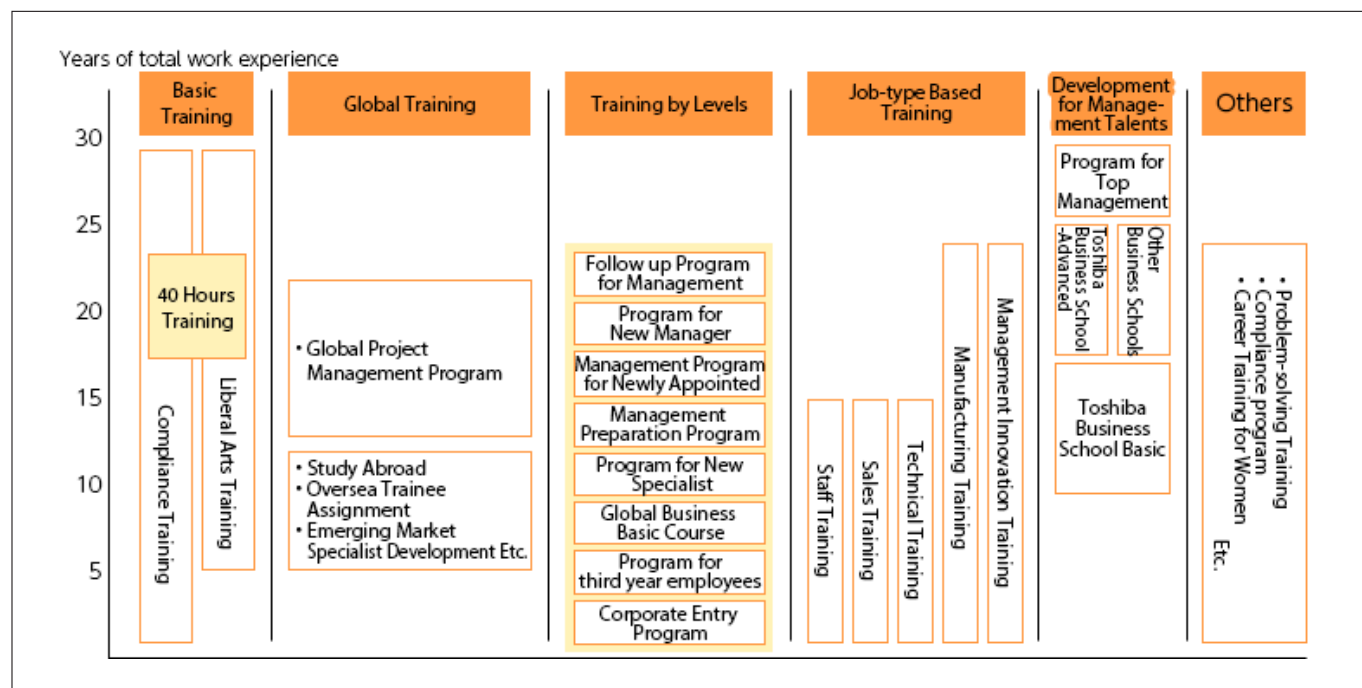
Training Programs

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 teach employees about the actions and values that form the shared basis for all members of the Toshiba Group, such as compliance* education, Toshiba Value 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 not only perform the jobs within the scope of their countries or regions, but at a global level, by accepting cross-cultural differences and communicating with a wide range of stakeholders. The program also aims to teach the skills that allow people to succeed globally.
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 at an early stage knowledge and skills required for global business.
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 the 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	Toshiba Business School-Global
	Compliance Training			
China		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 for FY2018 (Toshiba Group)

Number of employees who participated in company-wide standardized educational program/training for the year	65,612
Total cost of company-wide standardized educational program/training	¥3,162 million

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 Career Design System, for example, provides each employee with an annual opportunity to discuss and share their views on long-term career development plans as well as on mid-term goals for skill acquisition, improvement, and the way to utilize such skills with their superiors. Performance Management System gives each employee a semi-annual opportunity to review and discuss with their superiors their job performance over the past six months as well as their job objectives for the next six months. In FY2018, we confirmed that 74% of all employees received regular reviews.

Implementation of reviews aimed at career development in FY2018 (Toshiba)

Reviews implemented for	74% of all employees
By attribute	Male 75%, Female 74%
	Executive officers 71%, General employees 78%

We introduced the 360-degree survey in FY2015 to investigate managers from various perspectives with regard to their day-to-day work performance and activities, with such perspectives including those of managers themselves, as well as of their subordinates, peers, and supervisors. The survey is implemented every other year, and targeted 666 general managers in FY2018. The major aims of this survey are to encourage growth by objectively and repeatedly identifying their strengths and weaknesses and confirming progress on change and enhancing leadership in order to create healthier organizations. Managers must accept survey results in a sincere manner and use the results to improve themselves and workplace communication, thereby creating a better corporate culture. Toshiba also provided follow-up training programs to promote ongoing self-improvement for general manager-class employees.

We also have career development systems that encourage employees to plan their careers autonomously. For example, our Internal Job Posting System allows each employee to apply for personnel transfer in order to fill a vacant post announced by a division, and the Internal FA System enables each employee to apply for personnel transfer to a division of their choice.

Job Transfers Involving Use of Open Recruitment in Toshiba Group and the In-house Free Agent System (Toshiba Corp.)

System	Eligibility	FY2014	FY2015	FY2016	FY2017	FY2018
Open recruitment in Toshiba Group	Full-time employees of the eligible Toshiba Group companies who have been employed by the company for three years or more	139	66	37	32	24
In-house free agent	Full-time employees who have been employed by the company for three years or more	21	22	16	22	18

Employee Morale Survey

Since FY2003, Toshiba Group has conducted the TEAM Survey every year for the purpose of soliciting the opinions of employees. Through the survey, we periodically monitor the level of employee awareness of various measures and how far they have propagated into the organization. Where issues are identified, we seek to resolve them, applying the results to improve the corporate culture.

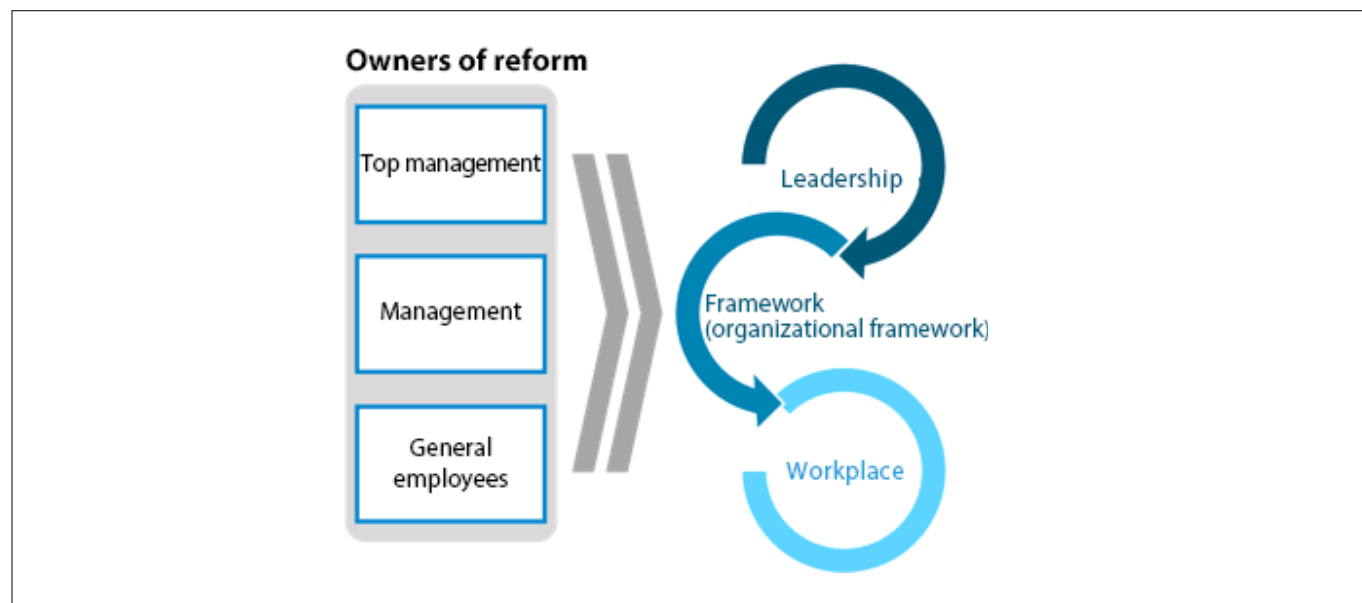
In FY2018, we conducted an anonymous survey targeting about 60,000 employees in 68 Toshiba Group companies in Japan and overseas, and received responses from approximately 94% of the employees. This survey assesses employees' understanding of the company policies, and whether their working conditions allow them to exercise their abilities. In addition, since FY2015, we have also asked questions about opinions regarding the president and top management as well as about legal compliance.

Although the score was lower for such statements as "Desire to contribute" and "Sense of accomplishment" compared with FY2017, it improved for "Corporate culture enabling open discussion" and "Understanding of diversity."

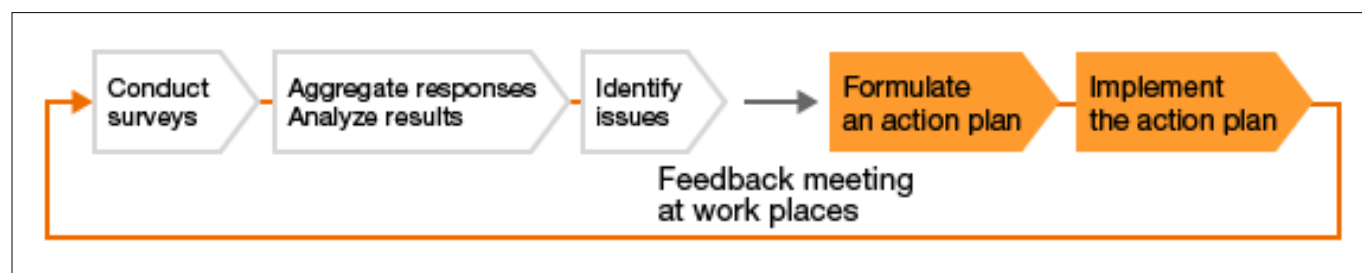
Based on these survey results, in order for management and employees to come together and improve, our top management is taking the lead in declaring a commitment to build a workplace environment where everyone can voice their opinions frankly. By transmitting messages from top management and disclosing information more actively, we are endeavoring to build an open corporate culture.

In addition, we are working to create an environment that prioritizes change and preparing and implementing an action plan for each workplace so that leadership, mechanism and workplace each serve as drivers to enhance organizational capabilities.

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

We established the “Toshiba Hotline” for receiving reports on action that may be a breach of laws, regulations, social norms, corporate ethics, Standards of Conduct for Toshiba Group, or internal regulations. Employees can anonymously consult full-time counselors on concerns they may have on such matters as workplace culture and interpersonal relations, personnel conditions, or harassment, etc. by phone or e-mail.

> [Consulting Services the "Toshiba Hotline"](#)

ESG Performance: Social

Diversity Promotion

The maximization of the capabilities and strengths of diverse employees is critical for active innovation and corporate growth. Based on the spirit of doing things "for the team", the Toshiba Group promotes diversity by fostering a culture in which employees from diverse backgrounds can display their individual strengths to their full extent.

Medium- to Long-term Vision

To achieve the company's growth by enabling a diverse workforce who share the Values and Essence of Toshiba to excel globally.

Quantitative Target

Percentage of female managers

(Toshiba and key Group companies, at the end of FY2020)

7.0%

FY2018 Achievement

Percentage of female managers

(Toshiba and key Group companies)

Achievement **4.7%**

Future Challenges and Approaches

A female executive officer was appointed internally in April 2019. Going forward, we will make further efforts to promote managerial diversity, appointing diverse human resources as women and foreign national employees in executive posts, as well as developing candidates. We will also work to expand the place of handicapped people in the workforce. We will create a work environment where each employee can demonstrate his or her talents to the greatest extent possible.

Policy on Diversity Promotion

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

Toshiba Group is working to enhance its systems and initiatives, especially for female employees, foreign employees, employees with disabilities, and LGBT employees.

Diversity Management Structure

In 2004, we at Toshiba established our Kirameki Life & Career Promotion Office, an organization under the CEO's direct control, to promote gender equality. After that, we expanded the scope of our activities to include foreign nationals and people with disabilities. As diversity became the very core of our human resources work, the office was reorganized as a structure under the umbrella of the Human Resources & Administration Division in FY2013, which has been advancing diversity measures as a general human resources matter. The office was once again reorganized into the Human Resources & Administration Division Organization & Talent Development and Diversity Group in April 2018. The new office promotes measures to expand the role of women in Japan, policy and measures to proactively appoint women to managerial positions, support of the active role of persons with disabilities and the fostering of global human resources and establishment of an environment conducive to this in conjunction with key Group companies.

Diversity Management Approach

Toshiba Group strives to create an organizational culture where diverse individuality and employee values are accepted and respected and where each employee is provided the opportunity to maximize their capabilities and strengths. Our efforts include diversity training where employees learn to accept and respect diversity of each individual and study about human rights for all employees.

Further, we conduct awareness surveys targeted at Group employees in Japan, and monitor the level of diversity awareness throughout the workplace. Where improvements are called for, we conduct training as necessary, and strive for better work environments.

Disseminating information about diversity management

Toshiba Group has set up an intranet web page about diversity management for employees in Japan. On it, we provide information about topics such as supporting employees in balancing their child-raising and nursing care duties with their work, a portal site to support personnel who work with non-Japanese employees, and support for employees with disabilities.

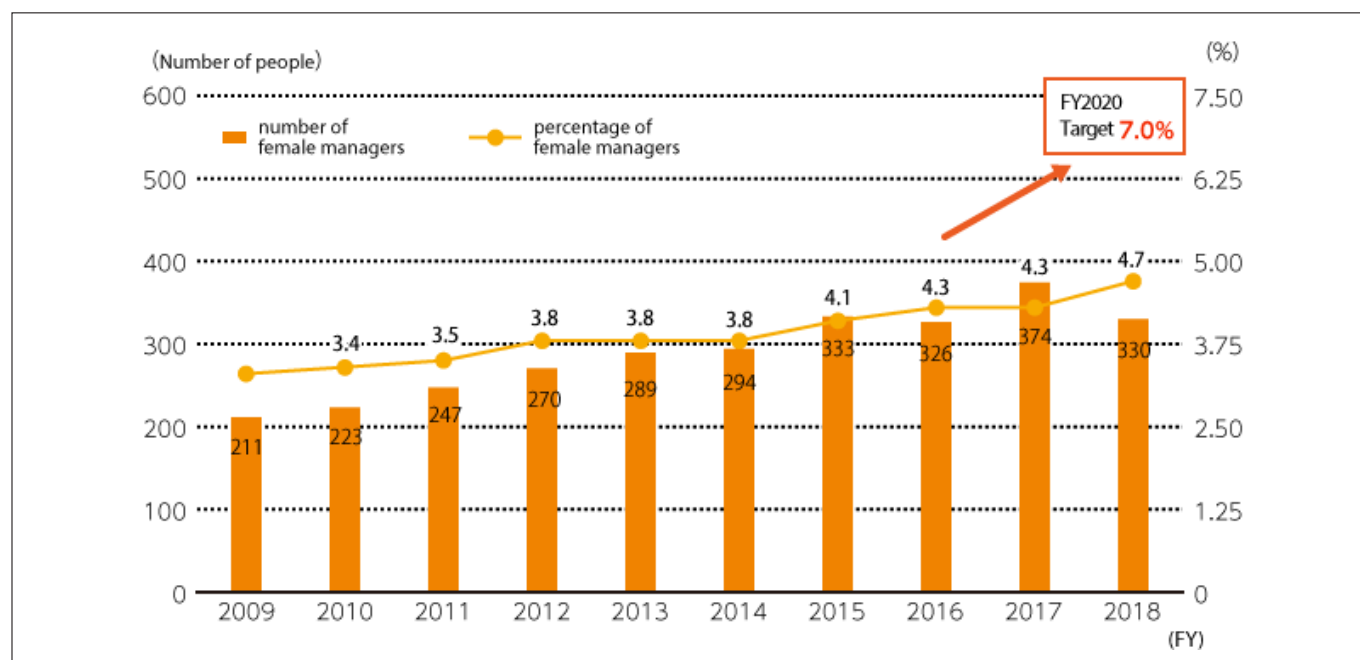


Intranet web page "Kirameki"

Promoting the Career Development of Female Employees

Toshiba is promoting measures to accelerate success for 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 this act, Toshiba has developed an action plan aimed at increasing the percentage of female managers to at least 7.0% by FY2020. We have also set our recruitment target for new female university graduates at 50% for administrative positions and 25% for technical positions. In our action plan, we formulated measures to achieve these targets, including training for female manager candidates and awareness raising for managers and workers.

Trends in the number / percentage of female managers (Toshiba, section manager level or higher)



* FY2017, 2018: Sum of Toshiba and key Group companies.

Percentage breakdown of female managers (Toshiba)

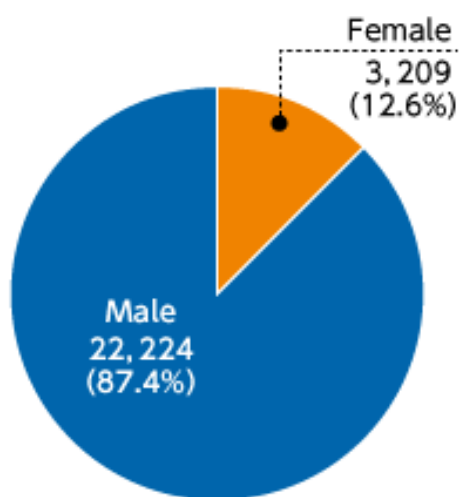
		FY2014	FY2015	FY2016	FY2017*	FY2018*
	Percentage of female managers	3.8%	4.1%	4.3%	4.3%	4.7%
	Section manager class	4.5%	4.8%	5.1%	5.1%	5.6%
	Division manager class	2.7%	2.9%	3.0%	3.2%	3.4%

* FY2017, 2018: Sum of Toshiba and key Group companies.

Percentage of female recruits (Toshiba and key Group companies)

The ratio of new female graduates to join Toshiba and key Group companies in April 2019 was 46% for administrative positions (target 50%) and 14% for technical positions (target 25%).

Number of Employees (Toshiba and key Group companies, as of end of March, 2019)



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

System/Measure	Overview
Career training for young female employees	<p>From FY2015, we have conducted career design training for all female employees in their third year since joining the company.</p> <p>Program overview:</p> <ul style="list-style-type: none"> • Thinking about how to balance possible future life events and work • Improving mindset via letters from supervisors • Role model lectures from senior female colleagues
Sending employees to 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 (initiated in FY2014, and participated in by young female employees from 8 different cross-industry companies, including Toshiba).
Awareness promotion training for top management	A subject covering diversity management (how to train and communicate with diverse subordinates) has been included in the curriculum for mandatory training for persons promoted to manager (since FY2010, roughly 190 programs have been held with a total of over 6,000 participants until FY2018).
Seminar to support employees returning after childcare leave	Since FY2015, we have conducted seminars for those scheduled to return to work after childcare leave, those who have already returned to work to support their smooth return to the workplace. The seminars for the returnees require the attendance of their partner, in order to provide an opportunity to think together about balancing work and family.



Group work at the career training for young female employees



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



Working with spouses in a seminar to support employees returning after childcare leave

Activity Example: Increasing the number of female science and engineering majors and provide support for development

As a manufacturing company, Toshiba Group engages in activities to increase the number of female students who choose to study science and engineering fields, and to support their development. In September 2018, Toshiba held a "PC disassembly workshop" at Toshiba Science Museum. With the support of employee volunteers acting the role of disassembling experts, students actually took apart PCs and further learned how electrical products function. Our female engineers also interacted with female junior high students and helped them to create a vision for their future career.



A female engineer of Toshiba talking about the joy of manufacturing at a career event



PC disassembly workshop

Recruiting More Non-Japanese Employees and Utilizing Them Effectively

As part of our diversity promotion program, Toshiba Group is increasing the recruitment of non-Japanese employees.

Since FY2006, in addition to employing people who have studied in Japan as foreign exchange students, we have been carrying out our Global Recruitment Program in an effort to directly recruit students graduating from foreign universities. After entering Toshiba, they play active roles in the various fields as sales, development and design. To facilitate their adaptation to life and work in Japan, we provide a wide range of life-related assistance as well as work-related support such as providing each non-Japanese employee with a mentor who provides them with guidance based on a tailor-made job skill improvement plan.

Since FY2011, we have conducted regular assessments of job duties and work environments in order to improve them, presenting good examples from other workplaces. In these assessments, global recruits and their superiors discuss what they each respectively regard as challenges, as well as good methods/means of encouraging foreign national employees to actively involve themselves in their workplaces. Training is also provided for managers and trainers in workplaces receiving those who are newly employed through global recruitment.

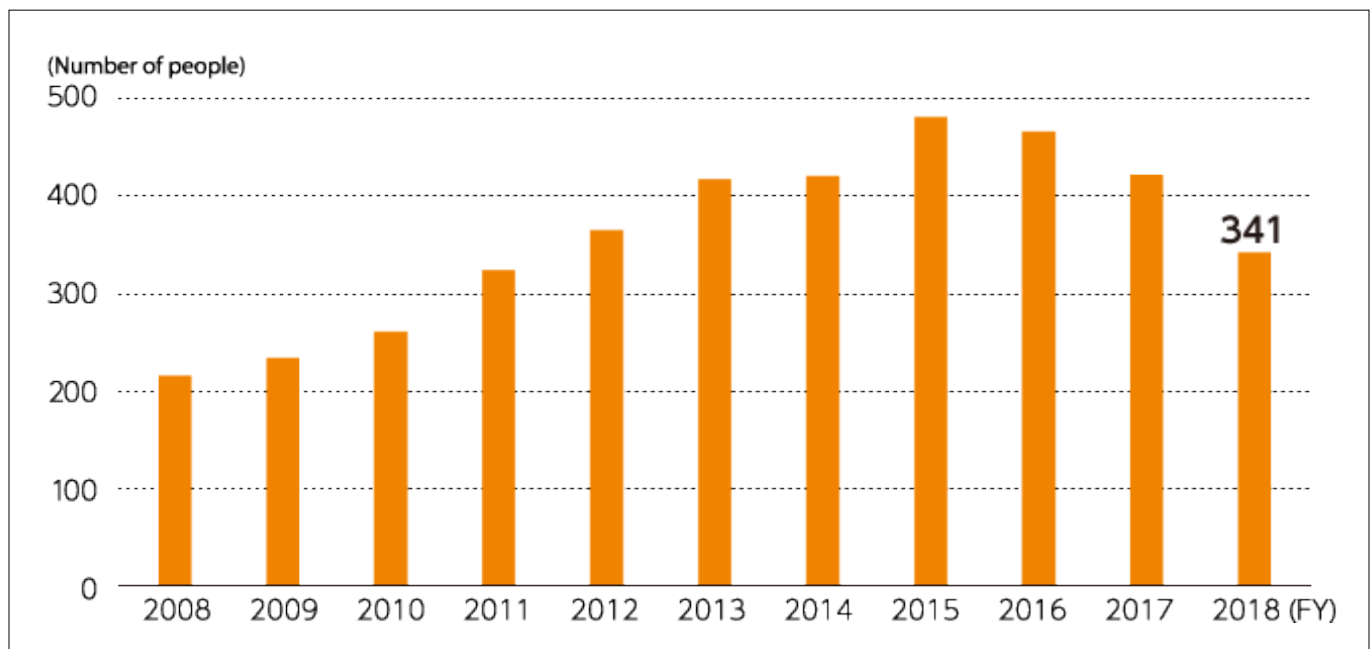
Designating prayer rooms

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

Portal site for assisting those involved with non-Japanese employees

We established a portal site assisting Toshiba Group employees involved with non-Japanese employees. On the portal is basic information, knowhow and more on the subject of employing non-Japanese employees, training on understanding other cultures, and testimonials and case studies concerning accepting non-Japanese employees. This helps cultivate work environments where foreign national employees can work comfortably.

Trends in the number of non-Japanese employees (Toshiba)



* FY2017, 2018: Sum of Toshiba and key Group companies.

Employment of People with Disabilities

As of June 1st, 2019, the percentage of employees with disabilities has become 2.31% at Toshiba (including a special subsidiary company). We have also been making efforts to improve work environments for employees with disabilities. In FY2010, we established a network connecting seven divisions engaged in supporting people with disabilities, including Human Resources and Administration Division and Toshiba Design Center. This network has enabled us to devise and implement comprehensive measures to support such employees.

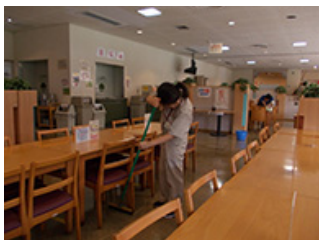
Trends of the employment number of people with disabilities (Toshiba incl. a special subsidiary company in Japan)

		June 2014	June 2015	June 2016	June 2017	June 2018	June 2019
Toshiba incl. a special subsidiary company in Japan	Number of people	802.5	822.0	764.0	637.5	594.5	573.0
	Percentage of Employment	2.09%	2.03%	2.05%	2.33%	2.37%	2.31%

* Until CSR Report 2016, we presented the percentage of people with disabilities for the Toshiba Group as a whole. However, since April 2017, our data has been limited to the employment percentage at Toshiba Corporation (including a special subsidiary company). Data for past fiscal years has been corrected accordingly.

A Special Subsidiary Company Toshiba With

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. It was named "With" in the hope of creating an environment where people with and without disabilities can live and work together. Currently, 42 employees, most of whom have intellectual disabilities, are working at 6 different business sites of Toshiba Group. Core work revolves around cleaning, copying/printing, collecting and delivering in-house mail, and a health keeper (in-house therapist) inside Toshiba Group. In FY2013, Toshiba With was awarded the Toshiba Corporate Citizenship Award in "Social Contribution by Business" category for its contributions to society through business.



Clean-up activity



Copying and printing work



Collecting and delivering in-house mail



A health keeper (in-house therapist) in action

> [Toshiba With Corporation \(Japanese\)](#)

Activity Example: Sign Language Club

Toshiba Group has been providing employees with a monthly sign language lesson, Toshiba Sign Language Club, since FY2009, and approximately 5,600 employees had taken part by the end of FY2018. At the club, employees with impaired hearing serve as instructors, teaching sign language to facilitate smooth communication and providing information to promote understanding of hearing disabilities. Sign Language Club members are engaged in activities outside the Company as well. As part of school support programs conducted by Minato Ward in Tokyo, we conduct on-site lessons with the theme "Let's talk with people who can't hear," to teach elementary school children how to communicate with those who are hearing impaired. In FY2018, we conducted the lessons in five classes at two schools.



On-site lesson, "Let's talk with people who can't hear," at an elementary school

Active Utilization of Elderly People

In 2001, amidst the backdrop of the declining birthrate and aging of the society, we established a system to extend the employment of older employees until they reach age 65. Under this system, wage levels are determined according to skills and abilities and employees are expected to provide expertise and knowledge as seasoned professionals.

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.

We will continue to actively encourage older employees to play active parts in their workplaces according to their work styles, needs, and skills.

Initiatives for LGBT Employees

In the [Standards of Conduct for Toshiba Group](#), the code of conduct for executive officers and employees of Toshiba Group, it clearly states that human rights shall not be violated, prohibiting such behavior as discriminatory speech and conduct related to sexual orientation.

Based on this philosophy, Toshiba's policy is to treat a same-sex partner in identical way as a heterosexual partner (spouse) in the handling of such matters as leave, travel expenses and housing based on internal regulations, except in the case where there are legal restrictions concerning the handling of same-sex partners. In addition, we aim to create a workplace in which employees with diverse values can work comfortably by taking care with the handling of names used in the Company and the gender noted on the insurance card.

Further, regular training is held to improve the skills of employees in charge of harassment consultation. In FY2018, along with deepening the understanding of LGBT, we aimed to create a system enabling employees at each site to easily consult with the personnel manager or other similar figure close to them.

Work-Style Reform and Work-Life Balance

Toshiba has been promoting Group-wide work-style reform since April 2019. By creating an environment in which employees with diverse backgrounds can play an active role and changing the attitude of each employee and the way they work, we add value to all businesses and contribute to the further development of society through enhanced work satisfaction and productivity.

Reduction of Working Hours and Consideration of Scheduled Working Hours

In Toshiba, the average total number of annual actual working hours per employee was 2,042 hours, and the average number of annual non-scheduled working hours per employee was 364 hours in FY2018. Toshiba is making the transition to a style of work that does not depend on overtime work, in order to allow the utilization of diverse personnel, and promote work-style reform. We publicly disclose on our intranet site the efforts of each office aiming at reducing overtime work and share the most effective measures.

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 (trialing since October 2017, with full-scale introduction in April 2019)
Long Leave System	Employee can avail of a maximum of 20-day accumulated leaves for clear and meaningful objectives, such as self-development, social contribution activities, nursing, and also for treatment of non-occupational injuries and diseases, and other conditions including infertility.
"Family Week" initiatives and days set to leave the office at normal quitting time	In order to accelerate WSI and create time for employees to spend with their families, employees are prompted to leave work at the official quitting time at least two days during Japan's "Family Week" in November. Special announcements and after-hour patrols are made to promote awareness during such days.
Introduction of PC shutdown system	Introduction of a system that automatically shuts down PCs at a specified time
Annual Paid Vacation	For the employees' rejuvenation, Toshiba has been facilitating the planned use of annual paid vacation. In FY2018, percentage of annual paid vacation taken by Toshiba employees was 74.9%. * To reflect the actual situation more accurately, Toshiba shifted to a report on leave utilization rate for Toshiba employees rather than for Toshiba Union members in FY2018.
Making working hours visible	Toshiba has introduced systems such as "Monitoring Display of Office-Stay Hours" (FY2009), "Work Record Notification" (FY2010), and "Work Record Display" (FY2010) to increase transparency of working hours.
Addressing long working hours at Toshiba Group workplaces	We implement measures in various divisions and business sites to address the problem of long working hours, and publish case examples on our intranet site to spread good practice among departments (e.g. declaring target time (time of leaving work), forbidding employees from coming to work on Sundays, banning late-night overtime in principle, setting "focus hours," and banning meetings outside normal working hours in principle).

Activity Example: Use of the system to make 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 using the systems called Work Record Notification and Work Record Display in order to ensure for employees and their superiors to pay constant attention to work hours (since FY2010).

The Work Record Notification system automatically sends an e-mail to each employee and their superior on the work record of the employee. The Work Record Display system indicates each employee's current work status with three signal colors (red, yellow, and green) to draw attention to overtime work hours.

Supporting employees in balancing work with childcare/nursing care

Since 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.

The Major Supporting Systems for Full-time Employees' Work and Childcare (Toshiba)

	System		Toshiba system	As required by law
Childbirth/ Child-rearing	Childcare leave	Period	Until the end of the month in which the child turns 3 years old	Up to 1 year old except when certain requirements are met
		Number of times	Up to 3 times per child	Up to once per child
	Paternity leave		Up to 5 paid holidays (100%) consecutively or separately, from the 6 weeks prior to the expected date of birth and up to 6 weeks following the birth	—
	Short-time shift	Target	Employees who are raising children in elementary school	Employees who are raising children under three years old
		Others	1) No limits to the number of times one can apply 2) Possible to combine with the flextime system 3) Can be set in 15-minute units	—
	Hourly leave system		Leave is available in 1-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	Family care leave		Up to 365 days in total per person requiring nursing care	Up to 93 days in total per person requiring nursing care
	Short-time shift		Possible to use for 3 years in total per person requiring nursing care, as separate from the period for family care leave (short-day shifts available for 1 year)	—
	Hourly leave system		Leave is available in 1-hour units. If more than one hour is taken a time, however, employees may take leave in 15-minute units* for those over an hour.	—
Returning to work	Subsidies for expenses	Allowance for raising the next generation	To be provided to each eligible child * The child being taken care of by the spouse of the applicant, who works for the other company, is also 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.	
	Mutual understanding program		The program offers the opportunity for employees to discuss future career plans and any necessary arrangements with their superior and HR personnel before taking a leave of absence or after resuming work, thus helping to reduce concerns of the employees who take such leaves.	
	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 5 years) 2) Resignation in order to provide nursing care for those requiring nursing (within 5 years) 3) Resignation for childbirth, childcare, and raising children (within 5 years)	

* Until FY2013, leave was taken in 1-hour units

Employee Participation of Diverse Working Style Options (Toshiba)

	FY2014	FY2015	FY2016	FY2017*	FY2018*
Childcare leave	Male: 7 Female: 350	Male: 10 Female: 358	Male: 17 Female: 348	Male: 20 Female: 363	Male: 10 Female: 277
Paternity leave	Male: 359	Male: 372	Male: 388	Male: 382	Male: 194
Family-care leave	Male: 2 Female: 3	Male: 1 Female: 2	Male: 2 Female: 2	Male: 5 Female: 2	Male: 6 Female: 5
Short-time shift	Male: 10 Female: 438	Male: 9 Female: 456	Male: 10 Female: 426	Male: 11 Female: 462	Male: 5 Female: 329

*FY2017, 2018 : Sum of Toshiba and key Group companies.

Activity Example: Our internal childcare center "Kirame-kids"

As part of our work-life balance support system for full-time employees of Toshiba Group, we opened an internal childcare center named "Kirame-kids Yokohama" on the premises of one of our business sites, Yokohama Complex in FY2011. The center, which has a large garden and abundant greenery, provides full-time high-quality childcare in a relaxed atmosphere and hosts various age-appropriate events for children throughout the year.

< User Comment Concerning "Kirame-kids Yokohama" >

Upon returning to work after childbirth and childcare leave, my husband and I made the decision to leave our child at Toshiba Group's internal childcare center "Kirame-kids Yokohama." We both split the drop-off and pick-up duties and because it's a little far from home, we're grateful that there's a parking space we can use when doing so. Although it's sometimes difficult to get there straight away when sudden pick up is necessary due to my child's fever or some other reasons, depending on the situation, the childcare worker are more than flexible, and we are even able to extend the childcare time if required, which really lessened the burden both time-wise and stress-wise. Even though I was concerned about returning to work, I was able to start full-time work without regret thanks to this system. I want to continue giving my best to both childcare and work as my family grows and life stage changes. To make this happen requires more than the cooperation of family and surroundings, and a major contributing factor has been the enhancement of the welfare program offered by Toshiba Group, including the childcare center and childcare leave system. Such an environment has provided me the opportunity to pursue my career the way I want to.



Our internal childcare center "Kirame-kids Yokohama" handmade signboard



Chiho Ishii (in charge of general affairs in the administration department at Toshiba Business Expert 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 employee of Toshiba Group companies in Japan	Learning diverse work styles (work-life balance), how to work efficiently, and managing subordinates' time, as part of training programs at based on levels.
Nursing care seminars	Employees of Toshiba Group companies in Japan	Nursing care seminars (held in FY2018 at 21 business sites)

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.
"Easy! How-to Guide for our nurturing 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 (being distributed to eligible employees).

Activity Example: Nursing care seminar

Due to changes in family compositions and increase of two-income households, an increasing percentage of employees are expected 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. As a result, we held nursing care seminars by sites from FY2015 for Toshiba Group employees in Japan, with 185 seminars conducted in the four years to FY2018.



Nursing care seminar at Toshiba Smart Community Center

Benefits

Toshiba Corporate Pension Plan: For our full-time employees' lives after retirement, we have the Toshiba Corporate Pension Plan (defined benefit plan), in addition to their old-age pension from Japan's welfare pension insurance scheme. In October 2015, we also introduced a defined contribution pension, in order to improve employees' post-retirement funds still more.

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 subsidiaries from a wide range of welfare benefits. In addition to costs for self-development 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.

ESG Performance: Social

Occupational 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, in turn, is only possible in a safe and comfortable work environment. We place the top priority to human life, safety and legal compliance, and support employees' OHS*.

* In this section, "Occupational Health and Safety" is abbreviated to "OHS"

Medium- to Long-term Vision

Toshiba aims to provide a work environment where employees can create value and raise productivity while being free from risks and concerns.

Quantitative Target

Percentage of companies that have acquired OHSAS 18001 certification: **100%**

Toshiba will gradually shift over to ISO45001 certification.

FY2018 Achievement

Percentage of companies that have acquired OHSAS 18001 certification:

(FY2018, Manufacturing companies of Toshiba Group in Japan)

100%

Future Challenges and Approaches

To uphold OHS as one of our top priorities, we will implement measures to build a safe and comfortable work environment, including improving the safety of facilities and working conditions and ensuring compliance with basic safety rules, and will mitigate risks based on risk assessments. We will also provide education to improve employees' knowledge and skills about health management, such as factory line training for management and self-care education for all employees, and promote measures to improve workplace environments based on stress check results.

Occupational Health and Safety Management Policy and Occupational Health and Safety Management Declaration

Occupational Health and Safety Management Policy

The Toshiba Group OHS Management Policy was established in April 2004 in response to the declaration of commitment to OHS by the top management with a goal of all employees sharing the commitment and revised a part of the content with revision of the Toshiba Group's Philosophy in 2018. The new content specifies our consideration of the people working in diverse conditions related to our business, including independent contractors, in light of the requirements of ISO45001 certification, a new standard for occupational health and safety management systems.

The Toshiba Group Occupational Health and Safety Management Policy

At the Toshiba Group, we practice CSR, including Occupational Health and Safety, management 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 legal 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 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 in order to motivate employee to work. 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 occupational health and safety management activities and codified them into the OHS management to penetrate them throughout the organization from top management to all employees. We declared launching of this at the Toshiba Group CSR Conference in December 2018. We designated the executive in charge of Human Resource and Administration Division as a chief OHS officer (CHSO) the Toshiba Group Health & Safety Management Commitment formulated through the CHSO. The Commitment specifies the roles to be fulfilled by executives, managers, health and safety personnel, and employees in the field of OHS management.

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 (OH&S) Management".

To this end, in accordance with The Toshiba Group OH&S 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 OH&S management systems.

1. Executives (leaders of organizations) shall take the initiative in implementing OH&S management and set a good example.

- Recognize that the OH&S 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 OH&S 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 OH&S 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 OH&S, including supporters in other groups, in order to ensure continuous OH&S 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 OH&S 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.



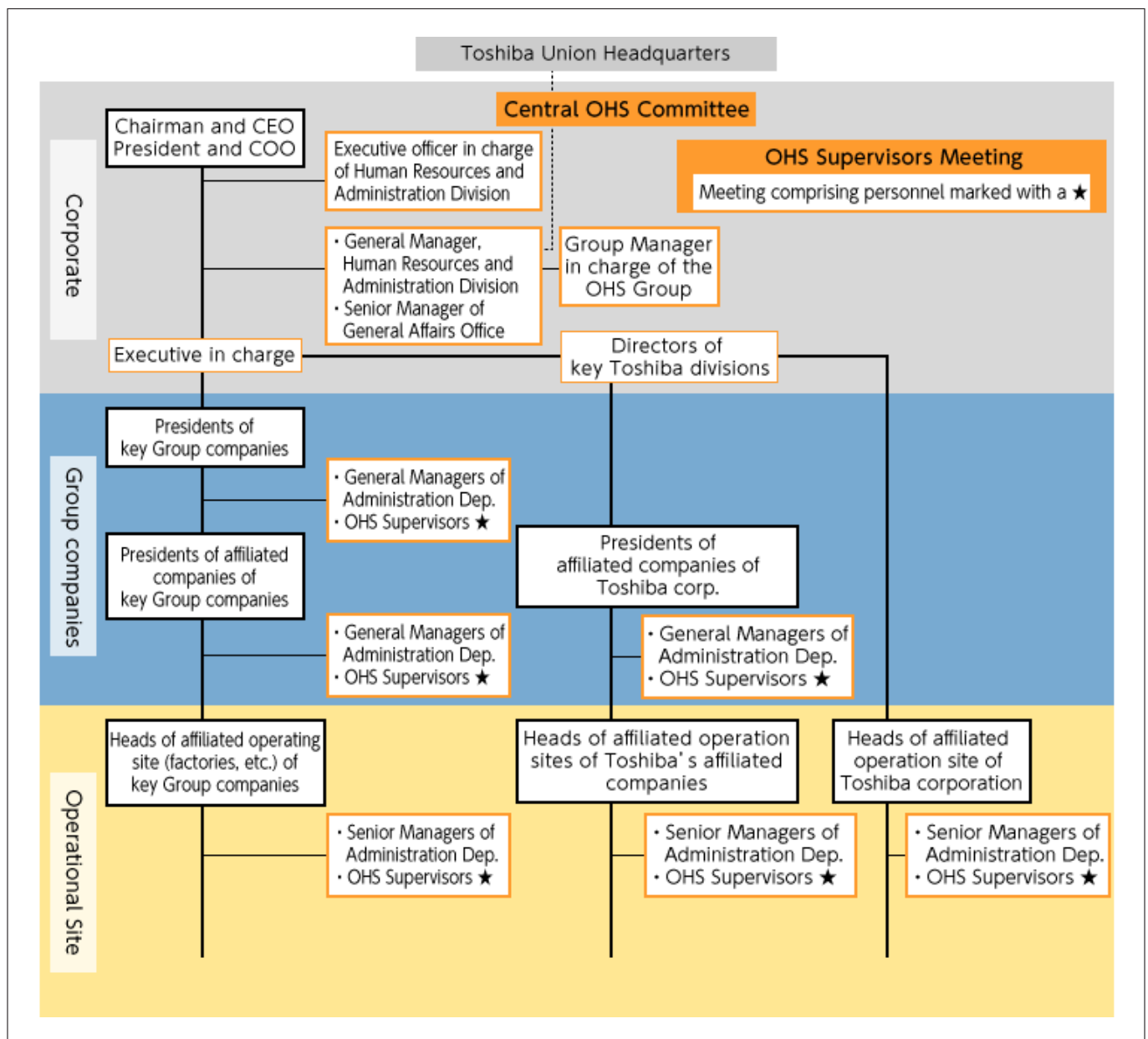
Promotion of OHS

The OHS activities of Toshiba Group are developed at the level of operational sites (or individual Group companies) through the corporate, which is the supervisory division of the Group, and the Group companies, based on line management from top managers through to employees. Statutory activities at each site (or Group company) 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, which cater to the work process and the risk factors.

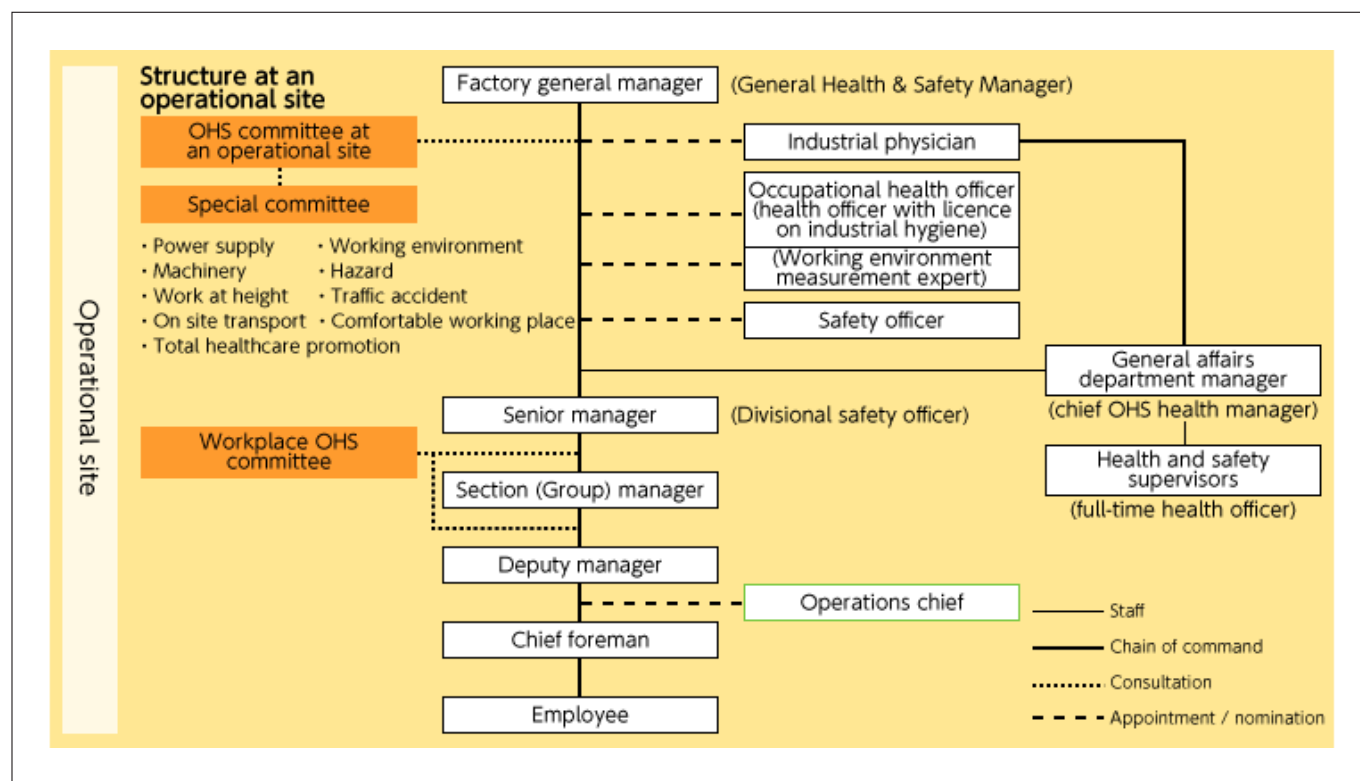
As a means to laterally share information among Group companies, we hold the Toshiba Group OHS Supervisor Meeting. The OHS Supervisors at Group companies and operational sites meet once a year, and report on matters such as the occurrence of occupational accidents and goals that are to be promoted across the Group, as well as efforts for high priority issues and the activities undertaken at each site.

We also hold statutory OHS Committee meetings at workplaces as an opportunity to discuss and communicate health and safety issues with employees. In corporate terms, the Central OHS Committee meeting in January and the OHS Debriefing in June are held together with Toshiba Union Headquarters. 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.

Toshiba Group OHS Promotion System



Toshiba Group Operational Site's OHS Management Structure



(for reference) Toshiba's heritage of OHS activities

The history of Toshiba's OHS activities goes back to the days of Toshiba's predecessor, Tokyo Electric. In 1914, Toshibumi Gamo, then chief of general affairs, witnessed a tragic electrocution accident, and thereafter dedicated his life to safety-related activities. He became a central figure in Japan's safety movement, setting up the Association for Prioritization of Safety (Anzen Daiichi Kyokai) with Kakichi Uchida and others in 1917. The green cross that is used on safety flags in Japan is said to originally be designed by Gamo, and have been used as a symbol in the National Safety Week.

Toshiba Group has inherited this DNA and placed the top priority to employees' OHS. Thanks to the efforts made over the years, Toshiba Group's domestic occupational accident incidence (accident frequency rate) has remained below the average for the manufacturing industry in Japan.



Toshibumi Gamo

OHS Management System

In FY2007, Toshiba Group introduced OHSAS18001*, an international certification standard for labor safety and health management system to its OHS management system and all manufacturing subsidiaries in Japan (54 Toshiba Group manufacturing companies) and major manufacturing subsidiaries overseas have been certified by external auditors. This visible OHS management system enables us to identify and assess OHS issues and make continuous improvements to reduce risks in accordance with legal compliance.

Since even before the introduction of this system, Toshiba Group has been striving to improve safety management through steady efforts of its organizations and individual employees in their daily activities. Among such efforts, small workplace groups undertake a variety of activities on an ongoing basis. These activities include workplace improvement programs, education and training for increasing risk sensitivity and activities to check whether appropriate practices are being carried out. By combining safety management based on employee networks with the OHSAS18001-based management system, Toshiba Group will improve further its global safety management.

Toshiba is taking suitable steps to shift over from the OHS management system standard OHSAS18001 to the ISO45001 standard announced in March 2018.

*OHSAS: Occupational Health and Safety Assessment Series



OHSAS18001 Certificate of Registration

Evaluation of risks associated with health and safety

Toshiba Group is implementing measures to combat such risks as a terrorist attack, riot, crime, natural disaster or infectious disease at each of our sites since we operate businesses all around the world. We monitor these risks based on information gathered from various sources that include the Ministry of Foreign Affairs, specialty companies in safety crisis management overseas and international medical care, international risk-related media and in the field. Our timely and appropriate safety measures range from information provision, awareness-raising and business trip restrictions to measures to prevent serious injury and disease.

When implementing a new project, we confirm risks in advance as required through such means as risk assessments covering matters that include local laws and regulations, the surrounding environment, infrastructure, facilities, and substances used.

Raising Awareness and Education on OHS

Message from Top Management to All Employees for National OHS Weeks

Every year, 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 his unshakable determination to ensure OHS. We restarted video transmission of the message in FY2018 and Toshiba's chairman and president both conveyed their thoughts in Safety Week for FY2019.

In addition to messages to the entire Group, the top management at each business site and Group company sends messages to all their employees and leads their own OHS initiatives.

Toshiba Group OHS Conference

First held in 1975, Toshiba Group OHS Conference is held every December for the purpose of raising the level of OHS activities and generating greater awareness about OHS management. The main participants are management from Toshiba and Group companies, labor union representatives, and people in charge of OHS activities in Japan and the Chairman's Award for Excellence is conferred to companies and operation sites that set an example for others for excellent OHS-related activities, as well as to small-group activity programs and improvement proposals.

Since FY2008, the Conference has been integrated with the CSR Conference. Now in this Conference, CEO commend the efforts in OHS management made by global (not only Japanese but also overseas) Group companies. At the Conference in FY2018, Toshiba pledged its commitment to OHS management, marking a significant turning point in the Group's OHS activities.



CHSO address on promoting health and safety management

Education on OHS

Toshiba Group endeavors to enhance our employees' understanding and skills in OHS. On top of the education required by the Industrial Safety and Health Act, we enforce education programs for employees who are newly appointed to OHS-related posts, and employees in mid-level, or practical training programs devised by each operational site.

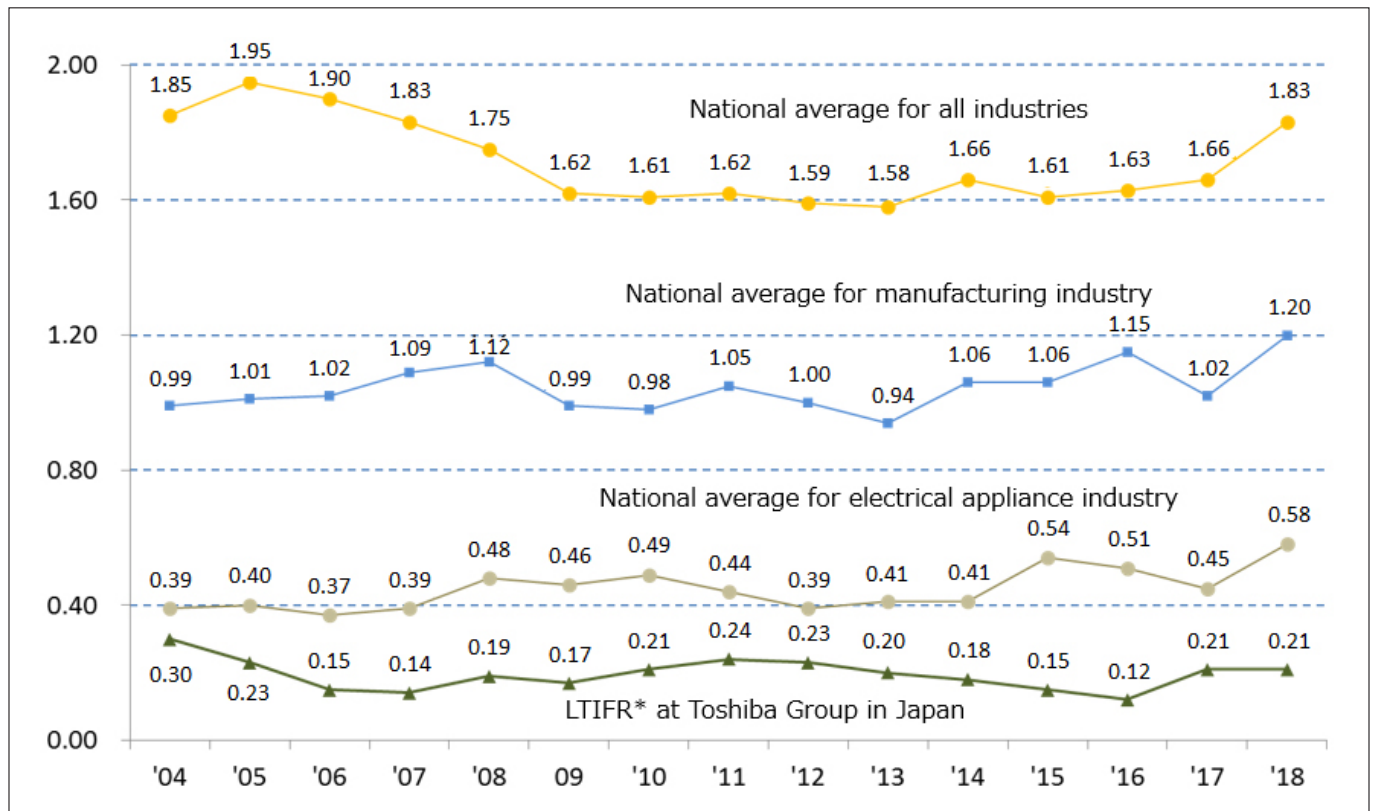
In FY2018, we held training for Toshiba Group employees in charge of implementing OHS activities twice in April, with 109 people taking part. The training was also provided for employees newly taking charge of activities in September, with 34 people participating.

Occurrence of Occupational Accidents

The frequency of occupational accidents (frequency of lost workdays) of Toshiba Group in Japan in FY2018 was similar to that of the previous fiscal year. This is much lower than the national average for the manufacturing industry. Moreover, there have been no accidents resulting in death at any Toshiba Group company in Japan since FY2013. The number of occupational accidents in FY2018 was 111 in total, down 23% year on year, with 33 cases resulting in lost workdays and 78 cases without lost workdays. The most common types of accidents were falling, caught in/between, reaction to motion/improper motion, and fall from height. Of these, the accidents caused by normal activity of daily life (ex. falling while walking or falling downstairs), mainly among elderly workers, make up 34% of total accidents. A challenge for Toshiba is to combat accidents that involve falling and fall from height as part of our accident prevention measures.

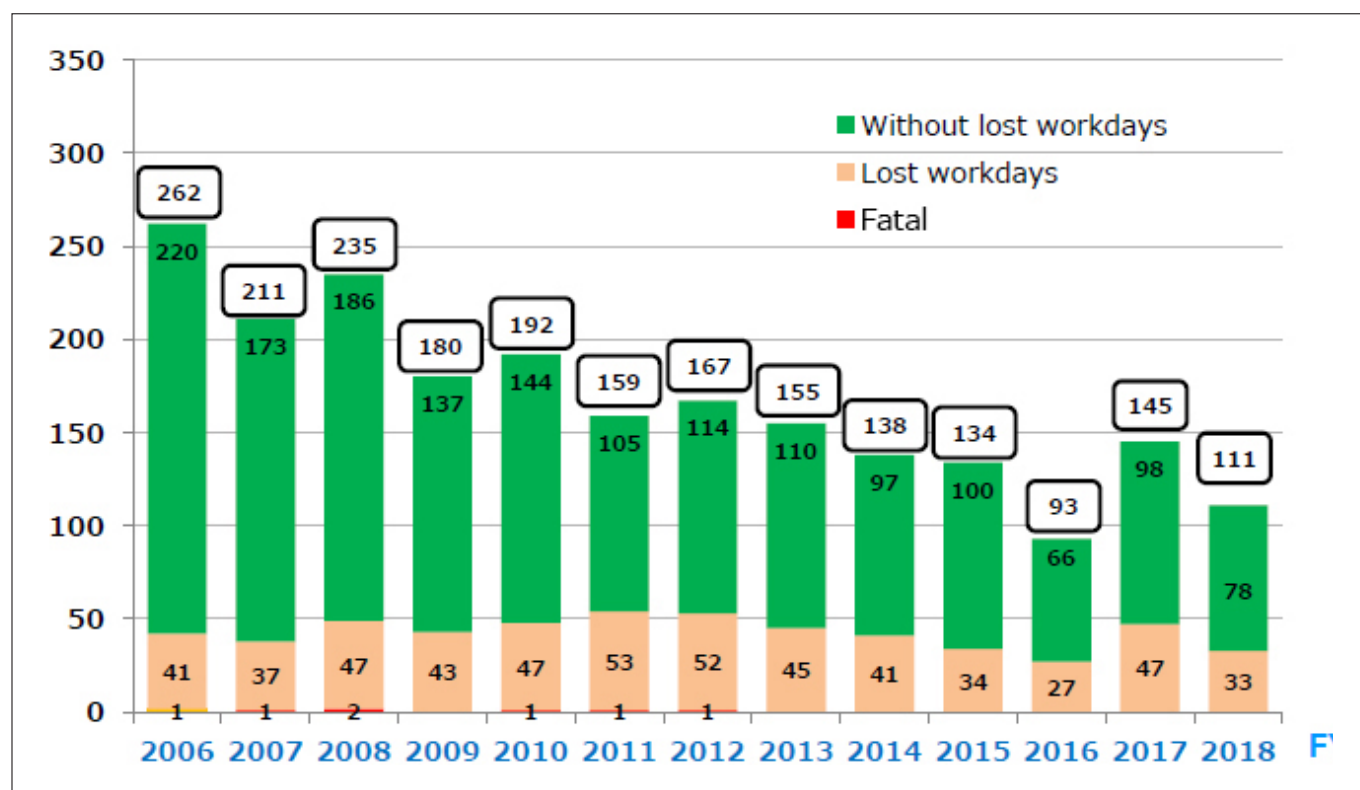
As for occupational accident prevention activities, our Corporate division has set objectives for promoting OHS of Toshiba Group. Based on these objectives, each Group company and business site formulates promotion goals and plans while sharing their unique challenges being faced at each Group company and business site, and undertakes actions aimed at preventing occupational accidents. This includes various measures to prevent everyday accidents such as falling while walking and falling downstairs (for example by improving spots where there is a risk of falling over such as steps or level difference, and activities to enhance personal physical ability).

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.

Incidence of Work-related Accidents (Toshiba Group in Japan)



* Figures from FY2010 include accidents involving dispatched workers

Accidents by type of accident in FY2018 (Toshiba Group in Japan)

Type of accident	Falling	Caught in / between	Reaction to motion / improper motion	Fall from height	Cuts	Struck by flying or falling object	Crash	Crashed by	Contact to high / low-temperature	Contact to harmful substance	Collapse	Others	Total
Without lost workdays	22	13	10	5	9	5	4	3	2	2	1	2	78
Lost workdays	9	5	4	8	1	3	1	0	1	0	1	0	33
Accidents	31	18	14	13	10	8	5	3	3	2	2	2	111

In addition, to prevent occupational accidents, we 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. Based on the results of this risk assessment, we will identify current and potential risks, review work methods, and will systematically take necessary measures to reduce and eliminate such risks as well as to improve facility and provide thorough training for employees.

Ensuring Health Management

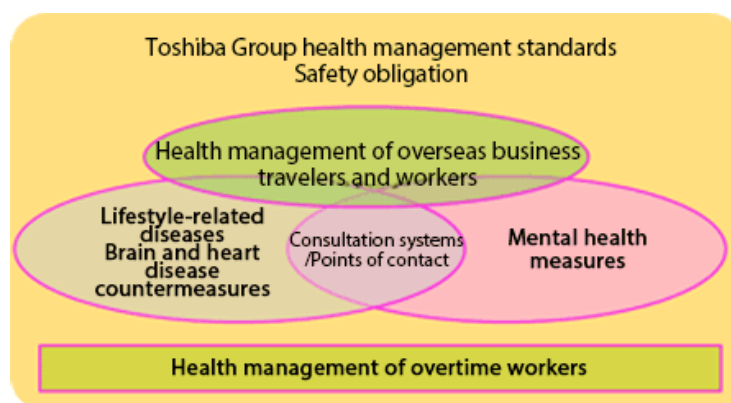
Toshiba Group has set the prevention of lifestyle diseases, enhancement of mental health and prevention of overwork as the basis to achieve this as the top priority measures within the Group's standards for health management. We strive to raise employees' awareness of the importance of health and take various measures to maintain their physical and mental health from both a high-risk approach* and population approach*. As a result of these efforts, Toshiba, its four key Group companies, Toshiba Lighting & technology Corporation, and Toshiba Carrier Corporation were selected as an "The 2019 Certified Health and Productivity Management Organization Recognition Program (White 500)" (large enterprise category) by Nippon Kenko Kaigi.

*High-risk approach: A method of health management that focuses on people at high risk of disease
 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 profession • Anti-suicide measures 	<ul style="list-style-type: none"> • Brain and cardiovascular disease countermeasures (work classification determination by regular medical checkup data level) 	<ul style="list-style-type: none"> • Prevent diabetes becoming severe • Strengthen health management of employees on overseas assignment
Population approach	<ul style="list-style-type: none"> • Line care education • Self-care education • Stress checks 	<ul style="list-style-type: none"> • Targets for improvement and support for lifestyle improvement • Health education for each age group 	
Measures to comply with regulations and prevent overwork			



Regular Medical Checkup System

Toshiba Group operates its own system of regular medical checkups, which form the basis of employees' health management and the integrated management of information, including follow-up measures. Employees can access the system over the intranet in order to complete questionnaires, change schedule for medical checkups / follow-up consultation, or view the results of medical checkups and stress tests. Industrial physicians and healthcare staff utilize this system when presenting changes in the results of medical checkups and risks related to lifestyle habits, such as diet, alcohol, smoking, exercise and mental health, using charts and graphs in an easy-to-understand manner and provide health guidance and education during the consultation. In FY2018, we improved the function to record data in such areas as health guidance.

To continuously improve OHS management, it is necessary to set monitoring indices that are common throughout the Group and ensure constant monitoring. With the system, it is possible to easily identify trends by Group-wide, company and operation site while safeguarding personal information. Industrial physicians and healthcare staff have been using these trends to formulate healthcare management programs as part of a population approach based on comparison between one's operation site and the Group-wide average. Going forward, Toshiba Group companies and Toshiba Health Insurance Association will actively share the results of these population analyses with top management and other related personnel as a means to make improvements at each operation site.

Method for Prevention of Brain, Heart and Lifestyle-Related Diseases

As a high-risk approach to preventing lifestyle-related diseases, Toshiba Group has provided priority support to employees at high risk of developing brain and heart diseases, such as work management and health guidance, according to work classification determination by regular medical checkup data level, shared across all Group companies since FY2011. We also run a program to prevent diabetes becoming severe in collaboration with Toshiba Health Insurance Association. The effect of these initiatives has started to emerge with a decrease in the percentage of deaths caused by brain and heart disease while still at work and in the proportion of people with limitations on the work they can do.

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 canteen menu and providing opportunity to exercise, since FY2013. We introduced a health-related education program for each age group in FY2014 and supported 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 are still health-related indices where challenges remain, 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 patients and those having a high risk, we aim to prevent others having the metabolic syndrome by providing specific health guidance led by the Toshiba Health Insurance Association and implementing measures to enhance health guidance as a company.

With regard to smoking, we have been taking steps that include making indoors smoking cessation, time smoking cessation and smoking cessation classrooms based on smoking separation systems according to the circumstance of each business sites. From January 2020, smoking will not be allowed during work hours (Group companies in Japan). This message was also conveyed by top management during National Occupational Health Week in FY2019. Toshiba Group intends to undertake further smoking cessation actions from the perspective of health management.



Anti smoking poster
(for Group companies in Japan)

Mental Health Care

Toshiba was one of the first Japanese companies to address the issue of employees' mental health and have developed an advanced, comprehensive system of care to support our employees' work and daily life. In the future, we will enhance our programs based on the population approach in addition to the high-risk approach while encouraging each individual to consciously maintain their physical and mental well-being.

1. Workplace Care

Employees are encouraged to pay attention to their co-workers and talk to them in order to detect any unusual signs that imply poor health through opportunities that include education and messages from the top management. This practice has become the norm in the workplace. In order to raise health and safety awareness at each workplace, we have been promoting communication by holding periodic informal CSR workplace meetings.

2. Self-care

A special magazine "Kenpo Information" published by Toshiba Health Insurance Association is one of the tools to promote awareness and education about mental health. In addition, we provide e-learning on self-care for Group companies in Japan every year to support the building of an independent and healthy mind. In FY2018, 69,698 people from Group companies in Japan received the education, marking a 99.3% participation rate.

登場人物

府中さん
23歳、男性：新入社員

今年入社して、芝浦チームに配属。憧れていた、都会での一人暮らしだが、知っている人も少なく、たまの楽しみは学生時代の友人との飲み会。職場全体も忙しい。生活にメリハリがなく、会社と自宅の往復が毎日を送っている。

浜松さん
32歳、女性：新入社員

昨年、念願の子どもが生まれ、今年の4月から育休明けで復帰した。本人曰く、お世話好きで、子育ても新人教育もお任せあれ。しかし最近、職場も新しいP.J.が始まり多忙となる。このまま、育児と仕事の両方を頑張っていけるか不安を感じている。

芝浦さん
50歳、男性：グループリーダー

前回のP.J.が大きな成果に繋がり、以前からやってみたかったP.J.を任された。目標達成には他部門との密な連携、協力が必要となる。しかし、自分の考えが相手に理解されないことが多く、他部門との連携が鍵となるこのP.J.が上手いのか不安を感じている。

3人のストレスケア

	現 状	セルフケア	結 果
府中さん (新入社員)	職場と自宅の往復。南西に知っている人が少ない。	職場と自宅以外の居場所を探した。新しい友人を作った。	生活にもメリハリができ、仕事にも集中できるようになった。
浜松さん (新入社員)	子供の世話を焼く人が夫しかいない。	夫と一緒に状況を書き出し、新しく頼れる人を見つけた。頑張り過ぎにつなげる考えを見直した。	夫や芝浦チームのメンバーの協力も得られ、念願の家族旅行に行けるようになった。
芝浦さん (グループリーダー)	自分の考えが相手に理解されない。他部門との連携が必要なのに、できていない。頼める人がいない。	アサーティブコミュニケーションを身に付け、組み方を工夫した。	新規P.J.も軌道に乗り、他部門との連携がでるようになった。

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Self-care e-learning material

3. Return-to-work Support Program

In 2003, Toshiba became one of the first companies in Japan to introduce a return-to-work support program. It was revised in 2011 to facilitate employees to smoothly return to work after a lengthy absence due to mental health problems. Industrial physicians and occupational healthcare staffs coordinate with the employee's doctor, workplace members and family to devise proposals for appropriate returning date, working place and contents.

4. Management Education

Since 1977 that started the training of "listeners", Toshiba has implemented mental health education for managerial ranks in response to the trend of times. At present, each site of Toshiba offers health-related self-care education programs to employees as well as courses for managers. An in-house training center provides optional management seminars on mental health-related topics. The seminars explain the importance of independent self-care for busy managers in addition to the company's obligation to ensure safety.

「メンタルヘルス」

目 次

1. 東芝グループ経営理念、安全健康基本方針、健康管理基準
2. 安全配慮義務とは
3. 過重労働対策について
4. 労災認定について
5. 国内、東芝グループの状況
6. 東芝グループのメンタルヘルス対策
7. ラインによるケア
8. セルフケアについて
9. 社外相談窓口等
- 不自然死対策について

8. 管理職自身のセルフケアについて

ストレスを感じていると、**身体面**、**心理面**、**行動面**に反応が表れます。まずは、「いつか達する自分」ことがポイントです。



「気づき・声かけ」実践のポイント

「特に注意が必要な状況」や「要注意シグナル」に気づいたら、「気づき・声かけ」の実践。



Example of material for the management seminar

5. On-site Health-related Consultation System

Industrial physicians and occupational healthcare staffs Toshiba respond to onsite health-related inquiries and coordinate with workplace, households and medical institutions as required. They also respond to inquiries from workplaces as well as from individuals.

[For reference] Enhancing the skills, etc. of industrial physicians and occupational healthcare staff
Toshiba Group provides regular education (upon entering the Company, after three months, specialized programs, etc.) and holds 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 is continuously seeking to brush up knowledge and share safety and health measures throughout Toshiba Group.

6. Outside Helpline for Mental and Physical Health

Toshiba was one of the first companies in Japan to introduce an outside Employee Assistance Program (EAP) in 2000. Even now, we provide counseling for both mental and physical health issues by external specialists in conjunction with its in-house health insurance association. We boost awareness of the program and counseling through various media such as self-care e-learning material, corporate and in-house health insurance association newsletters, and our website. The contact ensures privacy of the individuals seeking help. Employee family members can also use the helpline.

7. Stress Check

Toshiba Group started to conduct stress checks under the guidance of the main office department in FY2016. As a result of timely follow-ups, we achieve a response rate for Toshiba Group that is higher than the national average (91.4%, FY2018). We have been implementing stress checks throughout the Group since FY2018, making them mandatory at workplaces with fewer than 50 people.

An aggregation of workplace stress check charts shows that "workload control" and "supervisor/colleague support" are basically on par with the national average. Various support measures at workplaces with issues have yielded results and started to take hold, while opportunities have been created to communicate websites that can be used for reference and share ways to improve the workplace from each Group company. Efforts aim to increase the level of stress management throughout the Group.

Health management for employees working excessive overtime

Toshiba Group has been working to prevent health problems caused by overtime work since before the revision to the Industrial Safety and Health Law in 2006 by setting standards that exceed legal requirements; for example, employees who work 80 hours overtime per month are required to receive health guidance from industrial physician (Interview Guidance for Employees Working Excessive Overtime). At the same time, our first principle is to transition to a working style in which employees are not expected to do overtime. This standard sufficiently meets the requirements of the revised Industrial Safety and Health Regulations enforced in April 2019.

Overseas Medical Service Visits

Toshiba Group has a specialized division in Japan 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 provide a checkups once a year while away, including for the employee's family. We are taking steps to ensure our overseas transferees 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 member's consultation and information on local medical institutions, arranging emergency transport in line with each country's medical care system.

Infectious Disease Countermeasures

Toshiba Group compiles the latest information gathered from various sources that include the Ministry of Foreign Affairs, specialty companies 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 transmission, and distributes it to relevant countries in order to alert the employees on such risks. Toshiba Group in Japan also provide orientation to employees assigned to work overseas and their accompanying families, on medical, safety, infectious diseases measurements and other lifestyle-related issues pertaining to the relevant country. Once the overseas assignment is confirmed, an orientation is held, including prior medical checkups and courses of vaccination. New recruits in Japan are provided with booklets also containing information about HIV AIDS. Other awareness-raising programs also cover topics such as the prevention of HIV infection and the prohibition of unfair discrimination due to insufficient knowledge about the disease.

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 during 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](#)

> [CSR Management in the Supply Chain](#)

CSR Management in the Supply Chain

In order to fulfill CSR in regards to human rights, labor, and the environment in cooperation with suppliers, Toshiba Group continues to promote CSR activities throughout the supply chain.

Medium- to Long-term Vision

Contributing to solving social issues in our supply chain through appropriate procurement transactions

- **Full notification of our procurement policy to our suppliers**
- **Obtaining consent for the Toshiba Group Procurement Policy from new suppliers**

100% of our new suppliers

- **Keeping track of supplier activities, and advising on improvement**

FY2018 Achievement

• Holding briefings for suppliers:

- Explaining the Toshiba Group Procurement Policy
- Briefing on conflict minerals

• Surveys of suppliers and providing instructions for improvement:

- Conducting CSR Self-Assessment (RBA Self-Assessment Questionnaire) and providing individual guidance based on the results
- Conducting a conflict minerals survey and providing individual guidance based on the results
- Conducting a supplier environmental conservation survey

• Information exchange and discussion with experts toward resolution of CSR issues:

- Participating in RBA member meetings

Future Challenges and Approaches

We will continue to request that new suppliers consent and practice to the Toshiba Group Procurement Policy, and to strengthen our measures to monitor and support suppliers' compliance with the policy.

We will also educate our procurement employees about important CSR issues, such as compliance and handling conflict minerals, so that they can instruct and support our suppliers.

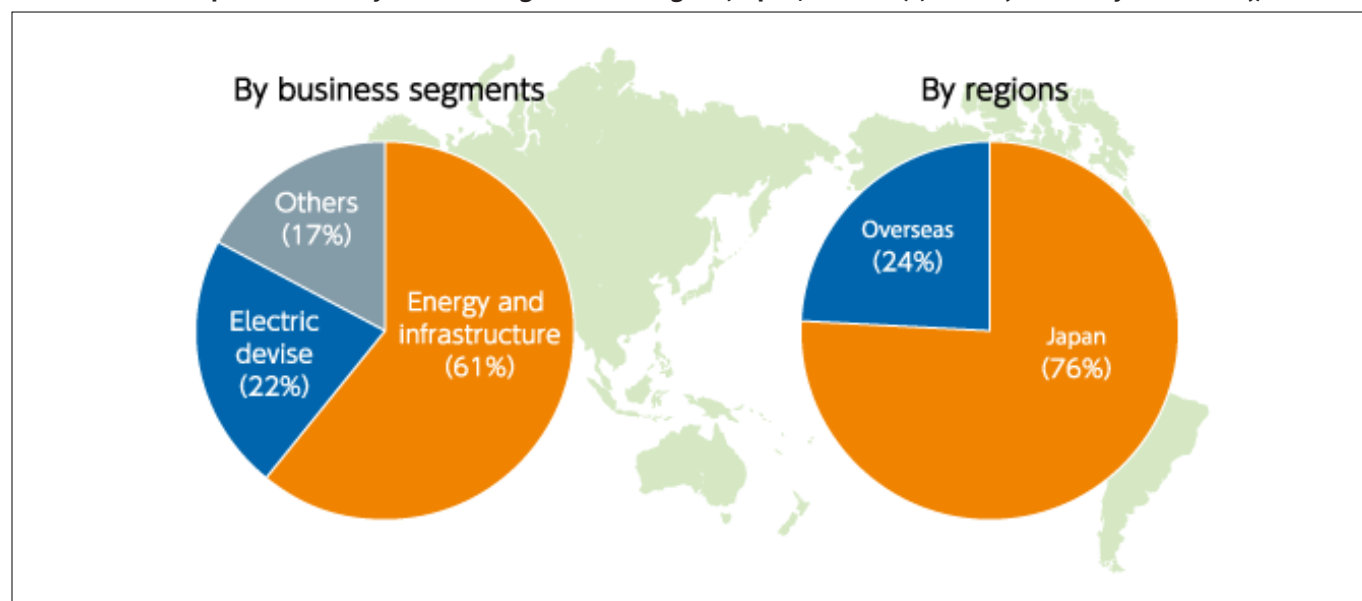
Toshiba Group's Supply Chain

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, electric devices account for 22%, energy and infrastructure accounts for 61%, and others account for 17%. By region, domestic suppliers account for 76% and overseas suppliers account for 24% of the total expenditure.

In our efforts to fulfill our CSR throughout our supply chain, Toshiba Group takes a risk-based approach that gives importance to suppliers with whom we have a continuing business with, and that takes into account factors particular to the business sector and region.

Procurement Component Ratio by Business Segment and Region (Japan/overseas) (FY2018, 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 using the International Procurement Office (IPO), we make efforts to promote optimal procurement, including local procurement.

Toshiba Group Procurement Policy

Toshiba Group strives 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. The policy is translated into English, Chinese and Thai to complement the Japanese, and whenever the contents of the said policy are revised in keeping with social conditions, 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 Conflict Mineral Policy](#) in order to address conflict minerals. 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

Time	Contents
Feb 2005	We established the Toshiba Group Procurement Policy, and requested that our domestic and overseas suppliers comply with laws, regulations and social norms, give proper consideration to the environment etc.
May 2008 Revision	We expressly informed our suppliers of our policy on giving consideration to human rights and OHS, and requested that they apply the policy's standards to their own procurement activities.
May 2012 Revision	<ul style="list-style-type: none"> • We declared that we give priority consideration to suppliers who comply with laws, regulations and social norms and whether they take account of human rights, when selecting new suppliers and renewing contract. • We requested that our suppliers comply with our policy to prohibit bribery to any stakeholders (taking into account international anti-corruption regulations such as the UK's Bribery Act), human trafficking or slavery (taking into account the California Transparency in Supply Chains Act in the USA), and the use of conflict minerals (taking into account Dodd–Frank Wall Street Reform and Consumer Protection Act).
Oct 2014 Revision	In the Procurement Policy, we expressly requested the promotion of activities that are in keeping with the principles of the United Nations Global Compact (UNGC) and the Responsible Business Alliance (RBA)* Code of Conduct. Toshiba is a member of these initiatives.

* EICC changed its name to RBA in October 2017.

- > [Toshiba Group Procurement Policy](#)
- > [Toshiba Group Green Procurement Guidelines](#)
- > [Toshiba Group Conflict Mineral Policy](#)
- > [Standards of Conduct for Toshiba Group 3. Procurement](#)

Cooperation with Industry Organizations

In order to drive forward its CSR management in the supply chain in accordance with global standard, in June 2011, Toshiba joined the RBA, the electronics industry's CSR promotion organization.

In order to fulfill CSR for labor, occupational health and safety, the environment, and ethical standards throughout the supply chain, we take measures in accordance with the spirit of the [RBA Code of Conduct](#).

In January 2017, we established RBA Japan Network together with RBA membership companies in Japan. The Network builds awareness and understanding of the RBA Code of Conduct through translation support and outreach meetings. It also conducts activities to resolve common issues. In October 2018, we participated in an RBA membership meeting held in the United States where we learned about the latest global trends. To create a responsible supply chain, we exchanged information and held discussions with experts.

We request Toshiba Group companies' suppliers to carry out CSR self-assessment each year in accordance with the RBA Code of Conduct depending on their respective industries and sizes, thereby checking how initiatives are being implemented regarding compliance with regulations and social norms, human rights, occupational health and safety, environmental conservation, and ethics. Based on assessment results, we provide guidance to individual suppliers in accordance with their risk levels, and request that they make improvements.

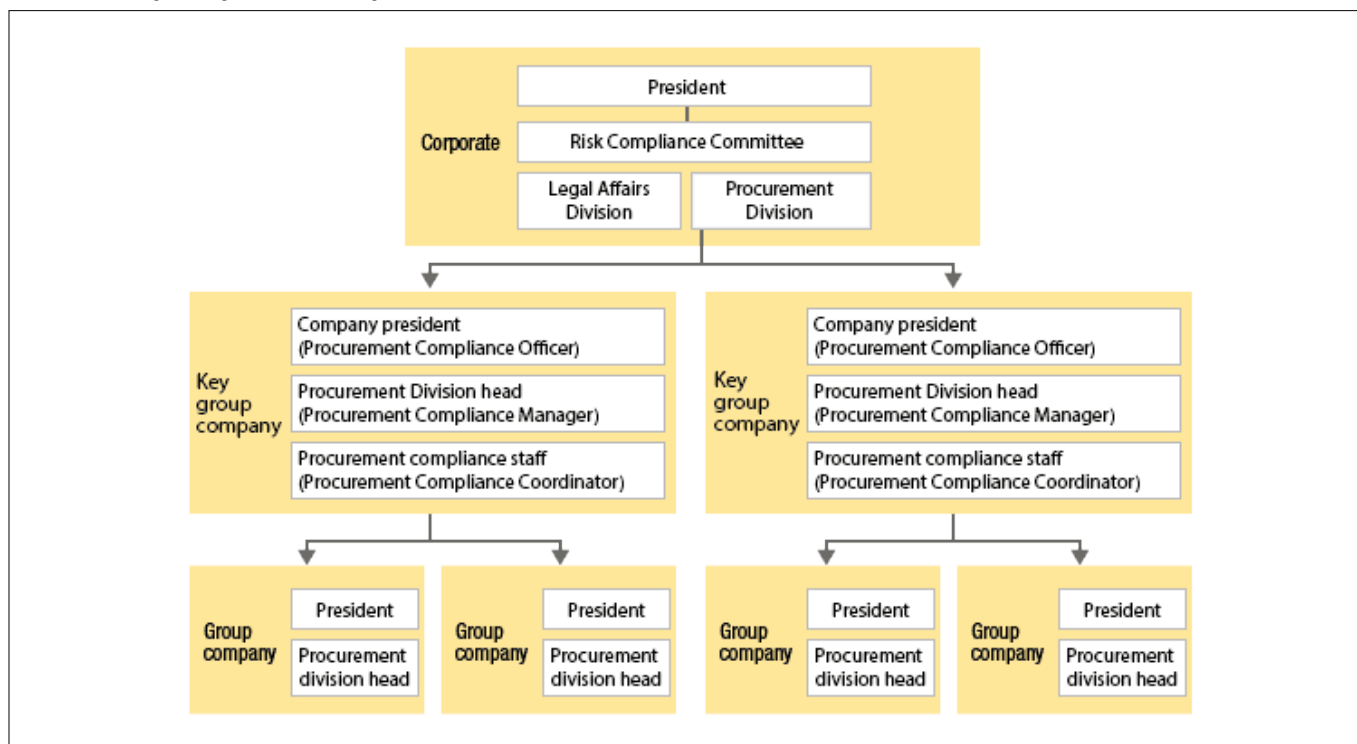


- > [RBA Membership](#)

Promotion of the Supply Chain Management

In April 2007, Toshiba Group set up an organization dedicated to promoting CSR procurement within the procurement department at Toshiba's Head Office, which works to promote fair dealings with all our suppliers as well as CSR management in the supply chain. The organization coordinates with various business divisions and related divisions such as the CSR office and the Environment office.

Toshiba Group CSR procurement promotion structure



Training procurement employees

Compliance training of various types, such as training on the Standards of Conduct for Toshiba Group, the Toshiba Group Procurement Policy and CSR Management in the Supply Chain, is included in our training programs for procurement personnel at all organizational levels, including the training program for new employees and for transferees.

Thorough Implementation measures based on the Toshiba Group Procurement Policy and its monitoring

Thorough Implementation measures based on the Procurement Policy

We request suppliers to consider CSR in accordance with Toshiba Group Procurement Policy. In FY2014, we revised the policy and included expectations for our suppliers to act in accordance with the UN Global Compact and the [RBA Code of Conduct](#) and requested some 10,000 suppliers (cumulative numbers*) to abide by this revised content, and got consensus from them. In FY2018, Toshiba Group selected approximately 1,400 companies as new suppliers based on the Policy for Selecting Suppliers stipulated in the Toshiba Group Procurement Policy, which was distributed and explained to them and request them to agree.

* As Toshiba Group companies conduct surveys based on each contract, we count only one contract in the case multiple contracts are concluded with one supplier. Additionally, the company numbers are approximate due to there being commercially sensitive information.

Monitoring

Toshiba Group monitors the status of CSR management in the supply chains that have ongoing businesses at manufacturing sites at the time of quality audits and requests improvements and provides guidance 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.

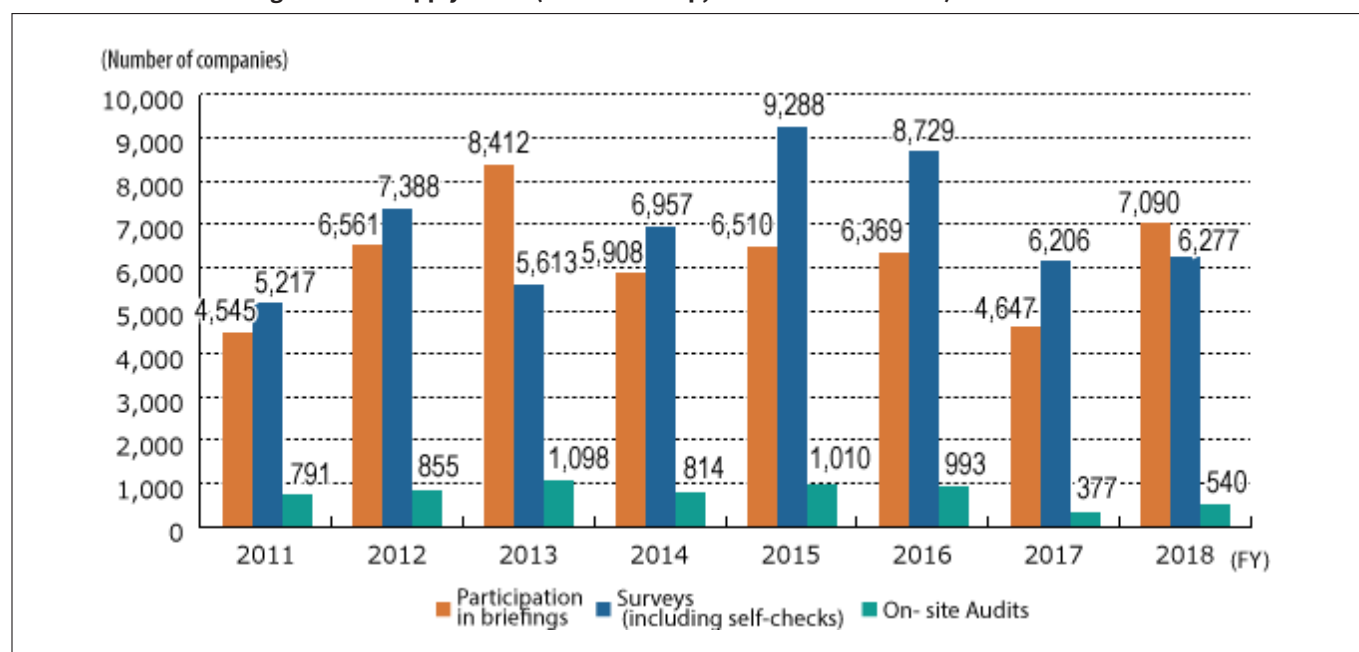
Toshiba Group holds briefings to explain to suppliers its policies on the environment, human rights, and occupational health and safety. We also conduct supplier surveys to monitor their performance in accordance with the Toshiba Group Procurement Policy (including self-assessment) at each business site.

Suppliers participating in briefings and those covered by the survey(FY2018, Toshiba Group, Cumulative numbers)

Topic	Participation in briefings	Surveys*	On - site Audit*
Human rights/Safety	4,404	1,254	217
Environment	2,686	5,023	323
Total	7,090	6,277	540

* The survey includes self-inspections using the RBA SAQ (Self-Assessment Questionnaire), third-party audits, and surveys/audits using our own standards.

Promotion of CSR Management in Supply Chain (Toshiba Group, Cumulative numbers)



Actions on Suppliers in the Event of Breach of the Procurement Policy

If a supplier violates the standard of transaction, 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.

Suppliers subject to guidance & support and suspension of transactions(FY2018, Toshiba Group, Cumulative numbers)

Topic	Guidance and Support	Suspension of transactions
Human rights/Safety	112	0
Environment	71	2

Examples of supplier guidance and support (FY2018)

Environmental Activities	<ul style="list-style-type: none"> • Guidance on how to manage products containing chemical substances, etc. for suppliers • Guidance on risk assessment of chemical substances • Guidance on how to treat industrial waste
Human Rights and Occupational Health & Safety	<ul style="list-style-type: none"> • Guidance on the development of workplace operating manuals • Supporting smelters to obtain conflict-free certification* • Guidance on improving safety warnings on machines and equipment

* Conflict-free certification: A system by which a third-party organization certifies that an organization does not use conflict minerals (conflict free).

Major survey items during the audit of outsourced Toshiba-brand manufacturers

Category	Survey items
CSR management at the companies audited	<ul style="list-style-type: none"> • Labor disputes • Communication with employees • Labor agreements and working hours • Workplace safety • Employee health conditions • Environmental initiatives such as the acquisition of ISO 14001 certification
CSR management with regard to the supply chain of the companies audited	<ul style="list-style-type: none"> • Adoption of CSR policy that encompasses consideration for human rights, labor conditions, and the environment • Communication of the CSR policy to suppliers and their status of compliance with the policy • Regulations concerning plant wastewater and air emissions

Partnerships with Suppliers

Toshiba Group strives to build with our suppliers partnerships 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 labor conditions, OHS and the environment.

Activity Example: Initiatives at Toshiba Information Equipment (Philippines), Inc.

Toshiba Information Equipment (Philippines), Inc. (TIP) is resolute to its commitment to foster strong and responsible business relationship with its suppliers and service providers.

To strengthen knowledge and awareness on their social and environmental responsibility, TIP offered a training program to its suppliers and in-house service providers in June 2018. The company's administrative and compliance divisions introduced its Social Accountability Management System based on activities anchored on the Responsible Business Alliance (RBA) Code of Conduct and the international standard SA8000. An explanation of the RBA Code was also given to deepen understanding. The one-day training was attended by Human Resource and/or Administration representatives from 71 companies and facilitated by internal resource speakers from TIP's General Affairs and Compliance Department. The training likewise provided a platform for suppliers and providers to share their experiences and best practices in adopting the RBA Code. With continuous education and awareness programs, coupled with a strong collaboration and communication, TIP hopes to intensify CSR management promotions and compliance within its supply chain.



Training for suppliers

Activity Example: Capacity building with suppliers

Toshiba Information Equipment (Philippines), Inc. (TIP) is promoting OHS-GUILD* supplier partnership program. Patterned from the former KAPATIRAN Program of the Philippine Department of Labor and Employment, this program aims to support suppliers to be compliant with labor standards including occupational safety and health standards.

This program allows TIP to continuously educate and guide pre-selected suppliers in their compliance. TIP also invites external instructors for a variety of training programs. Through this program, TIP supports its suppliers in promoting CSR management thereby strengthening partnerships with them. Some 60 people from supplier companies took part in the program held in January 2019.

* Occupational Health and Safety Guild



Training via the OHS-GUILD program


Addressing the Conflict Minerals Issues

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. For humanitarian reasons, Toshiba Group's policy prohibits the use of raw materials such as tin, tantalum, tungsten, and gold mined in the Democratic Republic of the Congo and its neighboring countries which violate human rights.

Toshiba Group Conflict Mineral Policy

We are developing and implementing a policy prohibiting use of tin, coltan, wolframite, tantalum, tungsten*1, and gold, whose extraction or trade supports conflict in the Democratic Republic of Congo or adjoining countries, and/or contributes to inhumane treatment, including human trafficking, slavery, forced labor, child labor, torture and war crimes in the region.

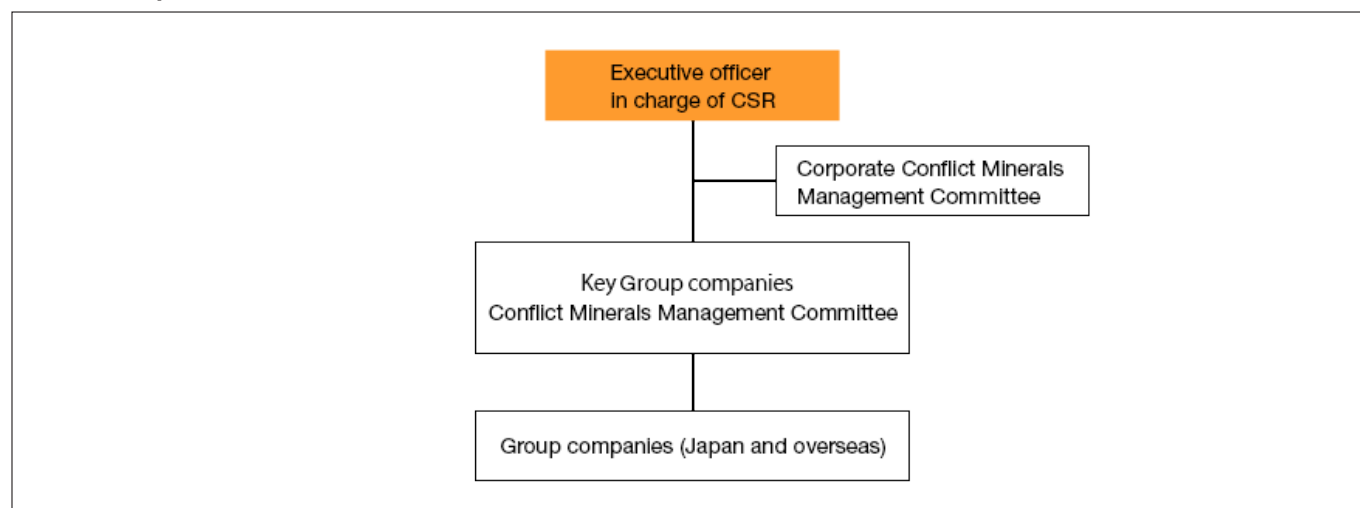
- We will manage our supply chain appropriately in accordance with the  [OECD \(Organization for Economic Co-operation and Development\) Due Diligence Guidance \(PDF: 3.5MB\)](#) for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.
- We will carry out our due diligence with our supply chain using the Conflict Minerals Reporting Template (CMRT) developed by RMI.
- Once a validated supply chain is established through initiatives such as full-fledged smelter verification under an [audit program for smelters of conflict minerals \(Responsible Minerals Assurance Process \(RMAP\)\)](#) or development of a mineral tracing program, we will procure minerals through such validated supply chain.
- Our efforts are not intended at altogether banning procurement of minerals from the DRC and adjoining countries but to assure sourcing from responsible sources in the region.

We request our suppliers to cooperate with us in our efforts to assure procurement of non-conflict minerals in accordance with the Toshiba Group Conflict Mineral Policy.

Toshiba Group's Promotion Structure for the Use of Conflict-Free Minerals

Headed by an executive officer in charge of CSR, Corporate Conflict Minerals Management Committee consisting of related corporate divisions promotes activities in accordance with the Toshiba Group Conflict Mineral Policy. Each Group company appoints a person and office responsible for conflict minerals and they develop initiatives as Toshiba Group and share information at their own Conflict Minerals Management Committee meetings and our in-house website.

Toshiba Group's Promotion Structure for the Use of Conflict-free Minerals



Conflict Minerals Survey

In FY2011, we conducted a survey of Toshiba Group suppliers on their understanding of conflict minerals and the use of them as well as on details about the smelters. In June 2013, we started a survey using Conflict Minerals Reporting Template (CMRT).

We surveyed around 800 suppliers (cumulative number) that might use 3TG* in FY2018. We also took part in JEITA's Conflict Minerals Inquiry Briefings (held 12 times in five cities throughout Japan; 988 participants) as a member of JEITA Survey Committee on Responsible Minerals Procurement in order to deepen understanding of responsible mineral procurement. We explained the questionnaire in the latest version of the survey and recent trends in mineral surveys, and provided individual consultation for participants.

> [JEITA Responsible Minerals Sourcing Inquiry Briefings 2018 \(JEITA Website\)](#)

* Tin, tantalum, tungsten, and gold

Cooperation and communication with external organizations

In order to solve the issue of conflict minerals, and to promote the practice and awareness of conflict-free procurement, we actively join 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

Organizations and Projects related	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 in May 2014, and has worked to promote and raise awareness of conflict-free minerals procurement in cooperation with the automobile and electrical industries of Japan.
	As a member of this working group, issued a document to smelters in Japan and overseas which have not got Conflict-Free Certification in February 2017 demanding to comply with the certification program.

> [Japan Electronics and Information Technology Industries Association \(JEITA\) Responsible Minerals Trade Working Group](#)

Green Procurement / Green Purchase

Green Procurement

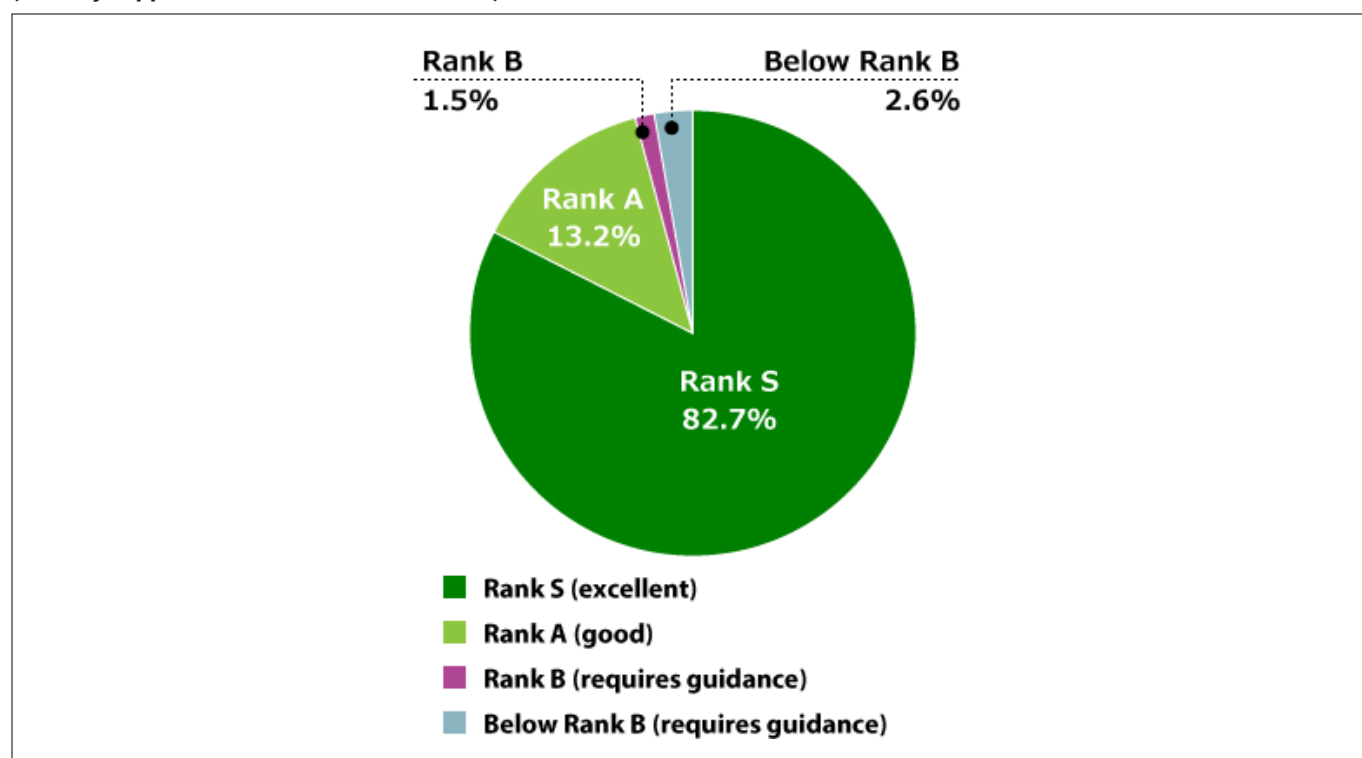
Toshiba Group promotes green procurement as a part of our environmental considerations in the manufacturing processes. Following our Green Procurement Guidelines established in 1999, we endeavor to procure products, parts, and materials that have a low environmental impact from suppliers who actively promote environmental protection. We revise the Green Procurement Guidelines whenever necessary in order to respond to circumstances such as stricter regulations on chemicals contained in products. We published Ver.5.0 of our Green Procurement Guidelines in January 2017.

In Ver.5.0 of our Green Procurement Guidelines, we reviewed and added commentaries on Rank A substances (prohibited substances) and Rank B substances (substances requiring control) in the environment-related substance list in accordance with the latest legal regulations. We ask our suppliers for their understanding and cooperation regarding green procurement, evaluate their environmental performance, and conduct inquiries and assessments of chemical substances contained in the goods procured.

With regard to environmental performance, we request our suppliers to conduct a voluntary assessment of the level of greenness of their environmental activities (Toshiba standards) based on the environmental standard ISO 14001 by using a standard format and to report on assessment results. Assessment items include suppliers' environmental policies (corporate philosophy, environmental organizations, environmental improvement plans, environmental education, etc.), programs regarding environmental issues (air pollution, water contamination, waste, resource and energy consumption, foul odors, noise and vibration, recycling, biodiversity, etc.), and whether there are systems for managing the chemicals contained in products. In selecting suppliers, we assign priority based on the ranks of the suppliers and also encourage them to improve their level of greenness.

> [Green Procurement Guidelines \(Japanese, English and Chinese\)](#)

The level of greenness of suppliers (FY2018) (Priority suppliers 95.9% Rank S and Rank A)



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.

Reducing GHG* Emissions in the Supply Chain

Toshiba Group endeavors to keep track of and calculate the total amount of GHG emissions throughout the supply chain. We use a calculation method based on the GHG Protocol, which provides international standards for calculating GHG emission amounts, and the Ministry of the Environment's Basic Guidelines for Calculating GHG Emissions throughout the Supply Chain, calculate the amount of emissions in every category, then compare the values with the previous year's by category.

We consider promoting effective measures by ascertaining the amount of emissions quantitatively and by category throughout the life cycle to be important.

* GHG: Greenhouse Gas (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃)

> [Environment: Making Supply Chain GHG Emissions Visible for All Categories](#)

ESG Performance: Social

Quality Control for Safety and Reliability

The 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 Group management principles, which are based on respect for people, observe relevant laws and regulations, and focus on our customers first and foremost. Specifically, 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.

Medium- to Long-term Vision

- Our aim is to develop personnel on a global scale who can contribute to improving product quality.
- Holding and enhancing training related to quality awareness.

FY2018 Achievement

- Conducted product quality training (9 programs) in China, attended by a total of 252 people by the local staff trained at Toshiba.
- 20 product quality programs commenced at training centers in Japan, attended by a total of 1,089 people.

Future Challenges and Approaches

As we strengthen production and procurement in China and other Asian countries, we will strive to improve product quality even further, enhancing our development of personnel by expanding our training programs related to quality awareness on a global scale.

Quality Control Policy

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 enhance 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.

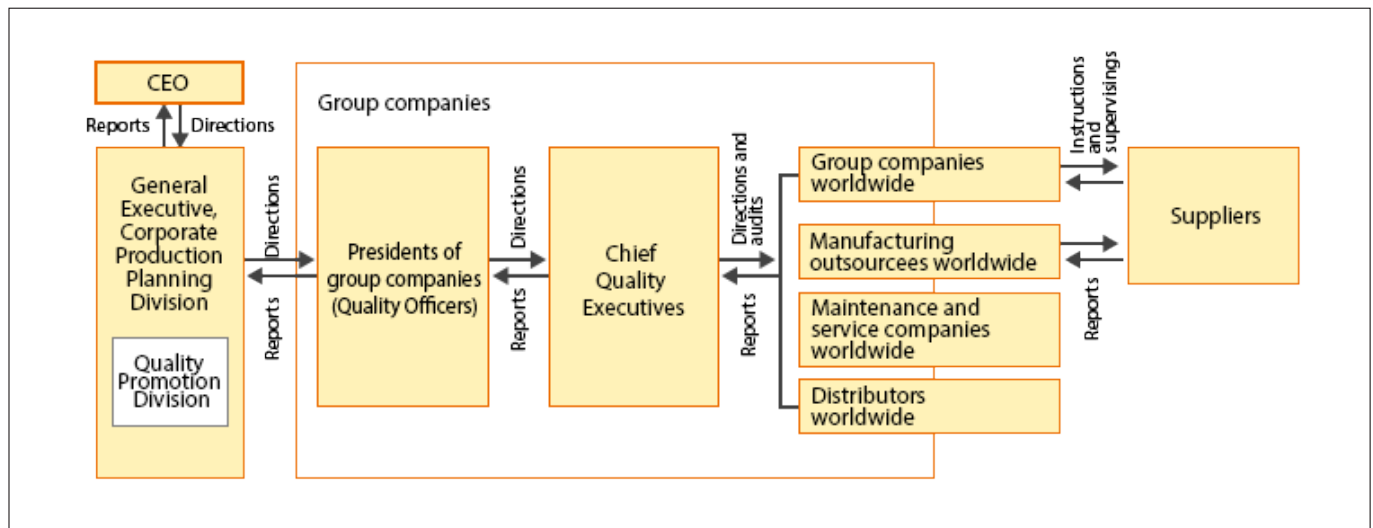
Standards of Conduct for Quality Assurance:

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

General Executive, 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

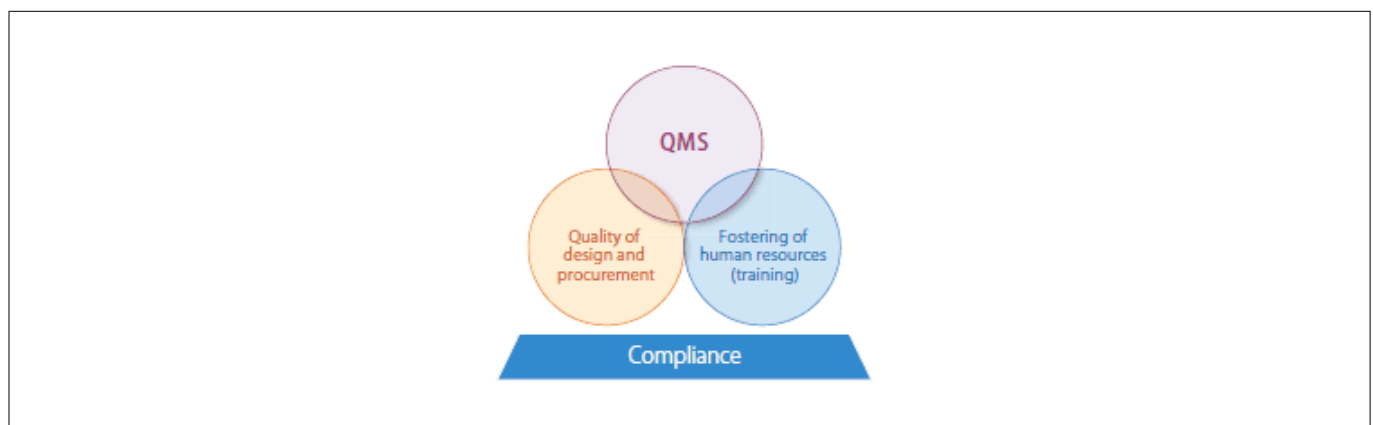


Initiatives Aimed at Enhancing Quality Capabilities

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 ISO9001, which is the basis of quality management systems; ISO/TS16949, 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 eight 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 (ISO9001 and Others) Certified at Manufacturing Sites as of March 2019

	Targeted sites	Certified sites	Percentage of certificate
Toshiba Group companies in Japan (including Toshiba Corp.)	55	47	85.5%
Toshiba Group companies overseas	25	24	96.0%
Toshiba Group TOTAL	80	71	88.8%

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 FY2018, a total of 1,341 employees participated in the training programs from Japan and overseas countries. We also provide compliance training and e-learning on the Electrical Appliance and Material Safety Law for 77,224 related employees in Japan in FY2018 and the execution rate was 99.9%.

Activity Example: Enhancement of Local-based Training

Toshiba Group is focusing on the training of quality control in overseas companies. To provide education suited to local customs and environments, we train local instructors at our company sites in different countries.

In China, the Toshiba China Academy, a training institute of Toshiba China Co., Ltd., plays a central role in improving the skills of personnel. Since FY2015, local instructors have been in charge of all existing lecture courses. In addition to periodic lectures, we provide education and management that meet the needs of company sites, thereby improving the skills of quality assurance personnel and the level of education system. We aim to develop local education systems in other countries and regions based on the same policy.



Training on quality awareness in China

Improving the Quality of Design

In order to enhance our capabilities to ensure product quality at the design stage, Toshiba Group is promoting FMEA (Failure Mode and Effects Analysis) mainly for design work as part of our Design for Quality (DFQ) initiatives.

We are working to provide practical education to broaden the base of FMEA activities as part of our efforts to prevent defects from upstream and prioritize product safety and compliance.

Securing Cooperation from Suppliers to Ensure Quality

In recent years, alongside increasingly complex procurement routes and globalization, the issue of product failure and accidents has come to the fore due to “silent changes” in which the specifications of a product are changed without informing the ordering manufacturer. At the same time, suppliers are the indispensable business partners of a manufacturer and ensuring the quality of procurement items is becoming increasingly important in the business operations of Toshiba Group. In order to ensure the quality of procurement items, we distribute "Toshiba Quality Assurance Guidelines for Suppliers" and "Toshiba Software Quality Assurance Guidelines for Suppliers" summarizing Toshiba Group's quality assurance policy and supplier expectations. 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.

> [CSR Management in the Supply Chain](#)



Toshiba Quality Assurance Guidelines for Suppliers
(Japanese)



Toshiba Software Quality Assurance Guidelines for Suppliers
(Japanese)

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 announcements 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 \(Japanese\)](#)

ESG Performance: Social

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.

Medium- to Long-term Vision

- Complying with relevant laws and regulations on Product Safety
- Eradicating serious product incidents arising from own negligence
- Proactively disclosing information on serious product incidents

FY2018 Achievement

The number of violations of Electrical Appliances and Material Safety Law

Target 0 → Number of cases 2

Toshiba Group was informed of one violation in a trial purchase test conducted by the Ministry of Economy, Trade and Industry (METI). In addition, the Group confirmed another violation through voluntary inspection and swiftly reported the matter to METI. Corrective measures have been taken to rectify both matters under the guidance of METI. The Group will continue striving to comply with relevant laws and regulations.

Future Challenges and Approaches

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.

We will also promote company-wide activities according to security of our products, systems and services.

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.

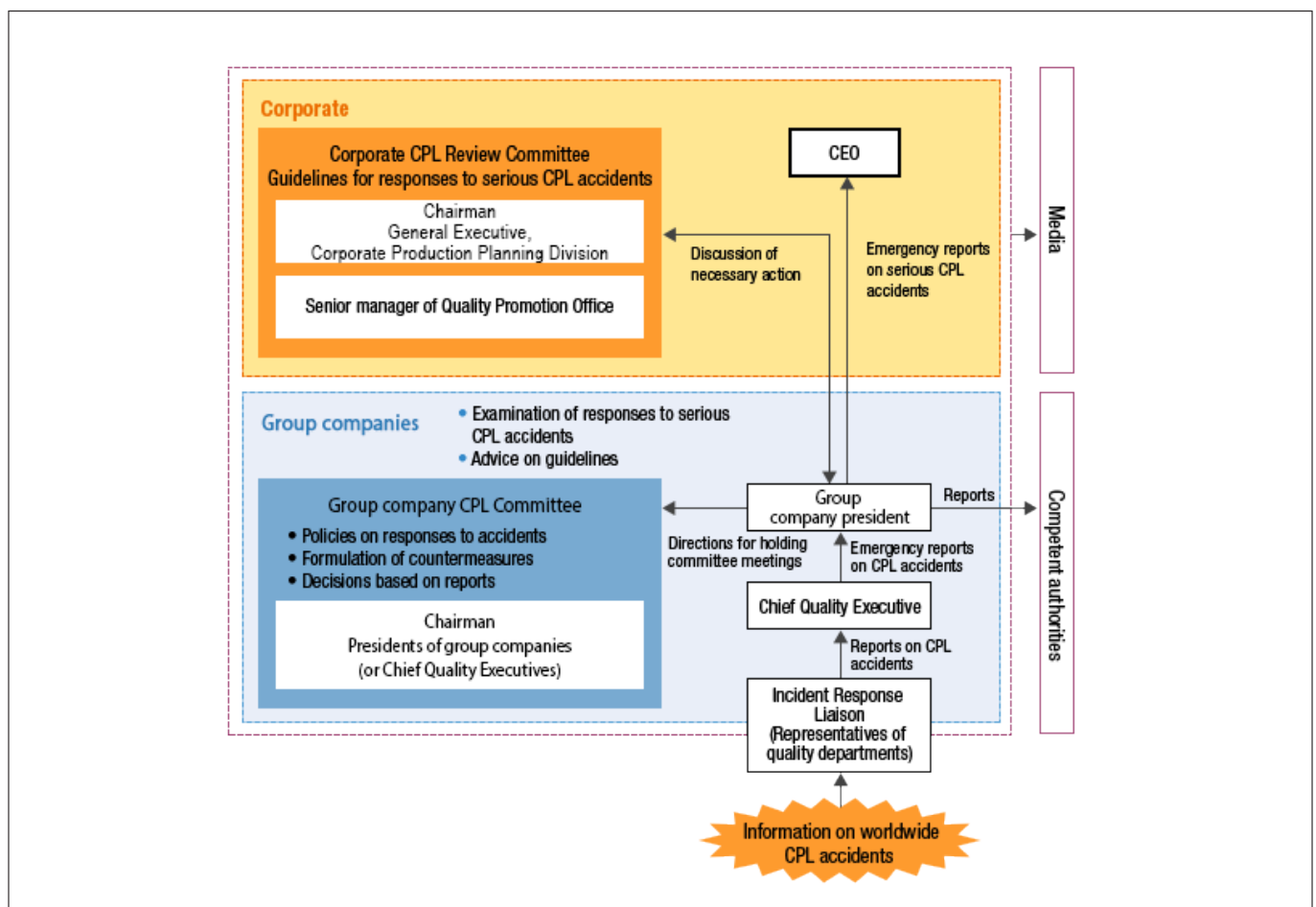
Furthermore, we are developing an information system to enable swift communication with quality assurance divisions and top management regarding information on product accidents obtained by repair and service staff as well as on how such incidents are being handled by Toshiba.

In FY2018, Toshiba disclosed a total of 15 accidents in the list of serious product accidents on our website*2: 14 cases that were suspected to have been caused by products, one case 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 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

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 (77,335 in FY2018 with execution rate of 99.9%) 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. For details on product security, please refer to [Toshiba's Cyber Security Report](#).

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

How to use elevator and escalator safely and comfortably

> [Commitment to safety, security and comfort \(Toshiba Elevator and Building Systems Corporation\)](#) (Japanese)

Notices to ensure safe use of home appliances

Alerts concerning product safety and security, etc.

> [Notices to ensure safe and correct use of products](#) (Japanese)

Inspection and labeling system for long-term use products

> [Inspection and labeling system for long-term use products](#) (Japanese)

Activity Example: Education on the proper way of using elevator and escalator

Toshiba Elevator and Building Systems Corp. organize nationwide safety campaigns to provide instructions concerning the correct use of elevators and escalators, mainly to children in kindergartens and elementary schools. This event, held at kindergartens and community spaces in residential buildings, has been continuing for over the last 30 years, thanks to the cooperation of local communities, including the children and guardians who participated in such events.

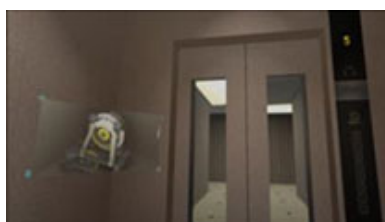
Recently, owing to the growing concern in case of earthquake, we held a safety campaign, using a trailer caravan to demonstrate how to respond in a situation in an elevator during an earthquake or power failure. Since February 2017, a virtual reality (VR) space has been used for a VR caravan to give people hands-on experience of what to do if such a situation arises. The event-type safety campaign, using a trailer caravan, was held in four locations in fiscal 2018.



Elevator / Escalator safety campaign at a kindergarten



Equipment used in the virtual reality space



Virtual reality spatial images



Safety Campaign Using a Trailer Caravan

Activity Example: Raising awareness to prevent accidents due to long-term use of household electrical appliances

In order to prevent accidents attributable to the deterioration of home appliances over long-term use, in April 2008, the METI promoted consumer awareness on this issue by distributing nationwide cautionary circulars. To further raise awareness on this issue, Toshiba Group distributes cautionary flyers during repair visits, publicizes information on its website and has put in place a call center* to respond to inquiries from customers. In April 2009, the Consumer Product Safety Act was revised, and inspection and labeling system for long term use of products was enforced. While complying with the requirements under this system, Toshiba Group is providing necessary information to the customers who use its website as well as consultations through the call center*.

* An inquiry center for providing guidance on the long-term use of home appliances (Japanese)



[Pamphlets to Build Awareness of Accident Prevention in Electrical Home Appliance Products due to Degradation Over Time](#) (Japanese PDF:423KB)

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.



[Composite flyer of recall company notice](#) (Japanese) (PDF:2.71MB)

Enhancement of Customer Satisfaction

Feedback from our customers is the origin of all our ideas. In order to increase customer satisfaction, 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, staff, and so on.

Medium- to Long-term Vision

Our Group's goal is to provide high-quality services in all business areas.

FY2018 Achievement

We set a special month to improve "Customer Satisfaction," and ran education and training on CS for all Toshiba Group employees

Future Challenges and Approaches

We will continue to provide CS training and education for our employees, in particular our Customer Satisfaction Improvement Month activities. Moreover, we will continue several activities as After-sales Service improvement committee.

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

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. An executive in charge of Customer Satisfaction attends meetings of the After-sales Service Improvement Committee to decide policy.

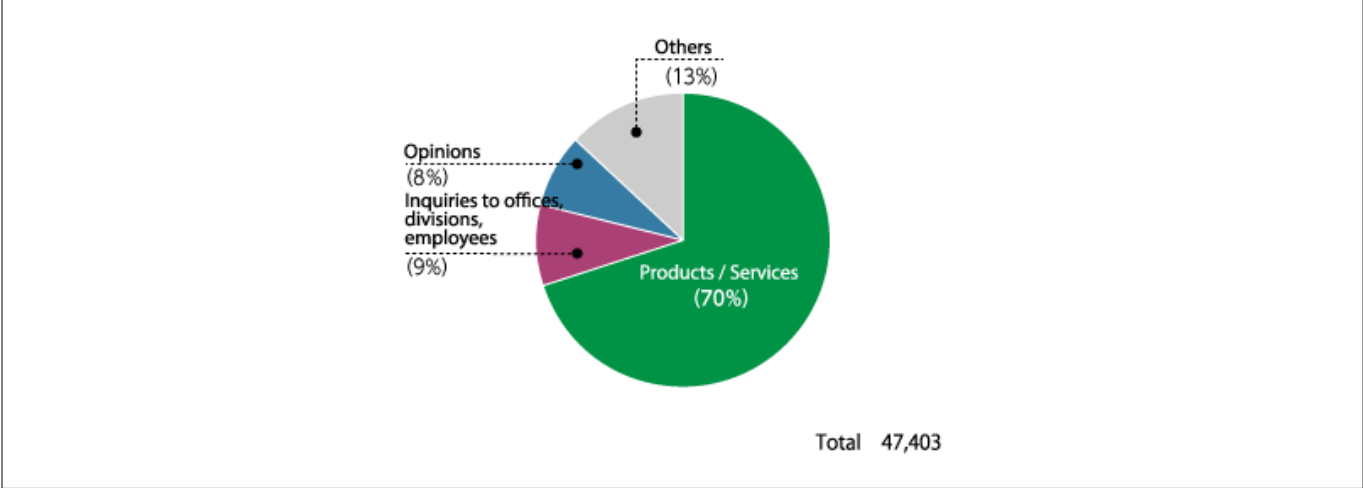
CS Promotion Structure



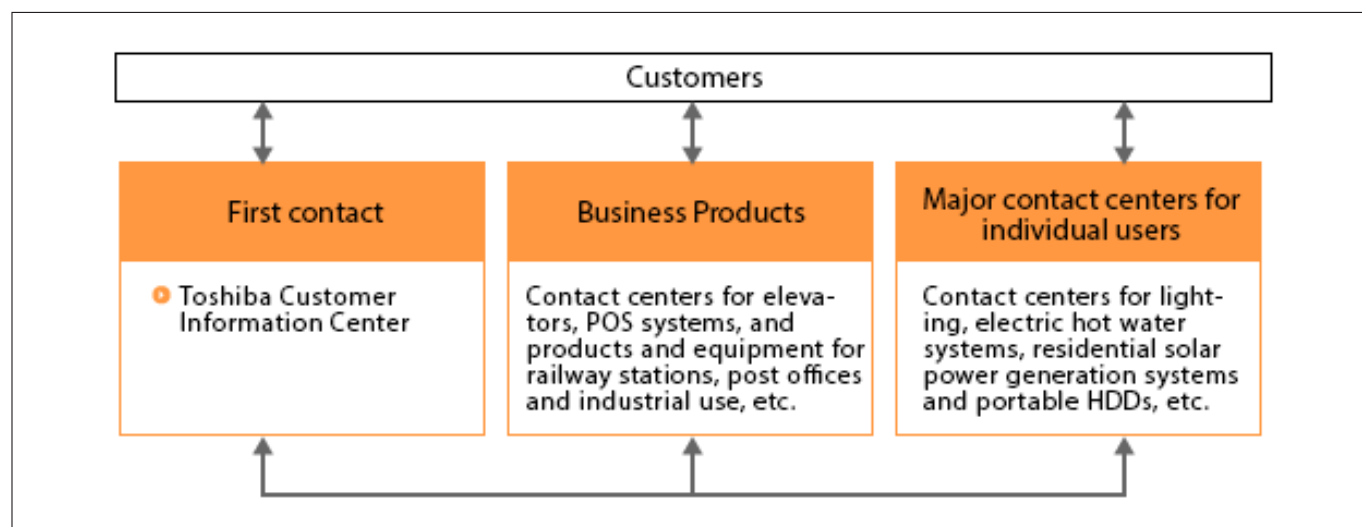
Customer Support

We have set up call centers for different product groups and services in various countries. Each call center formulates its own targets for improving the quality of customer support. We responds to customer inquiries concerning the products and services offered by Group companies, both in Japan and overseas, through the Toshiba Customer Information Center. It is open 24 hours a day, 365 days a year, and provides cross-divisional services to our customers, by guiding them to our specialized call centers, and forwarding calls to the division in charge, etc. Opinions and requests from customers are fed back to the relevant divisions so that they can be reflected in product and service improvement.

Toshiba Customer Information Center: Breakdown of Inquiries (FY2018)



Major Contact Centers for Individual Users in Japan



Enhancement of Support to Customers

Initiatives for After-sales Services

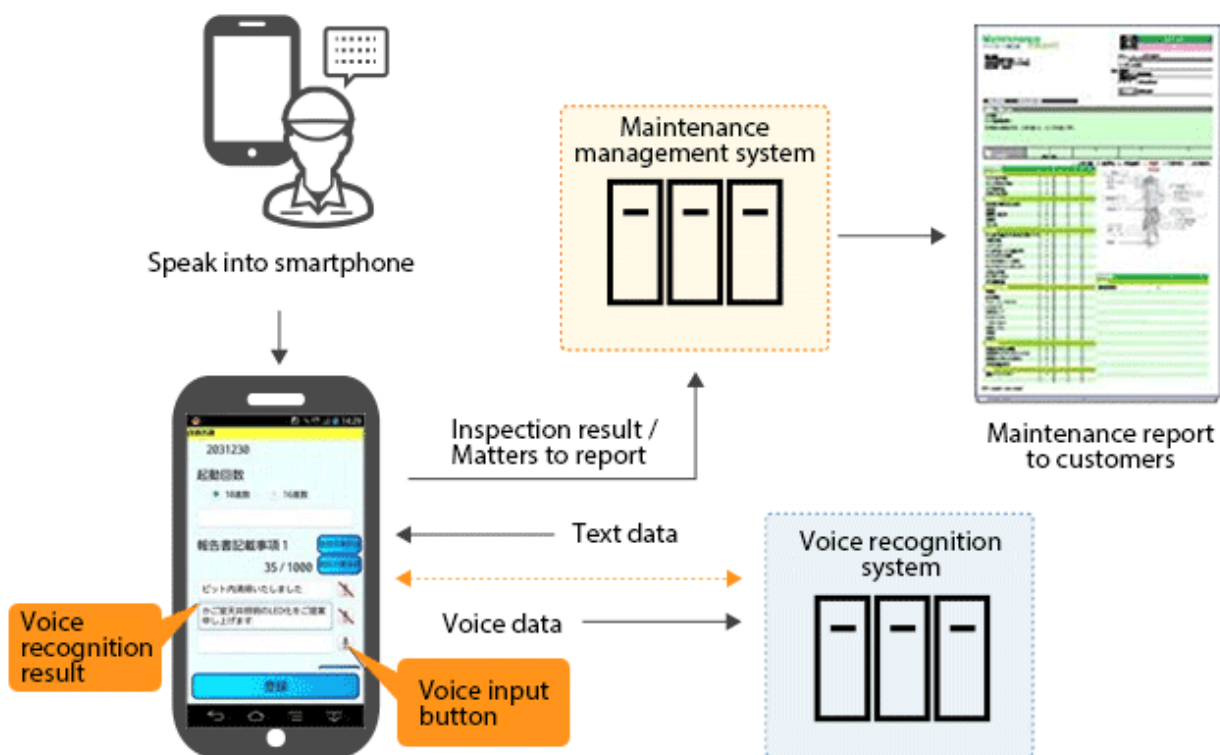
In order for each after-sales services division in the Toshiba Group to share their issues and good cases of CS enhancement as well as tackle service improvement Group-wide, we have established an After-sales Service Enhancement Working Group.

This working group's activities include surveying service sites to identify issues, training for service engineers.

Moreover, we also have After-sales Service Meetings by region to share information within each region and strengthen cooperation.

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 and the state of the inspection 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. In the future, we will improve this system further, and evaluate how to apply it in times of emergency, for example after earthquakes.

Initiatives for Handling Inquiries from Customers

We have a Contact Center Enhancement Working Group, which is aimed at improving the quality of response at Toshiba Group call centers. This working group conducts surveys to identify issues with the contact center, provides training to phone operators and checks the quality of operations at the contact center.

In November 2018, we held the 12th Contact Center Competition. A total of five participants from five call centers competed in a contest of response quality, in order to encourage overall improvement.



Contact Center Competition

Improvement of Customer Satisfaction (CS) Mind of Employees

Customer Satisfaction Improvement Month

In FY2015, Toshiba Group created Customer Satisfaction Improvement Month. Every year thereafter, we implement measures to promote and raise employees' awareness about the importance of CS during the designated month.

■ E-learning to improve customer satisfaction

We provide e-learning for employees to improve customer satisfaction. In FY2018, we held e-learning sessions for 72,547 Toshiba Group employees in Japan, 99% of whom attended the sessions.

■ Customer Satisfaction Lectures

We holds lectures for Group employees introducing the activities of companies working actively to enhance customer satisfaction and those with excellent customer satisfaction. In FY2018, around 200 Group employees took part in the lectures that showcased the initiatives of leading companies in the food chain.

■ After-sales Service Convention

We held an After-sales Service Convention in November 2018, with Toshiba Group's after-sales companies and divisions in attendance. During the convention, we held a CS Enhancement Activity Award ceremony to celebrate activities that contributed to improving customer satisfaction, as well as a CS Case Study Sharing Session to share initiatives to improve CS and enhance service efficiency. In addition, an After-Sales service Convention was held in Shanghai, China, with service divisions from China taking part. The convention enabled the sharing of cases to improve CS and the exchange of opinions on after-sales service.

Training of Employees on Dealing with Customers

We provide trainings for employees to understand the importance of customer satisfaction, and to learn the skills necessary for dealing with customers. We also provide a variety of manuals, including the Customer Service Manual and How to write Documents, and raise employees' customer service awareness through internal training. In FY2018, we provided training to 1,156 employees on such topics as the basics of customer response and the basics of writing business documents and e-mails.

Sharing and Utilization of Voice of Customers

At our 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 TEC Solution Service Corp., in charge of POS system maintenance, monitors networks around the clock throughout the year for customers with service contracts and provides support, remote maintenance, and failure recovery services.

In order to enhance the level of customer satisfaction, the company solicits customer opinions to understand customer needs and mobilizes them to improve the level of services as well as daily operations.



TOSHIBA TEC Solution Service Corp.
System Support Center in Tokyo

Inspections and Audits of Customer Support

We have quality checks based on Toshiba Group Contact Center Guideline towards main call centers once a year since 2005. Especially focused on High priority items with low implementation status. In FY2018, we implemented, such as customer response skills training and mental health training, and so on.

Policy on Customer Information Protection

Toshiba Corp. was quick to recognize the importance of protection of personal data, and in 2000 established the Toshiba Personal Data Protection Program. Toshiba Corp. strives for continual improvement in its management system.

Toshiba Corp. clearly states the purpose while using customers' personal data and, in principle, obtains such information directly based on the consent of customers and other individuals. 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. The principal purposes of use of personal data with Toshiba Corp. are published on the following website.

> [Intended Use of Personal Data](#)

Please refer to the [Cyber Security Report](#) for details on personal information protection.

Support for Customers' Business Continuity

At Toshiba Group, we assist our customers' business continuity, providing them with the latest technologies, products and systems.

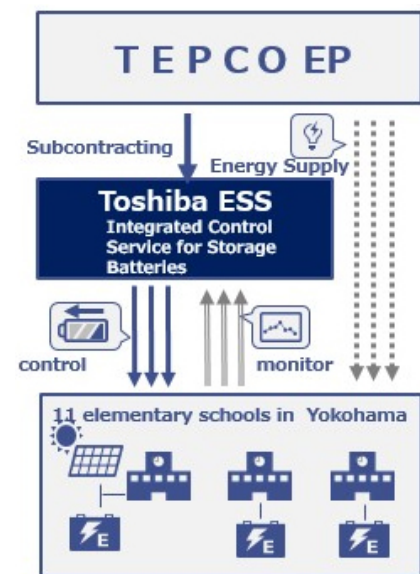
Activity Example: Providing Operational Services for Virtual Power Plants to Control Storage Batteries for Disasters via the IoT

Toshiba Energy Systems & Solutions Corporation provides operating services for virtual power plants (VPPs) for the optimal control of multiple storage batteries using the Internet of Things (IoT).

VPP technology enables the remote control of energy sources such places as municipal and private-sector facilities via the IoT, including storage batteries, in-house power generation and solar power generation equipment so that the different sources function as a single power plant. As such, there are high expectations for using VPPs as a solution for regulating the supply/demand balance of power networks toward the proliferation of renewable energy, which is easily influenced by the weather.

Toshiba Energy Systems & Solutions Corporation has installed 15kWh storage batteries at 11 elementary schools in Yokohama City and will control them in order to efficiently limit power consumption in peak times and manage demand response depending on the condition of the power system and storage batteries in ordinary times, while supplying electricity to the schools, which serve as local disaster prevention bases, in an emergency. This makes it possible to enhance disaster preparedness at these bases while also allowing the efficient utilization of energy.

Going forward, we will contribute to the realization of a smart, sustainable society by integrating knowhow and digital technology built up through the supply of such products as power generating equipment and transmission/distribution equipment.



Activity Example: In emergencies, Achieve Stable Supply of Electricity with a Hydrogen-based Autonomous Energy Supply System

Toshiba Energy Systems & Solutions Corporation is offering H2One™, a hydrogen-based autonomous energy supply system that uses renewable energy and hydrogen and is suitable for a diversity of purposes. The H2One™ supplied to Miyagi Prefecture was installed inside Rakuten Seimei Park Miyagi*, the home field of the Tohoku Rakuten Golden Eagles professional baseball team and started operating in March 2018.

The system is an integrated system that uses solar photovoltaics to electrolyze hydrogen from water and stores, and used the hydrogen in fuel cells to provide a stable delivery of CO2-free, environmentally-friendly electricity and hot water. In normal everyday use, the electricity is supplied to the digital signage inside the baseball park and the Rakuten. FM TOHOKU radio station. In emergencies, even when lifelines have been cut off, it will provide energy supply that keep up the radio station and the signage for information to support disaster recovery. And it will also light part of the stadium's approaches, recharge for mobile phones and supply to warm water for washing hands.

This includes H2One™, Toshiba develops environmentally friendly hydrogen solutions that contribute to a low-carbon future and supports the creation of communities that remain resilient in a disaster and to ensuring that business can continue.



H2One™ installed at Miyagi Prefecture

* At the time of order the park was called Kobo Park Miyagi. The name of the park was changed on January 1, 2018.

Activity Example: Responding to the Risk of Supply Chain Disruptions by Swiftly Grasping Information when Disaster Occurs

Toshiba Digital Solutions Corporation provides services that support customers to continue their business activities. One of these services, the Strategic Procurement Solution Meister SRM™, enables the integrated management of supplier information and the effective management of information for supplier strategies. The service has a BCP* management function. It automatically obtains information of disaster such as an earthquake in Japan or overseas, and visualizes the effect on a customer's production activities. This contributes to swift response to the risk of supply chain disruptions.

* BCP: Business Continuity Plan

Activity Example: Carport-type Power Supply System Enabling EV Charging and Electricity in a Blackout with 100% Renewable Energy

Toshiba IT & Control Systems Corporation provides a stationary power storage system to a variety of fields based on Toshiba's lithium-ion rechargeable battery SCiB™ boasting exceptional long-life performance and safety. A carport-type power supply system delivered to the Mikawa Power Plant of SIGMA POWER Ariake Corporation (biomass power plant), Omuta City Fukuoka Prefecture combines electric vehicles (EVs)* with a solar power generation system and a stationary power storage system. The office and EVs at the plant are fed power through the system based on solar power generation while a power storage function in the EVs can be used to send electricity from the vehicles to the office. The system has been well received for reducing CO2 emissions, utilizing EVs and including disaster prevention capability on the back of an enhanced usage rate for renewable energy. The Mikawa Power Plant can charge its EVs and supply power using 100% renewable energy through the off-grid use of this system that does not connect with any power source on-site.

Toshiba IT & Control Systems Corporation will continue to propose products and systems that support developing disaster-resilient communities and business continuity.

ESG Performance: Social

Universal Design

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 age, gender, and physical ability.

Medium- to Long-term Vision

By providing products and services that can satisfy diverse users, Toshiba will contribute to making more comfortable lifestyles and a safer society.

FY2018 Achievements

- Held networking event with students from Tsukuba University of Technology
- Conducted Instant Senior® experiential training program simulating the elderly

Future Challenges and Approaches

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.

Policy Related to Universal Design

To promote universal design throughout Toshiba Group, we have established our UD Principle, Vision and Guidelines, and conduct development that incorporates our philosophy on UD and distribute Toshiba's UD-related information both inside and outside the organization.

Toshiba Group Universal Design Principle

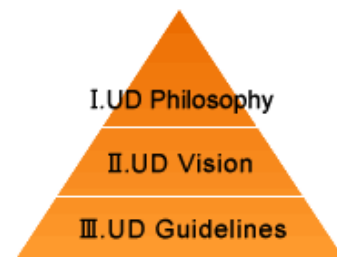
Toshiba Group creates valuable products for providing peace of mind and delight to each individual user. Toshiba Group contributes to achieving a society where everyone can live comfortably and enjoy peace of mind regardless of age, gender and abilities.

Toshiba Group Universal Design Vision

Making the unusable usable, making the difficult easy.
Toshiba's Universal Design makes products more user-friendly and safer.
Our aim is to design attractive products that even more consumers will want to use, through innovation and constantly improving the ease of use and convenience of our products.

Toshiba Group Universal Design Guidelines

- Design that conveys the product's ease of use
 - Simple and intuitive use
 - Minimize physical effort
 - Provide the same effectiveness for all users, regardless of the user or the user's environment or circumstances
 - Pursue safety and reduce users' psychological anxieties
- (The Guidelines consists of the above five main principles and 15 sub-principles.)



Universal Design Advisor System

Toshiba Group has a UD Advisor System in place, in which employees with disabilities and non-Japanese employees are invited to participate. Some 80 people had registered for the system as of March 2019. Based on this system, employees registered as UD advisors can contribute to the development and evaluation of UD products and UD services, stepping beyond their own department.

Development of Universal Design Products and Services

Toshiba Group develops products and services that apply a human-centered design process that emphasizes users' perspective to a wide range of business fields and incorporate as many customer needs as possible.

For details on our initiatives, refer to the [Universal Design section on the Toshiba website](#).

Promotion of Universal Design

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: Networking event for Students from Tsukuba University of Technology

In December 2018, Toshiba Design Center held a networking event for nine students majoring in synthetic design from the National University Corporation Tsukuba University of Technology, an institution of higher learning for the hearing impaired and the visually impaired.

At the networking event, workshops were held that introduced the design process for products young designers were involved with and offered the opportunity to experience the design process itself. In addition, students and employees held a dialogue session and active Q&A session while using an automatic audio subtitle system for conferences and lectures as well as a communication board currently under development at Toshiba.

We were thanked at the end by the participating students and their supervising teachers, who said that it had been a valuable opportunity getting an insight into work as a designer.



Discussion at the networking event

Activity Example: Introduction to work at the Design Center to fourth grade children at Shibaura Elementary School

On June 20 and 27, 2018, a total of 188 fourth grade elementary school children from Shibaura Elementary School in Tokyo visited the Hamamatsucho Building to study people working in the vicinity based on the idea of getting to know one's town as part of an integrated studies period on "Shibaura, a changing town where people come together." Two classes made the visit on June 20 and three classes on June 27. As part of a tour of various companies in the building, Toshiba Design Center introduced the workflow up until completion of product design using prototype mockups and videos. The children proactively asked questions about design and design work as well as the town of Shibaura. Through a tour of the entire building, the children voiced their surprise at the different jobs being done there and that the building was in the same area, even though it was far. Others commented that the tour helped them understand how various people cooperate and support each other, and that the people in each company treated them kindly.



The children at the center

In-House Awareness-Raising Activities

Toshiba provides education and distributes information for employees to promote universal design internally.

Activity Example: Conducted Instant Senior® (experiential training program simulating the elderly)

Toshiba Design Center implemented the Instant Senior®* program for members including designers who joined the Company in FY2018. The program simulates conditions for the elderly by restricting movement and pointing out that items people use almost without thinking everyday are actually designed cleverly with ease-of-use in mind. This provided the opportunity to make various observations about the elderly from both physical and psychological perspectives, such as increasing difficulty feeling the presence of others nearby and a tendency to stop talking. This helps provide the standpoint required for design and will contribute to the development of UD products going forward.

* The training program allows participants to temporarily experience conditions resembling those of an elderly person by wearing nine types of equipment such as weights and supporters. Instant Senior® is a registered trademark of Japan Well Aging Association.



ESG Performance: Social

Coexistence with Local Communities

For Toshiba Group, we seek not just to resolve issues faced by local communities through business, but to conduct activities that are rooted in the area as a member of the local community.

Medium- to Long-term Vision

As a corporate citizen, Toshiba Group aims to win the trust of local communities in countries and regions across the globe.

FY2018 Achievement

Toshiba continues to support the employment and independence of disabled people in collaboration with local supporting organizations and contributes to the enhancement of local healthy and pleasant environment by cleaning around its business sites.

Future Challenges and Approaches

We will contribute to solving issues in local communities, in order to make sustainable society a reality. We will also maintain business activities that are firmly rooted in the local communities, respecting the cultures and customs of each country.

Policy on Coexistence with Local Communities

Toshiba Group contributes to the development of local communities and solution to issues imposed on them through our business activities. At our manufacturing sites, we have been making efforts to localize management, foster management development, and promote local procurement. We have also contributed to the development of social infrastructure in developing and emerging countries in addition to the development of products that meet the needs of local communities. Furthermore, we have set our policy on the relationships with local communities in Standards of Conduct for Toshiba Group.

> [Standards of Conduct for Toshiba Group 19. Community Relations](#)

Structure of Coexistence with Local Communities

The General Affairs division at each site or company is responsible for handling relations with local communities, including constant communications with communities associations and other organizations.

Check and Evaluation of Local Impacts of Establishing New Operational Sites

When establishing new business operations, all Group companies at Toshiba Group adhere to laws and regulations, engage in dialogue with local authorities and residents and strive to maintain harmony with the community. Once operations are underway, the companies disclose information about their business activities and environmental conservation initiatives and thus engage in fruitful communication with local community.

For manufacturing sites, environmental audits on site evaluate the extent to which operations have an impact on the local environment. Furthermore, 65 sites in all Toshiba Group companies have acquired ISO 14001 certification.

At all of these sites, we maintain good relationships with local communities.

> [Toshiba Group' Environmental Audit System](#)

> [Number of the sites that have acquired ISO 14001 certification](#)

Contributions to Local Communities around Business Sites

Support for the Employment and Independence of Intellectually Disabled People—Toshiba With Corporation

Established in 2005, Toshiba With Corporation is a Toshiba Group subsidiary mainly consisted of intellectually disabled people, and which aims to support the independence of those people. At Toshiba With, employees are engaged in business operations for cleaning, printing, mail delivery, and health care within Toshiba Group. Through these operations, they learn about work responsibilities and enjoyment in work, along with social rules and manners in order to achieve independent living. The independence of the people with intellectual disabilities requires not only employment opportunities, but also support in living, including lifestyle and health management. To this end, the company works in close collaboration with disabled people's families and local support organizations to create a unified support system. We will continue to support promoting awareness and understanding of disabilities, fostering employee self-reliance, so everyone may play a more active role in society.

> [Employment of People with Disabilities](#)



A Fair Trade Coffee sales event at Kawasaki Head Office



Doing work at "Castanet" run by the social welfare service organization Hanamizukinokai

Improving the Environment of Surrounding Communities

Toshiba Group companies strive to improve the environment around their business sites. In FY2018, the Group companies' employees across Japan cleaned areas around their business sites approximately 490 times. At Toshiba Plant Systems & Services Corporation, employees clean around customer facilities that they are stationed at such as roads around business sites, sewage treatment plants, pumping plants, and power plants, contributing to the beautification of local areas.



Cleaning a road near one of Toshiba's business sites

Consideration for Employees' Exercise of Civil Rights

Toshiba set up a new leave system called "Saiban-in" (Lay Judge) System Leave 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.

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 \(Toshiba Energy Systems & Solutions Corporation\)](#)

ESG Performance: Social

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.

Medium- to Long-term Vision

Our aim is that every Toshiba Group operational site, and each and every employee working there, will take the initiative in contributing to society.

FY2018 Achievement

Number of social contribution programs

Achievement **1,527** programs

Future Challenges and Approaches

We will continue to provide more information and to make opportunities to our employees, so that many of them can get involved in activities voluntarily that contribute to society.

Toshiba Group Basic Policy on Social Contribution Activities

Toshiba Group has set the basic policy on social contribution activities which is embodied Toshiba Group's Basic Commitment of "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 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.

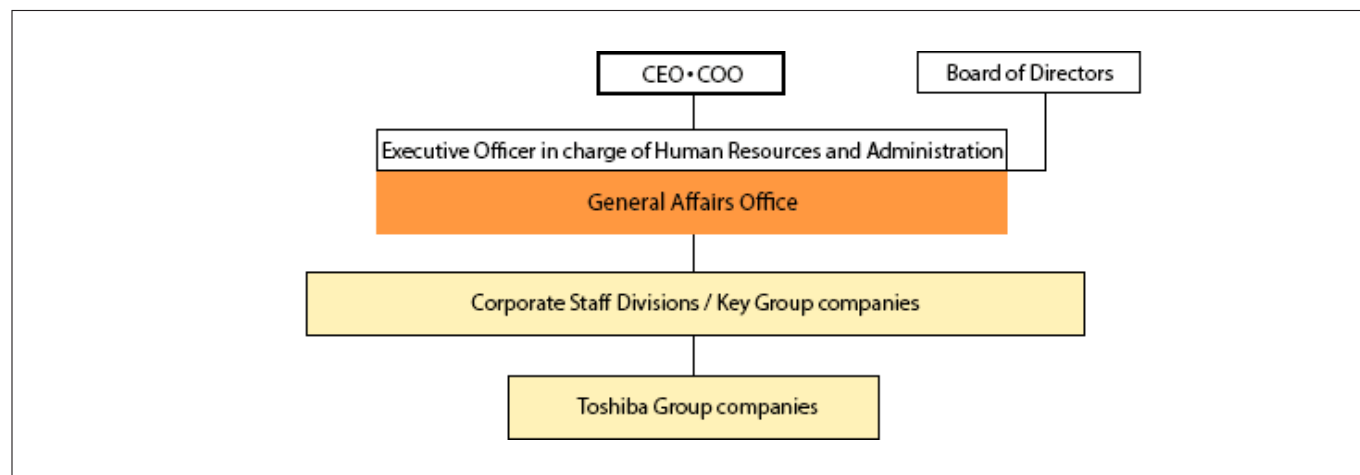
Positioning of Social Contribution Activities in Toshiba Group



Structure of Toshiba Group's Social Contribution Activities

In the Toshiba Group, the General Affairs Office 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

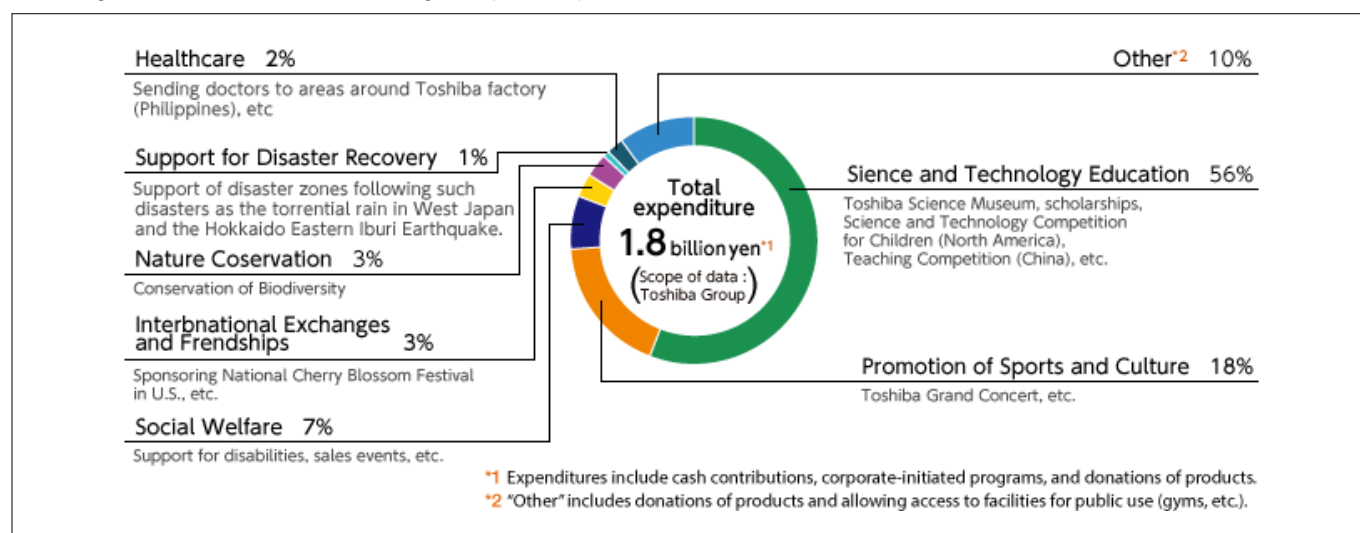


Supporting Social Contribution Activities by Employees

Toshiba maintains a system to support social contribution activities by employees. For example, employees are able to take long-term leave by accumulating annual leave for the purpose of participating in volunteer activities. Toshiba also has a system for donating a maximum of 100,000 yen or reused PCs to NPOs and other organizations that employees belong to.

Social Contribution Activities: Total Expenditure and its Constituent Parts

Total expenditure and its constituent parts (FY2018)



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 nine perspectives—goals, the extent of employee involvement, originality, continuity, social impact, collaboration with external organizations, and so on—and chairman's awards those activities that have achieved excellent results.

In FY2018, 1,815 programs were carried out throughout the year, and four programs were awarded.

- Nishinihon Kaden Recycle Corporation: Regional contribution through the recycling of home appliances
- Toshiba Carrier (Thailand) Co., Ltd. : TCTC CSR Day for continuous community-based volunteer activities
- Toshiba Tec Corporation Shizuoka Business Center: Book donations and reading volunteer to kids of preschools
- Toshiba amateur wireless club: Electronics workshop at Toshiba Science Museum

Toshiba Group Volunteer Days

Toshiba Group has held the Toshiba Group Volunteer Days (previously Toshiba Group Simultaneous Social Contribution Activities) 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 FY2018, about 90,000 employees joined 354 activities in Japan, and about 20,000 employees participated in 92 activities in overseas countries. Especially, to achieve “Zero Hunger,” one of the United Nations Sustainable Development Goals (SDGs), in Japan we held food drives and charity concerts to boost awareness of the activities and increase participation. Overseas, Group companies conducted their own unique social contribution activities given the issues of each region.



A charity concert aiming to promote food drive activities



“Gift of Art” to donate crayons, etc. to children of immigrants(Toshiba America, Inc.)

Science Technology Education

Toshiba Science Museum: Where You Can Experience the Joy of Science and Technology

In January 2014, the Toshiba Science Museum was reopened near JR Kawasaki Station as a location for the support of science-technology education, a linchpin in Toshiba's social action programs. The museum celebrated its fifth anniversary in 2019. It is used for a multitude of purposes, such as social studies field trips, school trips, corporate training, international exchanges, and sightseeing. It is a facility where people of all generations can have fun while learning about science and technology through extensive hands-on programs and exhibitions consisting of 3 concepts: past, present, and future.

> [Toshiba Science Museum](#)



Science show is held every day at the stage

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-12 students in the United States and Canada. EVA is a competition aiming to encourage dreams in which children make predictions about technologies that they believe will become feasible within 20 years based on today's science and technology. The program celebrated its 26th anniversary in June 2018, commemorating its long history as a Japanese company's science education support program in North America. The number of participant totals about 400,000 in the past.

[2018 Prizewinners]

- GRADES K1-3 (Kindergarten to 3rd year elementary school)
iSWARM (integrated Smart Wireless Agriculture Remote Management)
L. D. Batchelder School in North Reading, Massachusetts
- GRADES K4-6 (4th to 6th year elementary school students)
The CFAST (Cystic Fibrosis Absorbent Sponge Technology)
Plainview Old Bethpage Middle School, Plainview, New York
- GRADES K7-9 (1st to 3rd year junior high school)
Emotion Recognition (EMREC): The personalized future of autism therapy
Saint Anthony's High School, Huntington, New York
- GRADES K10-12 (1st to 3rd year high school)
Polychiral Multi-Walled Carbon Nanotube Solar Cells
Ward Melville High School, East Setauket, New York

> [ExploraVision](#)



Photo of children from the winning team



Children from Grades K-3 (kindergarten to grade 3 at elementary school) who won in the Smart Wireless Agriculture Remote Management section share their winning idea

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 of Chinese teacher training universities. 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.

In FY2018, approximately 20,000 students from 49 Normal Universities throughout China participated.



Ms. Jin Chen of Zhejiang Normal University (right) received the Toshiba Innovation Award.

Environmental Education Program for Children

Since 2017, we have held an environment education program for elementary school children in collaboration with the Association of Corporation and Education at Toshiba Science Museum. We also visit elementary schools in areas around Tokyo to provide on-site classes. Titled "Where Does Electricity Come From? - The World Beyond the Power Outlet", the first installment of the program uses energy as a theme to enable children to learn about the mechanism of power generation through experiments as well as to think about environmental issues and the future of energy.

The second installment entitled "Mysterious material which controls electricity – Learning the Use of Energy through the discovery and the utilization of semiconductors" teaches children what semiconductors are and the development history of electrical appliances through an educational material which includes a workshop where children create an original electrical circuit.

In 2018, 1,876 elementary school children participated in 64 classes at 31 venues.

> [Environmental education program for children](#)



Observing the LSI production process

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 campuses of Vietnam National University. We also run a software research center jointly with these universities. Some graduates of the universities have entered Toshiba Software Development (Vietnam) Co., Ltd. and continue to work there.

Toshiba Information Equipment (Philippines), Inc. provides education at university or vocational educational institute to economically disadvantaged high school students. Since establishing the scholarship system in 2008, Toshiba has supported 90 students, 53 of whom are now employed with the Company.

Factory Tours and Internship

At the request of local communities, Toshiba product operations throughout the facility tours, on-the-job training programs and internship programs.

- Toshiba Yokohama Complex: Each year, we invite fifth-graders from Yokohama City Sugita Elementary School to the Yokohama Complex for a tour of the biotope and recycling center inside the complex.
- Toshiba Electronic Devices & Storage Corporation Himeji Semiconductor Plant: To participate in "Try-yaru Week," a community hands-on learning program that has been conducted by the Hyogo Prefecture Board of Education, we accept second-year junior high school students for one week to enable them to experience light work.
- Toshiba Carrier Corporation: At Fuji Plant, we hold a two-day community hands-on learning program for junior high school students from Fuji City.



"Try-yaru Week"

Protection of the Natural Environment

Conservation of Biodiversity

Toshiba Group is conducting biodiversity preservation activities at around 66 locations worldwide to contribute to the achievement of Aichi Targets, a shared global goal. The Oita Operations of Japan Semiconductor Corporation breeds shellfish using on-site wastewater as feed for fireflies larvae living upstream in the Kitahana River and releases them downstream near the site. Employees also pick up rubbish around the site and along the river. The activity aiming to bring fireflies back to the area has been ongoing since 2010 and after five years in 2015 they were finally seen inhabiting the area again. Every year gatherings are held to view the fireflies by employees and local citizens.

> [Conservation of Biodiversity](#)



Appreciating fireflies with local children

Social Welfare

Sending doctors and dentists to areas around the Toshiba factory in the Philippines

Toshiba Information Equipment (Philippines), Inc. has been providing medical and dental examination services to promote and improve the physical well-being of intended beneficiaries in the nearby community twice a year since 2006. In March 2019, the company dispatched a team of 62 people consisting of doctors, dentists, nurses, and many employee volunteers to Malaban, Biñan where they gave medical exams, extracted teeth and provided medicine free of charge to 321 local residents.



Medical treatment is provided free of charge
(Toshiba Information Equipment (Philippines), Inc.)

International Exchanges with Friendship, and Promotion of Sports and Culture

International exchange program for high school students from Japan and the ASEAN countries

Since FY2014, the Toshiba International Foundation (TIFO) has been holding Toshiba Youth Club Asia (TYCA), an international exchange program for high school students from Japan and the ASEAN countries.

The theme for FY2018 was "Asian Vision 2040," and the program was held over eight days in March 2019. A total of twelve high school students from Cambodia, Laos, Thailand, Myanmar, Philippines, and Vietnam and six Japanese high school students, listened to lectures by experts, went on field trips, and held group discussions about what they themselves can do in the future by the framework of Sustainable Development Goals (SDGs), and then they presented their own vision.

Through TYCA, TIFO will go on providing opportunities to high school students from Japan and ASEAN countries, which have diverse cultures and values, to discuss the future of Asia, bearing in mind social issues.



Results presentation

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 \(Japanese\)](#)

> [Toshiba rugby team: Brave Lupus \(Japanese\)](#)

Disaster Relief

As a company that conducts business worldwide, Toshiba Group wishes to contribute to restoring areas affected by natural disasters. To that end, we review what is most appropriate in consideration of local characteristics and damage situations, and donate money, provide our company products, and collaborate with NGOs. In addition, employees also engage in fund raising and volunteer activities.

In FY2018, we provided support via donations and efforts to restore infrastructure to areas affected by heavy rainfall in West Japan in July and following the Hokkaido Eastern Iburi Earthquake in September.

Corporate Governance

Toshiba Group values engagement with various stakeholders. We have established internal control systems and continue to enhance efficiency and transparency of the management to effectively respond to the demands of stakeholders, while trying to align with rapidly changing business environment. The contents of this page include the latest information as of the issuance of CSR Report 2019.

Medium- to Long-term Vision

Toshiba Group endeavors to realize sustainable growth and medium- to long-term gains in corporate value, thereby benefitting all of the Group's stakeholders.

FY2018 Achievement

- Announced the Toshiba Next Plan
- Intended to increase total shareholders return (TSR) in the Toshiba Next Plan
- Resolved to repurchase the Company's own shares up to a maximum of 700 billion yen
- Decided to resume dividend payments

Future Challenges and Approaches

- We change the composition of the Board of Directors and start the new Board with an extremely cutting-edge structure that ensures the required skillsets to implement the Toshiba Next Plan, as well as gender and international experience. We intend to improve shareholder value by steadily executing the Toshiba Next Plan through monitoring and supervision of business execution and review of strategy.
- We implement a stock compensation system that allots restricted shares to Toshiba's executive officers and to directors of Toshiba's key Group companies, with the aim of encouraging the officers and directors of key Group companies to share the same value as the shareholders, and to provide them with an incentives to drive forward medium- to long-term business growth.
- We spread the Essence of Toshiba and enhance awareness of the new Toshiba brand.

> [Corporate Governance](#)

Toshiba Corporate Governance Policy

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. Under this policy, as we put importance on the board's function to oversee business execution by the executives, we adopt a company with three committees, etc., system that delegates business execution decisions to executives, allowing the board to concentrate on monitoring and supervising execution and determining basic strategy.

Toshiba has also established "Corporate Governance Guidelines" that form the framework of governance of the Company.

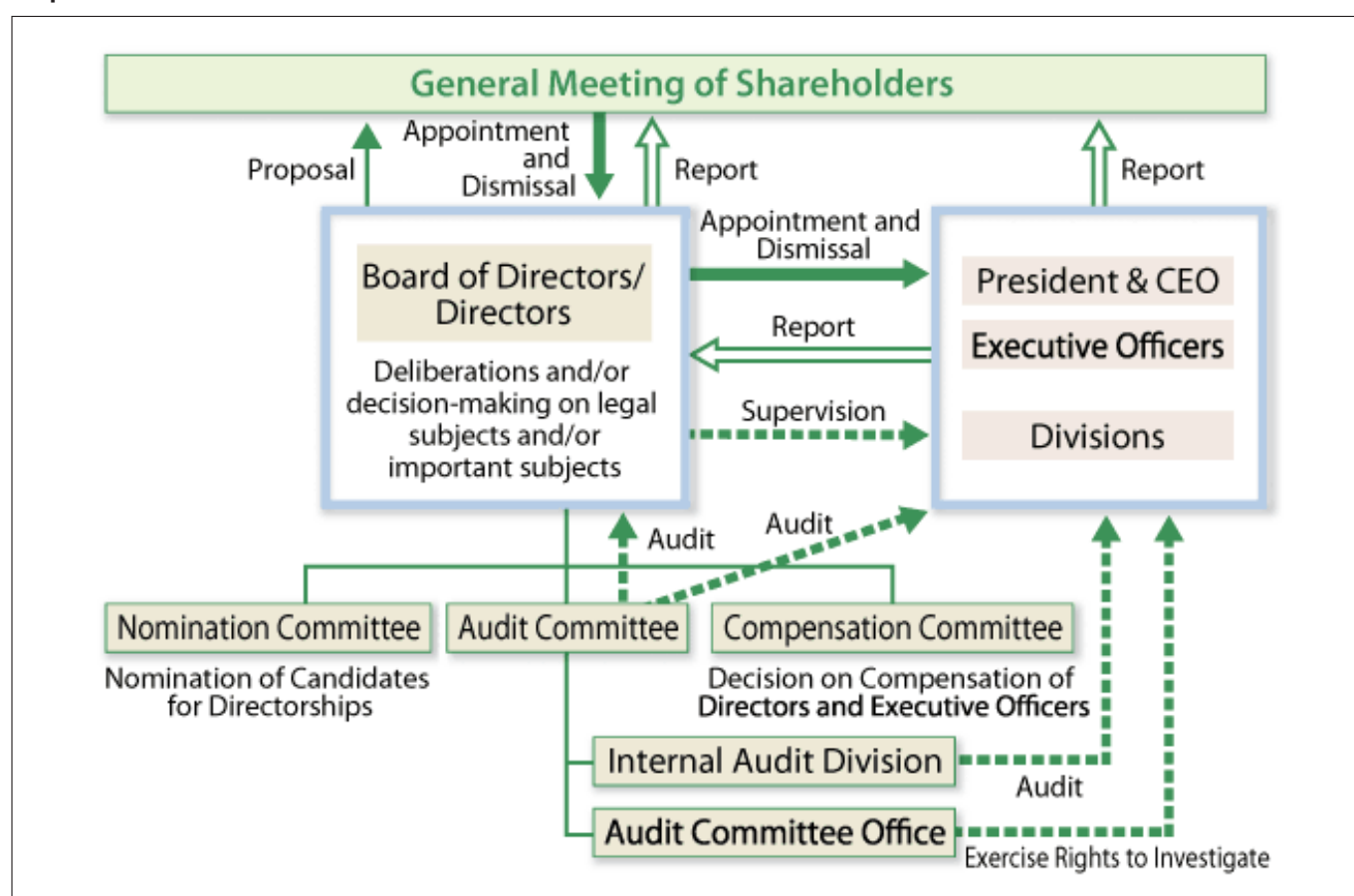
-  [Corporate Governance Guidelines \(published on December 26, 2018\)](#) [PDF 211KB/12 pages]
-  [Corporate Governance Report \(July 10, 2019\)](#) [PDF 974KB/29 pages]

Toshiba's Governance Structure

Toshiba emphasizes the supervisory function of the Board of Directors over business execution, and to the extent possible delegates decisions on the execution of business to responsible executives. For this reason, Toshiba has adopted the company with a nomination committee, etc., system. The main missions of the Board of Directors are to determine the company strategy in such areas as basic management policy, and to monitor and supervise Executive Officers and Directors in the execution of their duties.

The ability of the Board of Directors to carry out monitoring and supervisory functions in an appropriate manner is ensured by a board with a majority of outside directors (10 outside directors of 12 in total, as of June 2019), with an outside director also serving as the Chairman of the Board. In addition, the Board of Directors has established Nomination, Auditing, and Compensation Committees, all comprised only of outside directors, which further enhances management transparency.

Corporate Governance Structure



Takeover Defense Measures

Toshiba is currently not deploying any takeover defense measures. If any party seeks to acquire a large number of shares in the Company, we will i) request the party to provide information necessary and sufficient for shareholders to properly judge whether the proposed acquisition is reasonable or not and ii) publish the opinion of the Toshiba Board of Directors to secure an amount of time and information for shareholders to consider the proposed share acquisition. Thus, the Company will continue striving to secure and improve its enterprise value and shareholders' shared benefit while taking appropriate action within a scope that is allowed under the Financial Instruments and Exchange Act, the Companies Act and other applicable laws and regulations.

Information Disclosure Policy

Please see [Disclosure Policy](#) page.

Risk Management and Compliance

Please see [Risk Management and Compliance](#) page (CSR website).

Directors

List of Directors (after June 26, 2019)

Directors (12 members)

Name	Corporate management	Law	Accounting and auditing	Diversity*	M&A	Corporate restructuring	Capital markets	International business experience
Nobuaki KURUMATANI (Representative Executive Officer; Chairman and CEO)	○				○	○	○	○
Satoshi TSUNAKAWA (Representative Executive Officer; President and COO)	○				○	○	○	○
Yuki FURUTA		○	○					
Yoshimitsu KOBAYASHI	○				○	○	○	○
Junji OTA	○		○					○
Nobuyuki KOBAYASHI			○					
Takashi YAMAUCHI	○		○					○
Yoshiaki FUJIMORI	○				○	○	○	○
Paul J. BROUGH	○		○	○		○		○
Ayako Hirota WEISSMAN	○			○			○	
Jerry BLACK	○		○	○				○
George Raymond ZAGE III	○			○	○		○	○

* Diversity indicates diversity of gender, ethnicity, nationality, and other identities.

One of the 12 directors is female.

Please see [here](#) for Directors' careers.

Chairman of the Board of Directors/Members of Committees

Chairman of the Board of Directors	Yoshimitsu KOBAYASHI
Nomination Committee	Yoshimitsu KOBAYASHI (Chairman), Junji OTA, Takashi YAMAUCHI, Yoshiaki FUJIMORI
Audit Committee	Junji OTA (Chairman), Yuki FURUTA, Nobuyuki KOBAYASHI, Takashi YAMAUCHI
Compensation Committee	Yuki FURUTA (Chairman), Yoshimitsu KOBAYASHI, Yoshiaki FUJIMORI, Jerry BLACK

Election of 12 Directors

(Source: Convocation Notice of the Ordinary General Meeting of Shareholders for the 180th Fiscal Year)

1. Reasons for Proposal

The term of office of the current 12 Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders. Therefore, it is proposed to elect the following 12 Directors based on a decision by the Nomination Committee.

The Company is in the process of executing the Toshiba Next Plan, a company-wide five-year road map for corporate transformation announced on November 8, 2018, in order to increase shareholder value by maximizing the Company's corporate value. As the Company enters a new growth phase to execute the Toshiba Next Plan, the Nomination Committee believes that it is essential for the Company's Directors to have various skill sets to address this new growth phase. Therefore, in connection with the determination of the candidates, the Nomination Committee has proactively considered the composition of the Board of Directors and the new candidates in order to bring the Board of Directors further diversity in terms of deep knowledge and experience in international business, business portfolio management, business transformation and M&A, and expertise in capital markets and capital allocation, as well as gender and international experience as required in the Corporate Governance Code. The Company has also continuously engaged in separate constructive dialogue with its shareholders, carefully considering various feedback from them. As a result, the Nomination Committee proposes that the Board of Directors be structured as follows, and is confident that the 12 candidates in this Proposal are the best suited for achieving sustainable growth and increased shareholder value over the mid- to long-term.

- (1) The number of Directors will be 12, with only the Representative Executive Officer, Chairman and CEO and the Representative Executive Officer, President and COO being Directors concurrently serving as executive officers. The Company previously set the number of Directors around 11 in order to enable substantive and thorough discussions and maintained the number of Outside Directors at more than half of the Board members in order to ensure effectiveness of oversight and supervision of business execution. The Company's new Board composition further advances this idea by minimizing the number of Directors concurrently serving as executive officers, while maintaining the current number of Directors.
- (2) The proposed Board of Directors is innovative in its composition – selecting five international candidates, including non-Japanese candidates, in order to bring further diversity to the Board of Directors and to reflect the composition of the Company's shareholders, and ensuring that candidates have experience in international business, expertise in business portfolio management, business transformation, M&A, capital markets and capital allocation, which are the skill sets essential to promoting the execution of the Toshiba Next Plan. In addition, of the 12 candidates, seven are newly nominated candidates.

In deciding the candidates for Director, the Nomination Committee judged that the candidates conformed to the Director Nomination Criteria separately designated by the Nomination Committee and that the candidates have the appropriate qualifications for Directors. The specific details of the Director Nomination Criteria and the Independence Criteria for Outside Directors are described as follows.

Director Nomination Criteria

When determining the content of proposals regarding the election of directors, the Company will select candidates who fulfill the following criteria and who are able to appropriately fulfill the duties of monitoring and supervising business execution and determining the direction of management strategies:

1. Being a respected, dignified, and highly ethical person;
2. Being responsive to compliance with laws and regulations;
3. Being in good health to conduct the required duties;
4. Having the ability to make objective judgments on management issues as well as excellent foresight and vision;
5. Having no interest in or transaction with the Company's main business fields that might affect management decisions;
and
6. For outside directors, having expertise, insight, and a good track record in a field such as law, accounting, or corporate management.

Independence Criteria for Outside Directors


In addition to the independence criteria established by Tokyo Stock Exchange, Inc. and other financial instruments exchanges in Japan, the Nomination Committee will judge any outside director falling under any of the following items to lack independence:

1. The outside director currently belongs or at any point in the past three years has belonged as an executive director, executive officer, or employee to a company in which the Company currently holds 10% or more of the voting rights.
2. The outside director currently belongs or at any point in the past three years has belonged as an executive director, executive officer, or employee to a company that currently holds 10% or more of the voting rights of the Company.
3. The outside director currently belongs or at any point in the past three years has belonged as an executive director, executive officer, or employee to a company whose transactions with the Company in any of the past three fiscal years totaled a monetary amount exceeding 2% of the consolidated net sales of that company or the Company.
4. The outside director currently is or at any point in the past three years has been an executive director, executive officer, or employee of a financial institution from which the Company currently borrows funds equal to 2% or more of its total assets.
5. The outside director has in any of the past three fiscal years received compensation other than director compensation exceeding ten million yen from the Company as a law, accounting, or tax expert or consultant; or an organization to which the outside director belongs has in any of the past three fiscal years received from the Company compensation as a law, accounting, or tax expert or consultant exceeding 2% of the annual revenue of that organization.
6. In any of the past three fiscal years, the Company has made contributions exceeding ten million yen to the outside director or to a corporation to which the outside director currently belongs or at any point in the past three years has belonged as an officer that executes business or as an employee. However, in case of contributions to a corporation, this applies when the outside director was directly involved in the research, education, or other activity concerning the contributions.
7. The outside director currently belongs or at any point in the past three years has belonged as an executive director, executive officer, or employee to a company whose outside officers currently include any persons with experience as an officer of the Company that executed business.
8. The outside director currently is or at any point in the past three years has been a representative officer, officer, or employee of the current accounting auditor (independent auditor) or an accounting auditor (independent auditor) in the past five fiscal years of the Company.

2. Reasons of election as outside directors and their significant concurrent positions

Please see [P. 8-14](#)  of the Convocation Notice of the Ordinary General Shareholders' Meeting for the 180th fiscal Year.

Activities of the Board of Directors

Please see [P. 27-28](#)  of the 180th Business Report for information on activities such as attendance rate of outside directors at the Board of Directors in FY2018.

Evaluation of the Effectiveness of the Board of Directors

(Source: Corporate Governance Report (published on July 10, 2019))

The Company undertakes annual evaluations of the effectiveness of the board of directors, for the purposes of recognizing the current status, identifying any issues, and further improving the board's functioning.

The 2019 evaluation covers the period from June 27, 2018 to the end of March 2019. Advice was received from outside experts, and all directors completed questionnaires and were interviewed. Following this, the board conducted self-evaluation, and the following matters were confirmed:

Items evaluated as appropriate

1. Management of the Executive session of the Board

Meetings of the Executive session of the Board were held 17 times between June 27, 2018 and the end of March 2019. In addition to providing a forum for free discussions on major themes, such as company-wide issues, the company's mid- to long-term plan, and risk items, they also allowed for provision of prior explanations of items on the agendas of meetings of the Board of Directors, Q&A sessions, and allowed sufficient time for free and open-minded debate.

2. Management of the Board of Directors

Meetings of the Board of Directors were held 15 times between June 27, 2018 and the end of March 2019. Based on the content of items fully discussed at the Executive session of the Board, the meetings saw free, open-minded and constructive discussions and exchanges of opinions.

3. Operation of the three committees (Nomination Committee, Audit Committee, and Compensation Committee)

The conduct of the three committees, on the whole, has been evaluated as being appropriate, in terms of the number of members and composition, frequency of meetings, and practice of free and open discussions.

Future issues

1. Management of the Board of Directors and the Executive session of the Board

The board was of the opinion that the timing of the provision of materials, an issue last year, had improved, but there were also opinions that there were too many reported items at the Board of Directors. Going forward, considering the management of the Board of Directors under the new members, it was confirmed that the way of reporting should be considered.

2. Discussions at Board of Directors and the Executive session of the Board, and support system for directors

We received the opinion that there were insufficient discussions on subjects, such as the medium- to long-term strategies and the composition of the business portfolio. Going forward, in order to facilitate discussion from a medium- to long-term perspective, we have decided to organize subjects for discussion at the Executive session of the Board and the timing of submits of agenda at the Board of Directors in order to allow subjects such as business strategy to be fully discussed.

3. Dialogue with shareholders (investors)

In January 2019, we held a group meeting between outside director and institutional investors, which was an issue last fiscal year. We will continue to consider ways to strengthen dialogues with shareholders.

Other individual opinions

- As the new Board of Directors includes directors who are resident overseas, the Board of Directors should reduce the number of meetings, but ensure ample time for discussion of medium- to long-term strategies, etc.
- The provision of prior explanation and information to the new outside directors appointed in June 2019 is very important, and an area where good use should be made of the Executive session of the Board.

The Board of Directors also discussed its future management.

By focusing mainly on the issues shared in this analysis and evaluation, The Company will make further improvements and promote efforts to further enhance the effectiveness of the Board of Directors and committees, and strive to regain shareholder trust.

The Compensation Policy and The Amount of Compensation

(Source: Reports for the 180th Fiscal Period)

Compensation Policy

The Compensation Committee establishes compensation policy regarding compensation of each Director and/or Executive Officer as follows: Since the main responsibility of Directors is to supervise the execution of the overall Group's business, "Compensation for Directors" is determined at an adequate level to secure highly competent personnel and ensure effective work of the supervisory function. Since the responsibility of Executive Officers is to increase corporate value in their capacity as executives responsible for companies or divisions within the Group, "Compensation for Executive Officers" is divided into the fixed compensation and the performance-linked compensation, and determined at an adequate level to secure highly competent personnel and ensure the effectiveness of their compensation package as an incentive to improve business performance.

i. Compensation for Directors

Directors who do not serve concurrently as executive officers are paid the Base salary (fixed amount) in accordance with the scope of their responsibilities. An allowance is provided for non-residents of Japan (the country where the HQ is located). Directors who concurrently hold office as an Executive Officer are paid the Base salary (fixed amount) in addition to Compensation for Executive Officers specified in (ii).

ii. Compensation for Executive Officers

Compensation for Executive Officers consists of Base salary (fixed amount), stock compensation (fixed amount), determined according to rank, and performance-linked compensation.

Performance-linked compensation is determined in accordance with the performance of the company overall and the divisions under the charge of the Executive Officer during the fiscal year, with cash and stock of the Company paid at a rate set according to rank.

With regard to the stock compensation and performance-linked compensation (shares) that is paid in the form of the Company's stock, mechanisms such as restricted stocks with transfer restrictions until retirement will be used, the effectiveness as an incentive for medium- to long-term improvement of business performance.

iii. Compensation standards

Compensation standards are determined at suitable levels as a global company, with the aim of securing highly competent management personnel. The compensation standards of other listed companies and payroll and benefits of employees are considered when determining the Company's compensation standards of management.

Compensation pertaining to the above is set as follows:

Director (non-executive officer)	Base salary + Allowance for non-residents of Japan
Executive Officer (concurrently a director)	Base salary + Stock compensation + performance-linked compensation (shares and cash) + Directors' remuneration
Executive Officer (not concurrently a director)	Base salary + Stock compensation + performance-linked compensation (shares and cash)

Amount of Compensation

Item	Amount for total compensation (millions of yen)	Fixed compensation (millions of yen)	performance-linked compensation (millions of yen)	Number of Directors/Executive Officers (persons)
Directors excluding Outside Directors	29	29	–	5
Outside Directors	116	116	–	8
Executive Officers	571	490	81	14

(Note) Amounts for total compensation, fixed compensation and performance-linked compensation include payments in stock.

It should be noted that in the consolidated amount of compensation, etc., no individual officer received ¥100 million or more.

Toshiba's Internal Control Systems Development Status

Toshiba Group constantly refines its system of internal controls, towards ensuring management effectiveness and efficiency and reliable reporting on operations and finances and to secure high level legal compliance and risk management. We also ensure that domestic Group companies, regardless of the scale of their operations, establish internal control systems based on those of the parent Company, as follows.

(Source: Page 37 of the Business Report for the 180th fiscal period)

Systems to Ensure the Appropriateness of Business Operations of Toshiba Corp. and its Subsidiaries

The Board of Directors resolved systems to ensure the appropriateness of business operations as follows:

1. System to ensure that Executive Officers' compliance with laws and regulations and the Articles of Incorporation.
 - (1) Executive Officers periodically report to the Board of Directors of Toshiba Corp. on their execution of their duties and are required to report on necessary items to the Board of Directors, as necessary.
 - (2) The Executive Officer in charge of the Internal Audit Division or the General Manager of the Internal Audit Division periodically reports to the Board of Directors of Toshiba Corp. on internal audit results.
 - (3) The Audit Committee of Toshiba Corp. periodically interviews Executive Officers, and the General Manager of the Internal Audit Division periodically reports to the Audit Committee on internal audit results.
 - (4) Executive Officers report to the Audit Committee of Toshiba Corp. on any material violation of laws and regulations without delay in accordance with the Rules concerning Reporting to the Audit Committee.
 - (5) Toshiba Corp. has established the Toshiba Group Standards of Conduct clarifying values and codes of conduct to be shared by all officers and employees and ensures, through continuous execution of officer education, etc., that Executive Officers of Toshiba Corp. comply with the Toshiba Group Standards of Conduct.
 - (6) Toshiba Corp. separates supervision from business execution by placing the Internal Audit Division under the direct control of the Audit Committee and establishes a system in which the Internal Audit Division effectively performs audits of accounting, compliance inspections and audits of other matters.

2. System for retention and management of information concerning Executive Officers' execution of their duties.

- (1) In accordance with the Rules concerning the Document Retention Period, Executive Officers of Toshiba Corp. appropriately retain and manage material documentation, such as information materials for the Management Meetings and decision-making documents, and other documents such as account books and records.
- (2) Executive Officers of Toshiba Corp. run a system that allows Directors to access significant information, such as information materials for the Management Meetings, decision-making documents, financial statements and records and business reports.

3. Rules and other systems concerning risk of loss management

- (1) In accordance with the Basic Rules concerning Risk-Compliance Management, the Chief Risk-Compliance Management Officer (hereinafter referred to as the "CRO") of Toshiba Corp. formulates and promotes measures concerning crisis and risk management of Toshiba Group in his/her capacity as the chairman of the Risk-Compliance Committee. In formulating and promoting such measures, the CRO appropriately performs risk of loss management for the entire Toshiba Group by confirming and improving the effectiveness of such measures.
- (2) Executive Officers of Toshiba Corp. formulate and promote measures necessary for continuously clarifying business risk factors of Toshiba Group and minimizing loss in the event that risk is realized in accordance with Basic Rules of Business Risk Management.

4. System to ensure that Executive Officers efficiently execute their duties

- (1) The Board of Directors of Toshiba Corp. determines the basic management policy and approves the midium-term business plan and annual budgets of Toshiba Group prepared by the Executive Officers.
- (2) The Board of Directors of Toshiba Corp. delegates authority and responsibilities to each Executive Officer in an appropriate manner, and Executive Officers clarify the authority and responsibilities of the Executive Officers and employees in accordance with the Rules concerning Responsibilities of Division and the Rules concerning Managerial Duties.
- (3) Executive Officers of Toshiba Corp. set concrete targets and roles for organizations and employees.
- (4) Executive Officers of Toshiba Corp. make decisions on business operations based on appropriate procedures in accordance with the Board of Directors Rules, the Corporate Decision Making Rule and other rules.
- (5) Executive Officers of Toshiba Corp. appropriately evaluate the performance of Toshiba Group by means of the Performance Evaluation Committee.
- (6) Executive Officers of Toshiba Corp. promote strengthening of information security systems and operate the accounting system, the authorization system and other information processing systems in an appropriate manner.

5. System to ensure that employees' performance of their duties conforms to laws and regulations and the Articles of Incorporation

- (1) The Chairman and Chief Executive Officer and the President and Chief Operating Officer ensure, through continuous execution of employee education, etc., that employees comply with the Toshiba Group Standards of Conduct clarifying values and codes of conduct to be shared by all officers and employees.
- (2) The CRO of Toshiba Corp. formulates and promotes measures of Toshiba Group concerning compliance with laws and regulations in his/her capacity as the chairman of the Risk-Compliance Committee in accordance with the Basic Rules concerning Risk-Compliance Management.
- (3) Toshiba Corp. establishes a whistle-blower system in which the officers and employees of Toshiba Corp. are able to make a report to the business execution side of Toshiba Corp. if they become aware of an illegal act of Toshiba Corp., and the Executive Officer of Toshiba Corp. in charge endeavors to detect problems early and deal with them in an appropriate manner by making use of the whistle-blower system. The Toshiba Group Standards of Conduct clearly stipulate that the officers and employees who have used this system must not be treated disadvantageously on the grounds that they have done so. In addition, Toshiba Corp. establishes a whistle-blower system in which the Audit Committee of Toshiba Corp. directly receives internal reports and endeavors to collect information on problems early.

6. System to ensure the appropriateness of business operations of the corporate group composed of Toshiba Corp. and its subsidiaries

- (1) The subsidiaries adopt and implement the Toshiba Group Standards of Conduct and establish whistle-blower systems according to the legal systems and circumstances of the countries in which they operate.
- (2) Toshiba Corp. establishes a system in which its subsidiaries report to Toshiba Corp. in accordance with the Operational Communication Arrangement, etc. in the event that material issues arise in their business operations.
- (3) Toshiba Corp. formulates appropriate measures for internal control, including that of its subsidiaries, and causes its subsidiaries to promote the measures according to their situations.
- (4) The subsidiaries establish audit systems such as auditors in accordance with the Toshiba Group Auditors' Audit Policy.
- (5) Toshiba Corp. executes internal audits on the accounting treatment processes and business processes of its subsidiaries.
- (6) Toshiba Corp. appropriately and effectively manages the systems and business processes common throughout Toshiba Group and establishes a system in which shared resources are appropriately and effectively allocated.
- (7) Under the relevant license agreements, Toshiba Corp. in principle obligates its affiliates that are permitted to use "Toshiba" in part of their company names to adopt the Toshiba Group Standards of Conduct.

Items Necessary for Performance of Duties by the Audit Committee of Toshiba Corp.

The Board of Directors resolved items necessary for the Audit Committee's performance of its duties as follows:

1. Directors and employees assigned to assist the Audit Committee in the performance of its duties
In order to assist the Audit Committee of Toshiba Corp. in the performance of its duties, the Audit Committee Office consisting of around ten staff is established, and the head of the Audit Committee Office is an Executive Officer (including the Executive Officer who acts concurrently as a director).
2. Ensuring independence of employees mentioned in the preceding paragraph from Executive Officers and effectiveness of instructions to such employees
The Audit Committee has the right to approve the appointment, request the dismissal, and veto the dismissal of the head and employees of the Audit Committee Office of Toshiba Corp., and the head of the Audit Committee Office is under the direction of the Audit Committee. The employees of the Audit Committee Office are under the direction of the Audit Committee and the head of the Audit Committee Office.
3. System for reporting to the Audit Committee
 - (1) Directors, Executive Officers and employees of Toshiba Corp. report to the Audit Committee on each relevant occasion in accordance with the Rules concerning Reporting to the Audit Committee and the Rules concerning Operation of the System of Reporting to the Audit Committee in the event that any material issue arises that may affect operations and financial performance.
 - (2) The subsidiaries of Toshiba Corp. periodically report their situations and other matters to the Audit Committee of Toshiba Corp. through the Toshiba Group Auditors Liaison Organization, etc. In addition, Toshiba Corp. establishes the Toshiba Group Auditor Hotline through which the auditors and employees in charge of audit reporting of the subsidiaries are able to make a report to the Audit Committee if they become aware of an illegal act of such subsidiaries.
 - (3) Toshiba Corp. establishes the Audit Committee Hotline through which the officers and employees of Toshiba Corp. and officers and employees of its domestic subsidiaries are able to make a report to the Audit Committee of Toshiba Corp. in accordance with the Rules concerning Operation of the System of Reporting to the Audit Committee if they become aware of an illegal act of Toshiba Corp. or such subsidiaries.
 - (4) The Chairman and Chief Executive Officer or the President and Chief Operating Officer provides members of the Audit Committee designated by the Audit Committee with opportunities to attend important meetings, including the Management Committee meetings.
4. System to ensure that persons reporting to the Audit Committee are not treated disadvantageously on the grounds that they have made such report
The Rules concerning Reporting to the Audit Committee and the Rules concerning Operation of the System of Reporting to the Audit Committee clearly stipulate that the officers and employees of Toshiba Group who have made a report to the Audit Committee of Toshiba Corp. must not be treated disadvantageously on the grounds that they have done so.
5. Policy on procedures for advance payment or redemption of expenses arising from performance of duties of the Audit Committee's members and other settlement of expenses or debts arising from performance of such duties
If a member of the Audit Committee requests Toshiba Corp. to make advance payment of the expenses, etc. set out in Article 404, Paragraph 4 of the Companies Act in relation to the performance of his or her duties, unless it is determined after examination by the relevant departments that the expenses or debts in relation to such request are not necessary for the performance of duties of such member of the Audit Committee, Toshiba Corp. promptly settles such expenses or debts. Toshiba Corp. annually budgets a certain amount for the payment of expenses and other costs arising from the performance of duties of the Audit Committee's members. If the need arises during the fiscal year, Toshiba Corp. increases the budget after examination by the relevant departments at the request of the Audit Committee's members.
6. Other system to ensure that audits by the Audit Committee are conducted effectively
 - (1) The Chairman and Chief Executive Officer or the President and Chief Operating Officer periodically exchanges information with the Audit Committee.
 - (2) Executive Officers and employees report the execution of their duties to the Audit Committee by means of the periodic interviews conducted by the Audit Committee and circuit interviews.
 - (3) The Audit Committee places the Internal Audit Division under its direct control. The Audit Committee presents audit policies and gives audit instructions to the Internal Audit Division. The General Manager of the Internal Audit Division periodically reports the internal audit results to the Audit Committee.
 - (4) The Audit Committee has accounting auditors provide explanations and reports concerning the accounting audit plan at the beginning of each fiscal year, the situation of accounting audits during each fiscal year, and the results of the accounting audits at the end of each fiscal year.
 - (5) The Executive Officer in charge provides explanations to the Audit Committee concerning the settlement of accounts at the end of each fiscal year as well as each quarterly settlement of accounts prior to the approval by the Board of Directors.
 - (6) The General Manager of the Internal Audit Division is appointed an Executive Officer, or the Executive Officer is appointed to being in charge of the Internal Audit Division. The Audit Committee has the right to approve the appointment, request the dismissal, and veto the dismissal of the General Manager of the Internal Audit Division and the Executive Officer in charge of the Internal Audit Division. The General Manager of the Internal Audit Division and the Executive Officer in charge of the Internal Audit Division are under the direction of the Audit Committee.
 - (7) The members of the Audit Committee have the right to access all internal reports made to the whistle-blower system on the business execution side.

* Now "Toshiba Group Standards of Conduct" is renamed to "Standards of Conduct for Toshiba Group".

Status of Internal Audits and Audits by the Audit Committee

(Source: the securities report for the 180th fiscal period)

1. The Internal Audit and the Audit Committee organization, personnel and procedures

The Internal Audit Division (personnel: 42 staff) was established as an internal audit department, and is under the direct control of the Audit Committee. By monitoring the operational status of key subsidiaries (key Group companies) on a daily basis, the internal Audit Division is able to strengthen the audit system with respect to their operations. By strengthening cooperation with the Audit Committee, the Accounting Auditor, we seek to strengthen the various audit functions, such as accounting audits, internal control audits and audits on legality.

2. Mutual cooperation between the internal audit, the Audit Committee audit and the accounting audit, and the relationship with the Internal Control Division

Mutual cooperation between internal audits, Audit Committee's audits and the accounting audits is detailed in "1. The Internal Audit and the Audit Committee organization, personnel and procedures." In Toshiba, divisions responsible for internal controls ensure the appropriateness of all information disclosure, including financial reporting, and the effectiveness and efficiency of operations, compliance, and risk management, etc. The Legal Affairs Div., Accounting Div., CRO, and Risk Compliance Committee are included among divisions in this category. Along with providing the Audit Committee with timely reporting required by the "Audit Committee reporting and information access rules," the said divisions responsible for internal controls also provide information to the internal Audit Division and Accounting Auditor from time to time, as required.

ESG Performance: Governance

Risk Management and Compliance

In order to respond appropriately to changes in laws and regulations in every country of the world, the globalization of management and the diversification of business, Toshiba Group is enforcing global compliance with laws and regulations, internal rules, and social and ethical norms.

Medium- to Long-term Vision

We aim to regain the trust from all of our stakeholders by striving to improve and strengthen our internal control system through more stringent compliance and a more robust risk management system.

FY2018 Achievement

We held three awareness-raising training sessions for officers and top management to improve the awareness of top management and employees, with a total of 678 executives taking part. We also continued to conduct general compliance training that included accounting compliance.

Future Challenges and Approaches

We will continue striving to implement a more effective compliance system and policy based on an awareness of risk in order to strengthen risk management and compliance for Toshiba Group as a whole.

Policy on Risk Management and Compliance

Toshiba's shares were designated as securities on alert and stock under supervision on September 15, 2015. As a result of the examinations by the Tokyo Stock Exchange and Nagoya Stock Exchange into the status of improvements made to the internal control system thereafter, the aforementioned designation was lifted on October 12, 2017. Toshiba then released its "Report on Improvements of Internal Management System" on October 20, 2017, and as reported in the "Progress Report on Improvements of Internal Management System" on July 25, 2018, Toshiba will continue its efforts to strengthen the internal control system in the future and will work to regain the trust of shareholders, investors, and all other stakeholders.

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. Thus we are working toward making the SOC an integral part of the entire Toshiba Group. Furthermore, in order to respond to changes in the business environment, such as new technologies and growing supply chains in developing countries, and to the diverse and ever-changing risks that arise when conducting business activities, we are striving to prevent risks in advance, and to minimize losses from individual incidents.

Structure of Risk Management and Compliance

At Toshiba, we appoint a Chief Risk Compliance Management Officer (CRO) to oversee risk management and compliance for the whole Group. In addition, the Legal Affairs Division responds to whistleblower reports and attempts to achieve global compliance, and is advancing effective risk management and compliance activities.

There is also a Risk Compliance Committee chaired by the CRO and attended by the executive officers of corporate staff divisions. The Committee analyzes whistleblower reports and cases both inside and outside the Company, and identifies risks based on risk tables that cover the entire management environment. It also reviews activities and deliberates on priority measures from the immediate fiscal year.

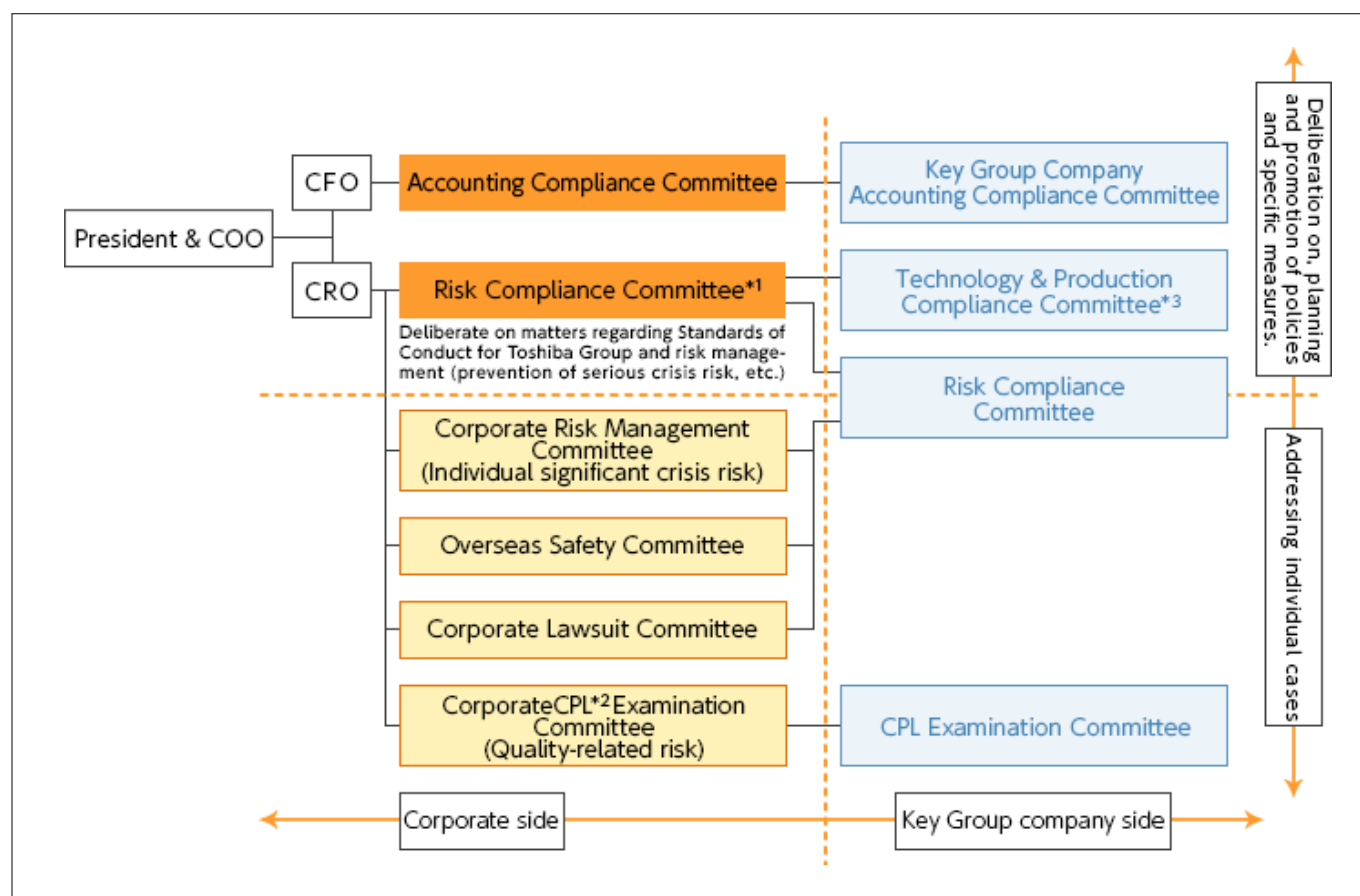
Each key Group company is advancing its own priority measures for risk management and compliance, determined by a risk-based approach, in addition to the priority measures common to the whole Company.

In the event of a serious risk management and compliance issue, there is a system in place by which the relevant in-house committees, etc. promptly evaluate and implement countermeasures.

In March 2016, Toshiba established a new Accounting Compliance Committee. Its purpose is to aggregate finance- and accounting-related information, and to identify signs that might point to inappropriate financial reporting, doing both in timely fashion, and to detect risks that threaten internal control at an early stage.

The Chairman and CEO is the head of the Accounting Compliance Committee, and the Audit Committee and the Internal Audit Division act as observers. Together they assess the risk of financial statements not being created or disclosed properly, and the risk that internal control is not functioning effectively to support the reliability of financial reports. Having done this, they supply information needed to prevent these risks, and discuss and decide on measures to deal with them.

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).

*3 The key Group company Technology & Production Compliance Committee can be integrated with other committees such as the company Risk Compliance Committee.

Whistleblower System

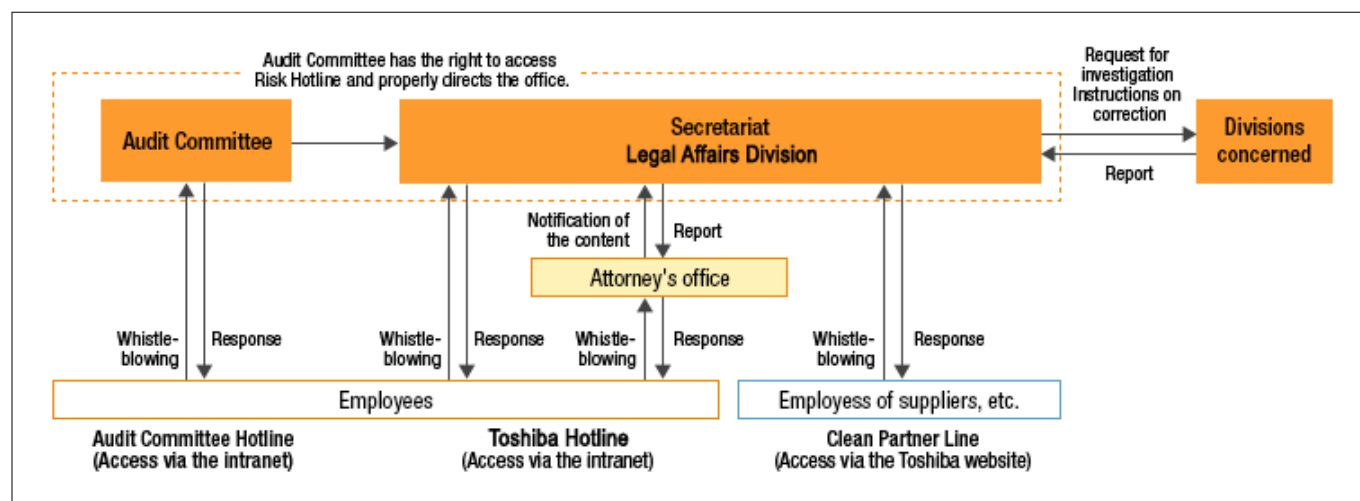
In order to create an open work environment, Toshiba is enhancing its whistleblower system, on top of preventing risks by stimulating day-to-day communication in each workplace.

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 addition to the internal office, a reception hotline was set up at an external attorney's office in January 2005, primarily to receive information about potential legal violations. In April 2006, Toshiba also set up a supplier whistleblower system 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.

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. All Toshiba Group companies have implemented a whistleblower system. The whole Group has been directed to ensure the anonymity of the whistleblower for his/her protection, and, if the whistleblower is an employee who was himself/herself involved in the relevant reported act, to take into account as much as possible the fact of his/her coming forward when deciding what internal disciplinary action should be taken. We are also working to enhance awareness of the whistleblower system by regularly issuing a compilation of whistleblower cases that have actually taken place.

* In May 2019, the Employee Consultation Room, where employees could discuss individual concerns, and the Risk Hotline, an internal whistleblower system, were integrated as the Toshiba Hotline.

Toshiba's Whistleblower System



Operational Status of the "Risk Hotline" in FY2018

The numbers of reports received and consultations undertaken by the "Risk Hotline" and "Audit Committee Hotline" in FY2018 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)

	FY2015	FY2016	FY2017	FY2018
Reports received by internal secretariat	204 reports (121 reports)	389 reports (235 reports)	243 reports (147 reports)	206 reports (142 reports)
Reports received by attorney's office	4 reports (1 report)	12 reports (7 reports)*	10 reports (2 reports)*	3 reports (1 report)
Total	208 reports (122 reports)	399 reports (240 reports)	253 reports (149 reports)	209 reports (143 reports)

* Including duplicate reports received by the internal secretariat

Number of reports received by the "Audit Committee Hotline"

(within parentheses: anonymous reports)

	October 2015 to March 2016	FY2016	FY2017	FY2018
Total	55 reports (41 reports)	80 reports (53 reports)	33 reports (17 reports)	29 reports (19 reports)

Response Status

Of the reports received, those reporting inappropriate situations or concerns about inappropriate situations were reported to the relevant division so that instructions for improvement could be provided or alerts could be issued. 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 the anonymous reports described above, we explained the status of our responses to the informants, in principle. Except in cases in which consent has been obtained from employee, confidential adviser (at the internal secretariat or attorney's office) never disclose the names or contact addresses of the informants. 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 without any names. The number of reports received is released regularly on the company's internal website.

Risk Management and Compliance Training

At Toshiba, the President issued a message to all employees, expressing a firm commitment to implementing the corporate governance reform discussed by the Management Revitalization Committee. He also expressed that he would work to the best of his ability to revive Toshiba Group. In an effort to change the mindset of top management, we held sessions for officers and top management three times in FY2016, in FY2017 and FY2018 respectively, with a total of 678 executives participating in the FY2018 sessions. We also held seminars by rank and function for employees to enhance the effectiveness of accounting compliance. Toshiba plans to continue these seminars.

In addition, we provide accounting compliance education through e-learning to deepen employees' understanding about the internal control and J-SOX. In FY2018, all employees (approximately 60,000) of 123 consolidated subsidiary Group companies in Japan and approximately 700 executives of 63 overseas Group companies participated in the seminar.



Seminar for senior management

Making the Standards of Conduct for Toshiba Group available to All Employees

Toshiba Group has created 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 education programs, such as e-learning and educational leaflets, for all 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. The theme in FY2018 was "Fraud by individual employees" assuming behavior such as embezzlement. Each workplace shared its operational checking system as well as the importance of communication through discussion concerning case examples. Approximately 56,000 employees at around 5,300 workplaces of Group companies in Japan participated in discussions. In addition, by soliciting the frank opinions of employees via their workplace managers, and sharing analysis results and key opinions within the company, we monitor the level of compliance awareness at each workplace and develop new measures for the future.

Inspection of implementation status of risk management and compliance measures

Toshiba's corporate divisions confirm the status of compliance in operations concerning respective areas of jurisdiction and the Internal Audit Division conducts audits of the Group companies.

The Risk-Compliance Committee reviews the results confirming the status of legal compliance in each division and reviews the implementation status of thorough compliance-related measures and provides assistance for each measure.

Every year Toshiba conducts an intranet-based employee survey. The results are used in formulating measures for enhancing awareness on compliance.

Response to Compliance Violations

In the event of a major noncompliance incident, Toshiba investigates all facts to identify the cause of the violation, treats the facts seriously, and handles such violations rigorously by imposing appropriate disciplinary sanctions on the offenders or implementing other such measures. It makes every effort to prevent recurrence and discloses information in a proper and timely manner as necessary.

Developing Measures to Continue 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.

In addition, in order to further ensure that all relations with antisocial forces are cut off, all Toshiba Group companies have taken various measures.

More specifically, we have developed and implemented Basic Public Relations Management Rules and appointed 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. If a need arises during a background check to further investigate the customer, the Legal Affairs Division verifies whether there is any information on the customer's relationship 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. With regard to this stance, the rejection of the involvement of antisocial groups in our business activities has been explicitly stated in the SOC since 2006. Having been revised since then, "antisocial Groups" is now an independent article, further stressing our policy to reject all contact with such groups.

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.

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.

In addition, Toshiba Group is a member of the UN Global Compact, and as such, it will enforce compliance with the Antimonopoly Act and strengthen anti-corruption measures globally, in keeping with the revision to the Standards of Conduct for Toshiba Group.

Antimonopoly and Anti-bribery Efforts

In light of global regulatory trends, Toshiba has been making rigorous efforts to prevent cartelization and bribery. In FY2018 the Company continued to step up its initiatives to ensure thorough compliance. Specifically, the initiatives involve Toshiba Group companies worldwide performing self-audits based on two Toshiba-developed guidelines: one on antitrust and the other on anti-bribery. Through these audits, Toshiba Group aims to identify compliance levels at the companies concerned and to provide thorough compliance education. Furthermore, we have placed managers of legal affairs in major global regions to enhance compliance and support local subsidiaries in such regions. This has been done in order to appropriately control legal risks associated with relevant anti-trust laws, bribery, and the like and ensure thorough compliance in global business, which has been expanding mainly in emerging countries. Toshiba promotes rigorous compliance with business-related laws and regulations by providing education, effectively utilizing databases that contain relevant information, and performing periodic self-audits. In addition, Toshiba's compliance initiatives are objectively evaluated by outside lawyers once a year. We make improvements to reduce risks pointed out by third parties in order to continue to enhance our risk management and compliance structure. Furthermore, Toshiba is advancing its promotion of compliance awareness, on the axis of the Standards of Conduct for Toshiba Group. In Japan, employees received e-learning training on sales-related risks in February 2018, in order to raise the standard of sales-related legal risk management. Overseas, we held legal seminars for those in charge of compliance at local subsidiaries, working together with our regional headquarters and regional legal affairs managers. Attendees discussed measures to enhance compliance in keeping with the Standards of Conduct for Toshiba Group, and fortified the foundations for strengthening the risk management network among Headquarters and all regions.

> [Standards of Conduct for Toshiba Group 6. Competition Law and Government Transactions](#)

> [Standards of Conduct for Toshiba Group 7. Bribery](#)

Status of breaches to laws related to anticorruption (FY2018)

Item	Number of cases in FY2018
Exposure through price cartel	0
Exposure through bribery	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.

> [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

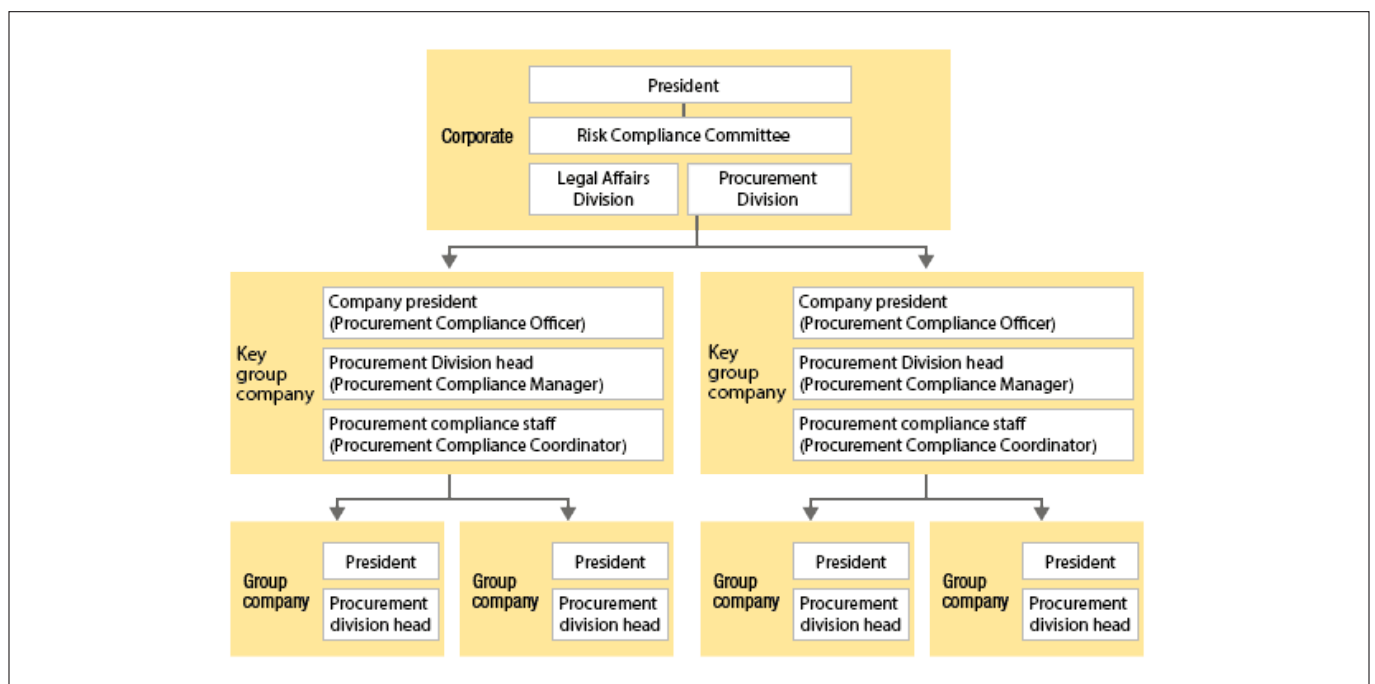
Fair Trading Policy and Its Promoting Structure

Toshiba strives to build sound partnerships with suppliers through fair trading in compliance with procurement-related laws and regulations.

- > [CSR Management in the Supply Chain](#)
- > [Toshiba Group Procurement Policy](#)
- > [Standards of Conduct for Toshiba Group 3. Procurement](#)

Toshiba Group is promoting thorough observance of CSR both in its own procurement activities, and in those of its suppliers. There is a CSR procurement 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 CSR procurement promotion structure



In FY2018, Toshiba strengthened operation of the procurement structure and system at each Group company, conducted an assessment of procurement transactions through patrols and enhanced regulations on legal compliance based on a basic policy of bolstering compliance in procurement processes. In FY2019, we will continue to strengthen the operation of our procurement structure and processes.

"Clean Partner Line," Whistleblower System for Suppliers and Business Partners

In order to ensure compliance and fair transactions, Toshiba 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 the Group companies 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 FY2018, a total of 68,019 employees between February and March 2019 participated in the e-learning program on the Subcontract Act. We also provide compliance education for employees engaged in procurement at various phases of their careers. Furthermore, we foster promoters specialized in the Act to ensure fair transactions with subcontractors.

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

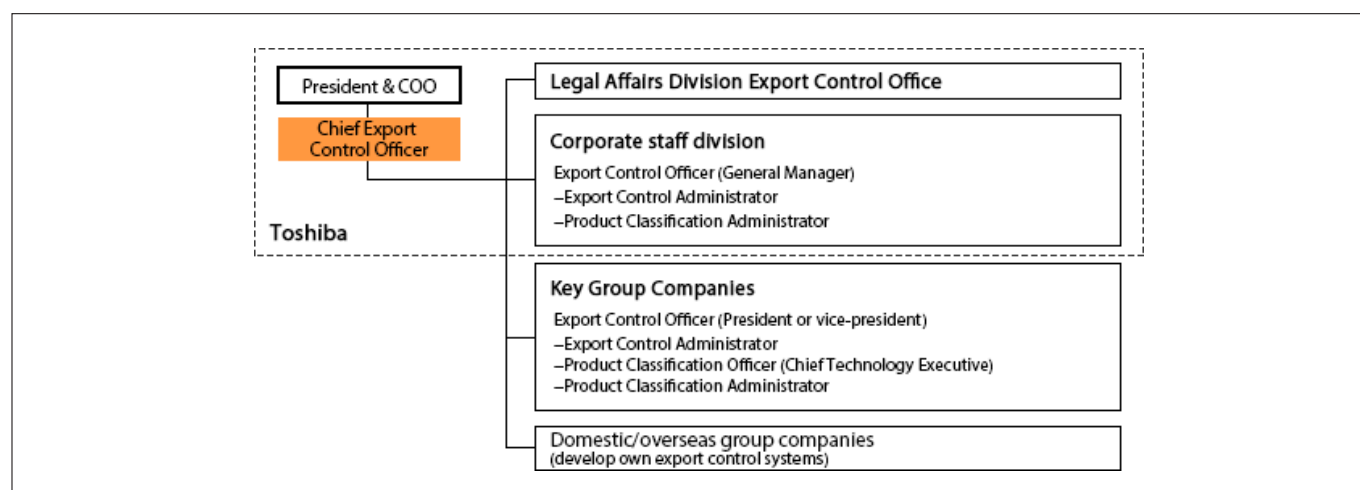
Chapter 8 Group Companies

> [Standards of Conduct for Toshiba Group 9. Export Control](#)

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 director or an executive officer corresponding thereto. Under the Chief Export Control Officer, the Legal Affairs 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 ECPP, Toshiba Group company and corporate staff division has its own export control organization led by the Export Control Officer. The Export Control Officer must be the general manager of the corporate staff division, or president of Group company.

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

Each corporate staff division, as well as each Group company, 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 FY2018, audits were performed for four internal divisions in Japan and eight Group companies. Overseas, audits are done in Europe, the United States, Asia and China, and in FY2018, four Group companies in China 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 convenes meetings with Group companies. Besides providing information on relevant international situations and regulatory trends, or advices on specific issues, this meeting also provides a forum for exchanging related information and opinions. Key Group companies provide guidance on export controls and related support to Group companies they supervise.

Furthermore, in order to fortify our support for overseas Group companies, we held an export control workshop targeted at local staff working in export control.

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 revises the related rules on an ongoing basis so as to rigorously manage its information security.

> [Standards of Conduct for Toshiba Group 17. Information Security](#)

> [Privacy Policy](#)

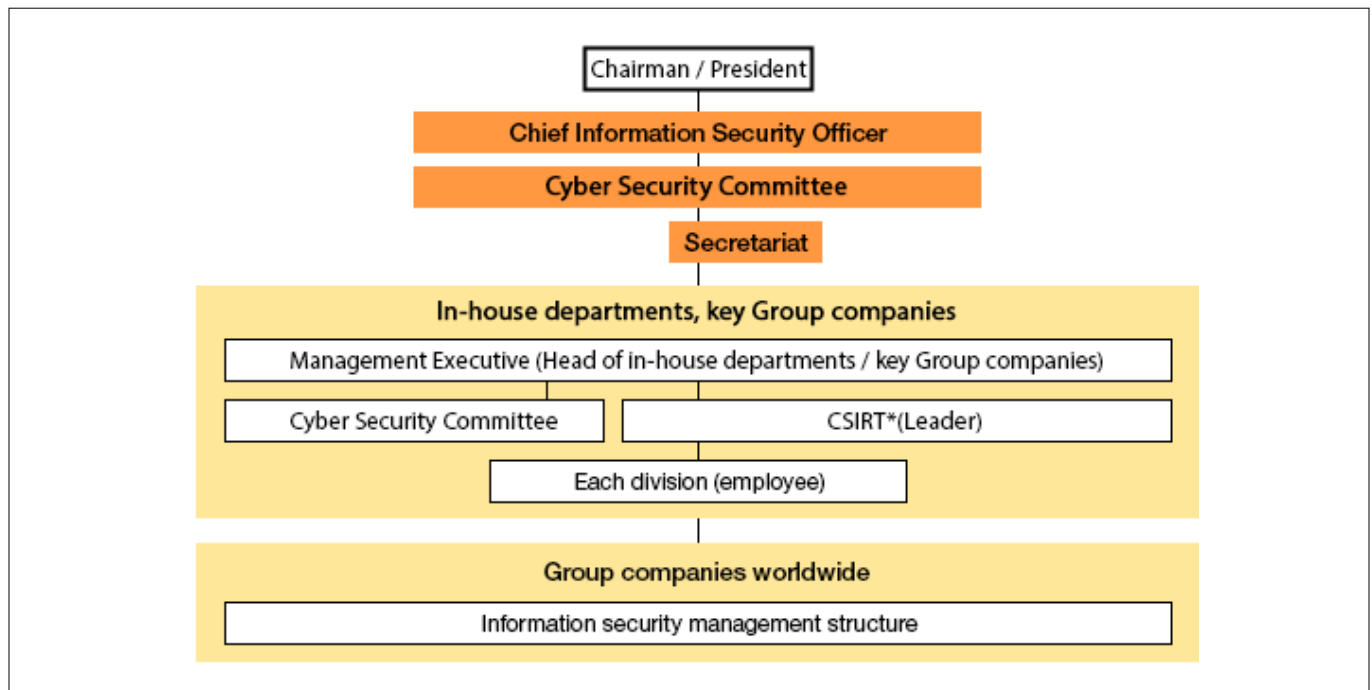
Structure of Information Security Management

Addressing information security as a management priority, Toshiba 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 and key Group companies, 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 the Group companies under their control to ensure that they implement information security at a level equivalent to that of Toshiba.

Toshiba Group Information Security Management Structure



* 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. <p>* EDR: Endpoint Detection and Response</p>

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. Toshiba Group has taken an attack and penetration assessment from the specialized cyber security firm in order to validate the effectiveness of its security measures.

In addition, we enhanced the monitoring for our network and in-house systems to quickly cope with a virus invasion into the company systems.

Education, Inspection, and Audit of Information Security Management

Toshiba, with its wide portfolio of businesses, considers the autonomous implementation of PDCA (Plan-Do-Check-Act) cycle by each business or division to be vital for ensuring information security of the company. With this in view, every divisions conduct an annual self-audits in terms of compliance with internal rules, for the purpose of formulating their own improvement plan. The Corporate Technology Planning Division evaluates the results of these self-audits and the related improvement activities, provides guidance and assistance where necessary. In FY2018, there were cases in which the scope of responsibility related to the regular application of security patches and the response to new threats were not specified in consignment agreements for the development and maintenance of information systems, and guidance was given so that the details of the agreements could be corrected and verified. All domestic and overseas Group companies also conduct self-audits annually, in order to improve the level of information security at each company.

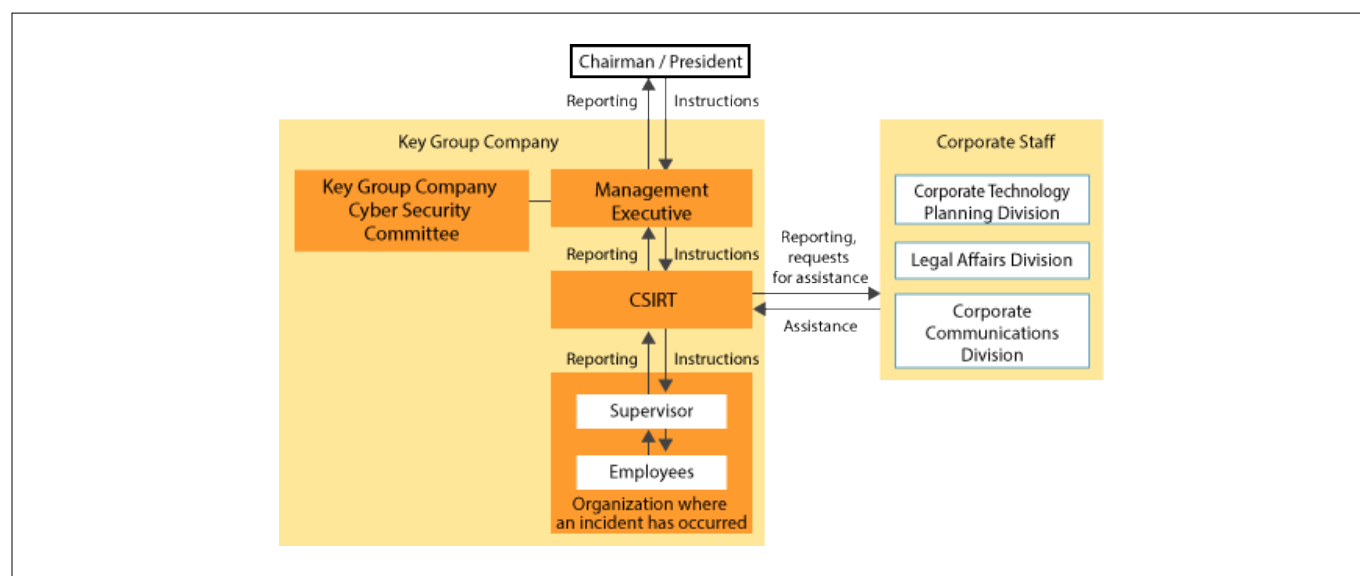
Moreover, Toshiba Group conducts yearly training for all officers, as well as permanent and temporary employees, in order to enforce strict compliance with in-house regulations. There are also programs such as training for those working in information security, and introductory training for new graduate employees.

Response to Incidents Such as Leakage of Confidential Information

In the event an information security incident such as the leakage of confidential information occurs, Toshiba responds promptly in accordance with the information security incident reporting structure.

When an employee becomes aware of the occurrence or potential occurrence of an incident involving the leakage of corporate information, the employee promptly reports to the CSIRT. The CSIRT Leader, upon receipt of such report, devises necessary measures, such as an investigation into the cause and consideration of actions to prevent recurrence. In the case of the occurrence or potential occurrence of a serious leakage of confidential information that may entail a violation of laws or ordinances, Toshiba implements measures in accordance with the applicable laws or ordinances, such as disclosure, following discussion among the related corporate staff divisions.

Information Security Incident Reporting Structure



Status of Incidents Such As Leakage of Confidential Information

In 2018, it was discovered that a portion of information concerning members registered on Group company's website may have been leaked following illegal access from the outside. We re-inspected our website and have confirmed that there are no security issues at present. Additionally, we asked members that may be targeted to change their passwords. We will continue to prevent incidents concerning information security, and are fully prepared for any situation. There were no complaints from relevant external individuals or regulatory bodies concerning personal data.

For details on information security management, please refer to our [Cyber Security Report](#).

Product Safety Information and Advertising

Policy on Product Safety Information and Advertising

Toshiba Group provides accurate product information and executes appropriate advertising in accordance with the Standards of Conduct for Toshiba Group, the Code of Fair Competition for Home Appliances^{*1} and other policies. Quality assurance organizations 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^{*2} and CE Marking^{*3} 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 This refers to the fair competition agreement on representation in the home electronics manufacturing industry. Under the provisions of the Act on Premiums Labeling, the Fair Trade Commission approved in 1978. The domestic electric industry management organization is the National Electric Home Appliance Fair Trade Council, a public interest corporation group. This regulation prescribes prohibition of misrepresentation, necessary representation items, representation standards for specific matters, etc. It aims to contribute to proper product selection, to prevent attraction of unjust customers, and to ensure fair competition.

*2 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.

*3 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).

Compliance with Regulations and In-House Standards Regarding Products

In FY2018, Toshiba Group had two violations of the Electrical Appliance and Material Safety Law such as violations of product safety regulations and in-house standards in the life cycle of products and services.

Please see [Product Safety and Product Security](#) for information on product safety compliance.

Compliance with Regulations on Advertising and Labeling

In FY2018, as a result of our strict implementation of the Manufacturing Labeling Standards, there were no violations of the Act Against Unjustifiable Premiums and Misleading Representations among Toshiba Group companies.

Risk Management with 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 implements measures to ensure the safety of employees and their families, support recovery of devastated areas, and maintain business sites and factories.

The BCP, which we have been formulating and developing Group-wide as of FY2007, is one such measure. Focusing on our key businesses that have a large social and economic impact, we are establishing a BCP that takes into account the possibility of large-scale earthquakes and new strains of influenza, and continually update it in order to maintain and improve its effectiveness.

Toshiba Group will continue to strengthen its BCP, so that it can continue its business even in the case of a large-scale disaster, and puts the safety of all its employees above other concerns.

BCP Procurement Management

In response to the Great East Japan Earthquake and the floods in Thailand, both of which occurred in 2011, Toshiba Group is promoting to establish a more 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 to reduce the amount of time required to resolve supply chain disruptions, we have built a system to manage corporate information on upstream suppliers in the supply chain. In the event of an unanticipated disaster, we use this system to quickly investigate its effects on our supplies worldwide so that action can be taken promptly.

Tax Affairs

Based on the basic policy on taxes, 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 understanding of their intents 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.

ESG Performance: Governance

Research & Development and Intellectual Property

Toshiba Group's goal is to pave the way for a safe, secure and comfortable society by creating and offering through our technology new value that leads to the solution for global-scale social issues. We aim to do this by listening at all times to the demands of the market and our customers, and by maximizing the achievements we have made during our research and development through a global intellectual property strategy.

Medium- to Long-term Vision

In addition to providing products with outstanding performance, functions, and quality, we create new value with solutions that make the most of relationships with customers developed through such products, thereby contributing to society.

FY2018 Achievement

- Acceleration of open innovation with outside organizations
- Electromagnet for particle accelerators using a high-temperature superconductivity
- Support of greater productivity in the smart factory field through integration of IoT and imaging technology
- Development of a robot platform
- Strengthening of R&D for AI technology
- Ranked third in the world (first in Japan) for AI-related technology patents by World Intellectual Property Organization (WIPO)

Future Challenges and Approaches

Focusing on four business areas (Social Infrastructure, Energy, Electronic Devices, and Industrial ICT Solutions) that support people's lives and society, we will create innovative technologies and globally promote R&D to solve various societal issues by integrating solutions and services. We will also continue to enhance collaboration with external organizations to provide greater value to society more quickly. We will achieve this by combining not only data from the cyber world but also physical data from various objects in the real world with the aim of becoming one of the world's leading companies in technology related to cyber physical systems (CPS).

> [Evaluation by External Parties](#)

Research and Development

Research and development strategy

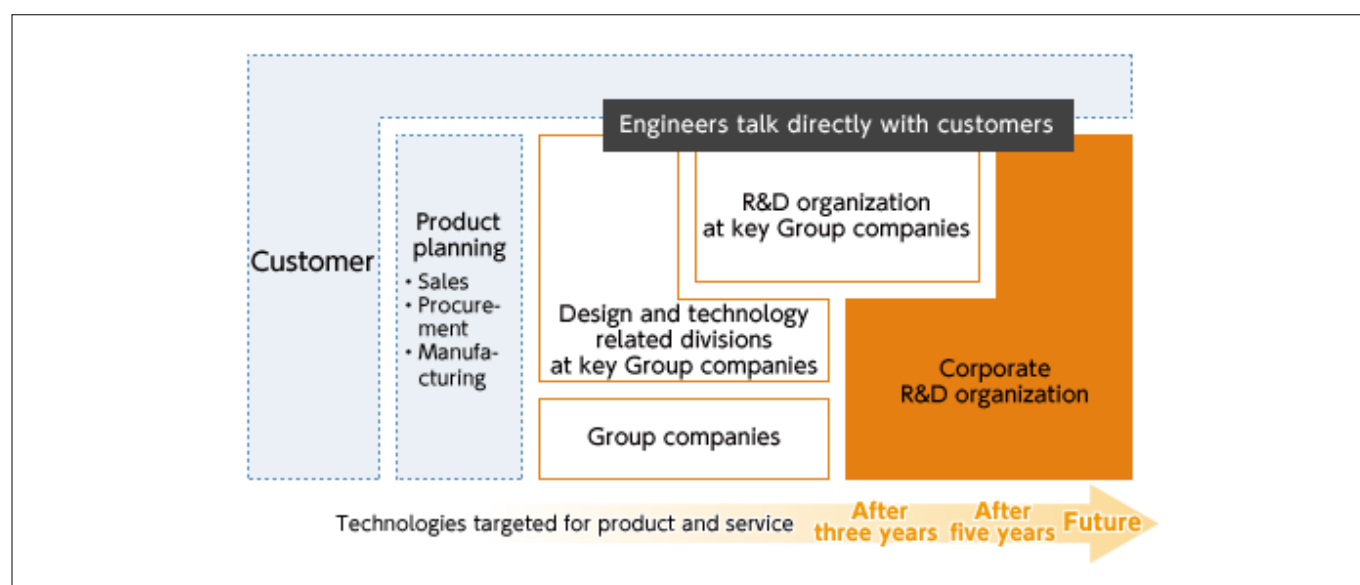
The social issues we are faced with today, such as resource and energy issues resulting from population increases, as well as climate change and environmental problems, are becoming more diverse and complex than ever. Toshiba Group focuses on areas that support people's lives and society when selecting R&D themes with a view to contributing to the realization of the SDGs, namely Energy System Solutions, Infrastructure System Solutions, Storage & Electronic Devices Solutions, and Industrial ICT Solutions, and will create new values using reliable technology.

In the area of Energy System Solutions, we will promote the safe and stable supply and efficient use of conventional energy. In addition, we will contribute to realizing a low-carbon society by providing the world with technology and services that create, distribute and store clean energy, including sustainable energy and hydrogen. In the area of Infrastructure System Solutions, we will provide highly reliable technologies and services to a wide range of customers supporting society and industry, including public infrastructure, buildings and facilities, and railroad and industrial systems with the aim of realizing a safe, secure, and reliable society. In Storage & Electronic Devices Solutions, with a view to building infrastructure for a Big Data society, we will develop new cutting-edge semiconductors for various domains, such as storage for data centers, industrial and automotive applications. In the area of Industrial ICT Solutions, we will work together with customers to create digital services using the IoT and AI that make the most of our industrial know-how.

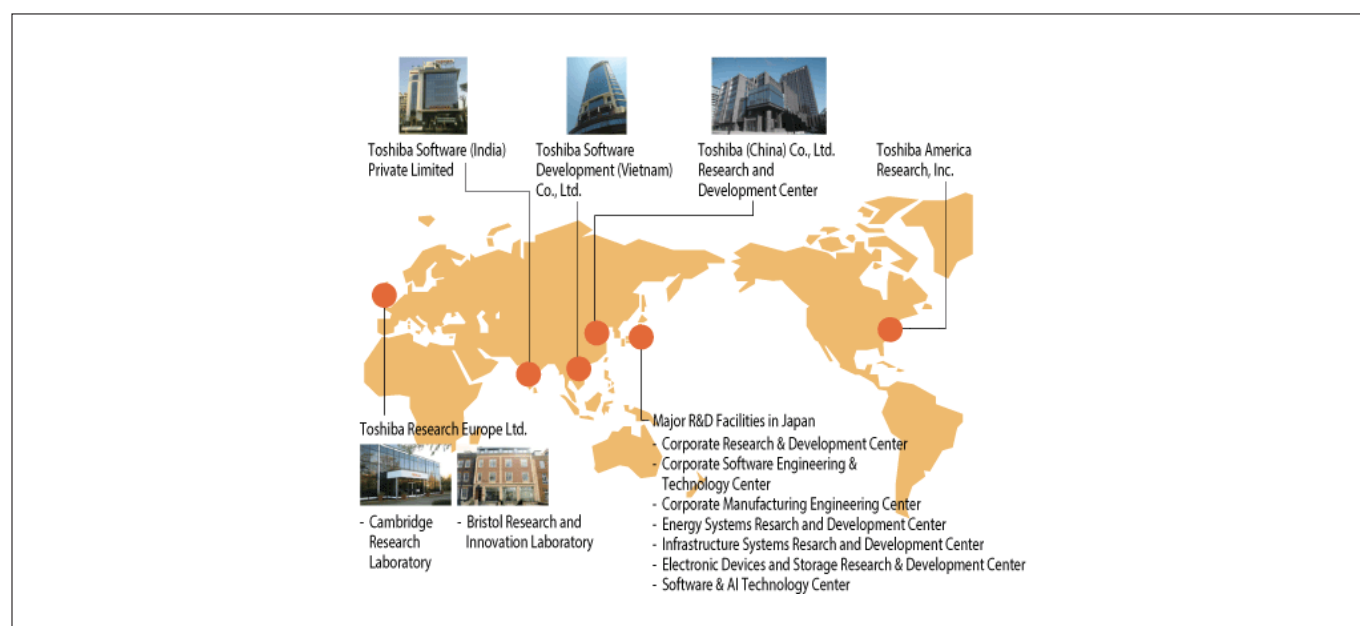
Toshiba Group Research & Development Structure

Toshiba conducts research and development in locations that best suit the purpose in question, both in terms of leading in a technical sense based on seeds and concepts, and of leading in terms of product planning and the business model. We have a research and development structure in which our research and development sites are categorized into the following: Corporate Research & Development Center that tackles medium- to long-term basic research; works laboratories of the Group companies that engage in medium-term component technology development; and engineering departments of key Group companies that deal with product technology that realizes products and services. This structure is optimal for solving technological challenges.

Toshiba Group Research & Development Structure



Major R&D bases in Japan and overseas



Toshiba has built research and development sites in the U.S., Europe, China, India, Vietnam and so on that conduct a wide array of cutting-edge global research and development in collaboration with Toshiba Group's technological development sites in Japan and abroad. In order to boost our global competitiveness, we are improving our capacity to respond swiftly to changes in the market, in our research and development as well. Particularly in China and the rest of Asia, where markets are expanding, we are working to build not only manufacturing sites, but also local engineering sites and development sites. In the future, we will base our research and development in developing countries, and produce products for the global market, including developed countries.

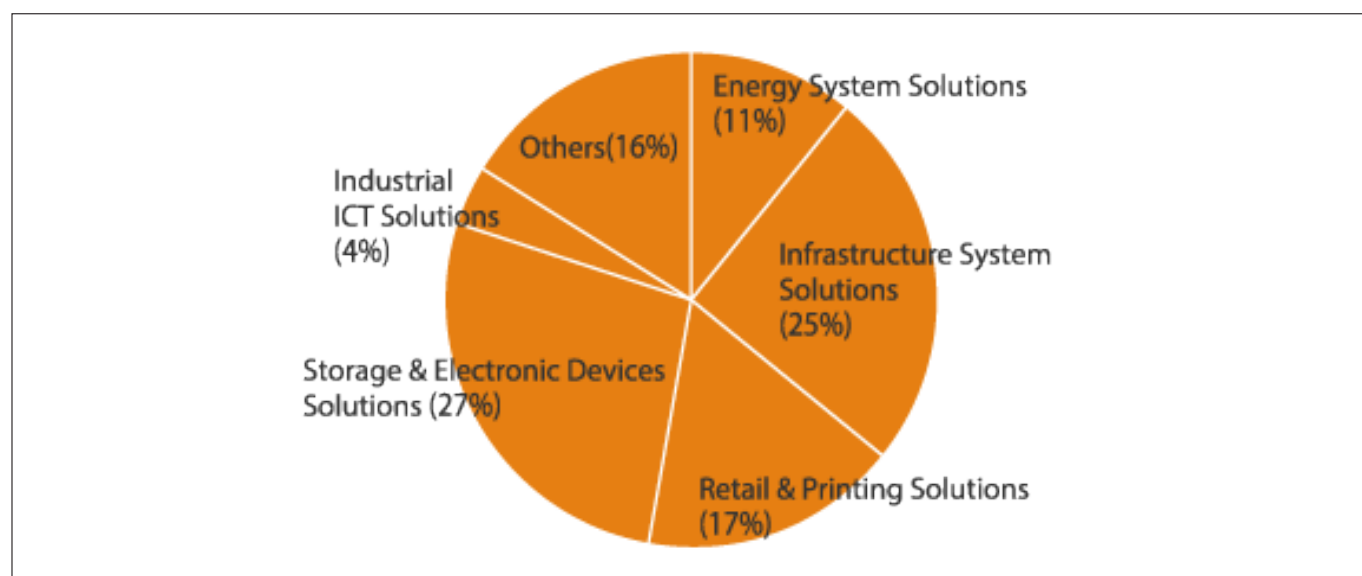
R&D expenses

FY2015	FY2016	FY2017	FY2018
3,609 billion yen	2,955 billion yen	1,787 billion yen*	1,675 billion yen

* Excludes R&D expenses related to the memory business field. Including this field, total R&D expenses come to 297.8 billion yen.

The ratio of R&D expenses to sales in Toshiba Group stands at approximately 6%.

Breakdown of R&D expenses



Open innovation through collaborations with external parties

■ Successful Functional Demonstration of Electromagnet for Particle Accelerators Using High-Temperature Superconductivity (December 2018)

A joint research group consisting of Kyoto University, Toshiba Energy Systems & Solutions Corporation, High Energy Accelerator Research Organization and National Institutes for Quantum and Radiological Science and Technology have developed a high-temperature superconducting electromagnet for accelerators that can be cooled without using liquid helium, where there are fears of resource depletion, and conducted a verification experiment with a heavy ion medical accelerator (HIMAC). The findings showed that a strong 2.4 tesla magnetic field could help guide the carbon-ion beam for cancer treatment and enable stable operation. In addition, it was confirmed that stable operation of the electromagnet is possible even when the magnetic field is repeatedly and rapidly changed.



Figure 1. Exterior of the high-temperature superconducting electromagnet

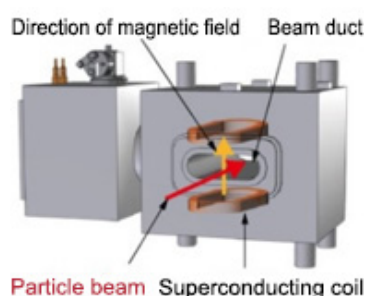


Figure 2. Coil arrangement inside the high-temperature superconducting electromagnet



Figure 3. Ultra-compact heavy ion beam cancer treatment (rotating gantry)
Provided by Kansai Photon Science Institute, National Institutes for Quantum and Radiological Science and Technology

■ Toshiba Digital Solutions and Canon Collaborate in the Smart Factory Field (November 2018)

Toshiba Digital Solutions Co., Ltd. and Canon Inc. have started collaborating in the smart factory* field using the Internet of Things (IoT) and imaging technology of both companies. The image analysis software "Vision Edition" and abnormality monitoring/recording software "Monitoring Edition" developed by Canon is combined with the Meister Series™ of IoT solutions developed by Toshiba Digital Solutions. Associating and storing image data gained from image processing with Vision Edition and images recorded with Monitoring Edition to IoT data gathered with the Meister Series™ enables more precise and efficient identification of the operating status at a production site. This makes advanced on-site analysis possible and contributes to enhanced quality and productivity.

* Advanced factories which realize improvement of productivity and quality through collecting and analyzing various data by introducing IoT into factories.

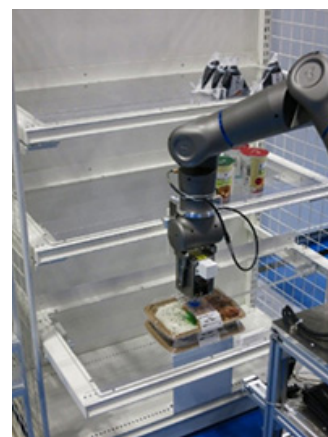
> [Toshiba Digital Solutions and Canon Collaborate in the Smart Factory Field \(November 2018\)\(Japanese\)](#)

■ Development of a Robot Platform Aimed at Introducing Robots to Unutilized Areas (October 2018)

Toshiba is working on a robot platform* that unitizes robot hardware into functions and creates platforms from software, thus enabling the development of robots with low costs and short delivery time for unutilized areas. A prototype robot was developed using the platform to stock products in a store. This was made possible by combining technology for recognizing sandwiches using a marker from the Tsuyoshi Tasaki Laboratory, Department of Electrical and Electronic Engineering, Faculty of Science and Technology, Meijo University with a mobile unit capable of robotic translation/turning in any direction and highly accurate positional stopping and a gripping unit that can be switched on and off wirelessly and pick up around 550g, both developed by Toshiba. The prototype robot was entered into the international robot competition of World Robot Summit 2018 through team U.T.T. (joint team of Toshiba and Tsuyoshi Tasaki Laboratory, Meijo University), securing first place in the Stock and Disposal Task of the Future Convenience Store Challenge (FCSC) Service Category. The robot was awarded the overall prize in the FCSC and the Minister of Economy, Trade and Industry Award.



The robot stocking products



Holding a product using the suction pad unit

* In parallel with this technological development, a general-purpose autonomous mobile robot platform has been developed under Technology Development Project for Robot Commercialization Applications by New Energy And Industrial Technology Development Organization (NEDO), which was put to use in this robot.

> [World Robot Challenge 2018](#)

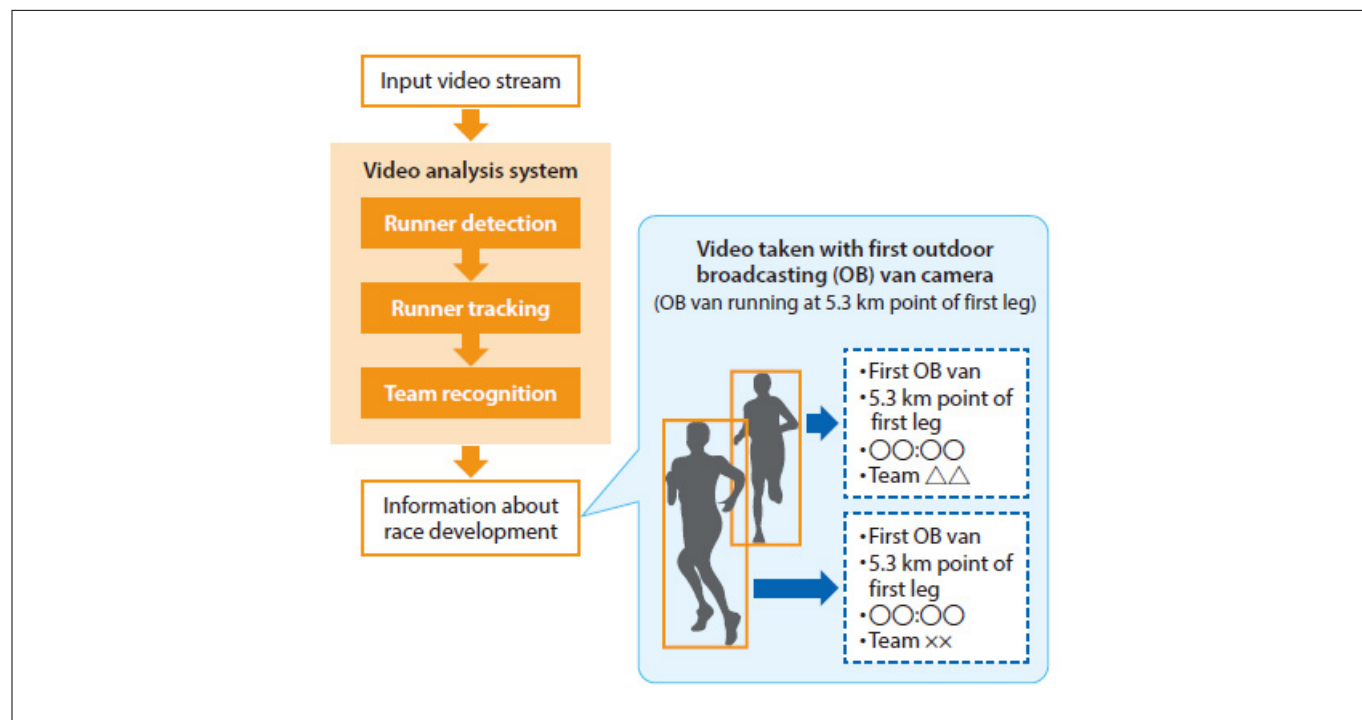
■ Enhancement of R&D in AI Technology (July, August, October and December 2018)

Toshiba has conducted development and verification experiments in various projects using its own AI technology including with SATLYS™. Toshiba Group was ranked third in the world (the first in Japan) by applicant in a [report on AI technology patents](#) that have gained worldwide attention announced by World Intellectual Property Organization (WIPO) in January 2019. In addition to further enhancing the AI technology that has been accumulated over many years, the Group will encourage co-creation with all kinds of companies and organizations and integrate the cross-industry knowledge and knowhow to contribute to the creation of new lifestyles and businesses.

* Toshiba's analytics AI "SATLYS™" is a service that applies Toshiba's insights and achievements in manufacturing to AI design to realize high-precision recognition, forecasting, cause prediction, anomaly detection, malfunction prediction and behavior prediction. By offering solutions that use SATLYS to analyze inspection data, sensor data, work data, and behavioral data, Toshiba is accelerating the digital transformation of its customers.

- > [Toshiba Digital Solutions and JUNPUZI Launch Trials for AI-based Demand Responsive Rideshare Transportation](#)
- > [Automatic identification of athletes with 98.1% accuracy using AI image analysis \(99.3% as of January 2019\)\(Japanese\)](#)
- > [Joint development of AI for Prediction of Risk of Lifestyle Diseases Including Diabetes, Etc.](#)
- > [Toshiba's Compaction Technology for Deep Neural Networks Opens Way to High Accuracy Recognition Processing on Edge Devices](#)
- > [On an order for a machine translation system from Japan Patent Office \(Japanese\)](#)

Accurate Real-Time Recognition of Relay Road Race Teams Using AI Image Analysis (99.3% accuracy as of January, 2019)



Protection of Intellectual Property

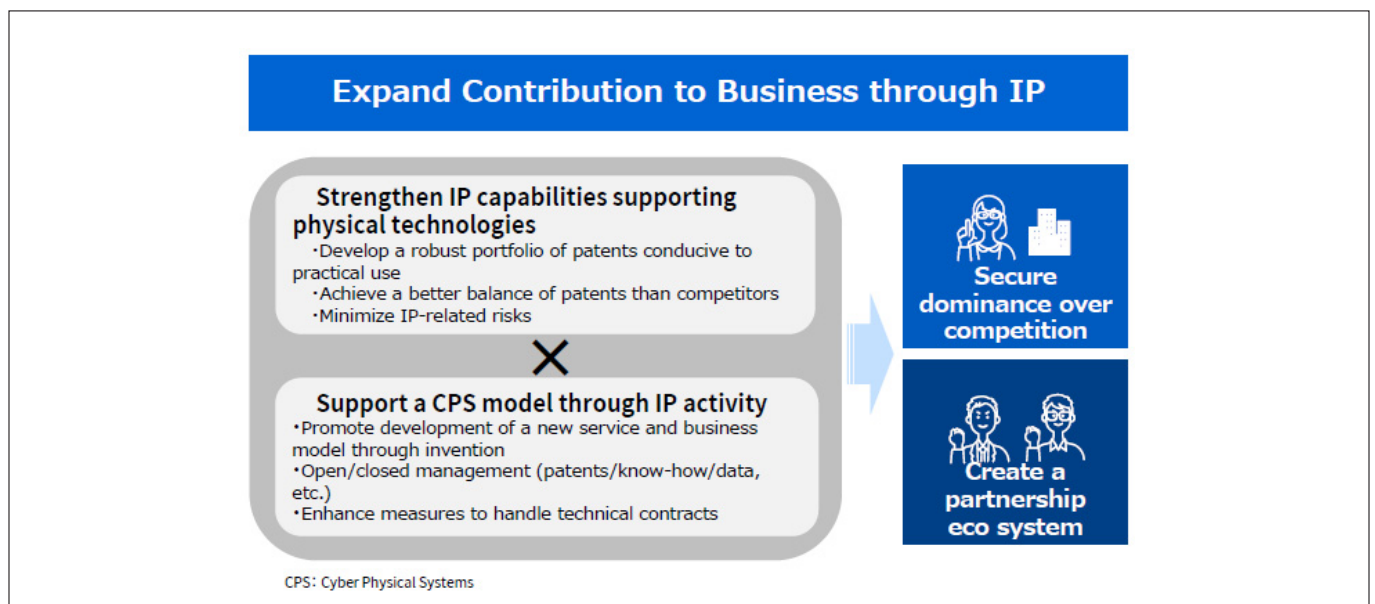
Intellectual Property Policy and Strategy

Toshiba Group's basic policy on intellectual property rights is to observe laws and regulations associated with them, to protect the results of intellectual activities with the rights and thus 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.

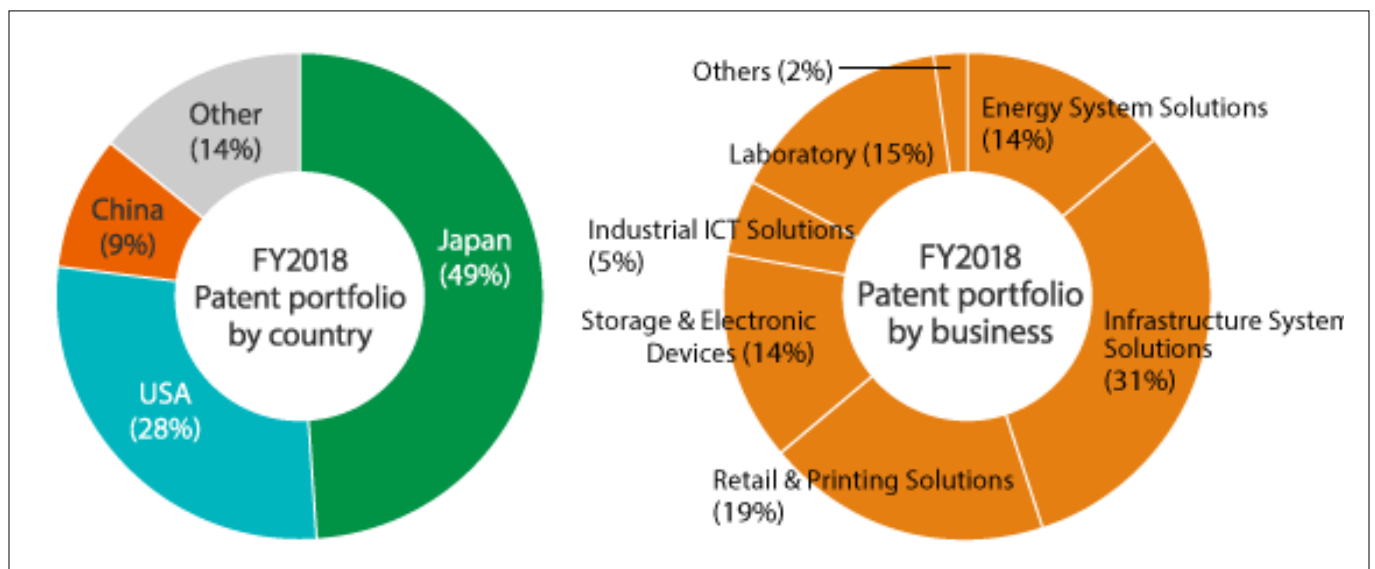
Toshiba is also making efforts to bolster and utilize actively our intellectual property that contributes to business development with expanding contribution to business through intellectual property as a basic policy. Going forward, in implementing the Toshiba Next Plan, we will continue to reinforce our intellectual property capabilities supporting the physical technologies the Toshiba Group has accumulated. At the same time, we will support both competition and co-creation through our intellectual property as we look to bolster our intellectual property capabilities supporting the realization of Cyber Physical Systems.

> [Standards of Conduct for Toshiba Group 12. Intellectual Property Rights](#)

Toshiba Group's intellectual property (IP) strategy



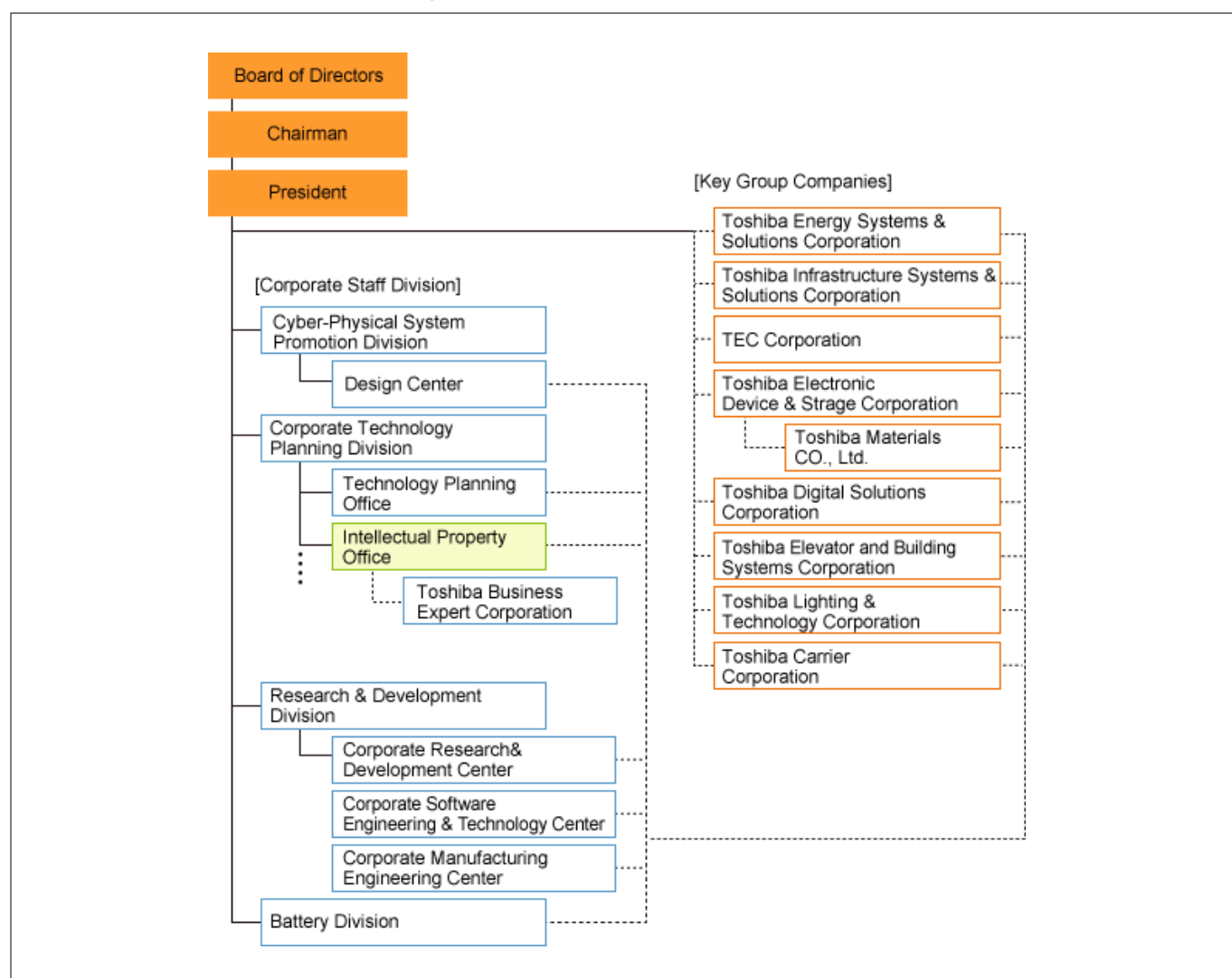
Global patents portfolio



Our Structure Concerning Intellectual Property

The organizational structure of the Intellectual Property Division is composed of the corporate Intellectual Property Office, and the intellectual property divisions at our individual laboratories and key Group companies. The corporate Intellectual Property Office formulates and promotes company-wide strategy and measures regarding intellectual property, handles contracts and disputes, manages patent information and deals with matters related to intellectual property right laws, such as the Copyright Law. On the other hand, the intellectual property divisions at laboratories and key Group companies promote intellectual property strategies based on their respective operations, and strive to enhance intellectual property, in order to build an excellent intellectual property portfolio.

Toshiba Group Intellectual Property Management Structure






Measures against Counterfeit Products

The Toshiba brand symbolizes the value of the Toshiba Group as a corporation, and the value of the products or services that we offer. 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. 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.

Evaluation by External Parties



Listed mainly on evaluation and awards received in FY2018

Awarding entity / Name of the award	Evaluation	Recipient
SRI/CSR Evaluation		
FTSE Russell FTSE4Good Index Series FTSE Blossom Japan Index  FTSE4Good FTSE Blossom Japan	ESG and CSR activities	Toshiba Corporation
NYSE Euronext • Vigeo Eiris Euronext Vigeo Eiris Index  Euronext Vigeo Eiris INDICES WORLD 120	ESG and CSR activities	Toshiba Corporation
EcoVadis EcoVadis CSR Rating GOLD 	ESG and CSR activities	Toshiba Corporation
Design Related		
GOOD DESIGN AWARD 2018  BEST 100  GOOD DESIGN AWARD 2018	(GOOD DESIGN BEST 100) <ul style="list-style-type: none"> • System for Surveillance in Disaster Medicine J-SPEED+ • Nishi-Nagoya Thermal Power Station Group No.7 (GOOD DESIGN AWARD) <ul style="list-style-type: none"> • IoT Security Solution CYTHEMIS • Rack mount type industrial computer FR2100T • Micro focus X-ray Inspection System TXView Etc. 	Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, etc.
iF DESIGN AWARD 2019 	<ul style="list-style-type: none"> • Nishi-Nagoya Thermal Power Station Group No.7 • Air-conditioning management controller 	Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Carrier Corporation
Environment Related		
Evaluations (Environment Website)		

Product and Technology Related		
Ichimura Foundation for New Technology 51st Ichimura Prizes The Ichimura Prizes in Industry - Contribution Prize	Development and practical application of Liquid Helium Free Superconducting magnet Cooled by Cryocooler	Toshiba Energy Systems & Solutions Corporation, Toshiba Materials Co., Ltd.
Japan Institute of Invention and Innovation National Commendation for Invention 2018 The Invention Prize	Invention of a video coding method using block merging for high efficiency video coding	Toshiba Corporation
The Promotion Foundation for Electrical Science and Engineering 66th Electrical Science and Engineering Promotion Awards The Electrical Science and Engineering Promotion Award	<ul style="list-style-type: none"> Development of Optimal and Economical Power Generation scheduling system corresponding to electric power liberalization Development for Practical use of Eddy Current Testing 	Toshiba Energy Systems & Solutions Corporation
	Creation of new power semiconductor devices mainly for industrial and transportation applications	Toshiba Electronic Devices & Storage Corporation
The Japan Electrical Manufacturers' Association 68th JEMA TECHNICAL AWARD	Development of a 550kV gas insulated switchgear that supports the integrated transportation of three-phase, one-line units and greatly shortens the installation period	Toshiba Energy Systems & Solutions Corporation
Japan Institute of Invention and Innovation Local Commendation for Invention of Kanto 2018 Chairman Prize of Kanagawa Institute of Invention and Innovation	Rechargeable batteries with high-power and long-life performance	Toshiba Corporation
Clarivate Analytics Derwent Top 100 Global Innovators 2018-2019 	Selected as Derwent Top 100 Global Innovators 2018-2019 (Clarivate Analytics) Selected for the 8th consecutive year since 2011	Toshiba Corporation
Employee Related		
Nippon Kenko Kaigi The Certified Health and Productivity Management Organization Recognition Program (White 500) 	Organizations engaging in strategic Health and Productivity Management program efforts for maintain their employees' health from a management perspective	Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation
		Toshiba Carrier Corporation
		Toshiba Lighting & Technology Corporation
Nippon Kenko Kaigi Organizations to engage in the Health-conscious Management Declaration 		Toshiba Products Marketing Co.,Ltd.

History of CSR Activities

 Concerned with environmental issues Concerned with environmental issues

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"> Established SDGs managers in key Group companies and strengthened SDG-related initiatives
FY2017	<ul style="list-style-type: none"> Started the Sixth Environmental Action Plan 
FY2016	<ul style="list-style-type: none"> Losses arose in the nuclear business; implemented various initiatives to identify the cause of the issue and to develop remedial measures. Published 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. Introducing T-Compass, a new concept of environmental management. 
FY2012	<ul style="list-style-type: none"> Continued implementation of the PDCA cycle according to ISO 26000. Surveys of some 10,000 suppliers regarding their approaches to issues related to conflict minerals and CSR promotion. Achievement of 0.67 trillion yen in sales of excellent ECPs (Environmentally Conscious Products with the industry's highest level of environmental performance in terms of KPIs). 
FY2011	<ul style="list-style-type: none"> Implementation of PDCA cycle of checking, identification of issues, planning, action, and evaluation based on ISO 26000. Established Toshiba Group Conflict Mineral Policy. Revised Toshiba Group Procurement Policy and requested that suppliers continue to promote CSR in the supply chain. Formulation of the Fifth Environmental Action Plan.  Reviewing the BCP based on the experience of the Great East Japan Earthquake and the floods in Thailand.
FY2010	<ul style="list-style-type: none"> Strengthened CSR management based on the principles of ISO 26000 Initiated workplace meetings focusing on integrity Introduction of a system for visualizing working hours UD advisor system expanded to include non-Japanese employees Announcement of the new concept for environmental management at a business policy briefing (Greening of Process, Greening of Products and Greening by Technology") 
FY2009	<ul style="list-style-type: none"> Ending production of general-use incandescent bulbs  Formulation of Toshiba Group Biodiversity Guidelines  Establishment of Sign Language Club Enforcement of 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"> Collaboration with NPOs to promote experiential science education. (Supporting the activities of experiential science education research organizations) 1st Toshiba Cup Contest among students specializing in science and math education at teacher-training universities in China to present their creative teaching plans. Reorganization of home appliance call centers (change to product-wise call centers) Implementation of on-site CSR audit (related to human rights, occupational health and safety, the environment) of suppliers in Thailand. Issue of Environmental Report.  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"> Toshiba Group Environmental Vision 2050 is established.  Structures and systems for Quality Control at Toshiba Group is reinforced. Ethical education to Technical Employees in Japan and overseas is provided. Toshiba Group Fourth Voluntary Plan is extended from FY2010 to FY2012, with New Targets Added.  Statutory Ratio of Employment of People with Disabilities is fulfilled in all the subject Group Companies in Japan.
FY2006	<ul style="list-style-type: none"> Toshiba Group CSR Month is established. Standards of Conduct for Toshiba Group is revised. The Clean Partner Line, a whistleblower system for suppliers and other business partners, is established. Toshiba Group 1.5 Million Tree-planting Project is launched. The New EASTER comprehensive audit system is put in place. 

FY2005	<ul style="list-style-type: none"> • Toshiba With Co., Ltd., a special subsidiary for employment of the disabled, is established. • Toshiba Group CSR Conference is held. • Toshiba "ASHITA" Award is established. • The philosophy, policies and criteria for universal design are established. • Standards of Conduct concerning Sales to Government and Authorities are established and thoroughly implemented. • Participates in the Eco-Products International Fair 🌱
FY2004	<ul style="list-style-type: none"> • Standards of Conduct for Toshiba Group is applied throughout the Group. • CSR report is issued. • An organization dedicated to promotion of equal opportunity is established. • Toshiba Group Procurement Policy based on CSR is established. • Toshiba Group Environmental Vision 2010 is announced. 🌱 • Fourth Voluntary Environmental Plan is introduced. 🌱
FY2003	<ul style="list-style-type: none"> • Company with committees system is adopted. • CSR Division is established. • CSR Website is opened. • Factor T, an eco-efficiency indicator, is introduced. 🌱 • Joins Business for Social Responsibility (BSR), an international CSR association based in the U.S. • Health and safety management system is introduced. • Standards of Conduct for Toshiba Group is revised. • Joins UN Global Compact
FY2002	<ul style="list-style-type: none"> • Internal free agent system is introduced. • Zero emissions of waste is achieved. 🌱
FY2001	<ul style="list-style-type: none"> • Toshiba Standards of Business Conduct and Toshiba International Standards of Conduct are integrated.
FY2000	<ul style="list-style-type: none"> • Corporate risk management system is established. • Environmental accounting is introduced. 🌱 • Third Voluntary Environmental Plan is introduced. 🌱 • Green procurement is introduced. 🌱
FY1999	<ul style="list-style-type: none"> • In-house company system is introduced. • Environmental report is issued. Environmental Protection & Recycling Planning Center is established. 🌱 • Toshiba Customer Information Center is established.
FY1998	<ul style="list-style-type: none"> • Executive officer system is introduced.
FY1996	<ul style="list-style-type: none"> • Second Voluntary Environmental Plan is introduced.
FY1995	<ul style="list-style-type: none"> • ISO 14001 certification is obtained. 🌱
FY1993	<ul style="list-style-type: none"> • First Voluntary Environmental Plan is introduced. 🌱
FY1992	<ul style="list-style-type: none"> • ExploraVision Award is started in the U.S. • Family-care leave, child-care leave and short-time working hours systems are introduced.
FY1991	<ul style="list-style-type: none"> • Corporate Environmental Protection Council is established. 🌱 • Toshiba Group Environmental Exhibition is started. 🌱 • Toshiba Thai Foundation is established.
FY1990	<ul style="list-style-type: none"> • Basic Commitment of the Toshiba Group and the slogan are established. • Toshiba Standards of Business Conduct and Toshiba International Standards of Conduct are established. • Toshiba America Foundation is established.
FY1989	<ul style="list-style-type: none"> • Basic Policy for Environmental Protection is established. 🌱 • Environmental auditing is introduced. 🌱 • Toshiba International Foundation is established.
FY1988	<ul style="list-style-type: none"> • Environmental Protection Center is established. 🌱
FY1975	<ul style="list-style-type: none"> • Toshiba Group Health and Safety Convention is introduced.
FY1973	<ul style="list-style-type: none"> • Toshiba Management Philosophy is established.
FY1971	<ul style="list-style-type: none"> • Consumers Department is established.

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](#)

■ C: CSR Website ■ E: Environmental Website

Global Compact Ten Principles		References
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> ■ C: Respect for Human Rights ■ C: Employment and Labor Relations(Relationship with Toshiba Union) ■ C: Diversity Promotion ■ C: Occupational Health and Safety ■ C: Risk Management and Compliance ■ C: CSR Management in the Supply Chain ■ C: Quality Control for Safety and Reliability ■ C: Product Safety and Product Security ■ C: Stakeholders (NPOs/NGOs)
Principle 2	Make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> ■ C: Respect for Human Rights ■ C: Employment and Labor Relations(Relationship with Toshiba Union) ■ C: Risk Management and Compliance(Compliance Training) ■ C: Diversity Promotion ■ C: CSR Management in the Supply Chain
Labor		
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"> ■ C: Employment and Labor Relations ■ C: Risk Management and Compliance(Compliance Training) ■ C: CSR Management in the Supply Chain
Principle 4	The elimination of all forms of forced and compulsory labor	<ul style="list-style-type: none"> ■ C: Respect for Human Rights ■ C: Risk Management and Compliance(Compliance Training) ■ C: CSR Management in the Supply Chain
Principle 5	The effective abolition of child labor	<ul style="list-style-type: none"> ■ C: Respect for Human Rights ■ C: Risk Management and Compliance(Compliance Training) ■ C: CSR Management in the Supply Chain
Principle 6	The elimination of discrimination in respect of employment and occupation	<ul style="list-style-type: none"> ■ C: Diversity Promotion ■ C: Risk Management and Compliance(Compliance Training) ■ C: CSR Management in the Supply Chain ■ C: Coexistence with Local Communities

Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	■ C: Stakeholders (Governments and public bodies) ■ E: Environment
Principle 8	Undertake initiatives to promote greater environmental responsibility	■ C: SDGs Initiatives ■ C: Product Safety and Product Security ■ C: Stakeholders (Governments and public bodies) ■ E: Environment
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	■ C: SDGs Initiatives ■ C: Stakeholders (Governments and public bodies) ■ E: Environment
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	■ C: Risk Management and Compliance ■ C: Stakeholders (Governments and public bodies)

Comparison with ISO 26000

Toshiba strive to evaluate our CSR initiatives according to the core subjects as well as to expand our CSR initiatives and CSR reporting.

■ C: CSR Website ■ E: Environmental Website ■ IR: IR Website

Core Subjects	Issues	References
6.2 Organizational governance		■ C: CSR Management ■ C: Stakeholders ■ C: Stakeholder Dialogue by Region ■ IR: Corporate Governance
6.3 Human rights		
6.3.3	Due diligence	■ C: Respect for Human Rights
6.3.4	Human rights risk situations	■ C: Respect for Human Rights
6.3.5	Avoidance of complicity	■ C: Respect for Human Rights
6.3.6	Resolving grievances	■ C: Respect for Human Rights
6.3.7	Discrimination and vulnerable groups	■ C: Respect for Human Rights
6.3.8	Civil and political rights	■ C: Respect for Human Rights
6.3.9	Economic, social and cultural rights	■ C: Respect for Human Rights
6.3.10	Fundamental principles and rights at work	■ C: Respect for Human Rights ■ C: CSR Management in the Supply Chain
6.4 Labor practices		
6.4.3	Employment and employment relationships	■ C: Employment and Labor Relations ■ C: Fair Evaluation and Talent Development ■ C: Diversity Promotion
6.4.4	Conditions of work and social protection	■ C: Diversity Promotion ■ C: Occupational Health and Safety
6.4.5	Social dialogue	■ C: Employment and Labor Relations ■ C: Fair Evaluation and Talent Development
6.4.6	Health and safety at work	■ C: Occupational Health and Safety
6.4.7	Human development and training in the workplace	■ C: Fair Evaluation and Talent Development

6.5 The environment		
6.5.3	Prevention of pollution	■ E: Overview of Environmental Impacts ■ E: Reducing Emissions of Chemical Substances ■ E: Management of chemicals contained in products
6.5.4	Sustainable resource use	■ E: Overview of Environmental Impacts ■ E: Reducing Waste Volumes ■ E: Reducing the Amount of Water Received ■ E: Increasing the Amount of Resources Saved ■ E: Increasing the Use of Recycled Plastics
6.5.5	Climate change mitigation and adaptation	■ E: Overview of Environmental Impacts ■ E: Reducing Total GHG Emissions ■ E: Reductions in CO₂ Emissions by Eco-products ■ E: Products and Services Associated with Power Supply ■ E: Products and Services Associated with Power Consumption ■ E: Making Supply Chain GHG Emissions Visible for All Categories
6.5.6	Protection of the environment, biodiversity and restoration of natural habitats	■ E: Conservation of Biodiversity
6.6 Fair operating practices		
6.6.3	Anti-corruption	■ C: Risk Management and Compliance
6.6.4	Responsible political involvement	■ C: Risk Management and Compliance ■ C: Stakeholders (Governments and public bodies)
6.6.5	Fair competition	■ C: Risk Management and Compliance
6.6.6	Promoting social responsibility in the value chain	■ C: CSR Management in the Supply Chain ■ C: Risk Management and Compliance (Export Control)
6.6.7	Respect for property rights	■ C: Risk Management and Compliance ■ C: Research & Development and Intellectual Property

6.7 Consumer issues		
6.7.3	Fair marketing, factual and unbiased information and fair contractual practices	■ C: Product Safety and Product Security
6.7.4	Protecting consumers' health and safety	■ C: Quality Control for Safety and Reliability ■ C: Product Safety and Product Security
6.7.5	Sustainable consumption	■ C: Quality Control for Safety and Reliability ■ C: CSR Management in the Supply Chain ■ E: Business (Products/Services) ■ E: Products and Services Associated with Power Consumption ■ E: Management
6.7.6	Consumer service, support, and complaint and dispute resolution	■ C: Enhancement of Customer Satisfaction
6.7.7	Consumer data protection and privacy	■ C: Risk Management and Compliance (Information Security Management) ■ C: Enhancement of Customer Satisfaction (Policy on Customer Information Protection)
6.7.8	Access to essential services	■ C: Enhancement of Customer Satisfaction
6.7.9	Education and awareness	■ C: Quality Control for Safety and Reliability (Disclosure of Information on Quality) ■ C: Product Safety and Product Security
6.8 Community involvement and development		
6.8.3	Community involvement	■ C: Coexistence with Local Communities ■ C: Social Contribution Activities ■ C: Stakeholders
6.8.4	Education and culture	■ C: Social Contribution Activities
6.8.5	Employment creation and skills development	■ C: Coexistence with Local Communities ■ C: Social Contribution Activities
6.8.6	Technology development and access	■ C: SDGs Initiatives ■ C: Research & Development and Intellectual Property
6.8.7	Wealth and income creation	■ C: Coexistence with Local Communities
6.8.8	Health	■ C: Coexistence with Local Communities ■ C: Social Contribution Activities (Social Welfare)
6.8.9	Social investment	■ C: SDGs Initiatives ■ C: Coexistence with Local Communities ■ C: Stakeholders (Governments and public bodies) ■ C: Stakeholders (NPOs/NGOs)

GRI Content Index

Toshiba CSR Report 2019 refers to the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016. For the connection with these standards, please see the table below.

■ C: CSR Website

■ E: Environmental Website

■ IR: IR Website

■ O: Other Website

General Disclosures

No.	Requirements	References
1. Organizational profile		
102-1	Name of the organization	■ O: Basic Corporate Data
102-2	Activities, brands, products, and services	■ O: Business Domains
102-3	Location of headquarters	■ O: Basic Corporate Data
102-4	Location of operations	■ O: Offices
102-5	Ownership and legal form	■ O: Basic Corporate Data
102-6	Markets served	■ IR: Geographic Segment Information ■ O: Business Domains
102-7	Scale of the organization	■ O: Basic Corporate Data ■ IR: Integrated Report ■ IR: Income Statements ■ IR: Balance Sheets ■ O: Business Domains
102-8	Information on employees and other workers	■ C: Diversity Promotion (Promoting the Career Development of Female Employees) ■ C: Employment and Labor Relations
102-9	Supply chain	■ C: CSR Management in the Supply Chain
102-10	Significant changes to the organization and its supply chain	■ IR: Stock Information

102-11	Precautionary Principle or approach	■ IR: Integrated Report ■ C: Participation in External CSR Organizations ■ IR: Corporate Governance ■ C: Risk Management and Compliance ■ C: Research & Development and Intellectual Property ■ C: Respect for Human Rights ■ C: Standards of Conduct for Toshiba Group ■ E: In Response to Climate Change ■ E: Ensuring Environmental Risk Compliance ■ E: Preventing Contamination and Reducing Contamination Risks ■ E: Management of chemicals contained in products
102-12	External initiatives	■ C: Participation in External CSR Organizations ■ C: CSR Management in the Supply Chain (Addressing the Conflict Minerals Issues)
102-13	Membership of associations	■ C: Participation in External CSR Organizations ■ C: CSR Management in the Supply Chain (Addressing the Conflict Minerals Issues)
2. Strategy		
102-14	Statement from senior decision-maker	■ O: Message from Top Management ■ C: Message from the Executive in Charge of CSR ■ E: Message from the Corporate Environmental Officer
102-15	Key impacts, risks, and opportunities	■ IR: Integrated Report ■ C: Material Issues ■ E: In Response to Climate Change
3. Ethics and integrity		
102-16	Values, Principles, standards, and norms of behavior	■ O: The Essence of Toshiba ■ C: Standards of Conduct for Toshiba Group
102-17	Mechanisms for advice and concerns about ethics	■ C: Risk Management and Compliance
4. Governance		
102-18	Governance structure	■ IR: Corporate Governance ■ C: CSR Management ■ E: Environmental Management Structure
102-19	Delegating authority	■ C: CSR Management ■ E: Environmental Management Structure
102-20	Executive-level responsibility for economic, environmental, and social topics	■ C: CSR Management ■ E: Environmental Management Structure

102-21	Consulting stakeholders on economic, environmental, and social topics	■ IR: Corporate Governance Guidelines
102-22	Composition of the highest governance body and its committees	■ O: Directors and Executives ■ IR: Corporate Governance ■ IR: Corporate Governance Report ■ IR: Articles of Incorporation ■ IR: Integrated Report
102-23	Chair of the highest governance body	■ O: Directors and Executives ■ IR: Corporate Governance
102-24	Nominating and selecting the highest governance body	■ IR: Corporate Governance
102-25	Conflicts of interest	■ IR: Corporate Governance Guidelines ■ IR: Corporate Governance Report ■ IR: Stock Information
102-26	Role of highest governance body in setting purpose, values, and strategy	■ IR: Corporate Governance
102-27	Collective knowledge of highest governance body	■ C: CSR Management ■ E: Environmental Management Structure
102-28	Evaluating the highest governance body's performance	■ IR: Corporate Governance ■ IR: Corporate Governance Report
102-29	Identifying and managing economic, environmental, and social impacts	■ C: CSR Management ■ E: In Response to Climate Change
102-30	Effectiveness of risk management processes	■ C: CSR Management ■ E: Environmental Management Structure
102-31	Review of economic, environmental, and social topics	■ IR: Corporate Governance
102-32	Highest governance body's role in sustainability reporting	■ C: CSR Reporting Policy
102-33	Communicating critical concerns	■ IR: Corporate Governance ■ C: Risk Management and Compliance
102-34	Nature and total number of critical concerns	■ IR: Business Risk Factors
102-35	Remuneration policies	■ IR: Corporate Governance
102-36	Process for determining remuneration	■ IR: Corporate Governance
102-37	Stakeholders' involvement in remuneration	–
102-38	Annual total compensation ratio	–
102-39	Percentage increase in annual total compensation ratio	–

5. Stakeholder engagement		
102-40	List of stakeholder groups	■ C: Stakeholder Engagement ■ E: Management
102-41	Collective bargaining agreements	–
102-42	Identifying and selecting stakeholders	■ C: Stakeholders ■ C: Material Issues
102-43	Approach to stakeholder engagement	■ C: Stakeholders ■ C: Stakeholder Engagement ■ C: Respect for Human Rights ■ C: CSR Management in the Supply Chain ■ E: Management
102-44	Key topics and concerns raised	■ IR: Shareholders' Meeting ■ C: Respect for Human Rights ■ E: The Sixth Environmental Action Plan
6. Reporting practice		
102-45	Entities included in the consolidated financial statements	■ IR: Integrated Report
102-46	Defining report content and topic Boundaries	–
102-47	List of material topics	■ C: Material Issues ■ E: The Sixth Environmental Action Plan
102-48	Restatements of information	No restatement.
102-49	Changes in reporting	No major changes.
102-50	Reporting Period	■ C: CSR Reporting Policy
102-51	Date of most recent report	■ C: CSR Reporting Policy
102-52	Reporting cycle	■ C: CSR Reporting Policy
102-53	Contact point for questions regarding the report	■ C: Questionnaire for CSR Report ■ C: Inquiries about CSR and Environmental Activities
102-54	Claims of reporting in accordance with the GRI Standards	■ C: GRI Content Index (This page)
102-55	GRI content index	■ C: GRI Content Index (This page)
102-56	External assurance	■ E: Third-party Verification A third party has verified GHG emissions due to business processes and from the use of products sold.

Economic

No.	Requirements	References
Economic Performance		
103-1, 2, 3	Management Approach	–
201-1	Direct economic value generated and distributed	■ IR: Integrated Report ■ C: Social Contribution Activities
201-2	Financial implications and other risks and opportunities due to climate change	■ IR: Integrated Report ■ E: In Response to Climate Change
201-3	Defined benefit plan obligations and other retirement plans	■ IR: Integrated Report
201-4	Financial assistance received from government	–
Market Presence		
103-1, 2, 3	Management Approach	–
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	–
Indirect Economic Impacts		
103-1, 2, 3	Management Approach	–
203-1	Infrastructure investments and services supported	■ O: Business Domains
203-2	Significant indirect economic impacts	–
Procurement Practices		
103-1, 2, 3	Management Approach	■ C: Material Issues ■ C: CSR Management in the Supply Chain ■ C: Risk Management and Compliance
204-1	Proportion of sending on local suppliers	–
Anti-corruption		
103-1, 2, 3	Management Approach	■ C: Risk Management and Compliance
205-1	Operations assessed for risks related to corruption	–
205-2	Communication and training about anti-corruption policies and procedures	■ C: Risk Management and Compliance
205-3	Confirmed incidents of corruption and actions taken	–
Anti-competitive Behavior		
103-1, 2, 3	Management Approach	■ C: Risk Management and Compliance
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	■ C: Risk Management and Compliance

Environmental

No.	Requirements	References
Materials		
103-1, 2.3	Management Approach	■ E: In Response to Climate Change ■ E: The Sixth Environmental Action Plan
301-1	Materials used by weight or volume	■ E: Increasing the Amount of Resources Saved ■ E: Increasing the Use of Recycled Plastics ■ E: Overview of Environmental Impacts
301-2	Recycled input materials used	■ E: Overview of Environmental Impacts
301-3	Reclaimed products and their packaging materials	–
Energy		
103-1, 2.3	Management Approach	■ E: In Response to Climate Change ■ E: The Sixth Environmental Action Plan
302-1	Energy consumption within the organization	■ E: Overview of Environmental Impacts
302-2	Energy consumption outside of the organization	■ E: Overview of Environmental Impacts
302-3	Energy intensity	■ E: Reducing Total GHG Emissions
302-4	Reduction of energy consumption	■ E: Reducing Total GHG Emissions
302-5	Reductions in energy requirements of products and services	■ E: Reductions in CO₂ Emissions by Eco-products
Water		
103-1, 2.3	Management Approach	■ E: In Response to Climate Change ■ E: The Sixth Environmental Action Plan
303-1	Water withdrawal by source	■ E: Overview of Environmental Impacts
303-2	Water sources significantly affected by withdrawal of water	–
303-3	Water recycled and reused	■ E: Overview of Environmental Impacts
Biodiversity		
103-1, 2.3	Management Approach	■ E: In Response to Climate Change ■ E: The Sixth Environmental Action Plan
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	–
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

Emissions		
103-1, 2.3	Management Approach	■ E: In Response to Climate Change ■ E: The Sixth Environmental Action Plan
305-1	Direct (Scope 1) GHG emissions	■ E: Reducing Total GHG Emissions
305-2	Energy indirect (Scope 2) GHG emissions	■ E: Reducing Total GHG Emissions
305-3	Other indirect (Scope 3) GHG emissions	■ E: Making Supply Chain GHG Emissions Visible for All Categories
305-4	GHG emissions intensity	■ E: Reducing Total GHG Emissions
305-5	Reduction of GHG emissions	■ E: Reducing Total GHG Emissions ■ E: Making Supply Chain GHG Emissions Visible for All Categories
305-6	Emissions of ozone-depleting substances (ODS)	■ E: Management of Ozone-depleting Substances
305-7	Nitrogen oxides (Nox), sulfur oxides (Sox), and other significant air emissions	■ E: Overview of Environmental Impacts
Effluents and Waste		
103-1, 2.3	Management Approach	■ E: In Response to Climate Change ■ E: The Sixth Environmental Action Plan
306-1	Water discharge by quality and destination	■ E: Reducing the Amount of Water Received
306-2	Waste by type and disposal method	■ E: Reducing Waste Volumes
306-3	Significant spills	■ E: Preventing Contamination and Reducing Contamination Risks
306-4	Transport of hazardous waste	–
306-5	Water bodies affected by water discharges and/or runoff	–
Environmental Compliance		
103-1, 2.3	Management Approach	■ E: In Response to Climate Change ■ E: The Sixth Environmental Action Plan ■ E: Ensuring Environmental Risk Compliance
307-1	Non-compliance with environmental laws and regulations	■ E: Ensuring Environmental Risk Compliance
Supplier Environmental Assessment		
103-1, 2.3	Management Approach	■ E: In Response to Climate Change ■ C: CSR Management in the Supply Chain
308-1	New suppliers that were screened using environmental criteria	–
308-2	Negative environmental impacts in the supply chain and actions taken	■ C: CSR Management in the Supply Chain

Social

No.	Requirements	References
Employment		
103-1, 2, 3	Management Approach	■ C: Material Issues ■ C: Respect for Human Rights ■ C: Diversity Promotion ■ C: Fair Evaluation and Talent Development ■ C: Employment and Labor Relations
401-1	New employee hires and employee turnover	■ C: Employment and Labor Relations
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	■ C: Diversity Promotion
401-3	Parental leave	■ C: Diversity Promotion
Labor/Management Relations		
103-1, 2, 3	Management Approach	■ C: Material Issues ■ C: Employment and Labor Relations
402-1	Minimum notice periods regarding operational changes	■ C: Employment and Labor Relations
Occupational Health and Safety		
103-1, 2, 3	Management Approach	■ C: Material Issues ■ C: Occupational Health and Safety
403-1	Workers representation in formal joint management-worker health and safety committees	■ C: Occupational Health and Safety
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	■ C: Occupational Health and Safety
403-3	Workers with high incidence or high risk of diseases related to their occupation	–
403-4	Health and safety topics covered in formal agreements with trade unions	–
Training and Education		
103-1, 2, 3	Management Approach	■ C: Material Issues ■ C: Fair Evaluation and Talent Development
404-1	Average hours of training per year per employee	–
404-2	Programs for upgrading employee skills and transition assistance programs	■ C: Fair Evaluation and Talent Development ■ C: Diversity Promotion
404-3	Percentage of employees receiving regular performance and career development reviews	■ C: Fair Evaluation and Talent Development

Diversity and Equal Opportunity		
103-1, 2,3	Management Approach	■ C: Material Issues ■ C: Diversity Promotion ■ C: Respect for Human Rights
405-1	Diversity of governance bodies and employees	■ IR: Corporate Governance ■ IR: Integrated Report ■ C: Diversity Promotion
405-2	Ratio of basic salary and remuneration of women to men	–
Non-discrimination		
103-1, 2,3	Management Approach	■ C: Material Issues ■ C: Respect for Human Rights
406-1	Incidents of discrimination and corrective actions taken	–
Freedom of Association and Collective Bargaining		
103-1, 2,3	Management Approach	■ C: Material Issues ■ C: Respect for Human Rights
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	–
Child Labor		
103-1, 2,3	Management Approach	■ C: Material Issues ■ C: Respect for Human Rights ■ C: CSR Management in the Supply Chain
408-1	Operations and suppliers at significant risk for incidents of child labor	–
Forced or Compulsory Labor		
103-1, 2,3	Management Approach	■ C: Material Issues ■ C: Respect for Human Rights ■ C: CSR Management in the Supply Chain
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	–
Security Practices		
103-1, 2,3	Management Approach	■ C: Material Issues ■ C: Respect for Human Rights ■ C: CSR Management in the Supply Chain
410-1	Security personnel trained in human rights policies or procedures	–

Rights of Indigenous Peoples		
103-1, 2.3	Management Approach	■ C: Material Issues ■ C: Respect for Human Rights ■ C: CSR Management in the Supply Chain
411-1	Incidents of violations involving rights of indigenous peoples	–
Human Rights Assessment		
103-1, 2.3	Management Approach	■ C: Material Issues ■ C: Respect for Human Rights ■ C: CSR Management in the Supply Chain
412-1	Operations that have been subject to human rights reviews or impact assessments	■ C: CSR Management
412-2	Employee training on human rights policies or procedures	■ C: Respect for Human Rights ■ C: Risk Management and Compliance
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	–
Local communities		
103-1, 2.3	Management Approach	–
413-1	Operations with local community engagement, impact assessments, and development programs	■ E: Environmental Audits
413-2	Operations with significant actual and potential negative impacts on local communities	■ E: Soil and Groundwater Purification
Supplier Social Assessment		
103-1, 2.3	Management Approach	■ C: Material Issues ■ C: CSR Management in the Supply Chain ■ C: 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	■ C: CSR Management in the Supply Chain
Public Policy		
103-1, 2.3	Management Approach	–
415-1	Political contributions	–

Customer Health and Safety		
103-1, 2.3	Management Approach	■ C: 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." ■ C: Quality Control for Safety and Reliability
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	■ C: Product Safety and Product Security ■ C: Risk Management and Compliance
Marketing and Labeling		
103-1, 2.3	Management Approach	–
417-1	Requirements for product and service information and labeling	–
417-2	Incidents of non-compliance concerning product and service information and labeling	■ C: Product Safety and Product Security ■ C: Risk Management and Compliance
417-3	Incidents of non-compliance concerning marketing communications	■ C: Risk Management and Compliance
Customer Privacy		
103-1, 2.3	Management Approach	■ C: Material Issues ■ C: Risk Management and Compliance ■ C: Enhancement of Customer Satisfaction
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	■ C: Risk Management and Compliance
Socioeconomic Compliance		
103-1, 2.3	Management Approach	–
419-1	Non-compliance with laws and regulations in the social and economic area	–

Committed to People, Committed to the Future.

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1st edition
Published in January 2020