

## Message from the CEO

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In 2025, we celebrate our 150th anniversary. Inspired by this and our philosophy, “Committed to People, Committed to the Future.,” we will continue to create lasting value for society, the planet, and the generations yet to come.



**Taro SHIMADA**

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

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

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

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

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



The 10 goals that Toshiba Group focuses on

## Message from the Corporate Senior Executive Vice President

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In December 2023, Toshiba became a private company, giving us the opportunity to pivot to a new management structure and open a new chapter in our history. In May 2024, we introduced “Toshiba’s Revitalization Plan,” our medium-term strategy for restoring Toshiba to its true potential. It emphasizes leveraging technology to address societal changes and challenges, and contributing to society through green transformation (GX) and digital transformation (DX).

During the plan’s development, our management team promoted thorough and constructive discussions with frontline employees, the people central to our ability to create value, and collaborated closely with our shareholder, Japan Industrial Partners. We also addressed challenges in underperforming businesses while advancing proper risk assessments and mitigation strategies.

The plan’s measures for improving the management infrastructure include the visualization of KPIs and enhanced managerial accounting, reducing fixed costs to lower the break-even point, and prioritizing strategic investments for growth. By enhancing earning power and channeling the resources this generates into people, businesses, and technological development, we are establishing robust foundations for sustainable corporate activities that make meaningful contributions to society.

The impact of these reforms is already evident. Revising pricing strategies to accurately reflect value and strengthening risk management for individual projects significantly improved profitability. In the first half of FY2024, operating income was 3.2 times that of the same period the previous year, and profit reached the highest level since the exit of the memory business from our portfolio. In fact, all business segments returned to profitability, reflecting Toshiba’s enduring technological strengths, and the trust placed in us by our customers. Energized by these results, we remain steadfast in our commitment to fully implement the measures necessary to achieve our FY2026 target of a 10% operating income margin.

In executing our growth strategy, we must address significant global challenges, including energy shortages, resource depletion, and climate change. In Japan, we anticipate substantial changes in the energy and infrastructure markets. We see all of these as presenting us with major opportunities. We will identify key areas to target and secure growth by establishing robust hardware in the energy and infrastructure sectors, and creating added value by integrating hardware with digital solutions.



“**In line with the goals set forth in “Toshiba’s Revitalization Plan,” we are driving forward various initiatives to address societal changes and challenges through the power of technology, with the aim of making a meaningful contribution to society.**”

**Koji Ikeya**

Corporate Officer  
Corporate Senior Executive  
Vice President  
Toshiba Corporation