2014-2015 | Corporate Profile
Toshiba Today

Toshiba Corporation & Toshiba America Group

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## Corporate Overview

<table>
<thead>
<tr>
<th><strong>Company Name:</strong></th>
<th>TOSHIBA CORPORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Headquarters Address:</strong></td>
<td>1-1, Shibaura 1-chome, Minato-ku, Tokyo, Japan</td>
</tr>
<tr>
<td><strong>Founded:</strong></td>
<td>July 1875</td>
</tr>
<tr>
<td><strong>Common Stock:</strong></td>
<td>¥439,901 million (US$4,270 million)</td>
</tr>
<tr>
<td><strong>Total Assets:</strong></td>
<td>¥6,241,623 million (US$60,598 million)</td>
</tr>
<tr>
<td><strong>Net Sales:</strong></td>
<td>¥6,502.5 billion (US$63,131.5 million)</td>
</tr>
<tr>
<td><strong>Fiscal Year:</strong></td>
<td>April 1 to March 31</td>
</tr>
<tr>
<td><strong>Number of Employees:</strong></td>
<td>200,000</td>
</tr>
<tr>
<td><strong>Number of Shares issued:</strong></td>
<td>4,237,600,000 shares (as of 3/31/2013)</td>
</tr>
<tr>
<td><strong>Number of Shareholders:</strong></td>
<td>446,001 (as of 3/31/2013)</td>
</tr>
<tr>
<td><strong>Stock Exchange Listings:</strong></td>
<td>Japan · · · · · · Tokyo and Nagoya Overseas · · · London</td>
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</tbody>
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As of March 31, 2014 (unless otherwise indicated), consolidated basis. U.S. dollar amounts have been converted at the rate of US$1 = ¥103, for convenience only.
Global Revenue

Net sales
(¥ billions / US$ millions)

¥6,502.5B ($63,131.5M)

Operating Income: ¥290.8  Net income (loss): ¥50.8  Number of consolidated subsidiaries: 599

Europe
¥853.9
129 companies

Japan
¥2,732.5
183 companies

North America
¥1,161.7
74 companies

Asia and Oceania
¥1,380.5
172 companies

Others
¥373.7
32 companies

CR = Corporate Representative
Business Portfolio

Sales by Region
(April 1, 2012 - March 31, 2014) (¥billions)
Total: ¥6,502.5

Number of Employees by Region
(as of March 31, 2013)
Total: 206,087

Net Sales by Business Segment
(FY 2013) (¥billions)
*Eliminations of sales among segments were ¥589.1 billion yen. Social Infrastructure consists of Energy & Infrastructure, Community Solutions, and Healthcare businesses.

Note: As of March 31, 2014 (unless otherwise indicated), consolidated basis. U.S. dollar amounts have been converted at the rate of US$1 = ¥94, for convenience only.
Creating Sustainable Societies

Toshiba Energy & Infrastructure Group consists of our Power Systems Company and Social Infrastructure Systems Company.

Power systems and other social infrastructure solutions are indispensable for contemporary lifestyles, and demand for them is expected to remain vigorous worldwide. Leveraging expertise cultivated since our foundation, Toshiba is leading to the creation of infrastructure that enriches the 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, hydroelectric 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; and smart grids, next-generation energy distribution systems that combine power infrastructure with communications infrastructure.

In addition to energy systems, we are a sources of social infrastructure solutions in fields ranging from transportation and security to automation and telecommunications.
Toward Creating a Resilient Society

Toshiba Community Solutions Group consists of four companies, Toshiba Elevator and Building Systems, Corp., Toshiba Lighting & Technology Corp., Toshiba Carrier Corp., and Toshiba TEC Corp.

We live in a world with many challenges, among them population growth and concentrations in cities, and growing demand for energy. A major global challenge is how to use available resources in a smart manner. Smart community offers promising solutions to these problems.

Toshiba promotes the Smart Community by offering a wide range of community solutions. City Infrastructure Solutions support management of energy, water and other essentials; Building Solutions save energy with eco-friendly air-conditioning and lighting, and safe, comfortable elevators; Home Solutions help to realize comfortable lives; Commerce Solutions make full use of big data; Retail Solutions include advanced POS systems; and more. All are supported by utilization of advanced ICT and cloud technology, and by our power systems and social infrastructure business.
Toshiba Healthcare Systems & Services Group consists of Toshiba Medical Systems Corp., and our newly formed Toshiba Healthcare Company (July 2014).

All of us want to stay healthy, and healthcare professionals are dedicated to helping us fulfill that aspiration. Toshiba also offers a powerful helping hand, through advanced solutions encompassing a range of vital products and services that contribute to health around the world. To realize patient-centric healthcare, we have developed diagnostic imaging systems with reduced exposure doses and Non-contrast-enhanced MRI. Our glasses-less 3D displays for medical applications are useful for planning operations and for securing informed consent. For seamless, large-area healthcare solutions, our cloud service provides comprehensive support. Toshiba is also raising its profile through innovative solutions targeting preventive and post-treatment healthcare.
Toshiba Electronic Devices & Components Group consists of our Semiconductor & Storage Products Company and numerous fabrication and R&D facilities.

In the era of big data, you either sink or swim in the sea of information. Businesses must deal with an ever rising tide that leaves virtually no aspect of our lives untouched. Toshiba is setting the pace in the development of **NAND Flash memories**, the key storage devices not only in smartphones and tablet PCs but also increasingly for data centers and servers—the infrastructure that sustains our data-driven society.

Ready to satisfy the full spectrum of storage demand, Toshiba is drawing on its across-the-board strengths in **NAND, HDD and SSD** to offer optimum storage systems attuned to customer need.

Our **discrete semiconductor** business is also on an upward technological trajectory, centering on the power devices that control the power consumption of equipment, and the **white LEDs** that are revolutionizing illumination. Our **system LSI** business serves the world’s advances in electronic equipment by offering ICs for communication, control and power sources, and LSIs that facilitate **SoC design**.
Lifestyle Products & Services Group

Transforming Technology into a Superlative User Experience

Toshiba Lifestyle Products & Services Group consists of our Digital Products & Services Company and Toshiba Lifestyle Co., Ltd.

Consumers can look to Toshiba for a stream of captivating, must-have digital products that transform the latest technologies into a superlative user experience, complete with a design flair that adds zest to life.

Toshiba TVs, Blu-ray Disc™ players, PCs and Tablets have earned a reputation for outstanding quality. With a wealth of in-house technology to exploit, we are focusing on cutting-edge products in terms of key attributes—ultra-thinness, lightweight and breathtaking audiovisual performance—while also contributing to the realization of new lifestyles and networked devices.

At Toshiba, the first Japanese company to commercialize refrigerators, washing machines and vacuum cleaners, the quest to create better home appliances is never-ending. Today our cutting-edge technologies are embodied in high value-added products that emphasize comfort, convenience, and environmental performance. Mindful that the way of life varies from one place to another, we reflect regional preferences in our products and services. It’s all part of our effort to make you feel at home.
Cloud computing makes it possible to effectively exploit the massive amounts of information flowing through businesses and personal life, free of constraints of time and place.

Toshiba provides storage systems that satisfy the wide range of performance and capacity requirements of cloud computing in this age of big data. And beyond that we apply comprehensive ICT to the cloud platform and solution services that help to realize smart communities.

By making the fullest use of Toshiba Group’s know-how across diverse businesses, devices, products and technologies, we endeavor to respond to the changing nature of society and new, rapidly emerging needs.

We are seeking opportunities to apply our expertise, including collaborations with partners.
Research and Development

R&D Structure

The corporate-level research centers (in Japan)
- Corporate Research & Development Center
- Corporate Manufacturing Engineering Center
- Corporate Software Engineering Center

R&D centers outside of Japan
- Cambridge, United Kingdom
- Beijing, China
- New York, United States (TARI)

The software development centers outside of Japan
- Bangalore, India
- China
- Hanoi, Vietnam
# Intellectual Property Strategy

Source: IFI CLAIMS Patent Services

<table>
<thead>
<tr>
<th>Rank</th>
<th>Grants</th>
<th>Company Name</th>
<th>Headquartered in</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6478</td>
<td>International Business Machines Corp.</td>
<td>United States</td>
</tr>
<tr>
<td>2</td>
<td>5081</td>
<td>Samsung Electronics Co., Ltd.</td>
<td>Korea</td>
</tr>
<tr>
<td>3</td>
<td>3174</td>
<td>Canon Inc.</td>
<td>Japan</td>
</tr>
<tr>
<td>4</td>
<td>3032</td>
<td>Sony Corp.</td>
<td>Japan</td>
</tr>
<tr>
<td>5</td>
<td>2769</td>
<td>Panasonic Corp.</td>
<td>Japan</td>
</tr>
<tr>
<td>6</td>
<td>2613</td>
<td>Microsoft Corp.</td>
<td>United States</td>
</tr>
<tr>
<td>7</td>
<td>2447</td>
<td><strong>Toshiba Corp.</strong></td>
<td>Japan</td>
</tr>
<tr>
<td>8</td>
<td>2013</td>
<td>Hon Hai Precision Industry Co., Ltd.</td>
<td>Taiwan</td>
</tr>
<tr>
<td>9</td>
<td>1652</td>
<td>General Electric Co.</td>
<td>United States</td>
</tr>
<tr>
<td>10</td>
<td>1624</td>
<td>LG Electronics Inc.</td>
<td>Korea</td>
</tr>
<tr>
<td>11</td>
<td>1535</td>
<td>Fujitsu Ltd.</td>
<td>Japan</td>
</tr>
<tr>
<td>12</td>
<td>1461</td>
<td>Seiko Epson Corp.</td>
<td>Japan</td>
</tr>
<tr>
<td>13</td>
<td>1436</td>
<td>Hitachi Ltd.</td>
<td>Japan</td>
</tr>
<tr>
<td>14</td>
<td>1410</td>
<td>Ricoh Co., Ltd.</td>
<td>Japan</td>
</tr>
<tr>
<td>15</td>
<td>1394</td>
<td>Hewlett-Packard Development Co., L.P.</td>
<td>United States</td>
</tr>
</tbody>
</table>
Toshiba America, Inc. Profile

- Toshiba America, Inc.: Financial holding company & regional representative for Toshiba Corp in the Americas
  - Corporate Governance
  - Group Finance
  - Tax Administration
  - Legal
  - Information Technology
  - Branding & CSR
  - SSC

- Capital: $977.6 million
- Revenue: North America $11,278.6M (FY2013); 18% of global sales revenue
- Employees: 17,300+ (as of March 31st 2014)
- Operations in North America:
  - Sales & Marketing
  - Manufacturing
  - R&D
  - Maintenance & Service

![Map of Toshiba America's operations in North America]
Toshiba Group Companies in the US

(Toshiba Corporation)

TAI Capital Ratio %

HC = Headcount

United States

Toshiba America Inc.

- Toshiba America Information Systems
- Toshiba America Electronic Components
- Toshiba America Medical Systems
- Vital Images
- Toshiba America Nuclear Energy
- Toshiba America Energy Systems
- Toshiba International Corporation
- Toshiba Medical Research Institute USA
- Toshiba America Research

Toshiba Power Systems Company (Japan)

Toshiba TEC (Japan)

Landis + Gyr (Switzerland)

Toshiba Medical Systems Corp (Japan)

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Toshiba Group Companies in the US

**Toshiba America Information Systems, Inc. (TAIS)**
Headquarters: Irvine, CA  
Established: 1989  
TAIS is comprised of four business units: Digital Products Division, Business Solutions Division, Imaging Systems Division, and Telecommunication Systems Division. Together, these divisions provide digital products, services and solutions, including industry-leading portable computers; tablets, and portable devices; imaging products for the security, medical and manufacturing markets; storage products for computers; and IP business telephone systems with unified communications, collaboration and mobility applications.

**Toshiba America Electronic Components, Inc. (TAEC)**
Headquarters: Irvine, CA  
Established: 1989  
TAEC offers a wide range of semiconductors and storage products making the company a single-source option for a number of solutions and customers. Through proven commitment, innovative technology and lasting relationships, Toshiba semiconductors and storage products make possible today's latest smartphones, tablets, ebooks, digital cameras, medical devices, automotive applications, networking, enterprise applications, and PC and notebook storage.
Toshiba Group Companies in the US

**Toshiba America Business Solutions, Inc. (TABS)**
Headquarters: Irvine, CA
Established: 1999
TABS is a leading managed document services (MDS) provider helping organizations take control of document security, workflow and print environments. TABS’ offerings include Virtuoso digital signage solution for one-to-one or one-to-few interactions, Virtuoso allows you to inform, educate, entertain or influence in a meaningful way. Ellumina OmniChannel solutions provide everything your company needs to implement a digital signage network.

**Toshiba Global Commerce Solutions, Inc. (TGCS)**
Headquarters: Raleigh, NC
Established: 2012
TGCS is the leading supplier of point-of-sale systems with a worldwide install base larger than any three major competitors combined, Toshiba is committed to delivering innovative commerce solutions that transform checkout, provide seamless consumer interactions and optimize retail operations. Toshiba, along with our global team of dedicated business partners, provides end-to-end solutions, service & support that help clients meet any retail technology needs.
Toshiba Group Companies in the US

Toshiba America Medical Systems, Inc. (TAMS)
Headquarters: Tustin, CA
Established: 1989
TAMS is a leading provider of medical diagnostic imaging systems and comprehensive medical solutions, such as CT, X-ray and vascular, ultrasound, nuclear medicine and MRI systems, as well as information systems for medical institutions. Toshiba has been providing medical products for over 100 years and coordinates clinical diagnostic imaging research for all modalities in the US.

Aplio™ 500 Ultrasound and Aquilion ONE™/ViSION Edition, state-of-the-art Dynamic Volume CT
Toshiba Group Companies in the US

**Vital Images, Inc. (VITAL)**
Headquarters: Minnetonka, MN
Established: 1988
VITAL software enables the **visualization and analysis of 2D, 3D and 4D images of anatomy and physiological functions** using CT (computed tomography) and MR (magnetic resonance) scan data, giving medical specialists time-saving, Web-accessible tools for greater productivity.

**Toshiba Medical Research Institute USA, Inc. (TMRU)**
Headquarters: Chicago, IL
Established: 2006
TMRU is a **multi-modality Research and Development center that designs the next generation medical imaging systems**. Our mission is to drive healthcare solutions that result in a higher quality of life in an atmosphere that values all people and ideas.
Toshiba Group Companies in the US

**Toshiba International Corporation (TIC)**
Headquarters: Houston, TX
Established: 1989

TIC provides application solutions to a wide range of industries including **industrial, oil & gas, HVAC, transmission and distribution systems**. And recently established a **Community Solutions Group**, which focuses on integrated energy management.

**Products & Solution Offering Includes:**

- Motors
- Adjustable Speed Drives
- Uninterruptible Power Systems
- Power Apparatus & Components
- Instrumentation
- Process Control Systems
- PLCs
- Transportation Systems
- Broadcast & Video Systems: Video Servers, Transmitters
- Social Automation Systems: Bank Note Sorters, Mail Sorters
- Transmission & Distribution Systems
- Rapid-Recharge Batteries
- Hybrid Electric Vehicle Motors
- Photovoltaic Systems

Industrial motors, Adjustable Speed Drives, Super-charge Ion Batteries
Toshiba Group Companies in the US

Toshiba America Energy Systems, Inc. (TAES)
Headquarters: Charlotte, NC
Established: 2014
TAES provides integrated solutions to North American power generation customers and is a US-based Toshiba organization prepared to fully serve thermal, hydro, nuclear and renewable markets. A customer-focused sales organization provides a single point of contact for customers to communicate and coordinate their needs across all product and service categories.

Products & Solution Offering Includes:

- Steam Turbine Generators
- Hydraulic Turbines
- ABWR Power Plants
- Steam Turbine retrofits
- Generator retrofits
- Geothermal
- Hydroelectric
- OEM Fleet services
- Engineering
Toshiba Group Companies in the US

**Toshiba America Nuclear Energy, Inc. (TANE)**
Headquarters: Charlotte, NC  
Established: 2008  
TANE promotes **Advanced Boiling Water Reactor (ABWR)** nuclear plant design, engineering, project control & construction planning primarily in the US. TANE promotes Boiling Water Reactor (BWR) operations and maintenance support of existing US BWR nuclear power plants.

**Landis+Gyr (L+G)**
Headquarters: Atlanta, GA  
Established: 2011  
L+G is the global industry leader in **metering solutions for electricity, gas, heat/cold and water for energy measurement solutions for utilities.**

- Broadest portfolio of products and services in the industry
- Over 3,500 utility relationships worldwide with the largest installed global base in the industry (>300mm devices)
- 25mm+ smart grid-enabled endpoints deployed or contracted globally
- Over 15 million endpoints actively managed in long-term contracts
- ISO certified for quality and environmental processes
- Committed to improving energy efficiency & environmental conservation

Full turnkey EPC solutions for plant construction

Latest digital smart meters for the residential & commercial facilities
Toshiba Group Companies in the US

**Toshiba America Research, Inc. (TARI)**

Headquarters: New York, NY  
Established: 1998

TARI R&D activities focus on Big Data technologies in the areas of Healthcare & Building Systems. Big Data offers the potential to recognize previously unknown correlations and predict outcomes from the data.

- **Big Data in Healthcare**
  Healthcare Big Data technologies are a new generation of technologies that extract meaningful clinical information from very large and complex volumes of data. The goal is to transform healthcare into a more efficient and cost-effective data-driven enterprise.

- **Big Data in Building Management Systems**
  Our energy management system minimizes costs by combining easy data collection that is open and flexible making secondary uses possible. Our system's functions provide environmental controls that both save energy and keep interiors comfortable. Toshiba will further develop smarter and more efficient building technologies that are adaptable to the US market.
Corporate Social Responsibility

Guided by the “Basic Commitment of the Toshiba Group” and our slogan of **“Committed to People, Committed to the Future,”** the Toshiba America Group and its people promote many and diverse contributions to society throughout North America.

- **Bio-Diversity**
  Toshiba facilities throughout the US have taken various steps to ensure biodiversity and the protection of local wildlife.

- **Toshiba ExploraVision**
  Toshiba sponsors the world’s largest K-12 student science competition, where students are tackling many of today’s most pressing issues, and their prize-winning ideas could someday help build a better future.

- **TOMODACHI Toshiba Science & Technology Leadership Academy**
  A cross-cultural STEM exchange and leadership program for 16 high school students and eight teachers from Japan and the U.S., part of TOMODACHI Initiative established by the US-Japan Council.

- **Toshiba America Foundation (TAF)**
  Toshiba America Foundation grants fund the projects, ideas and materials teachers need to innovate in their math and science classrooms.

- **Putting Patients First Program**
  The Association for Medical Imaging Management & Toshiba Putting Patients First Program provides six grants of up to $7,500 each to hospitals and imaging centers & an additional grant of up to $20,000 to Integrated Delivery Network (IDN) to fund programs, training or seminars aimed at improving patient care & safety in medical imaging.

- **Innovation in Healthcare Leadership**
  To help educate future health care leaders, Toshiba is providing support to the American College of Healthcare Executives (ACHE) as a corporate donor for the Fund for Innovation in Healthcare Leadership.
“Human Smart Community”

Toshiba’s vision for the future is a “Human Smart Community” – a society that is technologically advanced but that puts peoples’ well-being first. With our focus on healthcare, energy and cloud and storage technology, we are working to create a future ideal of a safe, secure and comfortable society. In the future we envision, everyone everywhere can flourish and enjoy a rich and vibrant life.

“lifenology”

We call the technologies needed to create this ideal society “lifenology” – a combination of “life” and “technology.” Toshiba lifenology is more than a single product or technology. Rather, by marrying the know-how behind a wide range of technologies, we create new value that can benefit people all around the world. Through “lifenology,” Toshiba will realize the “Human Smart Community.”