Committed to People, Committed to the Future.

These words express Toshiba Group’s mission and convey the values we share, they emphasize our respect for people, value creation and contributions to society. Since Toshiba’s establishment in 1875, these values have inspired us to fulfill our corporate social responsibilities in all we do, to help to create a higher quality of life for all people, and to ensure the progress continues within the world community. We face many challenges today, but our commitment remains unchanged, and we continue to take determined steps into the future.

Basic Commitment of the Toshiba Group

1. Commitment to People
   We endeavor to serve the needs of all people, especially our customers, shareholders, and employees, by implementing forward-looking corporate strategies while carrying out responsible and responsive business activities. As good corporate citizens, we actively contribute to further the goals of society.

2. Commitment to the Future
   By continually developing innovative technologies centering on the fields of Electronics and Energy, we strive to create products and services that enhance human life, and which lead to a thriving, healthy society. We constantly seek new approaches that help realize the goals of the world community, including ways to improve the global environment.
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Toshiba’s management team is dedicated to regaining your trust

As the head of Toshiba’s management team, my first and driving concern is to promote initiatives that revitalize the company and the Group, and that regain stakeholder and public trust. I approach these challenges in the spirit of putting the customer first.

I am fully aware that we face strong headwinds, and I know that some recent actions have caused concern and inconvenience to our stakeholders. However, we are determined to succeed, starting with a resolute response to the inappropriate accounting and the huge impairment loss in the overseas nuclear power businesses.

In response to the accounting problem, we initiated wide ranging reforms of our internal controls and corporate governance in 2015. These included establishing an Internal Audit Division, and an Audit Committee composed entirely of outside directors. At the board level, we reinforced oversight of top management and operations by appointing a majority of outside directors.

More recently, we have taken resolute action to deal with the damage from the impairment loss. Our former in-house companies are now independent operations, responsible for developing and expanding new businesses while maximizing business value. At the strategic level we will promote collaboration amongst the Group, focus on maximizing corporate value and strengthening governance.

Going forward, we will continue to implement necessary measures, promote CSR-based management toward fulfilling our social responsibilities and seek to contribute to the realization of a sustainable future through business activities that place the highest priority on human life, safety and compliance.

In an environment where the only certainty is change at an ever faster pace, including rapid development of information and communications technology, we must overcome many complex problems, such as population growth, resource depletion and the ever-growing need for energy. We will seek to contribute to society and overcome these issues by rebuilding Toshiba Group as a globally competitive organization focused on four main business domains: Social Infrastructure as the core, Energy, Electronic Devices and Digital Solutions. We will channel our energy into creating value that our customers need today, and grow the seeds that will become next generation businesses and solutions that solve customers’ problems.

Toshiba Group as a whole is making a united effort to regain the trust of its stakeholders, including customers and shareholders and the public. As we do so, I ask for your understanding and continued support.

S. Tsunakawa

Satoshi Tsunakawa
President and CEO

October 2017
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Satoshi Tsunakawa  
President and CEO  
October 2017
Basic Corporate Data

(As of March 31, 2017)

Company Name:   TOSHIBA CORPORATION
Headquarters Address:   1-1, Shibaura 1-chome, Minato-ku, Tokyo, Japan
Founded:   July 1875
Common Stock:   ¥200,000 million
Net Sales (Consolidated basis):    ¥4,870.8 billion
Fiscal Year:   April 1 to March 31
Number of Employees (Consolidated basis): 153,492
Number of Shares issued: 4,237.6 million shares
Number of Shareholders: 366,030
Stock Exchange Listings: Japan---------Tokyo and Nagoya

The New Toshiba

Toshiba Now Has A New 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.

FY2017 is our year of comprehensive structural reforms. We are strengthening the revenue base by blocking risk associated with the overseas nuclear power business; promoting early recovery and strengthening of our financial base; and strengthening our organization and operations. We will make capital investments to cultivate growth, primarily in infrastructure. After FY2018, we expect our four focus domains to generate stable profit, record sales of over 4,000 billion yen, and we expect to see a return on sales of 5% in FY2019.
Energy Business Domain

Creating Sustainable Societies

Power systems are indispensable for contemporary lifestyles, and demand for expected to remain vigorous worldwide. Leveraging expertise cultivated since the company’s foundation, Toshiba Group is contributing to the creation of 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 smart grids, energy distribution systems that combine power infrastructure with communications infrastructure.

- **Large-scale Power Generation systems**

  ![Thermal Power](image1)
  ![Nuclear Power](image2)

- **Renewable Energy**

  ![Hydro Power](image3)
  ![Geothermal Power](image4)
  ![Photovoltaic](image5)

- **Transmission and Distribution / Energy Storage**

  ![T&D](image6)
  ![Supervisory Control And Data Acquisition Systems (SCADA)](image7)
  ![Pure Hydrogen Fuel Cell System](image8)
  ![Hydrogen-based Autonomous Energy Supply System](image9)
Social Infrastructure Business Domain

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
  - Air-conditionings
  - POS System

- **Transportation and Industrial Systems**
  - Elevators
  - Railway Systems
  - Industrial Systems
  - Lithium-ion Rechargeable Battery

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Electronic Devices Business Domain

Storage and Devices that are shaping our future

In the era of big data, you either sink or swim in the sea of information. In fact, advanced electronics are contributing more than ever in all areas of society, from cutting energy consumption to the control and operation of automobiles. Toshiba Group supports this progress by bringing innovative products to new markets.

In the discrete semiconductor business, we focus on the power devices that control equipment power consumption. Our system LSI business supports advances in electronic equipment by offering ICs for IoT, automotive, communications and power supply applications. In the HDD business, we focus on enterprise HDDs for data centers and servers.

In our age of big data, Toshiba Group sets the pace for developing storage solutions with NAND Flash memories and BiCS FLASH™ with a 3D stacked cell structure. These devices are the building blocks for storage in smartphones and tablet PCs and, increasingly, as SSD, in data centers and servers—the essential infrastructure that sustains our data-driven society.

Toshiba IoT Architecture SPINEX
Toshiba Communication AI RECAIUS

We support digital transformation with the “Toshiba IoT Architecture SPINEX”, which combines the Group’s latest technologies with expertise and experience gained from a wide range of industries and worksites.

We also have been devoted many years of effort to the development of Media Intelligence—speech, image and character recognition technologies—and to promoting “Toshiba Communication AI RECAIUS”, aiming not only to connect things but also develop a deep and comprehensive understanding of human intentions and situations, to support interpersonal communications.

We will continue to contribute to creating a comfortable and safer society worldwide, through Co-Creation that enables open innovations that extend far beyond the boundaries of companies, industries and regions.
Accelerate Digital Transformation and Co-create New Value Propositions

Toshiba Group takes full advantage of know-how cultivated in over 140 years of experience in the social infrastructure business and manufacturing to accelerate digital transformation with the latest ICT, such as the IoT and artificial intelligence (AI), and co-creates new value propositions with our customers and society.

We support digital transformation with the “Toshiba IoT Architecture SPINEX”, which combines the Group’s latest technologies with expertise and experience gained from a wide range of industries and worksites.

We also have been devoted many years of effort to the development of Media Intelligence—speech, image and character recognition technologies—and to promoting “Toshiba Communication AI RECAIUS”, aiming not only to connect things but also develop a deep and comprehensive understanding of human intentions and situations, to support interpersonal communications.

We will continue to contribute to creating a comfortable and safer society for people worldwide, through Co-Creation that enables open innovations that extend far beyond the boundaries of companies, industries and regions.
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 our 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 FY2016, 1,174 social contribution activities were carried out around the world.

- **Toshiba Science Museum**

In FY2014, Toshiba Science Museum moved to new premises in front of JR Kawasaki Station, a prime location for supporting science and technology education. The museum allows people of all ages to have fun while learning about science and technology through extensive hands-on programs. To date, visitors to the present and former site number over 10,000,000.

- **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 370,000 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, the Corporate Manufacturing Engineering Center, and the Corporate Solutions Development 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

We advance Toshiba Group’s intellectual property strategy guided by the concept of “All for IP-driven contributions to business”. We are making efforts to bolster and actively utilize our IP that contributes to business development. We will endeavor to ensure that these measures contribute effectively to Toshiba Group’s business recovery, and to ensuring improved profits.

Global Patent Portfolio

Toshiba Group is building optimal portfolios in its business domains.
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>1890</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>1972</td>
<td>Completed world's first mail processing equipment</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>1989</td>
<td>Released world's first laptop PC</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>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’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.

<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. 2006</td>
<td>Acquired HDD business from Fujitsu Ltd.</td>
</tr>
<tr>
<td>Oct. 2009</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>Oct. 2010</td>
<td>Acquired Landis+Gyr AG.</td>
</tr>
<tr>
<td>Jul. 2011</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>Aug.</td>
<td>Transferred all shares of Toshiba Medical Systems Corporation.</td>
</tr>
<tr>
<td>Mar. 2016</td>
<td>Transferred 80.1% Stake in Toshiba Lifestyle Products &amp; Services Corporation to Midea Group Co., Ltd.</td>
</tr>
<tr>
<td>Jun.</td>
<td>Toshiba Memory Corporation started business</td>
</tr>
<tr>
<td>Apr. 2017</td>
<td>Toshiba split off its in-house companies into wholly-owned subsidiaries: Toshiba Infrastructure Systems &amp; Solutions Corporation, Toshiba Electronic Devices &amp; Storage Corporation, and Toshiba Digital Solutions Corporation</td>
</tr>
<tr>
<td>Jul.</td>
<td>Toshiba split off its in-house company into wholly-owned subsidiary: Toshiba Energy Systems &amp; Solutions Corporation</td>
</tr>
<tr>
<td>Oct.</td>
<td>Toshiba split off its in-house company into wholly-owned subsidiary: Toshiba Infrastructure Systems &amp; Solutions Corporation, Toshiba Electronic Devices &amp; Storage Corporation, and Toshiba Digital Solutions Corporation</td>
</tr>
</tbody>
</table>
Toshiba Group Management Organization Chart

TOSHIBA CORPORATION

Board of Directors
- Nomination Committee
- Audit Committee
- Compensation Committee

President & CEO
- Audit Committee Office
- Internal Audit Div.

Public Relations & Investor Relations Div.
- Management Reform Div.
- Internal Management System Reinforcement Project Team
- Project Monitoring & Oversight Div.
- Strategic Planning Div.
- Legal Affairs Div.
- Finance & Cash Management Div.
- Accounting Div.
- Human Resources & Administration Div.
- Technology & Productivity Planning Div.
- Research & Development Div.
  - Corporate Research & Development Center
  - Corporate Software Engineering & Technology Center
  - Corporate Manufacturing Engineering Center
- Procurement Div.
- Marketing Div.
- WEC Div.

- Toshiba America, Inc.
- Toshiba of Europe Ltd.
- Toshiba Asia Pacific Pte. Ltd.
- Toshiba (China) Co., Ltd.
Please refer to our website at http://www.toshiba.co.jp/worldwide/about/manage.html
# Offices / Subsidiaries

## Bases in Japan  
(As of October 1, 2017)

### Offices

<table>
<thead>
<tr>
<th>Kanto Branch Office</th>
<th>Kansai Branch Office</th>
<th>Kyushu Branch Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>North-Kanto Branch Office</td>
<td>Kyoto Branch Office</td>
<td>Oita Branch Office</td>
</tr>
<tr>
<td>East-Kanto Branch Office</td>
<td>Kobe Branch Office</td>
<td>Chugoku Branch Office</td>
</tr>
<tr>
<td>Niigata Branch Office</td>
<td>Chubu Branch Office</td>
<td>Okayama Branch Office</td>
</tr>
<tr>
<td>Nagano Branch Office</td>
<td>Toyota Branch Office</td>
<td>Hokuriku Branch Office</td>
</tr>
<tr>
<td>Kanagawa Branch Office</td>
<td>Shizuoka Branch Office</td>
<td>Kanazawa Branch Office</td>
</tr>
<tr>
<td>West-Tokyo Branch Office</td>
<td>Mie Branch Office</td>
<td>Tohoku Branch Office</td>
</tr>
<tr>
<td></td>
<td>Hamamatsu Branch Office</td>
<td>Fukushima Branch Office</td>
</tr>
</tbody>
</table>

## Consolidated Subsidiaries and Affiliated Companies Accounted for by the Equity Method

### Consolidated Subsidiaries

**Domestic**

- Japan Semiconductor Corporation
- Kaga Toshiba Electronics Corporation
- Kokusai Chart Corporation
- Nishishiba Electric Co., Ltd.
- NuFlare Technology, Inc.
- Toshiba Carrier Corporation
- Toshiba Client Solutions Co., Ltd.
- Toshiba Device Corporation
- Toshiba Elevator and Building Systems Corporation
- Toshiba Fuel Cell Power Systems Corporation
- Toshiba Global Commerce Solutions Holdings Corporation
- Toshiba Industrial Products and Systems Corporation
- Toshiba Lighting & Technology Corporation
- Toshiba Logistics Corporation
- Toshiba Memory Corporation
- Toshiba Plant Systems & Services Corporation
- Toshiba Shomei Precision Corporation
- Toshiba Solution Corporation
- Toshiba Tec Corporation
- Toshiba Tec Solution Service Corporation
- Toshiba Trading Inc.
- Toshiba Visual Solutions Corporation

**Overseas**

- Advance Energy UK Ltd.
- Advance Uranium Asset Management Ltd.
- Changzhou Toshiba Shudian Transformer Co., Ltd.
- Concert LLC
- GNFT Corporation
- Landis+Gyr A.G.
- Landis+Gyr Holding A.G.
- LC Collateral SPV LLC
- Mangiarotti S. p. A
- NuGeneration Ltd.
- TCFG Compressor (Thailand) Co., Ltd.
- Toshiba America Business Solutions, Inc.
- Toshiba America Electronic Components, Inc.
- Toshiba America Energy Systems Corporation
- Toshiba America Information Systems, Inc.
- Toshiba America Nuclear Energy Corp
- 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.
- Shenyang Toshiba Elevator Co., Ltd.
Domestic

- EREX New Energy Saiki Co., Ltd.
- Flash Alliance, Ltd.
- Flash Forward
- Flash Partners, Ltd.
- Shibaura Mechatronics Corporation
- Toshiba IHI Power Systems Corporation
- Toshiba Mitsubishi Electric Industrial Systems Corporation

Overseas

- Changzhou Toshiba Transformer Co., Ltd.
- Energy Asia Holdings, Ltd.
- GE Toshiba Turbine Components de Mexico S.R.L. de C.V.
- Guangdong Meizhi Compressor Ltd.
- 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.
- 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
- UNISON Co., Ltd.