TOSHIBA

Presentation on FY24 Management Policy

FY24～26 Mid-Term Business Plan (MTBP)

May 23, 2024

Hironobu Nishikori
President & CEO
Toshiba Tec Corporation

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- Global Growth Strategies and Initiatives

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  2) Expansion of new business areas
  3) Management Transformation, Human Resource Enhancement, Sustainability

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Priority issues and results of actions since my assignment as President

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

Recognition of issues	Result	Action
Basic Profitability	**Consolidated sales/operating profit** (Billion yen) FY20 FY23 Net Sales 405.7 548.1 Operating Profit 8.3 15.9	**・FY19～FY23** **Structural reforms: 1,900H/C** (Expenses: 10.6 B yen, annual effect vs. FY19: 14.5 B yen)
Workplace Solutions Business Restructuring	• **Improvement of operating profit** **FY20▲5.5 B yen → FY23 13.6 B yen** • JV Establishment with Ricoh (July FY24) • Transfer of IJ business to RISO (July FY24)	

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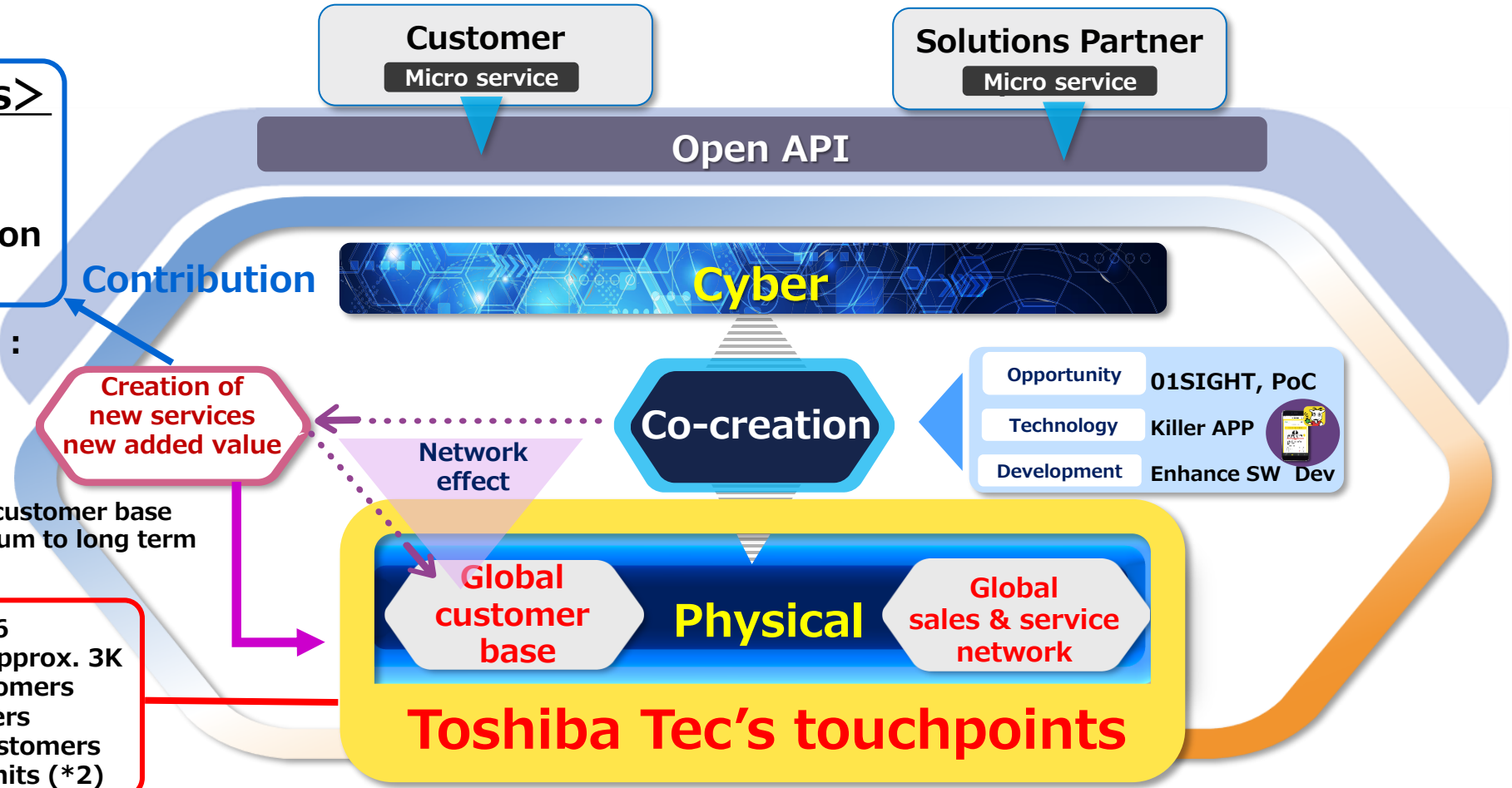
Toshiba Tec's growth model
～ New value creation through co-creation with partners ～

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

<Resolution of social issues>

- Reduction of waste loss
- Reduction of CO2
- Reduction of paper consumption
- Response to labor shortage

The top global market share in POS :
approx. 2.94 M units (*1)
POS share in Japan: approx. 50%



The # of global Toshiba Tec's subsidiaries: 66
 # Service tech Japan approx. 2K, Overseas approx. 3K
8 of the Japan's top 10 retailers are our customers
6 of the top 10 U.S. retailers are our customers
4 of the European top 10 retailers are our customers
MFPs global installed units: approx. 1.4 M units (*2)

ACCELERATE COMMERCE PLATFORM
Global platform

*1 (Source) RBR Global EPOS and Self-Checkout 2023 install base TOSHIBA and Toshiba TEC POS and SCO
*2 Based on our own research

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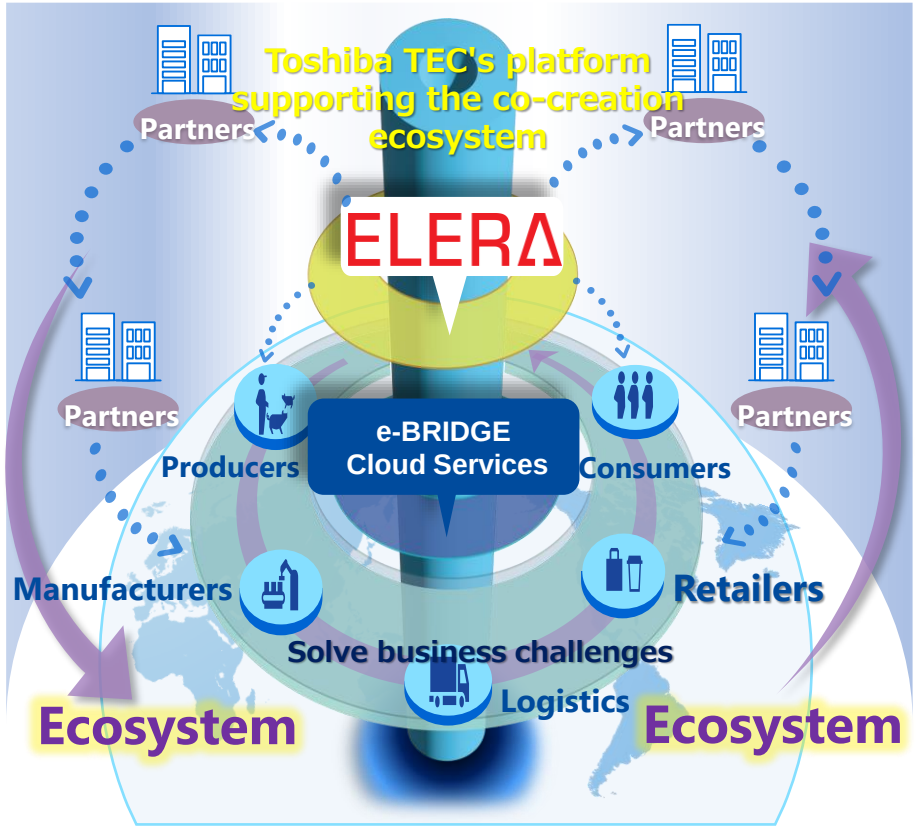
Growth Strategies for the Future

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

Recognition of Issues	Growth Strategies
Global Management	・Replacement of management in the overseas retail business  TGCS President&CEO Rance Poehler('20/11~)  TGCS EU MD Andrew McDaniel ('22/1~) ・Established Innovation & Incubation Center in Dallas, U.S. ・Strengthening Japan-U.S. cooperation
New Business Start-up	・New business expansion: FY23 Net sales: 41.0 B yen ・Nexmart 01 GO opened ・Expansion of partner strategy



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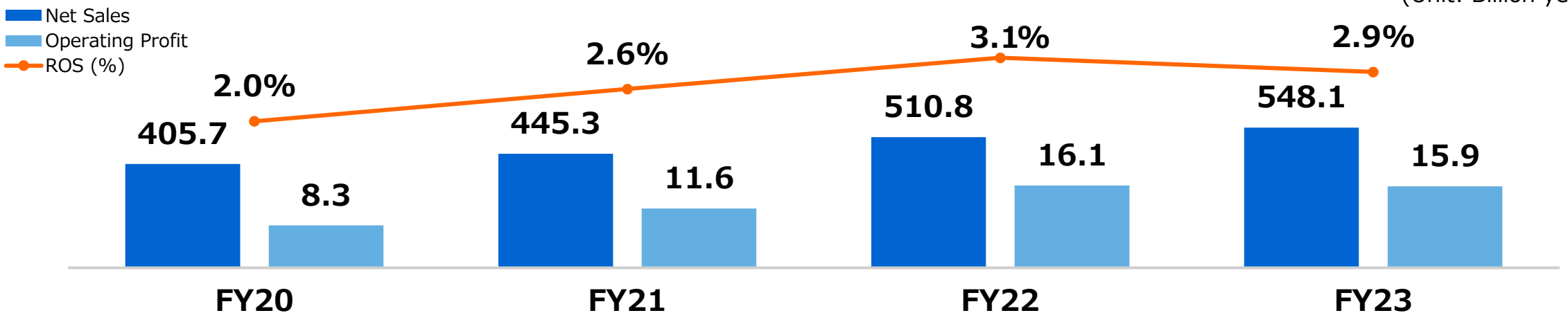
Review of FY20 - FY23

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

(Unit: Billion yen)



Business Environment

- Covid-19 impact
- Supply chain constrain
- High interest rates in Europe and America

Structural Reforms	✓ Structural reforms /Transformation	✓ Strengthening in-house DX initiatives	✓ Estab. of a development and manufacturing JV with Ricoh	✓ Transfer of IJ business to RISO
Growth Strategies for the future	✓ Opened TEC 01 SIGHT	✓ TGCS Change of President(U/EU)	✓ Established Innovation & Incubation Center in Dallas/US	✓ Opened Nexmart 01 GO

Upfront investment for the future

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Review of Business Performance (Retail Solutions Business)

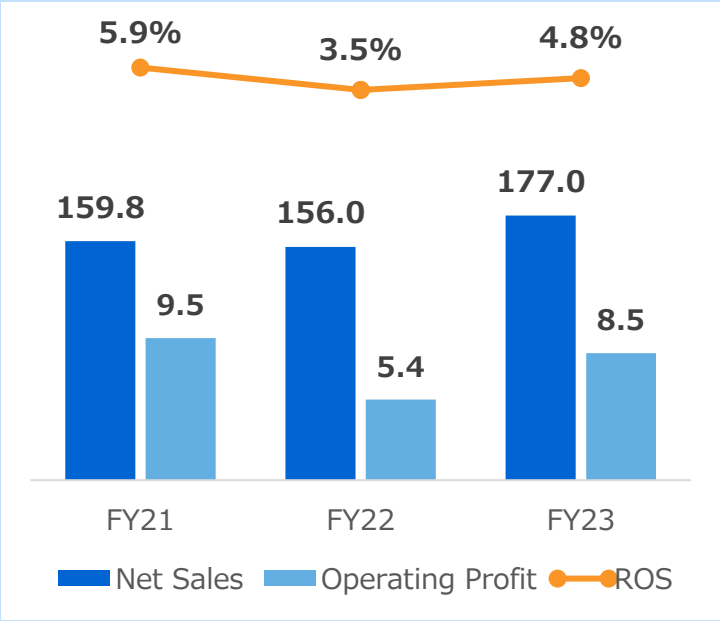
Domestic Retail performance improved, while overseas Retail significantly declined
In overall Retail business, continue to invest in new businesses ahead of time

Domestic Retail

◆ **Steady growth**

FY23
- Net Sales vs Prev. Y +21.0 B yen
- OP vs Prev. Y +3.1 B yen
- ROS vs Prev. Y +1.3 Pts

(Billion yen)

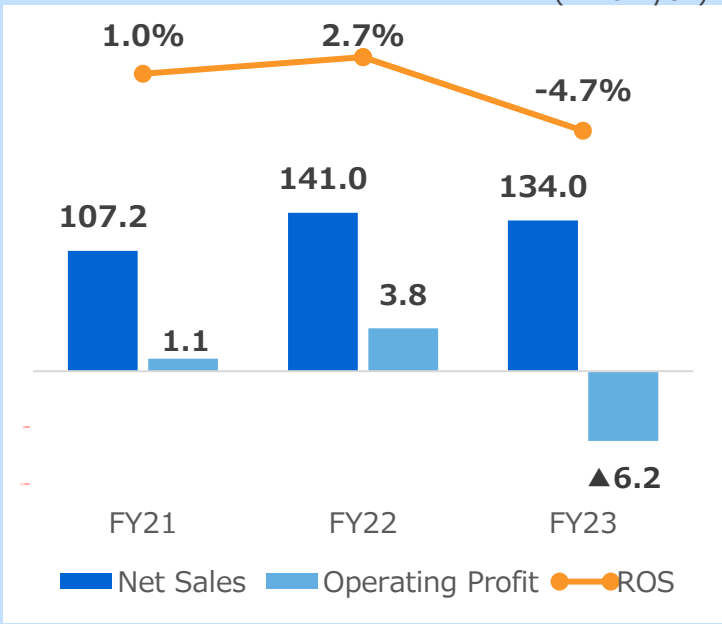


Overseas Retail

◆ **Profitability improvement efforts underway**

FY23
- Net Sales vs Prev. Y ▲7.0 B yen
- OP vs Prev. Y ▲10.0 B yen
- ROS vs Prev. Y ▲7.4 Pts

(Billion yen)

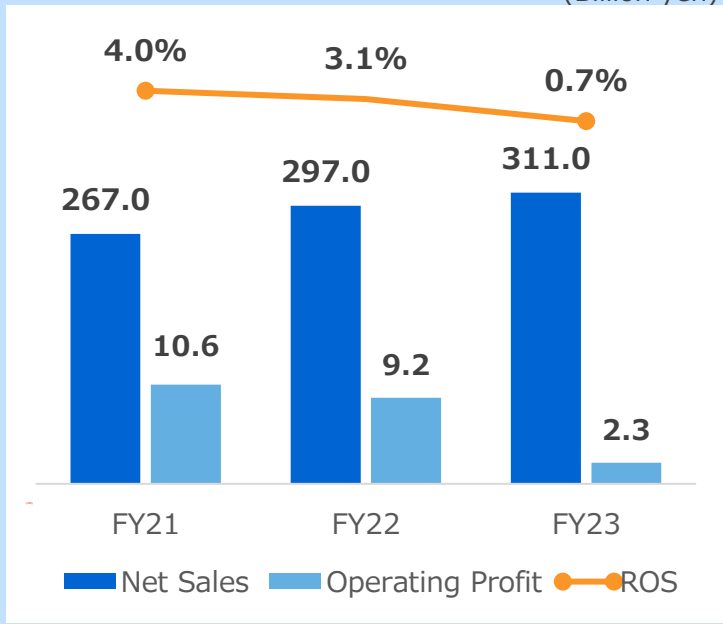


Retail Business

◆ **Investing ahead and profitability improvement efforts underway**

FY23
- Net Sales vs Prev. Y +14.1 B yen
- OP vs Prev. Y ▲6.9 B yen
- ROS vs Prev. Y ▲2.4 Pts

(Billion yen)



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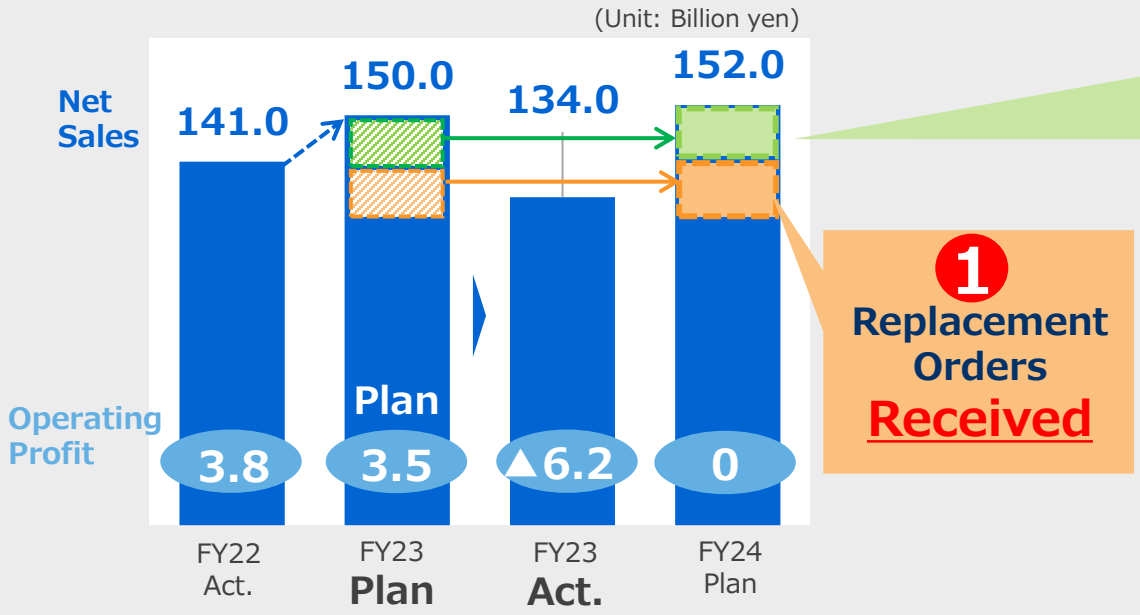
FY23 Result and FY24 Profitability Improvement Plan (Overseas Retail)

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

◆ FY23 Results and FY24 Plan ···1

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

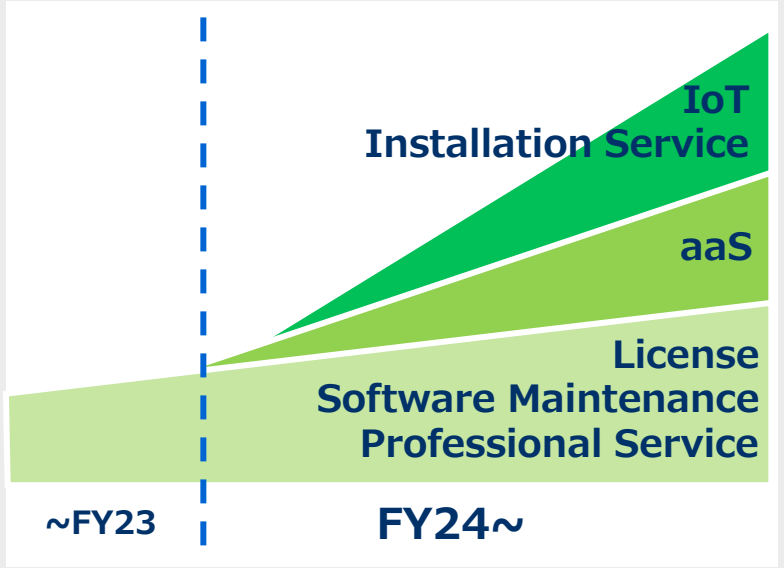


1 Replacement Orders Received

◆ ELERA® Plan*1 ···2

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

2 New Investment Projects
Strong pipeline
(high gross margin)



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

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Review of Business Performance (Workplace Solutions Business)

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

Workplace Solutions Business

◆ **Significant recovery from the deterioration caused by Covid-19**

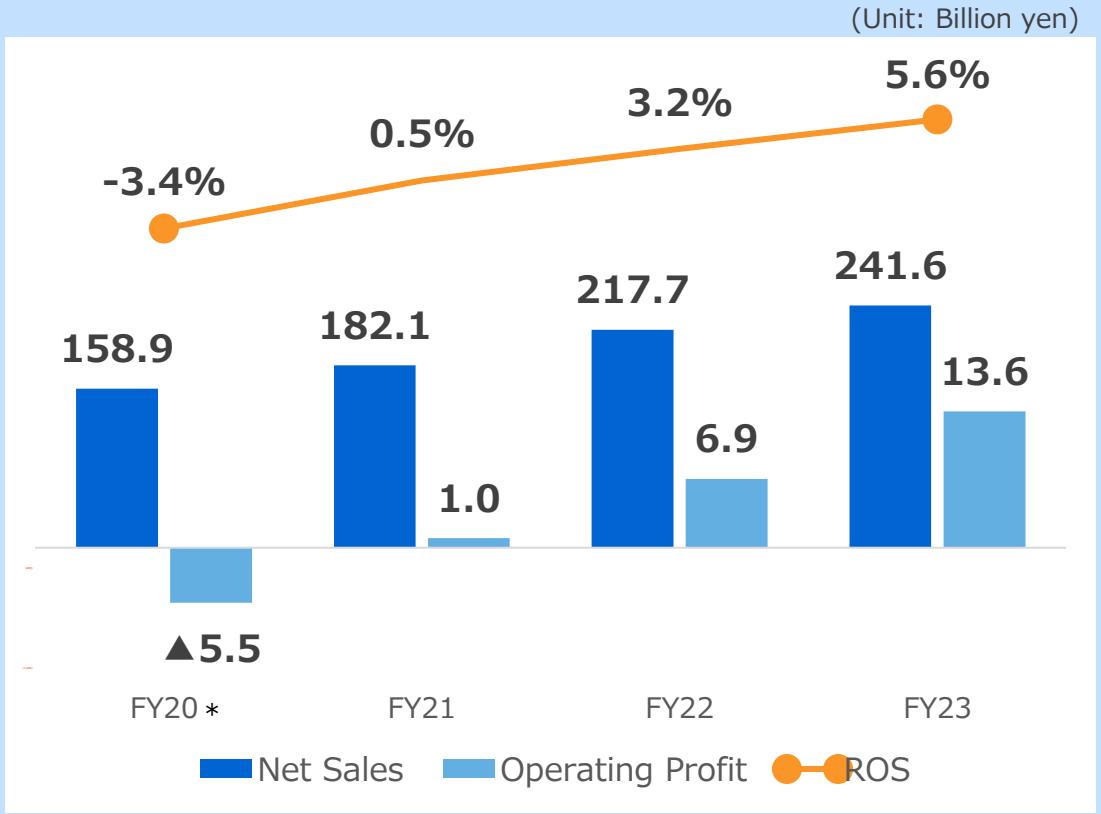
FY23 Result

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

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

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

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



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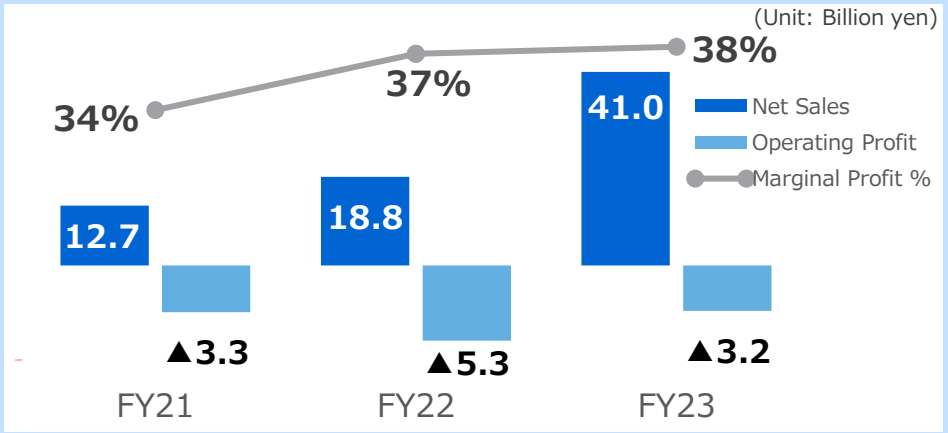
Review of Business Performance (New Business)

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

Expansion of new businesses

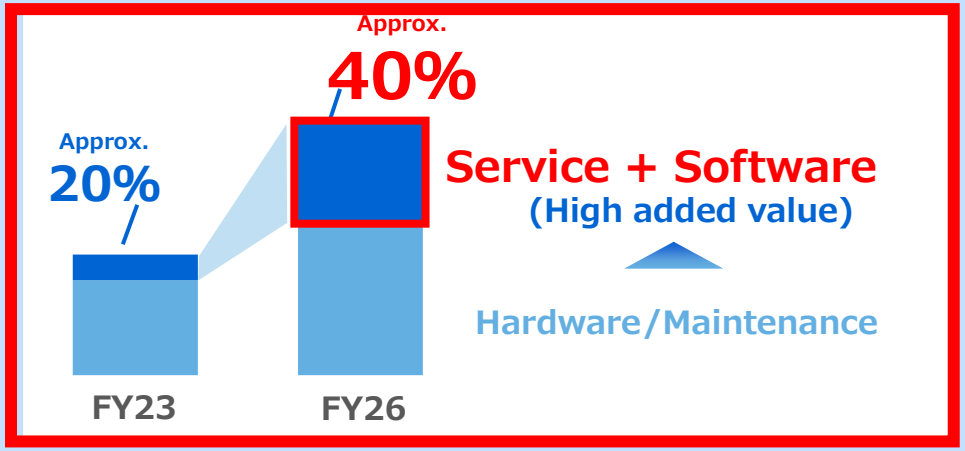
◆Consolidated net sales of new business

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



◆Challenges and Future Initiatives

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



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Status of Growth Business Initiatives of Domestic Retail

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

Expansion of opportunities for co-creation

◆ TEC 01 SIGHT (FY20)



◆ NEXMART 01 GO (FY23)



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

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

FY2023 Demonstration Experiment Status

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

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

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

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

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

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

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

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

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

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

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

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

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

PoC 1
Efficiency Improvement Evaluation of Charging operation

PoC 2
Verification of the usefulness of weight fluctuation detection

New Cart POS
with weight check
(Cart Type)





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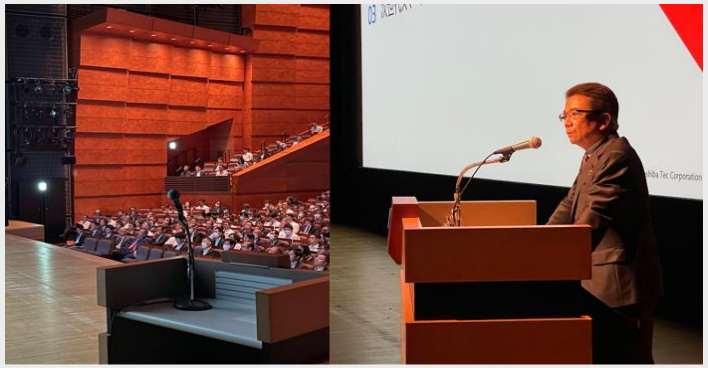
Status of Growth Business Initiatives of Domestic Retail

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

Expand partner strategy

◆ **Retail AI Open Seminar**



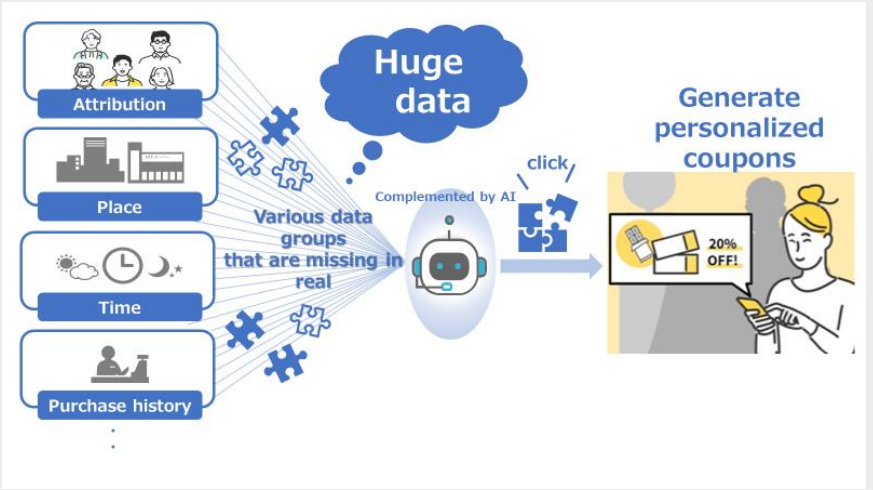
◆ **Participation in a symposium on retail DX**



Promoting the introduction of generative AI services

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

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



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Status of Growth Business Initiatives of Domestic Retail

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

High

Value Added

Low

Data Services
Retail Media/Coupons/Data Distribution

Labor saving, Crime prevention, Sales promotion system Provision

Providing solutions for entire issues of the store

ELERA Solution



Touch-points expansion

Touchpoint, ELERA® Operational Results*

Expansion of ELERA®

テッククーポンデリ
OrderLinkage オーダーリンケージ
ピットセルフ

184 company contracts in Japan

Approx. 4,000 stores (2.3 times compared to FY20)

Smart Receipt ®



# of members exceeded 1.91 million

505 companies and 16,000 stores installed

Introduction of Next-Gen. system

Planned to replace 100,000 units with major retailers

*As of the end of April 2024

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Status of Growth Business Initiatives of Overseas Retail

Strengthening the business foundation and expanding ELERA® for future growth



Announcement of friction solution in NRF (Jan. 2024)



Wayfair's flagship store Introducing ELERA® (May 2024)

Strengthening the foundation for overseas business growth

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

Expansion of ELERA®

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

(ELERA® Case Studies Overseas)

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



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

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

Retail Business

External Recognition and Awards for ELERA®

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

- **Earn a Leader Rating**
  (Worldwide Point-of -Sale Software Vendors in Grocery and Food Store Retail, 2022)
- **Earn a Major Player Rating**
  (Worldwide Retail Commerce Platform Software Provider, 2023)

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

- In Retail Tech Breakthrough Awards 2023
  Overall Retail Tech Company of the Year
  In-Store Experience Innovation of the Year
- In Retail Tech Breakthrough Awards 2024
  AI Innovation of the Year

Workplace Business

Awards related to MFP/BCS/RFID

Toshiba's Global Print Wins Stevie® Award 2023

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

Toshiba's Global Print
2022 Gold Merit Award for Technology within the Cloud Services category

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

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



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FY24 MTBP Financial Target

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

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

*1 Including extraordinary income 19.5 billion yen
*2 ROIC = Operating profit after tax (operating profit/loss × (1-tax rate)) ÷ Invested capital (average interest-bearing debt + net assets)

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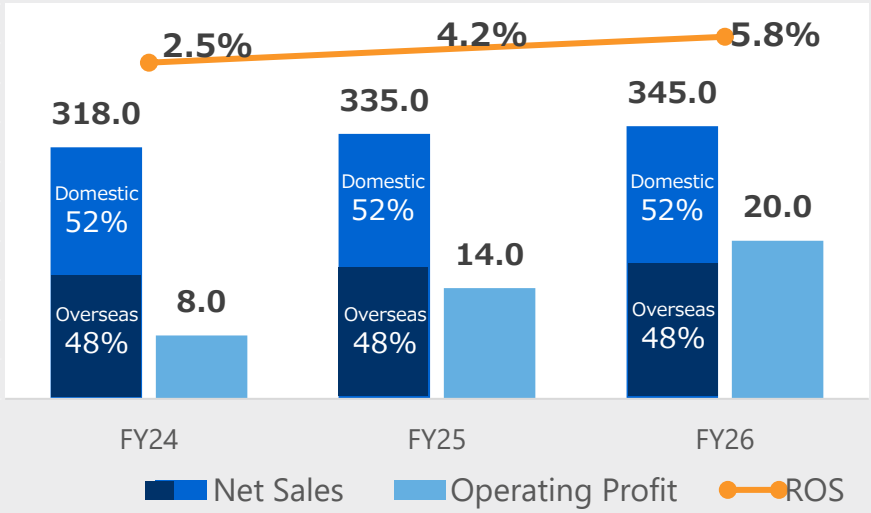
FY24 MTBP Financial Target by Segment

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

Retail Solutions Business

Operating Profit／ROS % (Domestic, Overseas)

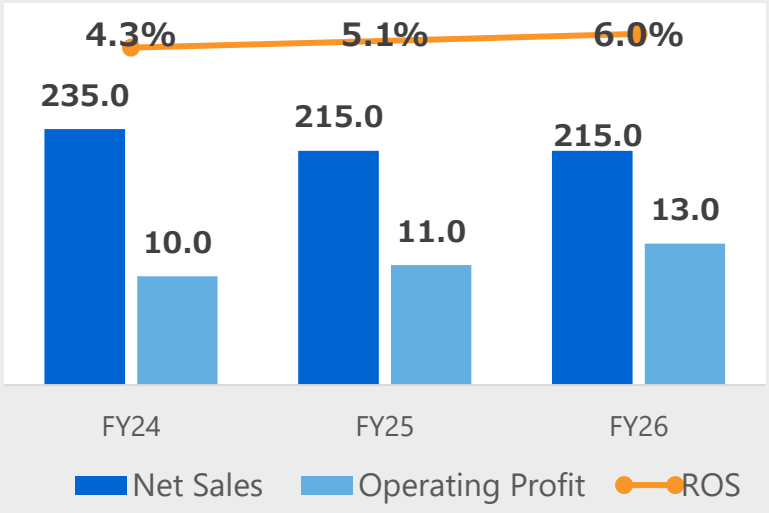
FY24	8.0 B yen／2.5% (4.8%、0.0%)
FY25	14.0 B yen／4.2% (5.7%、2.5%)
FY26	20.0 B yen／5.8% (6.7%、4.8%)



Workplace Solutions Business *

Operating Profit／ROS %

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



* Includes inkjet business until June FY24

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Cash allocation and distribution of investment

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

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

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

		FY21 – 23 Results		FY24 – 26 Plan
Resource inputs	Investment	7.9 B yen/3 year total	2.30 times	18.5 B yen/3 year total
	CAPEX	54.4 B yen/3 year total	0.84 times	45.5 B yen/3 year total
	R&D	77.0 B yen/3 year total	0.94 times	72.1 B yen/3 year total
Financial targets	Capital adequacy ratio	30% or more		Maintain at least 30% or more
	Total asset turnover	1.5～1.7		Maintain 1.6 level
	ROIC	8.3% in FY23		15.0% in FY26
Return to shareholders	Aim for a continued increase while targeting around 30% of consolidated dividend ratio Investigate an adequate implementation of purchasing treasury stock			

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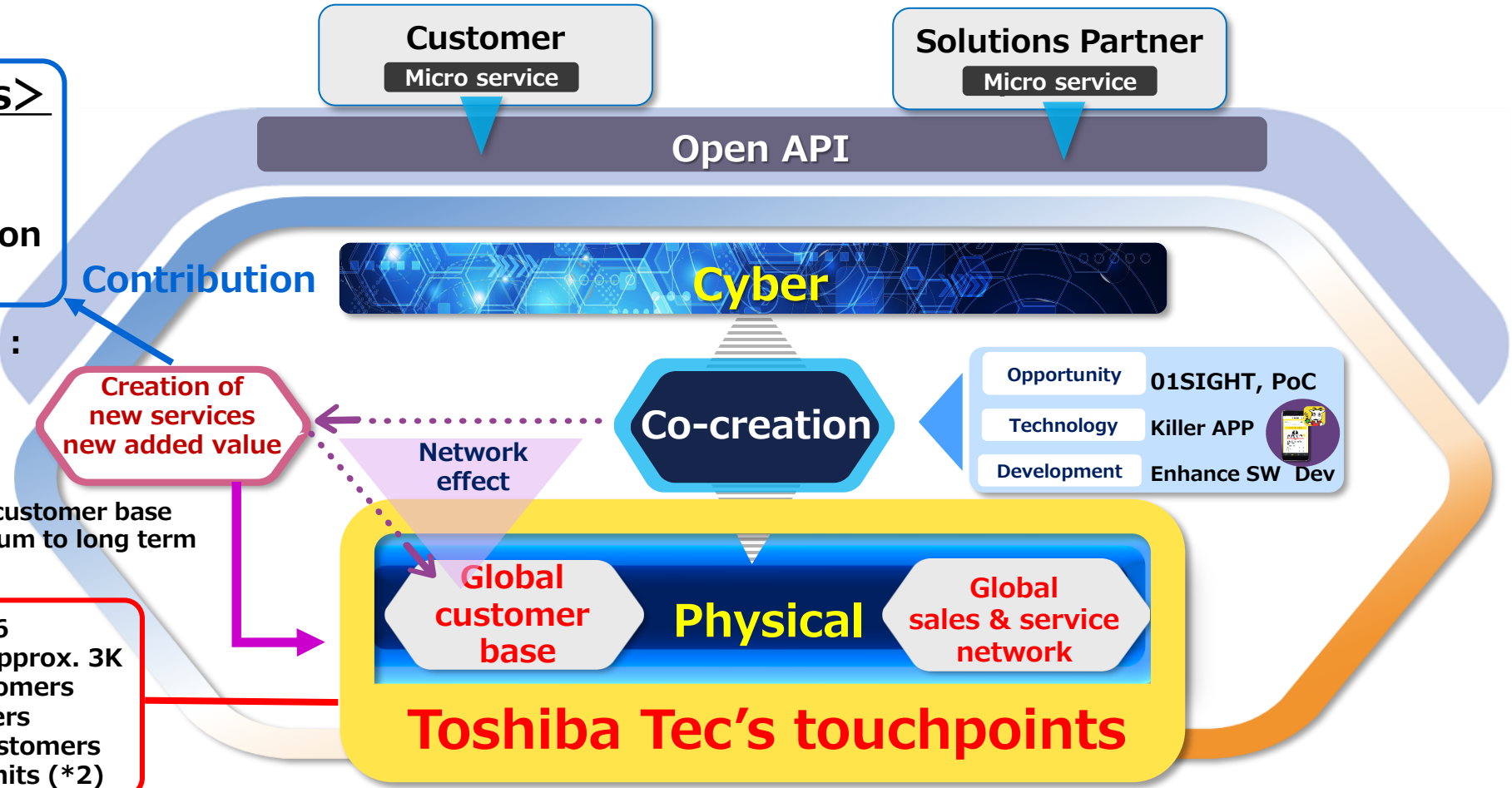

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*2 Based on our own research

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FY24 MTBP Corporate Strategy

Corporate Strategy

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

Prioritize allocation of management resources

-Touchpoints-

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

To become a global top solutions partner

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

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

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

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

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

Retail Touchpoints

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

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

4 of the European top 10 retailers are our customers

Global

◆ **Standardization of HW development and manufacturing**

◆ **Establishment of a global SW development system and full-scale expansion of ELERA® business**

◆ **Maximizing the use of the global maintenance network**

Service tech:

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

Improvement of recurring ratio

FY23 26%

↓

FY26 30%

Domestic

◆ **Further enhancement of Sales & Marketing**

- Respond to individual issues. Introduction of digital marketing

Overseas

◆ **Structural reforms**

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

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

FY24 MTBP	FY24	FY25	FY26
OP／ROS	10 B yen／4.3%	11 B yen／5.1%	13 B yen／6.0%

+1.7 Pts Improvement

Establish Development/Manufacturing JV

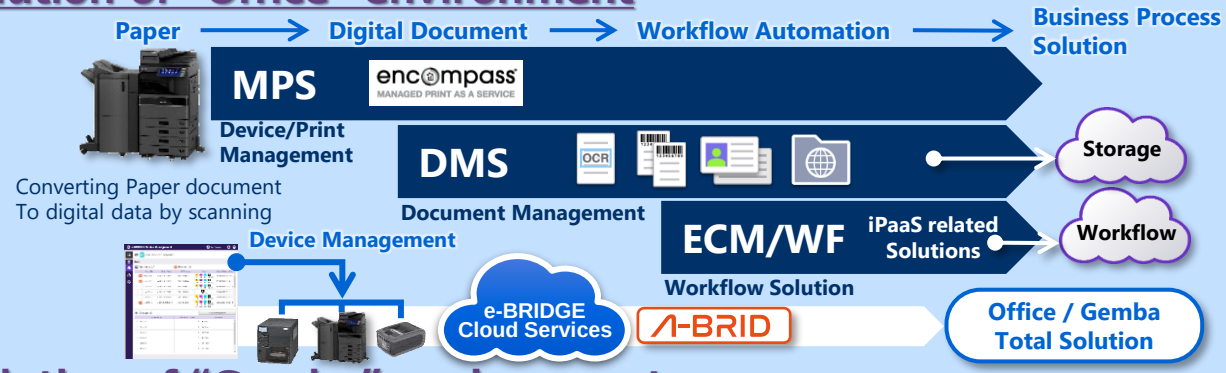
- Strengthening cost competitiveness and hedging geopolitical risks through **Industry-Leading Production Volume**
- Developing competitive and attractive devices and strengthening ability to comply with standards (safety and environmental standards) with **Industry-Leading Development Capabilities**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



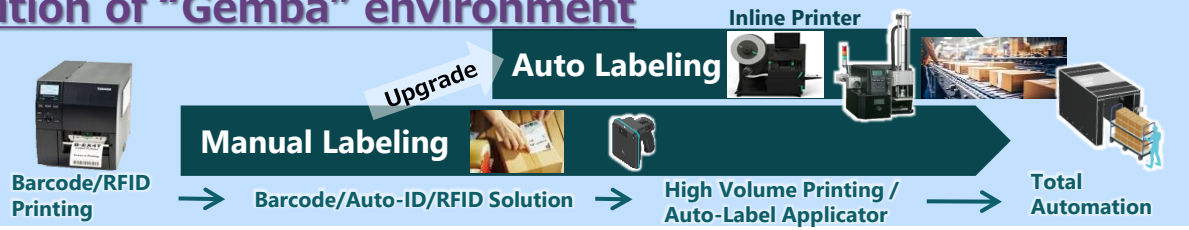
Accelerate Business of Growth Areas

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

Evolution of "Office" environment



Evolution of "Gemba" environment



MPS：Managed Print Services
DMS：Document Management System
ECM/WF：Enterprise Contents Management//Workflow
iPaaS：Integration Platform as a Service

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

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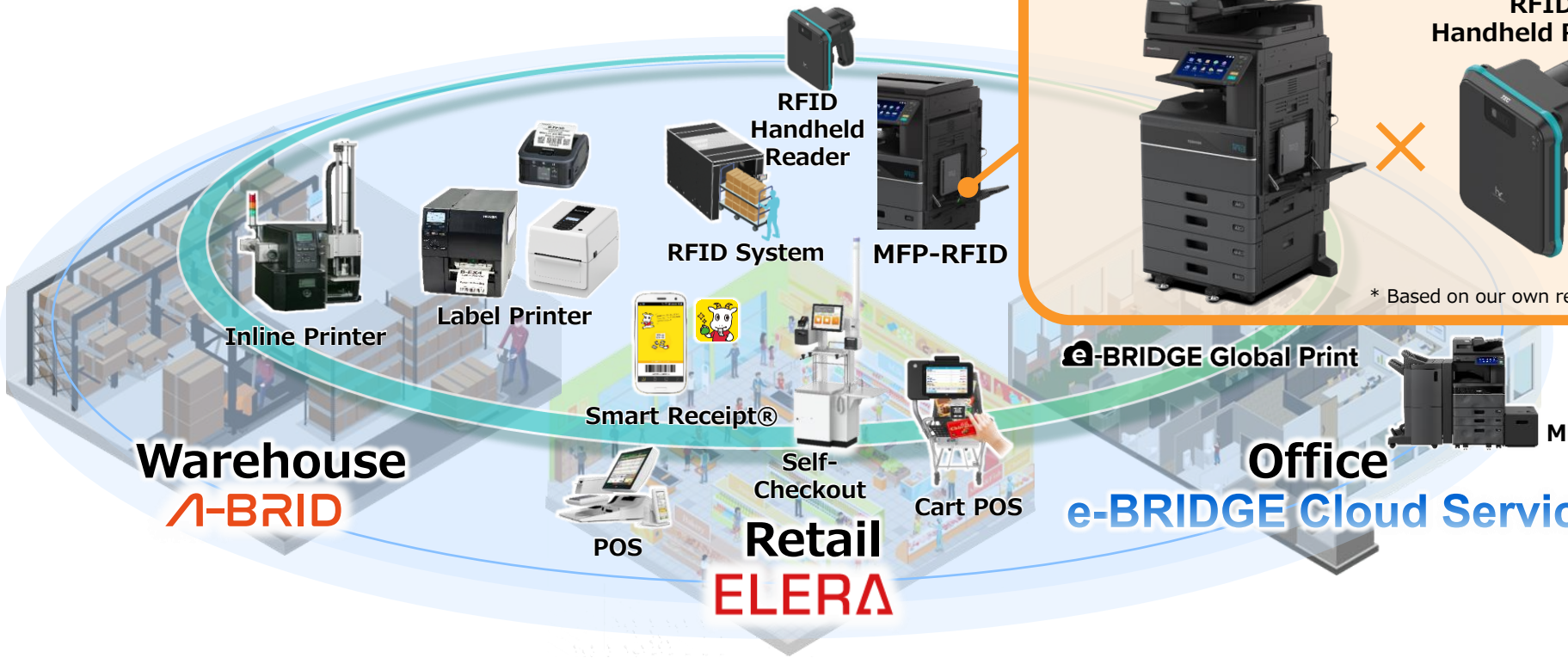
1 Strengthening the profitability of core businesses (Workplace Solutions Business)

Accelerating the fusion of MFP technology developed in the office field and RFID technology developed in the retail field

Our products handle everything from writing to reading RFID data



World's 1st A3

Industry's first MFP to "Print Color" & "Write RFID Data" at the same time

e-STUDIO4525AC RFID

×

RFID Handheld Reader

* Based on our own research

(Use Case) Inventory Management

Tags with color printing makes it even easier to visually find data in the warehouse





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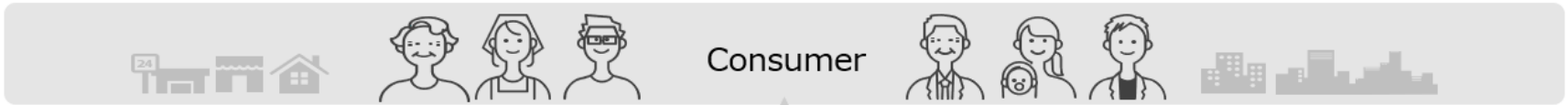
2 Expansion of new business

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

ELERA Evolution



New shopping experience/Customer satisfaction/Social challenges
(Changing the distribution industry and office)

Logistics | **Payment** | **Retailer** Expand customer base | **Advertising** | **Manufacturer Vendor**

- SCM optimization data analysis
- Consolidate cashless payment
- Sales management Prompt store visit, purchase
- Advertisement at real store
- Effective efficient promotion

ELERA Platform

Store operations | Consumer engagement | Back office | Monitor/support | Ecosystem

-Touchpoints-

- ・No.1 share of the global POS market (*1)
- ・Number of consolidated subsidiaries: 66
- ・Number of consolidated employees: 19,093
- ・Number of Service Tech: total approx. 5,000

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

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2 Expansion of new business by utilizing AI/Generative AI

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

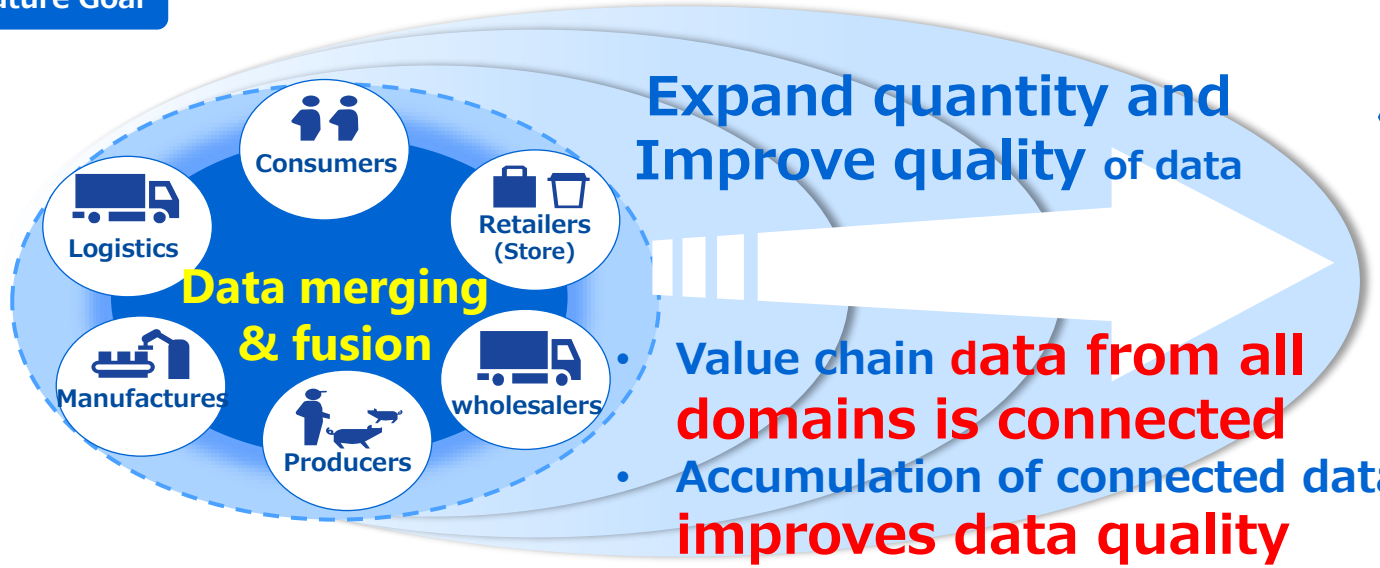
Current

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



Complemented by AI/generative AI

Future Goal



Expand quantity and Improve quality of data

- Value chain data from all domains is connected
- Accumulation of connected data improves data quality

Strengthening the organization for DX support through AI and data science

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

As the first solution offerings

Specializing in maximizing sales/profits

"Promotion Optimization AI Container powered by generative AI"



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

VOC at exhibitions/press releases

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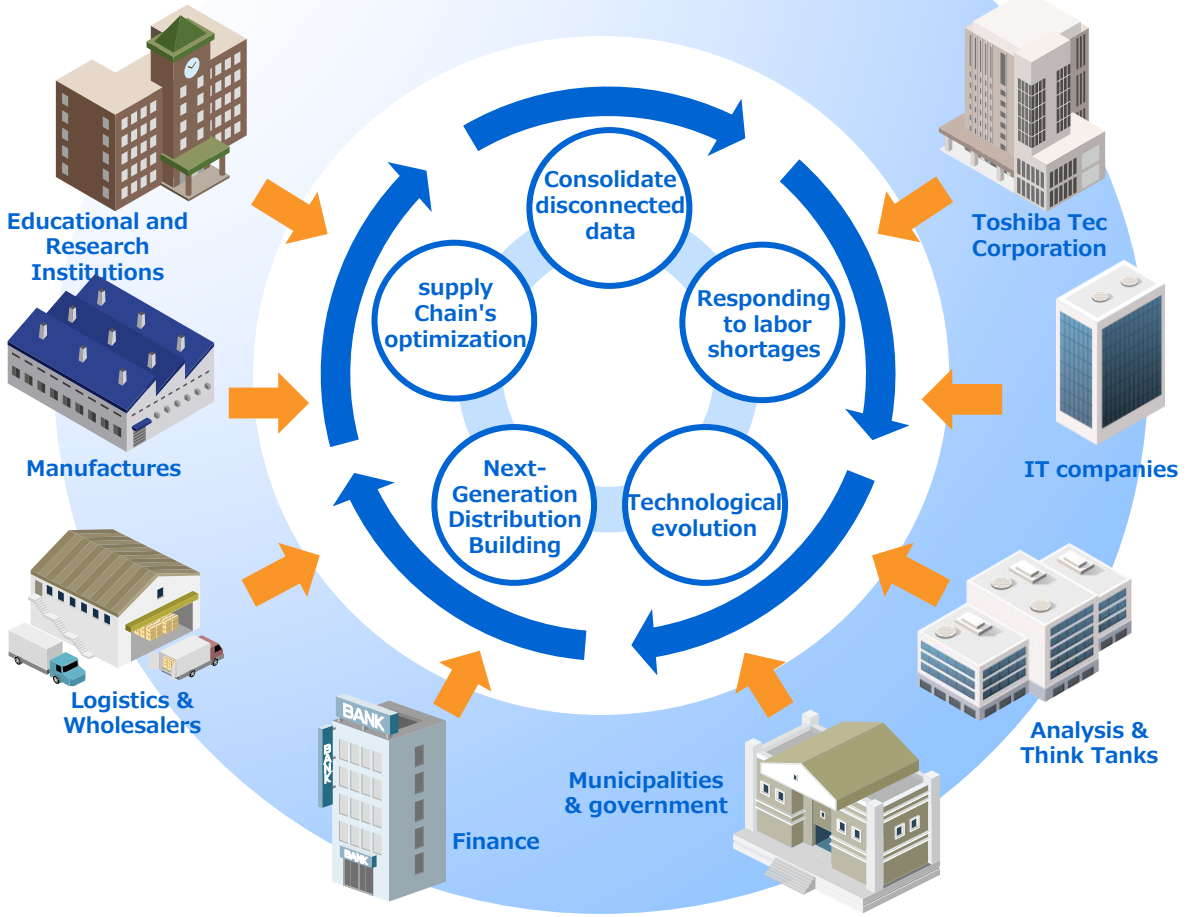
2 Expansion of new business
Forming a consortium in the distribution industry

Enabling a digital ecosystem through vertical integration of data

Forming a consortium in the distribution industry




◆ NRF '24 RETAIL'S BIG SHOW


◆ Symposium on Retail DX



◆ Retail TEC JAPAN2024

Industry-wide efforts to realize a distribution ecosystem are accelerating

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2 Expansion of new business

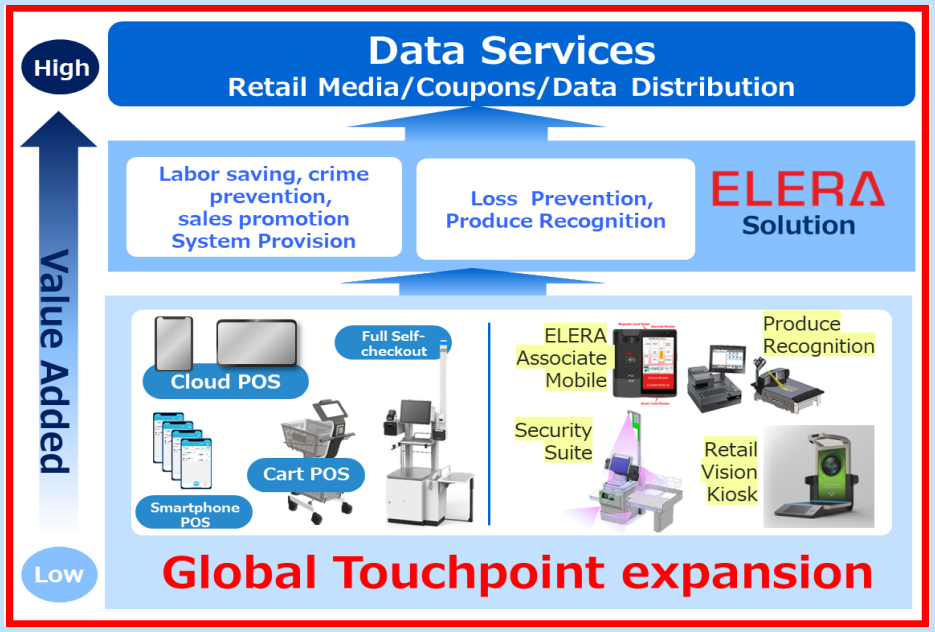
In the new business, improve profitability by adding services + software to HW/maintenance

Expansion of new businesses

◆ Consolidated net sales of new business

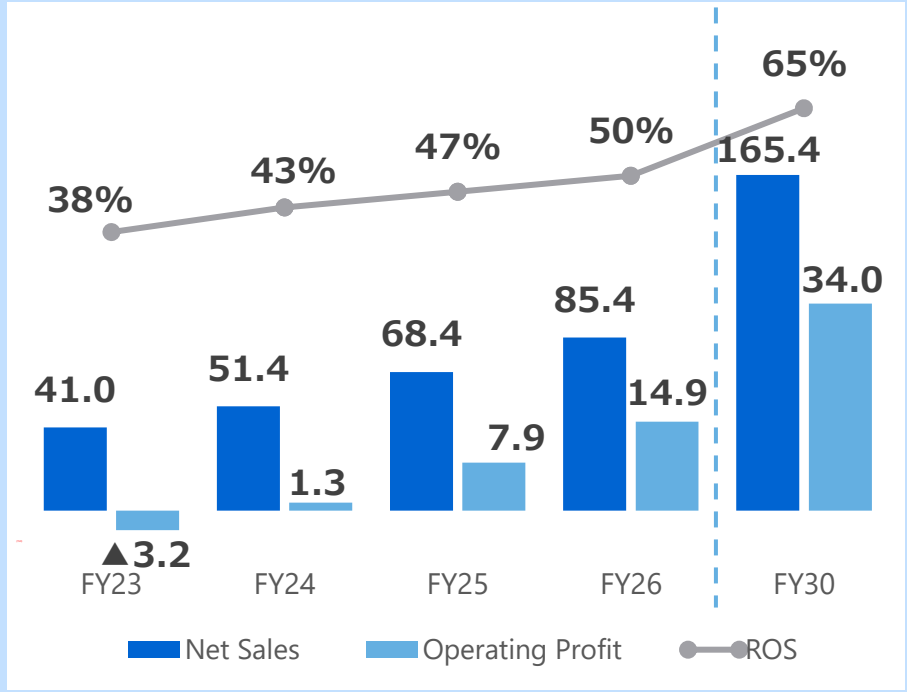
FY26 Net Sales: 85.4 B yen (vs FY23 208%)

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



Of the new sales
FY23 20%
↓
FY26 40%

New Business Trends (Unit: Billion yen)



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3 Management Transformation

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

Strengthening profitability

- **Streamlining operations through the use of generative AI, etc.** (Strengthening consolidated Management capabilities and Optimizing operational efficiency)

Expansion of business domains

- **Responding to a diversifying market environment through in-house DX promotion**
- **Sales transformation including expansion of digital touchpoints**

Human capital Management

- **Human Resource Development** (Executives, Global, DX)
- **Promoting diversification of human resource utilization** (Promotion of women`s and senior`s activities. Selection of young employees)
- **Organizational culture reform** (improvement of engagement)

Enhancement of corporate value

- **Strengthening the corporate brand image** (from a manufacturer to a global top solution partner)

Management system reconstruction

- **Establishment of the Management Transformation Promotion Department**

⇒ **Accelerating Business Model Transformation**

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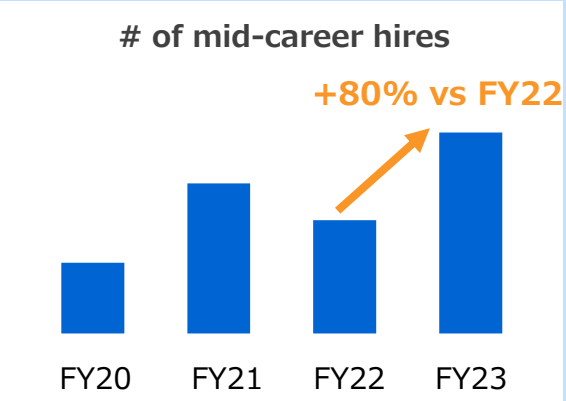
3 Strengthening human resources

"People are Our Assets"

Execution of human resources strategies towards achieving our goal "Global Top Solutions Partner"

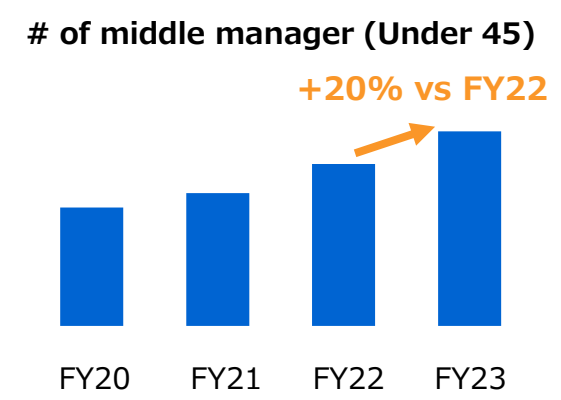
Enhanced Recruitment

- Individuals with advanced digital skills and software skills



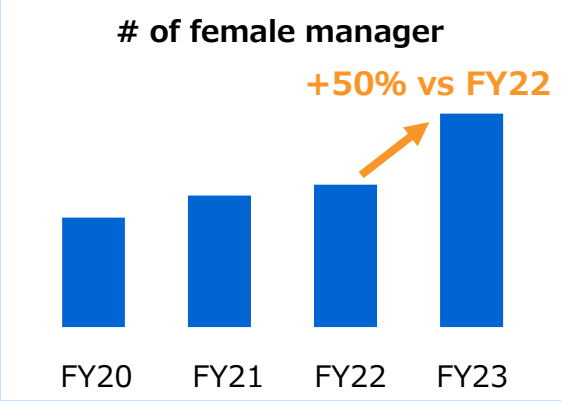
Talent Development

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



Develop and promote diverse human resources

- Promotion of women's activities
- Promotion of senior employees` activities



Corporate culture change

Work Style Reform | 1 on 1 meeting | Employee Engagement Survey | Off-site Meeting

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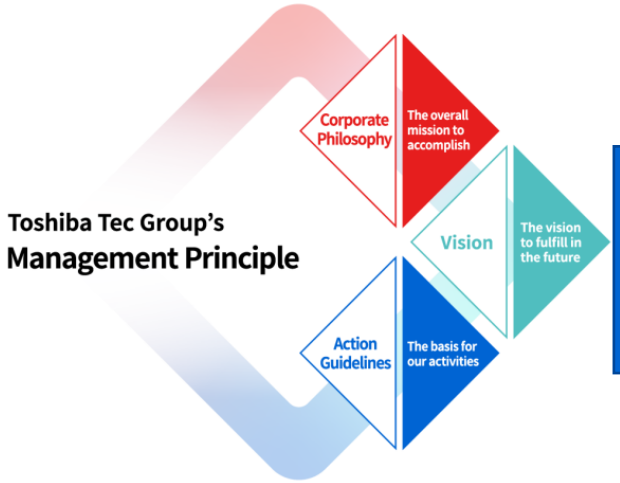
3 Sustainability management

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



Identify issues & Make them concrete

Sustainability Basic policy

Human right policy

Materiality

Achieve KPIs (Numerical targets)

Sustainable growth Enhancement of corporate value

Solving social issues (＝Achievement of the SDGs)

Materiality

Environment	Society	Governance
・Respond to climate change ・Respond to circular economy ・Respond to ecosystem conservation	・Secure employment and its education ・Secure employee’s health and safety ・Respect human rights ・Promote sustainable procurement activity ・Reinforce R&D to generate innovation	・Strengthen corporate governance ・Increase cyber resilience

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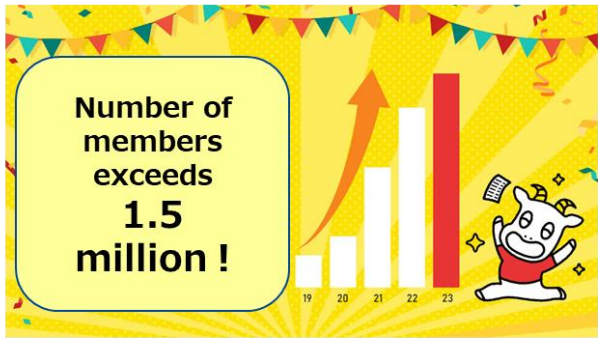
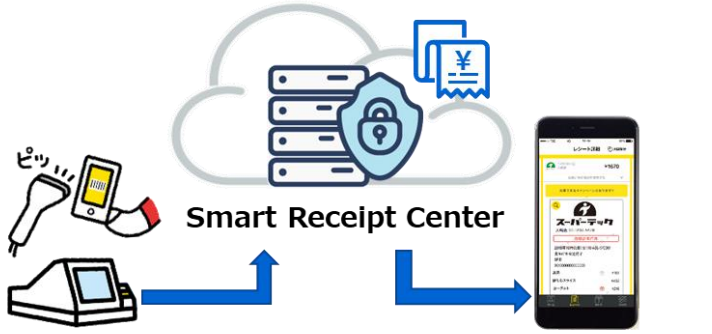
Promoting sustainability in business activities

In fiscal 2023, reduced approximately 56 million paper receipts!

Smart receipt ® also make a significant contribution to sustainability





-Aiming to link with My Number Card*-

*My Number Card is a card that contains a person's unique number (my number) and photo ID to all registered residents in Japan.
The number can be used to confirm a person's identity registered across different agencies, such as social security, tax systems and others.

Total amount of receipt paper consumed in Japan in a year = 13.5 billion sheets of copy paper

Total length of receipt paper sold in Japan in a year = 378 times around the earth

Total expense of receipt paper sold in Japan in a year = 96 billion yen



<Resolution of social issues>

- Reduction of waste loss
- Reduction of CO2
- Reduction of paper consumption
- Response to labor shortage

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

Resolve social issues with partners
Change distribution industry and Office



MFPs global installed units: approx. 1.4 M units



Global POS Market share: No.1



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Our business environment and future vision

"Toshiba Tec aims to be a company that contributes to society"

Our business environment

- Big data, Spread of AI
- Increased demand for information security
- Labor shortage, Increased demand for manpower saving
- Increased importance of SDGs response

Future Goal
「Global Top Solutions Partner」

Aiming to become a Leader of Worldwide Retail Innovation and contribute to solve social issues

100th Anniversary of the foundation
Achieve growth worthy of a company with a 100 year history

Create new value in growth areas, not limited to retail market, and solve social challenges in 2050

Execution of business transformation/ corporate transformation

2023 → 2025 → 2030 → 2050

- Progress of DX in the retail industry
- Diversification of payment methods
- Increased supply chain complexity

- Changing ways of working
- Paperless
- Increasing demand for document solutions

Platform	▲ServiceCAD／ SDM／SLM*1			▲System Modeling	
Physical	●Edge gateway	●AI Camera(AI Cart, fraud detect)	●Traceability(Encode, decode)	●AI robotics	●Human-Augmentation
Cyber	●Dynamic pricing	●Retail media	●Service optimization (Mathematical optimization/Quantum computing)	●Robot swarm optimization ●Super long-term forecast ●Large-scale Optimization with Quantum Computers	

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

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