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

Our Purpose

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 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.

Basic Commitment of The Toshiba Group

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.
Committing to people, committed to the future.
We make and do things that lead to a better world.

In a dynamic business environment, where IoT and AI continue to drive technology advances and create new potential, we are determined to secure Toshiba’s leadership in promoting new technologies and pioneering new markets, and to shape the organization we need to secure sustained development.

Toward that, we have now issued the “Essence of Toshiba”. Grounded in our long-standing statement of intent, “Committed to People, Committed to the Future”, the Essence is a restatement of the values that have guided Toshiba for over 140 years, as we have taken our business to the global level, and that still inspire us today as we work for a sustainable future.

The introduction of the Essence allows Toshiba Group employees everywhere to realign themselves with Toshiba’s identity, to understand how we aim to grow as a group that promotes progress for a better world, and to continue to turn on the promise of a new day.

The future demands solutions. Mankind must address climate change, meet rising energy demand, and overcome resource depletion. Our stakeholders also have high expectations that we will contribute to a more sustainable future through sound ESG management (environment, society and governance), and by promoting initiatives to help achieve the global SDGs. Toshiba Group supports the universal principles, including human rights, labor, the environment and anti-corruption, advocated by the United Nations Global Compact, and by observing the restated Basic Commitment of the Toshiba Group, we will pursue CSR management that meets stakeholder expectations.

Our sights are set on the century to come, our goal is to be a group that continues to be needed by society and that enjoys its trust. Our core mindset has always been to create, a venturesome spirit. This has allowed us to break new grounds in many areas, and to contribute to the evolution of daily life and social development. As we put past accounting irregularities and our recent financial crisis forever behind us, we will leverage the strengths and capabilities of our employees everywhere to harness our vision and strengths in technology, manufacturing and solutions.

We will grow as a corporate group that has the trust of all stakeholders.

Nobuaki Kurumatani
Chairman and CEO

Satoshi Tsunakawa
President and COO

October 2018

*SDGs: Sustainable Development Goals. Adopted by the UN in 2015, with achievement in 2030 as the target.
Basic Corporate Data

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 (As of August 3, 2018)
Note: Changed as above due to “the reduction of capital on July 31” and “the issuance of new shares as a restricted stock compensation on August 3.”
Net Sales (Consolidated basis): ¥3,947.6 billion (FY2017)
Fiscal Year: April 1 to March 31
Number of Employees (Consolidated basis): 141,256 (As of March 31, 2018)
Number of Shares issued: 652,095,733 shares (As of October 1, 2018)
Note: Changed as above due to “the issuance of new shares as a restricted stock compensation on August 3” and “the share consolidation on October 1.”
Number of Shareholders: 300,871 (As of March 31, 2018)
Stock Exchange Listings: Japan: Tokyo and Nagoya

The New Toshiba

Toshiba has reformed its business structure

Under our new organization, our former in-house companies now operate as independent corporations. This strategic move fully realizes the goal of autonomous operations, the reason why we introduced the in-house company system in the first place, in 1999. Now each corporation is free to develop the operations and systems best suited to its business, while working together to rebuild Toshiba Group.

Three in-house companies were split off on July 1, 2017, as Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation. The Energy Systems & Solutions Company was also split off on October 1, 2017, and combined with the Nuclear Energy Systems & Solutions Division in Toshiba Energy Systems & Solutions Corporation.

The new companies are focused on maximizing value and enhancing direct accountability to the market and customers, and strengthening cooperation with their group companies. By establishing optimized systems, they are also ensuring business continuity in such areas as retaining licenses for specified construction work.

In parallel with this, Toshiba Corporation is now focused on maximizing the corporate value and enhancing governance for Toshiba Group as a whole.
The Future Toshiba

At the new Toshiba, we are taking full advantage of our technologies, expertise and many years of experience to achieve stable growth in four business domains.

Our core focus is on Infrastructure, where Toshiba Infrastructure Systems & Solutions Corporation takes the lead, and we also promote world-class operations in Energy, handled by Toshiba Energy Systems & Solutions Corporation, Electronic Devices, handled by Toshiba Electronic Devices & Storage Corporation, and Digital Solutions, handled by Toshiba Digital Solutions Corporation.

Toshiba will contribute to a sustainable society by focusing on business domains, centered on infrastructure, that sustains modern life and society and create new value with reliable technologies.

We are now implementing comprehensive structural reforms. We have strengthened the revenue base by blocking risk associated with the overseas nuclear power business, and we continue to promote an early recovery and to strengthen our financial base and organization. We are also concentrating capital investments in infrastructure, so as to cultivate further growth.
Energy Business Domain

Creating Sustainable Societies

Power systems are indispensable for contemporary lifestyles, and demand is expected to remain vigorous worldwide. Leveraging expertise cultivated since the company’s foundation, 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 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

• Renewable Energy

• Transmission and Distribution / Energy Storage
To Realize a Sustainable Society with Safety, Security and Reliability

Toshiba Group aims to realize a sustainable society that is safe, secure and reliable through our solutions for Public Infrastructure, Building & Facilities and Transportation and Industrial Systems all over the world.

For public infrastructure, we offer systems and solutions for water supply and sewerage, highways, disaster prevention, broadcasting, telecommunications, security and automation. For buildings and facilities, we offer energy-saving, eco-friendly solutions for elevators & escalators, air-conditioners, and lighting offering higher comfort. For Transportation and Industrial Systems, we offer high value-added systems and solutions for railways, motors & inverters, rechargeable batteries and automotive devices. Also, we offer retail & printing solutions to support businesses for stores, logistics and offices.

**Public Infrastructure**
- Water Treatment Systems
- Security and Automation Systems
- Broadcasting Systems
- Air Traffic Control Systems

**Building & Facility / Office & Store**
- Lightings
- Elevators
- Air-conditionings
- POS System

**Transportation and Industrial Systems**
- Railway Systems
- Industrial Systems
- Lithium-ion Rechargeable Battery
Electronic Devices Business Domain

Electronic devices that are shaping our future

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 electronic devices that help everyone 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 ICs for IoT, automotive, communications and power supply applications. In the HDD business, we lead the way in large capacity enterprise HDDs for data centers and servers.

Our Technologies and Products for Tomorrow

- Helium-filled large capacity HDD
- IGBT
- Data center
- Visconti® (Image recognition LSI)
- Analog IC
- Accelerator
- Energy/Infrastrucure
- LiDAR
- SIC
- Automotive
- Motor Control IC
- Industrial
- Storage Products (HDD)
- Large capacity HDD (Nearline) for enterprise
  • Consumer HDD
  • External HDD

Solutions for Customers

A broad product offering to solve challenges our customers face
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, embodied in “Toshiba IoT Architecture SPINEX”, 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.

Toshiba IoT Architecture

**SPINEX**

**Energy IoT**
- Electricity consumption visualization
- Photovoltaic power generation capacity prediction
- Virtual power plant development
- Power plant facility management

**Social Infrastructure IoT**
- Operation & maintenance of water treatment plants
- Rechargeable battery management for EV buses
- Train operation monitoring
- Monitoring & inspection of electric power infrastructure

**Distribution/Logistics IoT**
- Transportation quality visualization & analysis
- Operational efficiency of warehouses
- Automatic identification & tracking of cargo & roll box pallets

**Building & Facility IoT**
- Equipment inspection support service
- Preventive maintenance of elevators
- Monitoring of air-conditioning & lighting system operation
- Energy-saving services for building facilities

**Manufacturing IoT**
- Big data analysis for manufacturing
- Monitoring & maintenance of production facilities
- Industrial equipment failure prediction
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. TOSHIBA,” and rooted in the communities in which we work. In FY2017, over 1,500 social contribution activities were carried out around the world.

  - **Toshiba Science Museum**

    Since its FY2014, move to new premises, a prime site adjacent to JR Kawasaki Station, Toshiba Science Museum has been even more effective in supporting science and technology education. People of all ages can have fun while learning through extensive hands-on experiences. Multinational 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 390,000 students from the United States and Canada have participated in the competition.

- **Environmental Management**

  In “Environmental Vision 2050,” Toshiba Group envisages 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 will contribute to a sustainable society by creating new value with reliable technologies, through our focus on our main business domains, Social Infrastructure, Energy, Electronic Devices and Digital Solutions. Toward realizing our vision, we provide “substantial solutions” created through connections with customers and our various products, having our technological assets, capabilities to develop and manufacture products, and research competence as driving forces.

R&D Structure

Toshiba Corporation’s research centers — the Corporate Research & Development Center, the Corporate Software Engineering & Technology Center, and the Corporate Manufacturing Engineering Center — pursue group-wide R&D in basic technologies. Outside Japan, we have R&D facilities in the United States, Europe and China, and software development centers in India, China and Vietnam. Together with technological divisions in our worldwide business units, Toshiba Group’s R&D organization ensures cutting-edge R&D and software development around the world.

Intellectual Property Strategy

Guided by the concept of “All for IP-driven contributions to business”, with social infrastructure at the core, we advance Toshiba Group’s intellectual property strategy and use our IP to promote business development across the Group’s businesses. We endeavor to ensure that our efforts make effective contributions to the Group’s regeneration.

Global Patent Portfolio

Toshiba Group is building optimal portfolios in its business domains.

- **FY2017 Global Patent Portfolio**

  ![FY2017 Patent portfolio by business segment](image)

  FY2017 Patent portfolio by business segment

  ![FY2017 Patent portfolio by country](image)

  FY2017 Patent portfolio by country

  Patents held by Toshiba Group as of March 31, 2018 (Toshiba figures)
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.

### Toshiba Firsts of Their Kind in Japan and the World

#### Representative Example

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

DATE HISTORY

<table>
<thead>
<tr>
<th>DATE</th>
<th>HISTORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul. 1875</td>
<td>A shop-cum-factory (called Tanaka Seizo-sho from 1882; later Shibaura Engineering Works Co., Ltd.) opened in Tokyo.</td>
</tr>
<tr>
<td>Apr. 1890</td>
<td>Hakunetsu-sha Co., Ltd. (from 1899 Tokyo Electric Company) founded.</td>
</tr>
<tr>
<td>Jun. 1904</td>
<td>Shibaura Engineering Works Co., Ltd. established.</td>
</tr>
<tr>
<td>Sep. 1939</td>
<td>Shibaura Engineering Works Co., Ltd. merged with Tokyo Electric Company to become Tokyo Shibaura Electric Co., Ltd.</td>
</tr>
<tr>
<td>Jul. 1978</td>
<td>English official trade name of the company became “Toshiba Corporation.”</td>
</tr>
<tr>
<td>Apr. 1984</td>
<td>Japanese official trade name of the company became “Toshiba.”</td>
</tr>
<tr>
<td>Jul. 2001</td>
<td>Changed registered headquarters from Kawasaki city Kanagawa, to Minato ward Tokyo.</td>
</tr>
<tr>
<td>Mar. 2003</td>
<td>Transferred CRT business to MT Picture Display Co., Ltd.</td>
</tr>
<tr>
<td>Jun.</td>
<td>Adopted the Company with Committees system.</td>
</tr>
<tr>
<td>Oct.</td>
<td>Transferred electric equipment for manufacturing plants business to TMA Electric Corp. (now Toshiba Mitsubishi-Electric Industrial Systems Corp.)</td>
</tr>
<tr>
<td>Oct. 2009</td>
<td>Acquired HDD business from Fujitsu Ltd.</td>
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<tr>
<td>Oct. 2010</td>
<td>Merged mobile phone business with that of Fujitsu Ltd. and transferred the business to Fujitsu Toshiba Mobile Communications Ltd. (now Fujitsu Mobile Communications Ltd.)</td>
</tr>
<tr>
<td>Jul. 2011</td>
<td>Acquired Landis+Gyr AG and its group of companies.</td>
</tr>
<tr>
<td>Mar. 2012</td>
<td>Transferred all shares of Toshiba Mobile Display Co., Ltd. to Japan Display Inc., a company established with funding from Innovation Network Corporation of Japan, Toshiba Corporation, Sony Corporation and Hitachi, Ltd.</td>
</tr>
<tr>
<td>Jun.</td>
<td>Transferred an 80.1% stake in Toshiba Lifestyle Products &amp; Services Corporation to Midea Group Co., Ltd.</td>
</tr>
<tr>
<td>Mar. 2017</td>
<td>Westinghouse Electric Company filed for rehabilitation under Chapter 11 of the U.S. Bankruptcy Code, and as a result was deconsolidated from Toshiba Group.</td>
</tr>
<tr>
<td>Apr.</td>
<td>Toshiba Memory Corporation started business.</td>
</tr>
<tr>
<td>Jul.</td>
<td>Split off in-house companies into wholly-owned subsidiaries: Toshiba Infrastructure Systems &amp; Solutions Corporation; Toshiba Electronic Devices &amp; Storage Corporation; and Toshiba Digital Solutions Corporation. Sold all shares of Landis+Gyr in an IPO.</td>
</tr>
<tr>
<td>Jun.</td>
<td>Transferred all shares of Toshiba Memory Corporation; reinvested in company. (now an affiliated company accounted for by the equity method)</td>
</tr>
<tr>
<td>Oct.</td>
<td>Transferred an 80.1% stake in Toshiba Client Solutions Co., Ltd. to Sharp Corporation.</td>
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<tr>
<td>Branch Office</td>
<td>Business Domain</td>
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<td>-------------------------------------</td>
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<tr>
<td>Kansai Branch Office</td>
<td>Energy Business Domain</td>
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<td>Chubu Branch Office</td>
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<td>Kyushu Branch Office</td>
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<td>Chugoku Branch Office</td>
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<td>Hokuriku Branch Office</td>
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<td>Tohoku 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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<td>Kanshinetsu Branch Office</td>
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<td>Kanagawa Branch Office</td>
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<tr>
<td>Komukai Complex</td>
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<td>Fuchu Complex</td>
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<tr>
<td>Yokohama Complex</td>
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<tr>
<td>Himeji Operations</td>
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<tr>
<td>Materials &amp; Devices Div.</td>
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<tr>
<td>Fukaya Complex</td>
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<tr>
<td>Toshiba Energy Systems &amp; Solutions Corporation</td>
<td>Energy Business Domain</td>
</tr>
<tr>
<td>Toshiba Infrastructure Systems &amp; Solutions Corporation</td>
<td>Social Infrastructure Business Domain</td>
</tr>
<tr>
<td>Toshiba Tec Corporation</td>
<td></td>
</tr>
<tr>
<td>Toshiba Electronic Devices &amp; Storage Corporation</td>
<td>Electronic Devices Business Domain</td>
</tr>
<tr>
<td>Toshiba Digital Solutions Corporation</td>
<td>Digital Solutions Business Domain</td>
</tr>
</tbody>
</table>
Offices / Subsidiaries

Bases in Japan (As of October 1, 2018)

Consolidated Subsidiaries and Affiliated Companies Accounted for

Consolidated Subsidiaries

Domestic

Japan Semiconductor Corporation
Kaga Toshiba Electronics Corporation
Nishishiba Electric Co., Ltd.
NuFlare Technology, Inc.
Sigmapower Holdings LLC
Toshiba Carrier Corporation
Toshiba Client Solutions Co., Ltd. *1
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 Memory Corporation *2
Toshiba Plant Systems & Services Corporation
Toshiba Tec Corporation
Toshiba Tec Solution Service Corporation

Overseas

Advance Energy UK Ltd.
Concert LLC
GNFT Corporation
LC Collateral SPV LLC *3
NuGeneration Ltd.
TCFG Compressor (Thailand) Co., Ltd.
Toshiba America Business Solutions, Inc.
Toshiba America Electronic Components, Inc.
Toshiba America Energy Systems Corporation
Toshiba America Nuclear Energy Corporation
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.
Toshiba Information Equipment (Hangzhou) Co., Ltd. *4

*1 Deconsolidated in October 2018
*2 Deconsolidated in June 2018 (now an affiliated company accounted for by the equity method)
*3 Deconsolidated in April 2018
*4 Deconsolidated in March 2018
Laboratories and Factories

Corporate Research & Development Center
Corporate Software Engineering & Technology Center
Corporate Manufacturing Engineering Center

Komukai Complex
Fuchu Complex
Yokohama Complex
Himeji Operations
Fukaya Complex

by the Equity Method (As of March 31, 2018)

Affiliated Companies Accounted for by the Equity Method

Toshiba Information Equipment (Philippines), Inc.
Toshiba Information Systems (UK) Ltd.
Toshiba International Corporation
Toshiba International Procurement Hong Kong, Ltd.
Toshiba JSW Power Systems Private Ltd.
Toshiba Lighting & Technology (Kunshan) Co., Ltd.
Toshiba Memory America, Inc. *2
Toshiba Memory Asia, Ltd. *2
Toshiba Memory Europe GmbH *2
Toshiba Memory Singapore Pte. Ltd. *2
Toshiba Memory (Taiwan) Corporation *2
Toshiba Nuclear Energy Holdings (US) Inc. *3
Toshiba of Europe Ltd.
Toshiba Semiconductor (Thailand) Co., Ltd.
Toshiba Tec Europe Imaging Systems S.A.
Toshiba Tec France Imaging Systems S.A.
Toshiba Tec Information Systems (Shenzhen) Co., Ltd.
Toshiba Tec Singapore Pte., Ltd.
Toshiba Tec U.K. Imaging Systems Ltd.
Toshiba Transmission & Distribution India Private Ltd.
TPSC (Thailand) Co., Ltd.
TSB Nuclear Energy USA Group Inc. *3
Wec Insurance Ltd. *3

Domestic

EREK New Energy Saiki Co., Ltd.
Flash Alliance, Ltd.
Flash Forward
Flash Partners, Ltd.
Toshiba Mitsubishi Electric Industrial Systems Corporation and more

Overseas

Automotive Electronics Power Pvt. Ltd.
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.
Nuclear Innovation North America LLC
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 and more

and more
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Toshiba Corporation

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