

TOSHIBA

Toward the Enhancement of Corporate Value

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Forward-looking Statements

- This presentation contains forward-looking statements concerning future plans, strategies, and the performance of Toshiba Group.
- These statements are not historical facts; rather, they are based on assumptions and judgments formed by the management of Toshiba Group in light of currently available information. They include items which have not been finalized at this point and future plans which have yet to be confirmed or require further consideration.
- Since Toshiba Group promotes business in various market environments in many countries and regions, its activities are subject to a number of risks and uncertainties which include, but are not limited to, those related to economic conditions, worldwide mega-competition in the electronics business, customer demand, foreign currency exchange rates, tax and other regulations, geopolitical risk, and natural disasters. Toshiba therefore wishes to caution readers that actual results may differ from our expectations. Please refer to the annual securities report (Yuukashoken houkokusho) and the quarterly securities report (shihanki houkokusho) (both issued in Japanese only) for detailed information on Toshiba Group's business risk.
- Toshiba's fiscal year runs from April 1 to March 31. All figures are consolidated totals for 12 months, unless stated otherwise.
- Results in segments have been reclassified to reflect the current organizational structure, unless stated otherwise.
- Since Toshiba is not involved in the management of Kioxia Holdings (former Toshiba Memory Holdings, hereinafter "Kioxia") and is not provided any forecasted business results, Toshiba Group's forward-looking statements concerning financial conditions, results of operations, and cash flows do not include the impact of Kioxia.

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01 Update on the Activities by the New Board

Each Committee proactively functioning since June 25, 2021

Strategic Review Committee

- Working rigorously and from an independent standpoint
- Discussions with external stakeholders and market participants
- Reviewing Toshiba Group's business, and preparing recommendations to the Board on Toshiba's strategy

Nomination Committee

- Selected executive search firms
- Searching candidates for Audit Committee, a successor to the Interim Chairperson of the Board, and a successor to the CEO

Audit Committee

- Smoothly commenced its activities with newly-appointed committee members
- Selected the Governance Enhancement Committee members

Compensation Committee

- Conducting a review of current policies for short-term and long-term compensation
- Focus on creating greater "ownership culture" to better align performance objectives with shareholders expectations

02 Establishment of the Governance Enhancement Committee for Root Cause Analysis

Taking the Investigator's conclusions seriously, will identify the root cause in an objective and transparent manner

Objectives	Members of the Committee		
<ul style="list-style-type: none">① Analyzing the root cause② Clarifying responsibilities③ Making suggestions for developing measures to prevent reoccurrence	Chairperson	Seishi KANETSUKI	Former Justice of Supreme Court of Japan
	Member	Masaaki SAWANO	Attorney, Former President of Dai-Ichi Tokyo Bar Association
	Member	Tadashi KAKIUCHI	Attorney, Former Chief Judge of Tokyo District Court
	Member	Takao NAKAMURA	Attorney
	Member	Mariko WATAHIKI	Outside Director of the Company, Attorney, Former Chief Justice of Nagoya High Court

Continue Shareholder Return to Enhance TSR

1. Status of Toshiba's Repurchase of its Own Shares

	Resolution by the Board of Directors (announced on June 7, 2021)	As of July 31, 2021 (cumulative)
Total Number of Shares Repurchased	Up to 27 million shares	8,962,300 shares
Total Value of Share Repurchased	Up to 100 billion yen	Approx. 43 billion yen
Period of Share Repurchase	June 8, 2021 to December 31, 2021	June 30, 2021 to July 31, 2021

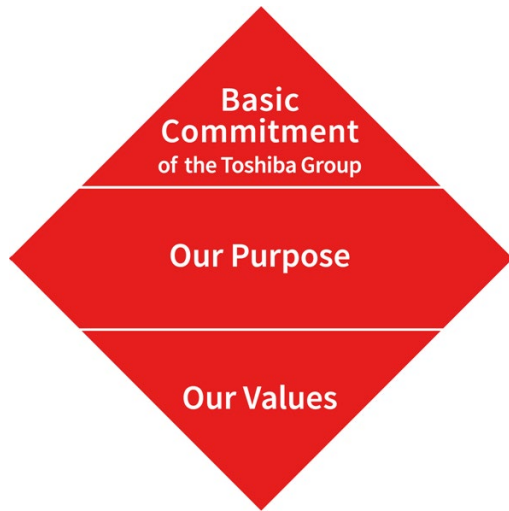
(on the contract basis)

2. Payment of Special Dividend

Dividend of 110 yen per share paid, with the record date of June 30, 2021

Reviewing Business Portfolio to Identify Focus Areas

The Essence of Toshiba



Core Value



All Stakeholders



Solve Social Issues and Maximize Corporate Value

05 Creation of “Ownership Culture”

Restricted Stock Compensation

Paid issuance of new shares for granting stock compensation and incentives

(planned to be granted during FY2021)

For Toshiba Corporation

Directors	3
Executive Officers	18
Corporate Officers	17
Employees	63

For Toshiba Group Companies

Directors	26
Employees	80

Includes resigned or retired personnel eligible for the stock compensation or the incentives program of the Company or its subsidiaries

(Note 1) Breakdown on Shares and Cash for each Director and/or Executive Officers
Fixed compensation (Director) ... Shares 20%, Cash 80%
Fixed compensation (Executive Officer) ... Shares 20%, Cash 80%
Performance Linked Compensation (Executive Officer)... Shares 60%, Cash 40%

(Note 2) Provide Phantom Stock instead of Restricted Stock for 3 Directors who reside outside Japan (excluded from abovementioned numbers)

Toshiba Employees Shareholding Association

Subscribers

Approx. 28,000 people

Approx. 42% of domestic Toshiba Group regular employees
(As of April 1, 2021)

Total Number of Shares

9,928 thousand shares
(as of March 31, 2021)

Incentives

10% of salary and bonus contributions

※Some group companies, such as JVs, do not have the Incentives program



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

TOSHIBA