

**TOSHIBA**

Leading Innovation >>>

2016-2017

Corporate Profile  
Toshiba Today



# 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

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### **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.

# Toshiba

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# Toshiba's new management team is dedicated to regaining your trust

As the head of Toshiba's new management team, I will take the initiative to revitalize the company and regain public trust, in a spirit of putting the customer first.

I am fully aware of the challenges we face, 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.

In 2015, we initiated wide ranging reforms of our internal controls and corporate governance, including establishing an Internal Audit Division, and an Audit Committee composed entirely of outside directors. At the board level, we have reinforced oversight of top management and operations by appointing a majority of outside directors. Going forward, we will continue to implement necessary measures, while working to fulfill our social responsibilities 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 a Toshiba Group as a globally competitive organization that focuses on three main business domains: Energy, Infrastructure and Storage. We will also channel our energy into creating value that our customers need today, and growing the seeds that will become next generation businesses and solutions that solve customers' problems. Here we will take full advantage of our technological strengths in hydrogen-based energy systems, and in power electronics that can make great contributions to energy saving and in other areas.

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.



Satoshi Tsunakawa  
Director, President and CEO

June 2016



## Basic Corporate Data

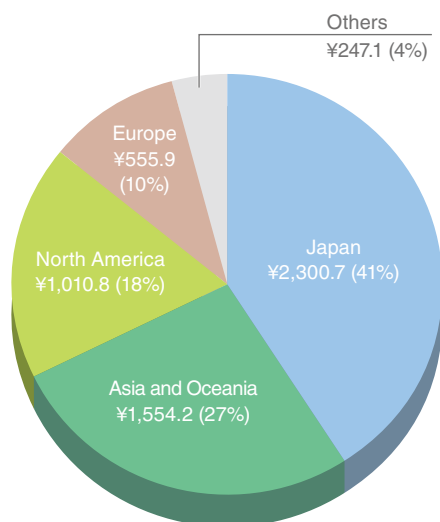
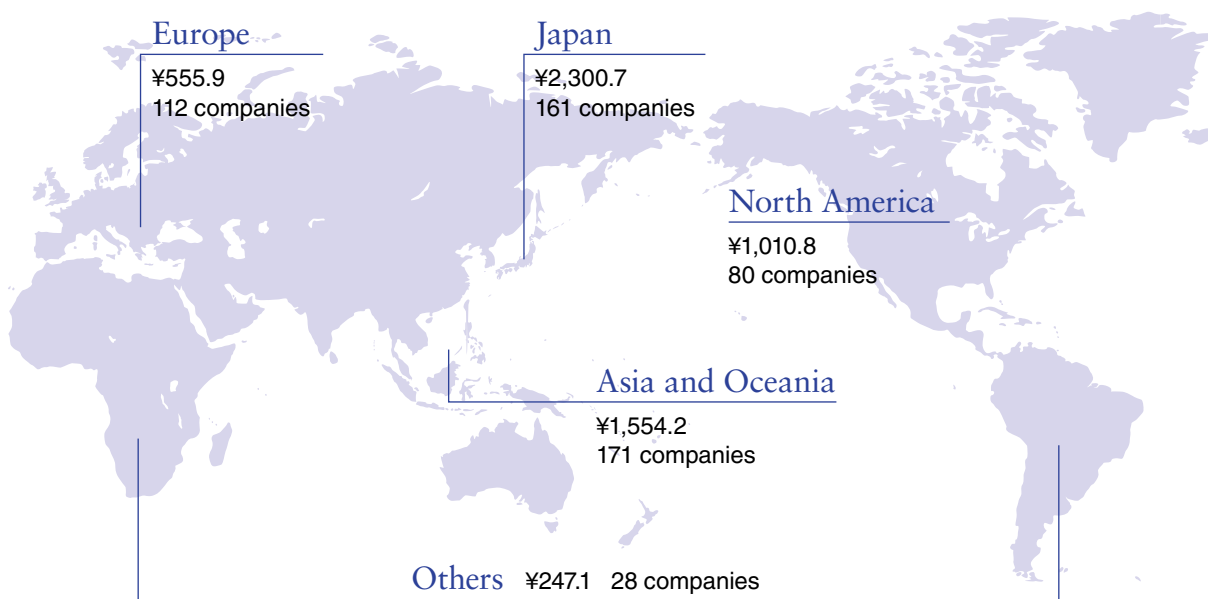
Company Name:	TOSHIBA CORPORATION
Headquarters Address:	1-1, Shibaura 1-chome, Minato-ku, Tokyo, Japan
Founded:	July 1875
Common Stock:	¥439,901 million (US\$3,892.9 million)
Total Assets:	¥5,433.3 billion (US\$48,082.7 million)
Net Sales:	¥5,668.7 billion (US\$50,165.4 million)
Fiscal Year:	April 1 to March 31
Number of Employees:	187,809
Number of Shares issued:	4,237,600,000 shares
Number of Shareholders:	391,614
Stock Exchange Listings:	Japan ..... Tokyo and Nagoya



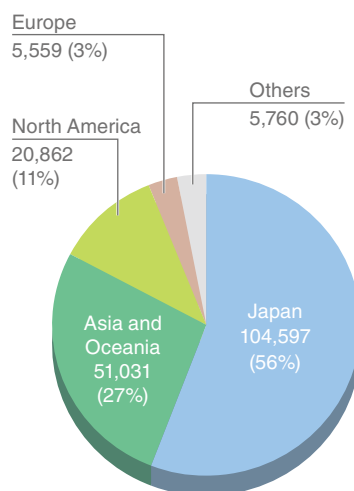
Note As of March 31, 2016 (unless otherwise indicated), consolidated basis  
 U.S. dollar amounts have been converted at the rate of US\$1= ¥113, for convenience only.

# Net sales (¥ billions / US\$ millions) **¥5,668.7B (\$50,165.4M)**

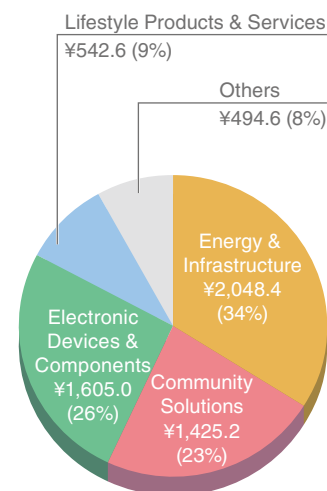
Operating Income: -¥708.7 Net income (loss): -¥460.0  
 Number of consolidated subsidiaries: 552 (Japan 161, overseas 391)



**Sales by Region**  
 (April 1, 2015- March 31, 2016) (¥ billions)  
 Total: ¥5,668.7



**Number of Employees by Region**  
 (as of March 31, 2016)  
 Total: 187,809



**Net Sales by Business Segment**  
 (FY 2015)\* (¥ billions)

\*Eliminations of sales among segments were ¥447.1 billion yen

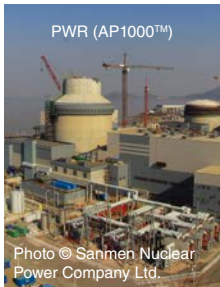
# Energy Systems & Solutions Company

## Creating Sustainable Societies

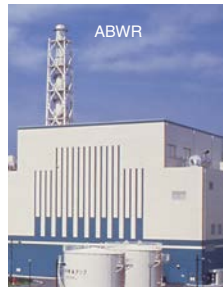
Power systems are indispensable for contemporary lifestyles, and demand for them is expected to remain vigorous worldwide. Leveraging expertise cultivated since the company's foundation, Toshiba is contributing to the creation of infrastructure that enriches quality of life for people throughout the 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, hydroelectric and nuclear power generation systems.

We are also a leading supplier of power transmission and distribution systems that deliver electricity to homes, commercial and industrial facilities, etc; rechargeable batteries for the efficient storage of energy; hydrogen-based autonomous energy supply systems utilizing renewable energy and hydrogen; smart grids, the next-generation energy distribution systems that combine power infrastructure with communications infrastructure; and a heavy-ion radiotherapy system for treating cancers, derived from the nuclear power business, that uses superconducting magnets to generate high magnetic fields in a carbon-ion beam accelerator.

### • Large-scale Power Generation systems

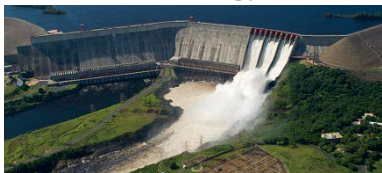


Nuclear Power



Thermal Power

### • Renewable Energy



Hydro Power



Geothermal Power



Photovoltaic

### • Transmission and Distribution / Energy Storage



T&D



Battery-based Energy Storage Systems



Fuel Cells



Smart Meter Systems



Hydrogen-based Autonomous Energy Supply Systems



# Infrastructure Systems & Solutions Company

## To Realize a Sustainable Society with Safety, Security and Reliability

Toshiba aims to realize a sustainable society that is safe, secure and reliable through our solutions for Public Infrastructure, Buildings & Facilities 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 & automation. For buildings and facilities, we offer energy-saving and eco-friendly solutions for elevators & escalators, air-conditioners and lightings offering higher comfort. For Industrial Systems, we offer valuable systems and solutions for railways, motors & inverters, rechargeable batteries and automotive devices.

### • Public Infrastructure



Water Treatment Systems



Broadcasting Systems



Security and Automation Systems



Air Traffic Control Systems

### • Building & Facility



Lightings



Elevators



Air-conditionings

### • Industrial Systems



Railway Systems



Industrial Systems



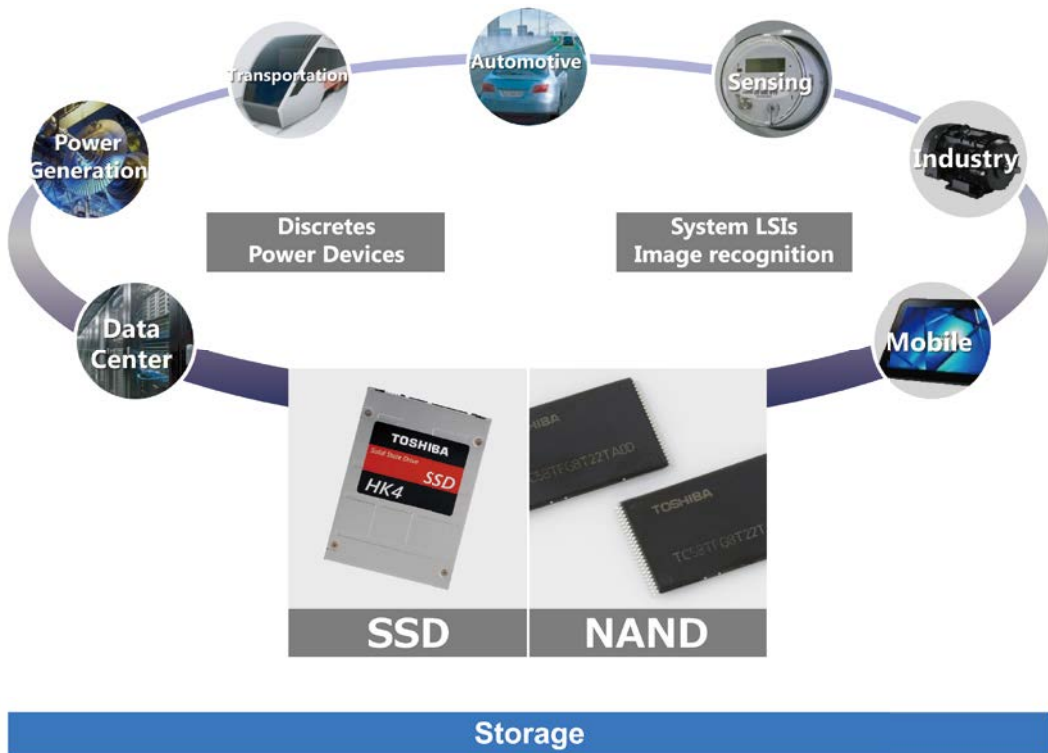
Rechargeable Batteries

# Storage & Electronic Devices Solutions Company

## Storage and Devices to Make Dreams Come True

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 sets the pace in developing storage solutions for big data with NAND Flash memories and BiCS FLASH™ with a 3D stacked cell structure. These provide the building blocks for storage not only in smartphones and tablet PCs but also increasingly for data centers and servers, that is, SSDs—the infrastructure that sustains our data-driven society. In the HDD Business we focus on enterprise HDDs for data centers and servers.

Our discrete semiconductor business centers 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.



# Industrial ICT Solutions Company

## Co-create Growth of Customers' Businesses and Future by "Things × ICT × People"

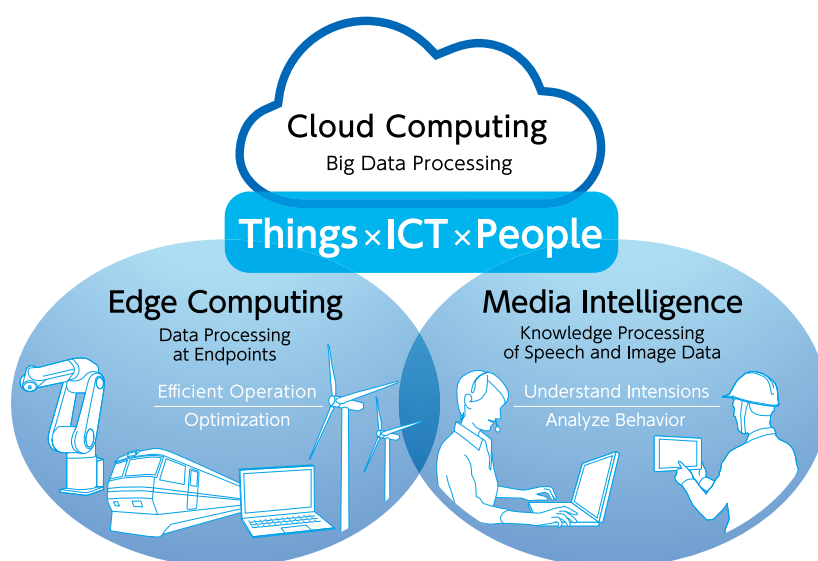
Industrial ICT Solutions Company is dedicated to Toshiba's ICT solutions business, and creates new value with its customers for society by using ICT to connect all people with everything. We contribute to IoT\* services with our business concept, "Caring for people, IoT", and offer total solutions covering every phase of the ICT lifecycle, from consultation to operation and maintenance. Through 'Co-Creation', open innovation that extends far beyond the boundaries of companies, industries and regions, we are working to contribute to a society, where people worldwide can live in comfort and safety.

The world of IoT digitizes devices and infrastructure and connected them via the Internet, allowing them to be closely monitored and controlled. Our role is to provide global supports for our customers' business activities and infrastructure with our high quality, highly reliable and available "Cloud Computing". We also promote "Edge Computing" that brings aspects of data processing closer to the device instead of in the cloud. "Edge Computing" allows us to support customers in optimizing and utilizing immense volumes of data.

We have been developing "Media Intelligence"\*\*\* and artificial intelligence technologies for many years, and with them we aim not only to connect things but to connect people's feelings by supporting and understanding people.

\*Internet of things

\*\*Speech, image and character recognition technologies



# 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 FY2015, 1,330 social contribution activities were carried out around the world.

#### ● Toshiba Science Museum

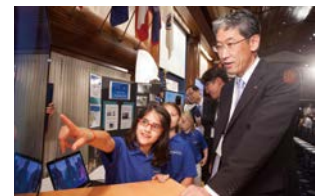
In FY2014, the new Toshiba Science Museum opened in front of JR Kawasaki Station, a prime location for supporting science and technology education. The museum allows people of all ages to have fun while learning about science and technology through extensive hands-on programs. To date, the number of visitors exceeds 500,000.



Science show at live stage

#### ● 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 350,000 students from the United States and Canada have participated in the competition.



Presentation by the winning team

## 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 become one of the world’s foremost eco-companies, and towards this we are further accelerating initiatives for environmental management based on four “Green” concepts: “Greening of Process”, “Greening of Products”, “Greening by Technology” and “Green Management”.

### Environmental Vision 2050



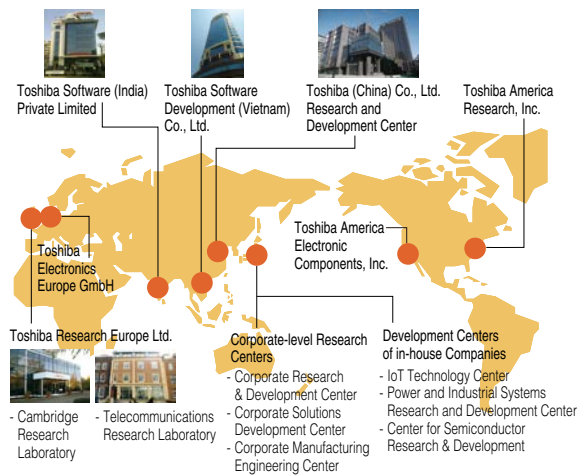
# Research and Development

Toshiba Group is committed to helping to address global issues, through our focus on our three main business domains, Energy, Infrastructure and Storage. Toward realizing our vision of creating a safe, secure and comfortable society, we take advantage of our technological strengths to germinate seeds that will become next generation solutions, and continue to deliver unique value to our customers by creating innovative technologies that combine our wide-ranging technological assets.

## R&D Structure

Corporate-level research centers—the Corporate Research & Development Center, the Corporate Solutions Development Center, and the Corporate Manufacturing Engineering Center—pursue group-wide R&D in basic technologies, while development centers support each business group. Outside Japan, a network of R&D facilities in the United States, Europe and China, and software development centers in India, China and Vietnam, ensure that we can conduct cutting-edge R&D and software development around the world.

Major R&D bases in Japan and overseas



# Intellectual Property Strategy

Toshiba advances Toshiba Group’s intellectual property strategy guided by the concept of: “All for IP-driven contributions to business”. We develop intellectual property assets that contribute to business, primarily in the focus business areas of Energy, Infrastructure and Storage, by cultivating a patent portfolio that reinforces our capabilities while building a strong position for producing revenue in the market. We will continue to pursue patents that support Toshiba’s business development and revenue expansion by effectively utilizing IP assets in every business transactions.

## 2015 Top10 Patent Assignees

### Number of patents registered in Japan

Survey results from PatentSQUARE

Ranking	Company Name	Number
1	Toyota Motor	4,601
2	Canon	3,735
3	Mitsubishi Electric	3,375
<b>4</b>	<b>Toshiba</b>	<b>2,670</b>
5	Panasonic	2,574
6	Fujitsu	2,325
7	Seiko Epson	2,198
8	Ricoh	2,052
9	Denso	2,000
10	Honda Motor	1,904

### Number of patents registered in U.S.

Source: IFI Claims Patent Services Data (US)

Ranking	Company Name	Number
1	International Business Machines	7,355
2	Samsung Electronics	5,072
3	Canon	4,134
4	Qualcomm	2,900
5	Google	2,835
<b>6</b>	<b>Toshiba</b>	<b>2,627</b>
7	Sony	2,455
8	LG Electronics	2,242
9	Intel	2,048
10	Microsoft	1,956

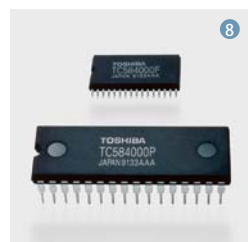
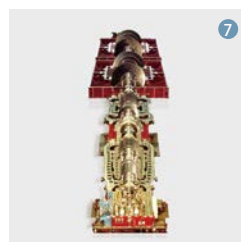
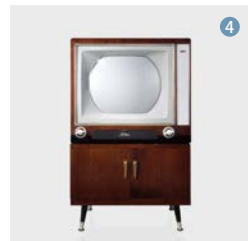
# World-first and Japan-first Products and Services

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

- 1895 Invented Japan's first induction motor ①
- 1921 Invented the world's first "double-coil bulb," one of the six great inventions in bulb technology
- 1930 Released Japan's first electric washing machine and electric refrigerator ②
- 1955 Released Japan's first electric rice cooker ③
- 1960 Developed Japan's first color TV ④
- 1963 Completed Japan's first 12,500kW nuclear power turbine generator
- 1967 Launched world's first large-capacity static uninterruptible power supply (UPS)  
Completed world's first mail processing equipment ⑤
- 1972 Released world's first color TV with black-stripe color cathode-ray tube
- 1976 Developed world's first microcomputer for automobile engines
- 1979 Completed world's first optical-disc-based data filing system
- 1980 Released world's first bulb-type fluorescent lamp, "Neo Ball™" (ball-shaped)
- 1981 Developed world's first home-use inverter air conditioner
- 1982 Developed Japan's first Magnetic Resonance Imaging System (MRI)
- 1985 Released world's first non-latchup IGBT  
Released world's first laptop PC ⑥
- 1989 Developed world's first large-capacity ultra-supercritical-pressure steam turbine ⑦
- 1991 Developed world's first 4Mbit NAND-type electrically erasable and programmable read-only memory (EEPROM) ⑧
- 1996 Released world's first DVD Player  
Completed construction of the world's first advanced boiling water reactor (ABWR)
- 1998 Developed world's first single-chip MPEG-4 videophone LSI with embedded 16Mbit DRAM
- 2001 Commercialized world's first HDD & DVD video recorder
- 2010 Commercialized world's first 3D LCD TVs not requiring dedicated glasses
- 2013 Commercialized world's first Glasses-free 3D medical display



# 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.



Hisashige Tanaka  
(Courtesy of Kurume City Board Education)



Man-nen dokei  
Six-faced, long-running, multifunctional  
chronometer (Courtesy of Toshiba Science  
Museum)

## 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.



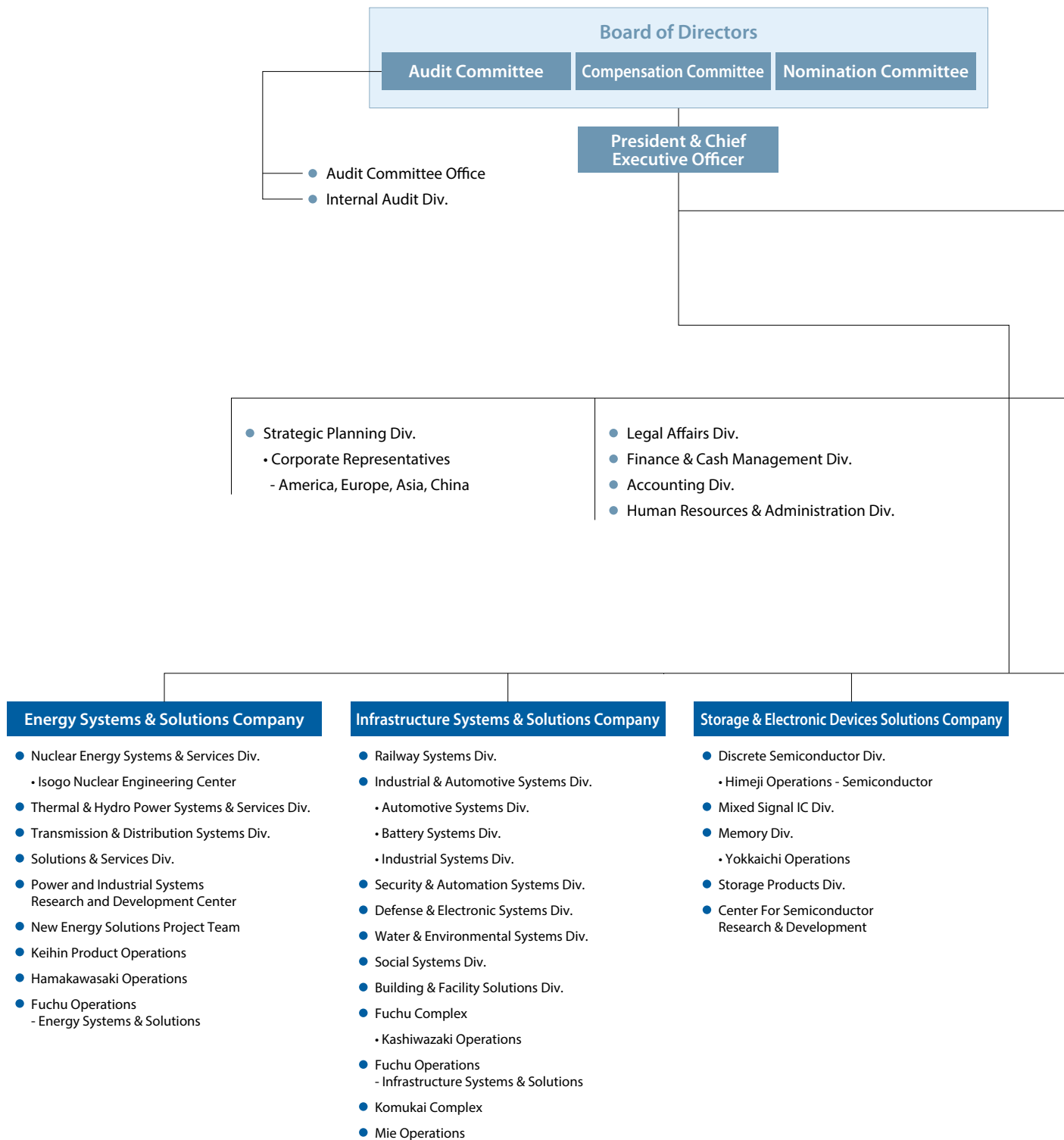
Ichisuke Fujioka



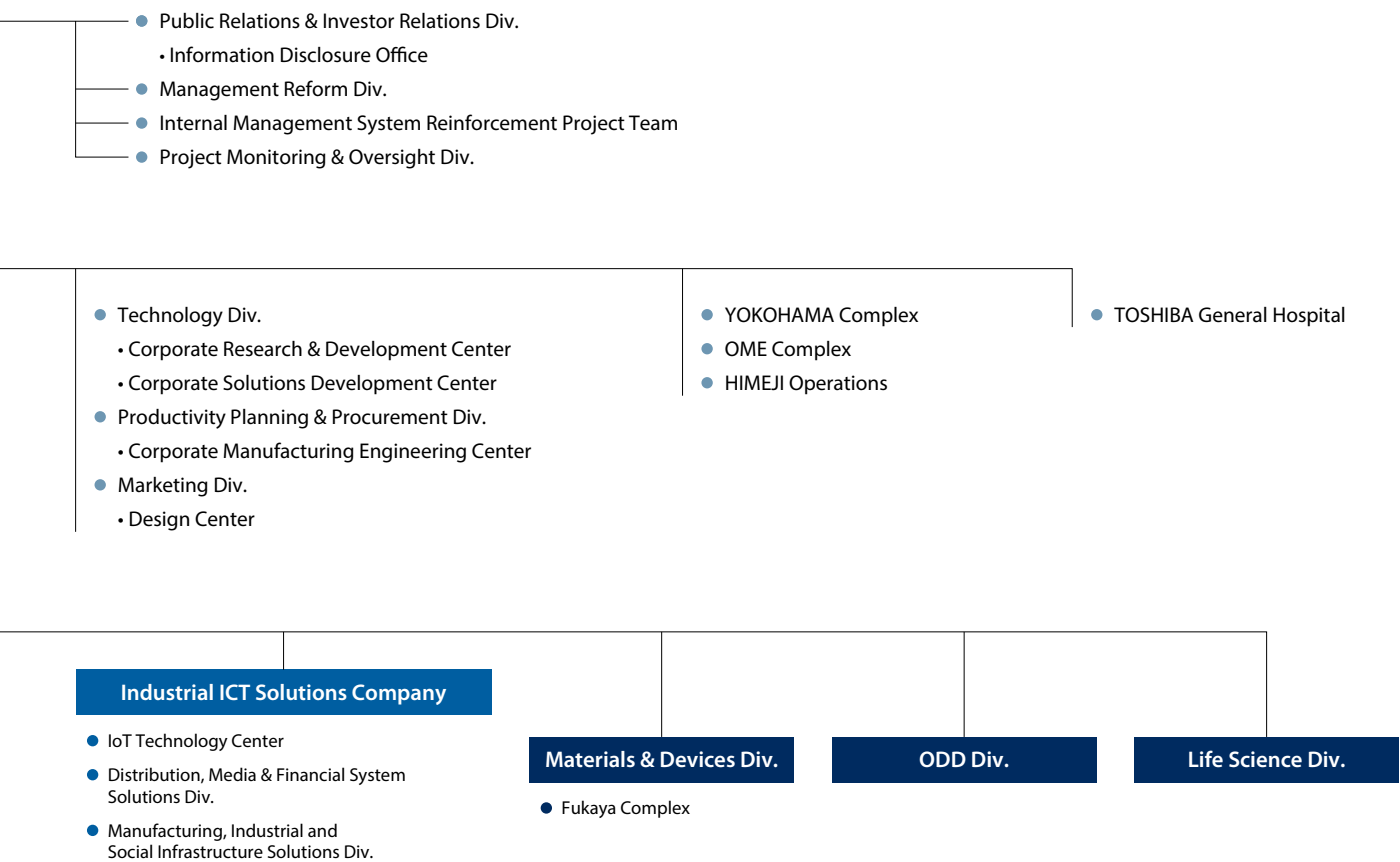
Japan's first incandescent lamp

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	English official trade name of the company became "Toshiba Corporation."
Apr. 1984	Japanese 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. 2006	Acquired Westinghouse Group.
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
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.
Aug.	Toshiba TEC Corporation acquired the retail store solutions business of US-based IBM (International Business Machines Corporation).
Mar. 2016	Transferred all shares of Toshiba Medical Systems Corporation to Canon Inc.
Jun.	Transferred 80.1% Stake in Toshiba Lifestyle Products & Services Corporation to Midea Group Co., Ltd.

# Toshiba Corporation Management Organization







# Overseas Companies (As of May 2016)

## North America

### Canada

- Toshiba of Canada, Ltd.
- Toshiba Tec Canada Inc.
- Toshiba Industrial Products Canada Ltd.

### United States of America

- Toshiba America, Inc.
- Toshiba America Nuclear Energy Corporation
- Toshiba America Research, Inc.
- Toshiba America Energy Systems Corporation
- Westinghouse Electric Company L.L.C.
- Toshiba International Corporation
- Toshiba America Electronic Components, Inc.
- Toshiba America Information Systems, Inc.
- Harison Toshiba Lighting (U.S.A.), Inc.
- Toshiba America Business Solutions, Inc.
- Toshiba Global Commerce Solutions, Inc.

## Latin America

### Brazil

- Toshiba South America Ltd.
- T and S Serviços Industrias Ltda.

### Mexico

- GE Toshiba Turbine Components de Mexico S.R.L.de C.V.
- Toshiba de Mexico, S.A. de C.V.

### Venezuela

- Toshiba de Venezuela C.A.

## Europe

### Belgium

- Toshiba Tec Europe Retail Information Systems S.A.

### France

- Toshiba Systemes (France) S.A.S.
- Toshiba Lighting Products (France) S.A.
- Toshiba Tec Europe Imaging Systems S.A.
- Toshiba Tec France Imaging Systems S.A.
- Toshiba Carrier Europe S.A.S

### Germany

- Toshiba Electronics Europe GmbH
- Toshiba Europe GmbH
- Toshiba Tec Germany Imaging Systems GmbH

### Italy

- Toshiba Transmission & Distribution Europe S.p.A.
- Toshiba Tec Italia Imaging Systems S.P.A.

### Poland

- Tec Polska Sp. z o. o.
- Toshiba Tec Poland S.A.

### Russian Federation

- Toshiba Rus LLC
- Power Machines Toshiba High-Voltage Transformers LLC.
- Advance Uranium Asset Management Limited

### Sweden

- Toshiba Tec Nordic AB

### Switzerland

- Landis+Gyr AG
- Toshiba Tec Switzerland AG

### United Kingdom

- Toshiba of Europe Ltd.
- Toshiba Research Europe Ltd.
- Toshiba International (Europe) Ltd.
- Toshiba Information Systems (UK) Ltd.
- Toshiba Tec U.K. Imaging Systems Ltd.
- NuGeneration Ltd.

## Africa

### Republic of South Africa

- Toshiba Africa (PTY) Ltd.

## Middle East

### Bahrain

- Toshiba Transmission & Distribution Systems Gulf S.P.C

### Kuwait

- Toshiba Power Systems (Kuwait) Co.W.L.L.

### Turkey

- Toshiba Infrastructure and Electronics A.S.

### UAE

- Toshiba Elevator Middle East (L.L.C)
- Toshiba Gulf FZE
- Toshiba Corporation Abu Dhabi Representative Office

## Asia

### China

- Hangzhi Machinery & Electronics Co., Ltd.
- Toshiba Dalian Co., Ltd.
- Toshiba Hangzhou Co., Ltd.
- Toshiba International Trading Shanghai Co., Ltd.
- Toshiba International Procurement (Chongqing) Co., Ltd.
- Toshiba (China) Co., Ltd.
- Toshiba Hydro Power (Hangzhou) Co., Ltd.
- PG Toshiba (Langfang) Arrester Co., Ltd.
- Changzhou Toshiba Shudian Transformer Co., Ltd.
- Guangzhou Toshiba Baiyun Electrical Equipment Co., Ltd.
- Changzhou Toshiba Transformer Co., Ltd.
- Henan Pingzhi High-Voltage Switchgear Co., Ltd.
- PG Toshiba (Henan) High-Voltage Switchgear Components Manufacturing Co., Ltd.
- Toshiba Baiyun Vacuum Interrupters (Jinzhou) Co., Ltd.
- Zhuhai Xujizhi Power System Automation Co., Ltd.
- Guangzhou Toshiba Baiyun Control System Engineering Co., Ltd.

- Toshiba Electronics (China) Co., Ltd.
- Toshiba Information Equipment (Hangzhou) Co., Ltd.
- Toshiba Personal Computer & Network (Shanghai) Co., Ltd.
- Toshiba Information Systems (Shenyang) Co., Ltd.
- Kitashiba Electric (Shanghai) Co., Ltd.
- Toshiba Industrial Products & Systems Shanghai Corporation
- PZ Automotive Equipment (Hangzhou) Co., Ltd.
- Toshiba Elevator (China) Co., Ltd.
- Toshiba Elevator (Shenyang) Co., Ltd.
- Toshiba Lighting & Technology (Kunshan) Co., Ltd.
- Toshiba Consumer & Lighting Products Trading (Shanghai) Co., Ltd.
- Toshiba Carrier Airconditioning Sales (Shanghai) Co., Ltd.
- Toshiba Carrier Air Conditioning (China) Co., Ltd.
- Toshiba Tec Information Systems (Shenzhen) Co., Ltd.
- Toshiba HA Manufacturing (Nanhai) Co., Ltd.
- Toshiba Home Appliances Manufacturing (Shenzhen) Co., Ltd.

### Hong Kong

- Toshiba International Procurement Hong Kong Ltd.
- Toshiba Electronics Asia, Ltd.
- Chevalier (HK) Ltd.
- Toshiba Lighting Hong Kong Ltd.
- Toshiba Tec (H.K.) Logistics & Procurement Ltd.
- Toshiba Hong Kong Ltd.

### Taiwan

- Taiwan Toshiba International Procurement Corporation
- Toshiba Electronics Components Taiwan Corporation
- Toshiba Memory Semiconductor Taiwan Corporation
- Toshiba Lighting & Technology Taiwan Co., Ltd.

### India

- Toshiba India Private Ltd.
- Toshiba Software (India) Private Ltd.
- Toshiba JSW Power Systems Private Ltd.
- Toshiba Transmission and Distribution Systems (India) Private Ltd.
- UEM India Pvt. Ltd.
- Toshiba Johnson Elevators (India) Pvt. Ltd.

### Indonesia

- P.T. Envitech Perkasa
- P.T. Tec Indonesia

- PT. Toshiba Visual Media Network Indonesia
- PT. Toshiba Asia Pacific Indonesia

### Malaysia

- TOS Energy Malaysia Sdn. Bhd.
- Toshiba Transmission & Distribution Systems Asia Sdn. Bhd.
- Toshiba Electronics Trading (Malaysia) Sdn. Bhd.
- MS Elevators Engineering Sdn. Bhd.
- MS Elevators Sdn. Bhd.
- TELC Engineering Center (Malaysia) Sdn. Bhd.
- Toshiba Tec Malaysia Manufacturing Sdn.Bhd.
- Toshiba Tec Malaysia Sdn.Bhd.
- Toshiba Sales & Services Sdn. Bhd.

### Philippines

- Toshiba (Philippines), Inc.
- Toshiba Information Equipment (Philippines), Inc.

### Republic of Korea

- Toshiba Electronics Korea Corporation
- Toshiba Elevator Korea, Inc.
- Toshiba Tec Korea Co., Ltd.

### Singapore

- Toshiba Asia Pacific Pte. Ltd.
- Toshiba Electronics Asia (Singapore) Pte., Ltd.
- Toshiba Tec Singapore Pte., Ltd.
- Toshiba Singapore Pte., Ltd.

### Thailand

- Toshiba Electronics Service (Thailand) Co., Ltd.
- Toshiba Semiconductor (Thailand) Co., Ltd.
- Siam Elevator and Escalator Co., Ltd.
- Thai Toshiba Lighting Co., Ltd.
- Toshiba Lighting Components (Thailand) Ltd.
- Toshiba Carrier (Thailand) Co., Ltd.
- TCFG Compressor (Thailand) Co., Ltd.
- Thai Toshiba Electric Industries Co., Ltd.
- Toshiba Consumer Products (Thailand) Co., Ltd.
- Toshiba Asia Pacific (Thailand) Co., Ltd.

### Vietnam

- Toshiba Software Development (Vietnam) Co., Ltd.
- Nishisiba Vietnam Co., Ltd.
- Toshiba Industrial Products Asia Co., Ltd.
- Toshiba Transmission & Distribution Systems (Vietnam) Ltd.
- Toshiba Vietnam Consumer Products Co., Ltd.

## Oceania

### Australia

- Toshiba International Corporation Pty., Ltd.
- Toshiba (Australia) Pty., Ltd.
- Toshiba Tec Australia Pty., Ltd.

# **TOSHIBA CORPORATION**