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.
Committed 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)
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: 586,000,000 shares (As of December 25, 2018)
Number of Shareholders: 300,871 (As of March 31, 2018)
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.
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

[Images of thermal power, nuclear power, hydro power, geothermal power, wind power, photovoltaic power, supervisory control and data acquisition systems (SCADA), pure hydrogen fuel cell system, hydrogen-based autonomous energy supply system H2One™]
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
  - 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.

Solutions for Customers
A broad product offering to solve challenges our customers face

Our Technologies and Products for Tomorrow
Electronic devices that are shaping our future

Electronic Devices Business Domain

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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.

Digital Solutions Business Domain

Energy IoT
- Power generation capacity prediction
- Virtual power plant development
- Power plant facility management

Social Infrastructure IoT
- Operation & maintenance of water treatment plants
- 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

Manufacturing IoT
- Monitoring & maintenance of production facilities
- Industrial equipment failure prediction
- Big data analysis for manufacturing
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 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.
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**

![Diagram showing FY2017 Patent portfolio by business segment]

![Diagram showing 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>1972</td>
<td>Released world’s first color TV with black-stripe 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>1986</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>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.

DATE       HISTORY

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

Bases in Japan (As of October 1, 2018)

Offices

<table>
<thead>
<tr>
<th>Domestic</th>
<th>Overseas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan Semiconductor Corporation</td>
<td>Advance Energy UK Ltd.</td>
</tr>
<tr>
<td>Kaga Toshiba Electronics Corporation</td>
<td>Concert LLC</td>
</tr>
<tr>
<td>Nishishiba Electric Co., Ltd.</td>
<td>GNFT Corporation</td>
</tr>
<tr>
<td>NuFlare Technology, Inc.</td>
<td>LC Collateral SPV LLC *3</td>
</tr>
<tr>
<td>Sigmapower Holdings LLC</td>
<td>NuGeneration Ltd.</td>
</tr>
<tr>
<td>Toshiba Carrier Corporation</td>
<td>TCFG Compressor (Thailand) Co., Ltd.</td>
</tr>
<tr>
<td>Toshiba Client Solutions Co., Ltd. *1</td>
<td>Toshiba America Business Solutions, Inc.</td>
</tr>
<tr>
<td>Toshiba Device Corporation</td>
<td>Toshiba America Electronic Components, Inc.</td>
</tr>
<tr>
<td>Toshiba Electronic Devices &amp; Storage Corporation</td>
<td>Toshiba America Energy Systems Corporation</td>
</tr>
<tr>
<td>Toshiba Digital Solutions Corporation</td>
<td>Toshiba America Nuclear Energy Corporation</td>
</tr>
<tr>
<td>Toshiba Elevator and Building Systems Corporation</td>
<td>Toshiba America, Inc.</td>
</tr>
<tr>
<td>Toshiba Energy Systems &amp; Solutions Corporation</td>
<td>Toshiba Asia Pacific Pte., Ltd.</td>
</tr>
<tr>
<td>Toshiba Fuel Cell Power Systems Corporation</td>
<td>Toshiba Australia Pty., Ltd.</td>
</tr>
<tr>
<td>Toshiba Global Commerce Solutions Holdings Corporation</td>
<td>Toshiba Carrier Air Conditioning (China) Co., Ltd.</td>
</tr>
<tr>
<td>Toshiba Industrial Products and Systems Corporation</td>
<td>Toshiba Carrier (Thailand) Co., Ltd.</td>
</tr>
<tr>
<td>Toshiba Information Systems &amp; Solutions Corporation</td>
<td>Toshiba (China) Co., Ltd.</td>
</tr>
<tr>
<td>Toshiba IT-Services Corporation</td>
<td>Toshiba Dalian Co., Ltd.</td>
</tr>
<tr>
<td>Toshiba Lighting &amp; Technology Corporation</td>
<td>Toshiba Electronics Asia, Ltd.</td>
</tr>
<tr>
<td>Toshiba Logistics Corporation</td>
<td>Toshiba Electronics Europe GmbH</td>
</tr>
<tr>
<td>Toshiba Memory Corporation *2</td>
<td>Toshiba Electronics Taiwan Corporation</td>
</tr>
<tr>
<td>Toshiba Plant Systems &amp; Services Corporation</td>
<td>Toshiba Elevator (China) Co., Ltd.</td>
</tr>
<tr>
<td>Toshiba Tec Corporation</td>
<td>Toshiba Elevator (Shenyang) Co., Ltd.</td>
</tr>
<tr>
<td>Toshiba Tec Solution Service Corporation</td>
<td>Toshiba Europe GmbH</td>
</tr>
<tr>
<td>and more</td>
<td>Toshiba Gulf FZE</td>
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<tr>
<td></td>
<td>Toshiba Hydro Power (Hangzhou) Co., Ltd.</td>
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<tr>
<td></td>
<td>Toshiba Industrial Products Asia Co., Ltd.</td>
</tr>
<tr>
<td></td>
<td>Toshiba Information Equipment (Hangzhou) Co., Ltd. *1</td>
</tr>
</tbody>
</table>

*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
### Laboratories and Factories

<table>
<thead>
<tr>
<th>Corporate Research &amp; Development Center</th>
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<tbody>
<tr>
<td>Corporate Software Engineering &amp; Technology Center</td>
</tr>
<tr>
<td>Corporate Manufacturing Engineering Center</td>
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<table>
<thead>
<tr>
<th>Komukai Complex</th>
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<tbody>
<tr>
<td>Fuchu Complex</td>
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<tr>
<td>Yokohama Complex</td>
</tr>
<tr>
<td>Himeji Operations</td>
</tr>
<tr>
<td>Fukaya Complex</td>
</tr>
</tbody>
</table>

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

#### Affiliated Companies Accounted for by the Equity Method

**Domestic**

- EREX 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.
- Changzou 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
Committed to People, Committed to the Future.

Toshiba Corporation

For the latest updates to the information contained in this corporate profile, please visit: http://www.toshiba.co.jp/worldwide/about/index.html

Names of companies, products, including software and services, mentioned herein may be trademarks or registered trademarks of their respective owners.

2019.1