The Essence of Toshiba

The Essence of Toshiba is a statement of our unwavering credo as an organization. It has three components. The Basic Commitment of 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.

We turn on the promise of a new day.

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

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.

Nobuaki Kurumatani
Representative Executive Officer, Chairman and CEO

Satoshi Tsunakawa
Representative Executive Officer, President and COO

June 2019

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

A corporate group with secure earning power

Aiming to become one of the world’s leading CPS technology companies

Social problems such as energy shortages, resource depletion and climate change are intensifying on a global scale. Toshiba Group tackles these challenges head-on and provides countermeasures based on technology through its business activities.

The universe of cyber physical systems (CPS) is expanding. CPS interlinks the physical world of reality and tangible things, with the cyber world of digital virtual space. It collects information and data in various fields, analyzes it in cyberspace using AI and digital technologies, and then feeds it back to the physical world as information and knowledge that can easily be utilized to create added value.

At Toshiba, we are merging our experience and achievements in the physical fields of key devices and core components, cultivated over long years in the manufacturing sector, with cyber technologies centered on operations and services that utilize vast amounts of data, in order to promote the optimization of various products and systems. At the same time, we are also engineering our own “digital transformation” by utilizing IT systems to transform business processes inside Toshiba Group, and thereby build a firm position as a CPS technology company.
Executing the "Toshiba Next Plan"

We are achieving these goals with the "Toshiba Next Plan" our medium- to long-term management plan for the five years from fiscal 2019 that will enhance the potential of the Toshiba Group and improve shareholder value by maximizing corporate value. The Toshiba Next Plan includes measures that focus on enhancing core earning power and intensive investment in growth areas. We will achieve the first of these through comprehensive implementation of structural reforms, procurement reforms, sales reforms and process reforms. Our investments in growth focus on channeling resources into business domains where certain income growth can be achieved, thereby securing organic growth.

Our initiatives for future growth are focused on research and technical development of secondary lithium ion batteries that provide excellent safety and rapid charging; high efficiency power devices used in the control of all kinds of equipment; and the field of precision medicine, including heavy ion radiotherapy.

Toshiba Group's business domains

Toshiba Group will develop as an outstanding company, with the power to earn and grow, and the ability to contribute to the resolution of social challenges in a wide range of businesses, by concentrating on four business domains: Social Infrastructure, where Toshiba Tec Corporation offers retail and printing solutions and Toshiba Infrastructure Systems & Solutions Corporation delivers expertise and buildings/facilities, railway/industrial systems, and public infrastructure; Energy, handled by Toshiba Energy Systems & Solutions Corporation; Electronic Devices, centered on Toshiba Electronic Devices & Storage Corporation; and Digital Solutions, where Toshiba Digital Solutions Corporation takes the lead.
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

• Renewable Energy

Hydro Power
Geothermal Power
Wind Power
Photovoltaic

• Transmission and Distribution / Energy Storage

T&D
Supervisory Control And Data Acquisition Systems (SCADA)
Hydrogen-based Autonomous Energy Supply System H2One™

• Energy Digital Service

Failure prediction / Performance monitoring service for Power plant and Power grid system
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, 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
Air Traffic Control Systems
Broadcasting Systems
Railway Systems
Security and Automation Systems
Industrial Systems

• Building Solutions

Lighting
Air-conditioning
Elevators
POS Systems

• Retail & Printing Solutions

• Batteries

Lithium-ion Rechargeable Batteries
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

- **Industrial**
  - Power devices (MOSFET, SIC, etc.)
  - Opto devices (Photocoupler, etc.)
  - MCU, MCD
  - Linear image sensors
  - Semiconductor manufacturing equipment
  - Thermal print heads

- **Automotive**
  - “Visconti™” Image recognition processor
  - Sensors (LiDAR)
  - Power devices (MOSFET, IGBT, etc.)
  - Photocouplers
  - Bridge ICs
  - Fine ceramics

- **Data Centers**
  - Large capacity nearline HDD
  - Power devices for power supply

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Electronic Devices 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.
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CSR and Environmental Management

Toshiba Group places top priority on human life, safety and legal compliance, and contributes to the solution of problems facing global society through business.

■ CSR Management

Toshiba Group’s CSR

With “CSR management” as the cornerstone of management policy, we proactively promote CSR activities and report the results to our stakeholders, including customers, shareholders, investors, suppliers and employees. We have been a signatory to the United Nations Global Compact since 2004, and as a leading global enterprise we uphold its principles of respect for human rights, labor standards, the environment and anti-corruption in all of our activities.

Social Contribution Activities

Our social contribution activities are inspired by the Toshiba Group slogan, “Committed to People, Committed to the Future,” and rooted in the communities in which we work. In FY2018, over 1,500 social contribution activities were carried out around the world.

- Toshiba Science Museum

In 2019, the museum celebrated the fifth anniversary of its move to a spacious site conveniently close to JR Kawasaki station. Our visitors, people of all ages, learn through fun, hands-on experiences. Trilingual support is offered in Japanese, English, and Chinese.

- Science Technology Competition (North America)

Toshiba Group works with the National Science Teachers Association to host the ExploraVision Awards (EVA), a science and technology competition in which the participants—students from kindergarten through to grade 12—make predictions about the technologies that they believe will become feasible within 20 years based on today’s science and technology. EVA was launched in 1992, and over 400,000 students from the United States and Canada have participated in the competition.

■ Environmental Management

In “Environmental Vision 2050,” Toshiba Group envisions a mid-century world where people lead affluent lifestyles in harmony with the earth. In working to realize that vision, Toshiba Group has set itself the long-term goal of increasing eco-efficiency in FY2050 to 10 times the FY2000 level. Eco-efficiency can be expressed as a fraction, with value as the numerator and environmental impacts as the denominator. It can be improved significantly by simultaneously increasing added value while decreasing environmental impacts. Toshiba’s ultimate objective is to contribute to realizing a sustainable society, and towards this we are accelerating initiatives in three areas: reduce environmental impacts in manufacturing processes; improve the environmental performance of products and services; and reinforce the foundations of environmental management, such as compliance, human resource development, and communications.
Research and Development

Toshiba Group focuses on four main business domains, Energy, Social Infrastructure, Electronic Devices and Digital Solutions, and uses reliable technologies to create new value and contribute to a sustainable society.

We turn on the promise of a new day by realizing cyber-physical systems that fuse the physical world of hardware manufacturing with strengths in digital and cyber technologies cultivated through extensive research and development.

R&D Structure

Toshiba Corporation’s corporate research centers—the Corporate Research & Development Center, the Corporate Software Engineering & Technology Center, and the Corporate Manufacturing Engineering Center—promote group-wide R&D.

Outside Japan, we have R&D facilities in the United States, Europe and China, and software development centers in India, China and Vietnam.

Cooperation within this international network drives forward cutting-edge R&D and software development at the global level.

Intellectual Property Strategy

Toshiba Group’s long standing basic policy on IP is to make positive contributions to profitability by building a strong IP portfolio that is fully utilized in business and product development.

Moving forward, guided by the Toshiba Next Plan, we will continue to strengthen IP power that supports Toshiba’s long cultivated physical capabilities in hardware and services, and to promote the transition to leadership in cyber-physical systems with IP that supports our strategy of competition and co-creation.

Global Patent Portfolio

Toshiba Group is building optimal portfolios in its business domains.

- 2018 Global Patent Portfolio

[Diagram showing patent portfolio by business segment and country]
World-first and Japan-first Products and Services

Toshiba has released numerous world-first and Japan-first products and services since it was founded in 1875. While cultivating a new round of growth for the next generation and beyond, Toshiba Group is resolved to meet customer needs with advanced technologies, and to create products and services that delight and surprise.

Representative Example

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1895</td>
<td>Invented Japan’s first induction motor</td>
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<tr>
<td>1921</td>
<td>Invented the world’s first “double-coil bulb,” one of the six great inventions in bulb technology</td>
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<tr>
<td>1930</td>
<td>Released Japan’s first electric washing machine and electric refrigerator</td>
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<tr>
<td>1955</td>
<td>Released Japan’s first electric rice cooker</td>
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<tr>
<td>1960</td>
<td>Developed Japan’s first color TV</td>
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<tr>
<td>1963</td>
<td>Completed Japan’s first 12,500kW nuclear power turbine generator</td>
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<tr>
<td>1967</td>
<td>Launched world’s first large-capacity static uninterruptable power supply (UPS)</td>
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<tr>
<td>1972</td>
<td>Released world’s first color TV with black-stripe color cathode-ray tube</td>
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<tr>
<td>1976</td>
<td>Developed world’s first microcomputer for automobile engines</td>
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<tr>
<td>1979</td>
<td>Completed world’s first optical-disc-based data filing system</td>
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<tr>
<td>1980</td>
<td>Released world’s first bulb-type fluorescent lamp, “Neo Ball™” (ball-shaped)</td>
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<tr>
<td>1981</td>
<td>Developed world’s first home-use inverter air conditioner</td>
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<tr>
<td>1982</td>
<td>Developed Japan’s first Magnetic Response Imaging System (MRI)</td>
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<tr>
<td>1985</td>
<td>Released world’s first non-latchup IGBT</td>
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<tr>
<td>1989</td>
<td>Developed world’s first large-capacity ultra-supercritical-pressure steam turbine</td>
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<tr>
<td>1991</td>
<td>Developed world’s first 4Mbit NAND-type electrically erasable and programmable read-only memory (EEPROM)</td>
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<tr>
<td>1996</td>
<td>Released world’s first DVD Player</td>
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<tr>
<td>1998</td>
<td>Completed construction of the world’s first advanced boiling water reactor (ABWR)</td>
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<tr>
<td>2001</td>
<td>Developed world’s first single-chip MPEG-4 videophone LSI with embedded 16Mbit DRAM</td>
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<td>2010</td>
<td>Commercialized world’s first 3D LCD TVs not requiring dedicated glasses</td>
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<tr>
<td>2013</td>
<td>Commercialized world’s first Glasses-free 3D medical display</td>
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</table>
History and Chronology

The tireless curiosity and passion for invention of Toshiba’s two founders are the source of Toshiba’s corporate DNA. We continue to draw inspiration from their examples.

Hisashige Tanaka (1799-1881)

Known as the “genius of mechanical wonders,” Hisashige Tanaka was one of Japan’s greatest inventors during the late Edo (1603-1868) and early Meiji (1868-1912) periods. His long list of inventions includes the “Man-nen dokei” chronometer. In addition to his brilliant craftsmanship, he was well versed in Western technologies, including telegraphy and steam engines. In 1875, at the age of 76, he opened a shop-cum-factory in Ginza, Tokyo, that manufactured various devices, most notably telegraph equipment. This is recognized as the origin of Toshiba.

Ichisuke Fujioka (1857-1918)

The “father of electricity in Japan,” Ichisuke Fujioka’s pioneered Japanese research into electric lighting. He met Thomas Edison when visiting the United States on a Japanese government mission and on his return devoted himself to the development of Japan’s first incandescent lamps. Fujioka founded a company, Hakunetsu-sha, in 1890, to manufacture light bulbs.
Toshiba Energy Systems & Solutions Corporation

Toshiba Infrastructure Systems & Solutions Corporation
- Toshiba Tec Corporation
- Toshiba Elevator and Building Systems Corporation
- Toshiba Lighting & Technology Corporation
- Toshiba Carrier Corporation

Toshiba Electronic Devices & Storage Corporation

Toshiba Digital Solutions Corporation

Toshiba America, Inc.
Toshiba of Europe Ltd.
Toshiba Asia Pacific Pte. Ltd.
Toshiba (China) Co., Ltd.
Offices / Subsidiaries

Bases in Japan (As of July 1, 2019)

Offices

<table>
<thead>
<tr>
<th>Offices</th>
<th>Kyushu Branch Office</th>
<th>Kanshinetu Branch Office</th>
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<td>Kansai Branch Office</td>
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<td>Kyoto Branch Office</td>
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<td>Chubu Branch Office</td>
<td>Kyushu Branch Office</td>
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<td>Toyota Branch Office</td>
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<td>Shizuoka Branch Office</td>
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<td>Mie Branch Office</td>
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<td>Hamamatsu Branch Office</td>
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<td>Okayama Branch Office</td>
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<td>Hokuriku Branch Office</td>
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<td>Kanazawa Branch Office</td>
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<td>Tohoku Branch Office</td>
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<td>Fukushima Branch Office</td>
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<td>Hokkaido Branch Office</td>
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<td>Shikoku Branch Office</td>
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</table>

Consolidated Subsidiaries and Affiliated Companies Accounted for

Consolidated Subsidiaries

Domestic

- Japan Semiconductor Corporation
- Kaga Toshiba Electronics Corporation
- Nishinhiba Electric Co., Ltd.
- Nuclear Fuel Industries, Ltd.
- NuFlare Technology, Inc.
- Toshiba Carrier Corporation
- Toshiba Device Corporation
- Toshiba Electronic Devices & Storage Corporation
- Toshiba Digital Solutions Corporation
- Toshiba Elevator and Building Systems Corporation
- Toshiba Energy Systems & Solutions Corporation
- Toshiba Fuel Cell Power Systems Corporation
- Toshiba Global Commerce Solutions Holdings Corporation
- Toshiba Industrial Products and Systems Corporation
- Toshiba Infrastructure Systems & Solutions Corporation
- Toshiba IT-Services Corporation
- Toshiba Lighting & Technology Corporation
- Toshiba Logistics Corporation
- Toshiba Plant Systems & Services Corporation
- Toshiba Tec Corporation
- Toshiba Tec Solution Service Corporation

Overseas

- Concert LLC
- GNFT Corporation
- TCFG Compressor (Thailand) Co., Ltd.
- Toshiba America Business Solutions, Inc.
- Toshiba America Electronic Components, Inc.
- Toshiba America, Inc.
- Toshiba Asia Pacific Pte., Ltd.
- Toshiba (Australia) Pty., Ltd.
- Toshiba Carrier Air Conditioning (China) Co., Ltd.
- Toshiba Carrier (Thailand) Co., Ltd.
- Toshiba (China) Co., Ltd.
- Toshiba Dalian Co., Ltd.
- Toshiba Electronics Asia, Ltd.
- Toshiba Electronics Europe GmbH
- Toshiba Electronics Taiwan Corporation
- Toshiba Elevator (China) Co., Ltd.
- Toshiba Elevator (Shenyang) Co., Ltd.
- Toshiba Europe GmbH
- Toshiba Gulf FZE
- Toshiba Hydro Power (Hangzhou) Co., Ltd.
- Toshiba Industrial Products Asia Co., Ltd.

* Deconsolidated in April 2019
by the Equity Method (As of March 31, 2019)

**Domestic**
- EREX New Energy Saiki Co., Ltd.
- Toshiba Memory Corporation
- Toshiba Memory Holdings Corporation
- Toshiba Mitsubishi Electric Industrial Systems Corporation

**Overseas**
- Changzhou Toshiba Transformer Co., Ltd.
- Dalian Toshiba Locomotive Electric Equipment Co., Ltd.
- Energy Asia Holdings, Ltd.
- GE Toshiba Turbine Components de Mexico S.R.L. de C.V.
- GD Midea Air-Conditioning Equipment Co., Ltd.
- GD Midea Commercial Air-Conditioning Equipment Co., Ltd.
- GD Midea Group Wuhan Air-Conditioning Equipment Co., Ltd.
- GD Midea Group Wuhu Air-Conditioning Equipment Co., Ltd.
- Guangdong Meizhi Compressor Ltd.
- Guangdong Meizhi Precision Manufacturing Co., Ltd.
- Henan Pinggao Toshiba High-Voltage Switchgear Co., Ltd.
- PM&T Holding B.V.
- Schneider Toshiba Inverter SAS
- TMEIC Corporation
- TMEIC Industrial Systems India Private Ltd.
- TMEIC Power Electronics Products Corporation
- Toshiba Carrier UK Ltd.
- Toshiba Mitsubishi-Electric Industrial Systems (China) Corporation

**Laboratories and Factories**

<table>
<thead>
<tr>
<th>Corporate Research &amp; Development Center</th>
<th>Komukai Complex</th>
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<tbody>
<tr>
<td>Corporate Software Engineering &amp; Technology Center</td>
<td>Fuchu Complex</td>
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<tr>
<td>Corporate Manufacturing Engineering Center</td>
<td>Kashiwazaki Operations</td>
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<td></td>
<td>Fukaya Complex</td>
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<td></td>
<td>Yokohama Complex</td>
</tr>
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<td>Himeji Operations</td>
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- Toshiba Plant Systems & Services Corporation
- Toshiba Tec Corporation
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- Toshiba Asia Pacific Pte., Ltd.
- Toshiba (Australia) Pty., Ltd.
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- Toshiba Information Systems (UK) Ltd.
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- Toshiba Tec Information Systems (Shenzhen) Co., Ltd.
- Toshiba Tec Singapore Pte., Ltd.
- Toshiba Tec U.K. Imaging Systems Ltd.
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