

2014

Annual Report

Year ended March 31, 2014 Operational Review



BASIC COMMITMENT OF THE TOSHIBA GROUP

We, the Toshiba Group companies, based on our total commitment to people and to the future, are determined to help create a higher quality of life for all people, and to do our part to help ensure that progress continues within the world community.

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.

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.



**Committed to People,
Committed to the Future. TOSHIBA**

Framework of Toshiba Group's Management Philosophy

Basic Commitment of the Toshiba Group

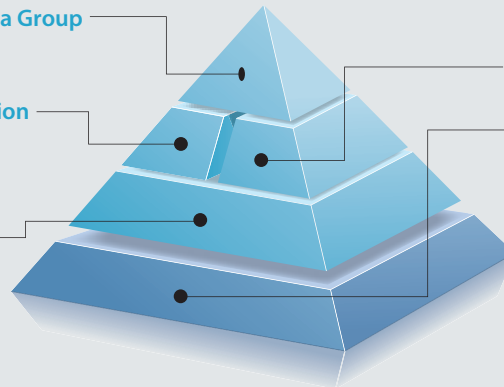
Toshiba Group's mission

Toshiba Group Management Vision

A set of values and targets shared throughout Toshiba Group

Toshiba Group Standards of Conduct

Standards of conduct to which everyone in Toshiba Group is required to adhere



Toshiba Brand Statement

United Nations Global Compact*

Responsibilities as a global enterprise

* UN Global Compact: A voluntary corporate citizenship initiative concerning human rights, labor, the environment, and anti-corruption proposed by the former UN Secretary-General Kofi Annan in 1999 at the World Economic Forum. Toshiba joined the UN Global Compact in 2004.

Toshiba Group's Corporate Philosophy emphasizes respect for people, creation of new value, and contribution to society.

The Group slogan—"Committed to People, Committed to the Future. TOSHIBA."—expresses the essence of our corporate philosophy.

We recognize that it is our corporate social responsibility (CSR) to put our philosophy and slogan into practice in our day-to-day business activities. In doing so, we accord the highest priority to human life and safety and to compliance.

CONTENTS

	To Our Shareholders	02	
Corporate Strategies	President's Perspective	05	
	Medium-term Business Plan	14	
	Financial and Non-Financial Highlights	18	
	Special Feature: Toshiba's Healthcare Strategy	21	
	Research & Development and Intellectual Property	25	
Business Review	Business Review	30	
	■ Energy & Infrastructure Segment	32	
	■ Community Solutions Segment	36	
	■ Healthcare Systems & Services Segment	39	
	■ Electronic Devices & Components Segment	41	
	■ Lifestyle Products & Services Segment	44	
CSR & Environmental Management	Toshiba Group CSR	48	
	Environmental Management	54	
	Third-Party Evaluations of CSR in FY2013	57	
Corporate Governance	Corporate Governance	59	
	Perspectives of Outside Directors	64	
	Directors and Executive Officers	66	
	Organization Structure	68	
	Corporate History	70	
	Data Section	71	

To Our Shareholders

I wish to deeply thank our shareholders for your strong support. I assumed the office of the Chairman of the Board of Directors in June 2014. I am determined to enhance Toshiba's corporate value, and would like to ask for your continued strong support.

Toshiba is a company with a Committees governance system. While business operations are carried out by Executive Officers, the Board of Directors plays the role of supervising management, and it is working to strengthen management efficiency. In addition to the supervision of management, the Board of Directors carries out deliberations and decision-making regarding basic management policy and business strategies that will have a considerable impact on maximizing corporate value from the standpoint of our shareholders. At the Board of Directors meetings held in FY2013, we received reports from executive officers regarding business forecasts and actual results, and after holding thorough discussions, we made decisions regarding important matters related to the company's basic policies such as our Medium-term Business Plan, restructuring of business groups, and large-scale facility investments.

At the meetings of the Board of Directors we have established an appropriate balance of supervisory and operational functions by balancing the number of directors who concurrently serve as executive officers and nonexecutive directors and by requiring half of the nonexecutive directors to be outside directors. In this way, we are able to carry out our supervisory functions based on a broad level of expertise and experience. In order to assure transparency in management, Toshiba considers it very important to have the deep involvement of outside directors in our decision-making processes. For this purpose, in our nomination committee, audit committee and compensation committee, outside directors make up a majority, and the chairman's position of the nomination committee and the compensation committee is held by outside directors. In addition, in order for the outside directors system to function most effectively, each time we hold a meeting of the Board of Directors and/or a committee meeting we make arrangements to hold a prior explanatory information session. Based on their experience and knowledge in their respective fields, outside directors offer us frank perspectives that are independent of Toshiba's ways of thinking, and their opinions are reflected in our decision-making process. As chairman of the Board of Directors, I look forward to the further proactive participation of our outside directors in the Board's discussions.

Toshiba makes it our basic corporate governance policy and objective to improve the efficiency and transparency of management and maximize corporate value from the standpoint of our shareholders. Through our supervision of the situation of the executive officers' business operations and by making decisions concerning such important matters as the company's basic policies, the Board of Directors will work so that we can contribute to maximizing Toshiba's corporate value. I sincerely ask our shareholders for your further continued guidance and support.

June 2014



M. Muromachi

Masashi Muromachi
Chairman of the Board of Directors



Toshiba President Hisao Tanaka visiting an International Exhibition in Japan (left) and a Toshiba Group company in India (right)

Corporate Strategies

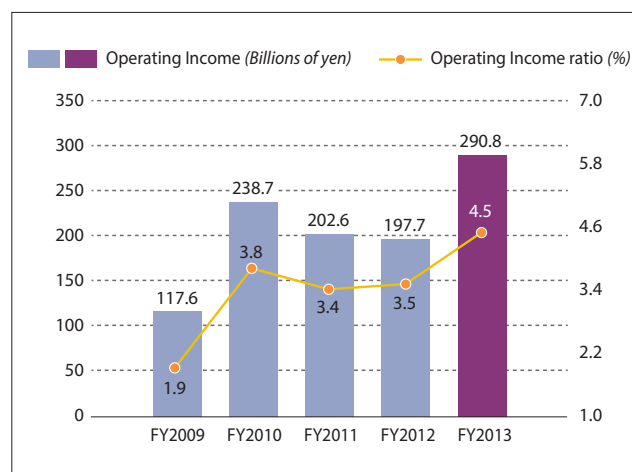
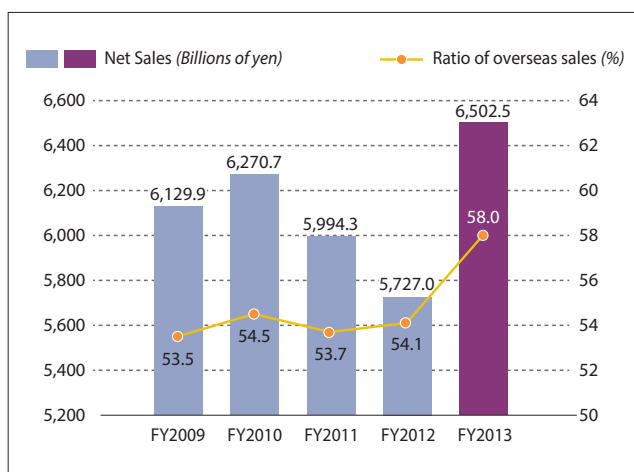
President's Perspective	05
Medium-term Business Plan	14
Financial and Non-Financial Highlights	18
Special Feature: Toshiba's Healthcare Strategy	21
Research & Development and Intellectual Property	25

President's Perspective

Performance and Achievements in FY2013

During this past year since I became president of Toshiba I have carried out action plans for Growth through Creativity and Innovation by seeking Value Creation, pursuing Productivity Improvement, globally developing diverse creative talent and moving forward with CSR management. In terms of the concrete measures that were executed in FY2013, I would like to point to our investment for Yokkaichi Operations to strengthen our memory business and our steps to improve our business operation structure to help us expand into growing emerging markets, such as the Energy & Infrastructure segment's proactive measures in the power generation and T&D businesses in India. In the Healthcare Systems & Services segment, which we have decided to further develop as a new third business pillar, we have integrated various healthcare systems and services that were developed in different organizations within Toshiba Group into one business domain. We have moved ahead aggressively with the restructuring of our Lifestyle Products & Services segment. In our TV/PC businesses, we closed and sold LCD TV manufacturing bases in China and Europe and carried out the shifting of personnel to other departments. In addition, we discontinued the Optical Disk Drive business. In October, we carried out a large-scale reorganization of our business groups for the first time in a decade and changed our business structure to better allow us to propose solutions to customers' needs and to maximize the added value of a customer-oriented business structure. At the same time, we strengthened corporate strategic functions by streamlining Head Office departments and promoting global shared services. We worked hard to foster New Concept Innovation by establishing a New Business Development Division to carry out the creation of new businesses and took stock of our technical strengths and identified potential customer needs. Although full-scale commercialization of new businesses is yet to start, from now on New Concept Innovation will unearth latent needs, and our efforts in this area are progressing steadily.

As a result of carrying out these action plans, in FY2013 net sales increased by 13.5% year on year to ¥6,502.5 billion. Starting with our Electronic Devices & Components segment achieving a great increase in sales from continued higher sales of memories throughout the fiscal year, all of our business segments, especially our Energy & Infrastructure and Community Solutions segments, achieved a solid business performance compared to the year-earlier period. Operating income also saw a great increase of ¥93.1 billion to ¥290.8 billion. Although the Energy & Infrastructure segment recorded a one-time loss in its nuclear business, the Electronic Devices & Components segment recorded its highest-ever operating income, and both Community Solutions and Healthcare Systems and Services achieved higher operating income. With regard to the Lifestyle Products & Services segment, which includes our TV and PC businesses, there was a shrinkage in the market and a rise in procurement costs due to the depreciation of the yen, and these latter businesses did not return to profitability; however, with



the progress we have made in restructuring, the operating income of this business segment steadily improved from the first half to the second half of the fiscal year. Toshiba's debt/equity ratio improved by 29 points compared to the year-earlier period to become 113%.

On the back of our business performance and achievements in FY2013, we will go forward with resolute all-out efforts to achieve sustained creative growth, and at the same time, we will accelerate our efforts to solve remaining issues. Based on this, we have drawn up Toshiba's Medium-term Business Plan for up until FY2016. I would like to introduce the key points of our plan.

Medium-term Business Plan – FY2014 to FY2016

We are now faced with a world economic environment characterized by such serious common global social issues as global environmental issues, resource and energy shortages, improving food, water and air quality, adjusting to the needs of a more information-intensive society with the shift to Big Data, and coping with great increases in population in many parts of the world as well as the issues presented by aging societies in various national settings. In such an environment, Toshiba's vision going forward is to aim to contribute through its various businesses to the realization of a safe, secure and comfortable society, a Human Smart Community by Lifenology – the technology life requires. To realize this vision, it is necessary to aim to not only provide products but also to provide excellent user experiences. Providing products is only the starting point, and we need to fuse our products and services so as to add better user experiences such as by combining products and advanced sensors as well

as information and communication technology (ICT).

Taking all these crucial matters into consideration, we have drawn up a Medium-term Business Plan for FY2014 through FY2016 that will help Toshiba achieve sustained Growth through Creativity and Innovation by pursuing growth that does not overly depend on market growth but is generated by Toshiba's creative powers. Among the key points of our new Medium-term Business Plan, the ones I place most importance on are "promoting a healthy financial base," "organic growth" and "enhancing profitability." We will work to compatibly balance both creative growth and the strengthening of our financial base.



President Tanaka explaining Toshiba's corporate strategies to employees in Japan

Securing a healthy financial base

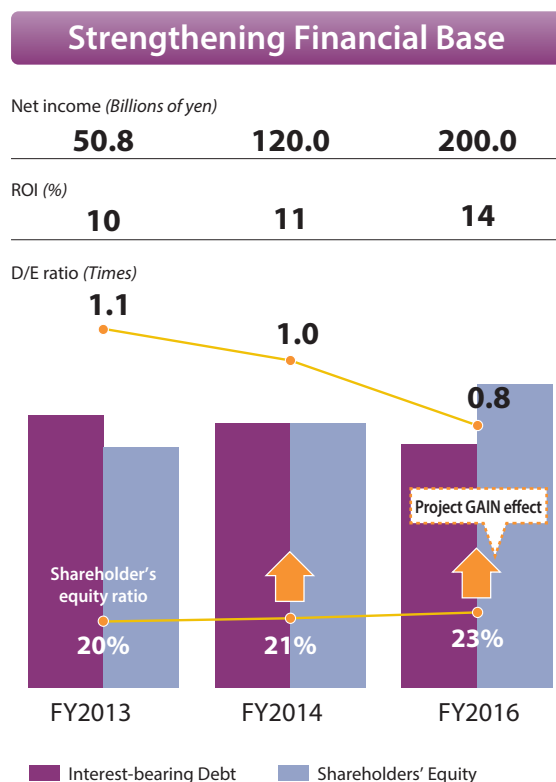
In our growth businesses, we will continue to make resource inputs necessary to sustain our competitive power; however, when executing them we will put the priority on strengthening our financial base. We will carry out capital expenditures and investments during the Medium-term Business Plan now under way within a planned frame of ¥1.5 trillion. With regard to business alliances with other companies as well as M&A, our intention is to carry them out within this planned frame, with priority placed on Healthcare, Data Storage and Energy. With regard to business acquisitions in particular, our policy is to carefully select the opportunities that will lead to the strengthening of our financial base through the making of higher profit from synergies with existing businesses.

We have already started up a Productivity Improvement project, Project GAIN,^{*1} that will help us transform Toshiba into a truly innovative enterprise. Project GAIN involves thinking outside of the box to review productivity processes in all areas in order to optimize total costs and utilize resources and assets more efficiently. We will create enormous benefits through cost reductions in procurement and logistics as well as by maximizing the efficient use of our production bases, and we will achieve increased sales by spreading into all areas the various measures that have achieved results.

Through Project GAIN we will generate additional investment funds that will be utilized to further improve our financial base and to make timely investments for growth. By improving our total assets turnover ratio and cash conversion cycle, we will strengthen our cash flow management and lower our D/E ratio to 0.8 times at the end of FY2016 from 1.1 times in FY2013. Similarly, we will improve, respectively, ROI^{*2} from 10% to 14% and our shareholders' equity ratio from 20% to 23%.

*1: Global Action for Innovative Enterprise

*2: Return On Investment



Pursuing “organic growth” and “enhanced profitability”

Our Medium-term Business Plan sets the FY2016 net sales target at ¥7.5 trillion. This is approximately the same average growth rate of 5% as the forecasted GDP growth rate during the Medium-term Business Plan. However, the market growth rate of Toshiba’s business pillars of Data Storage, Energy and Healthcare is expected to exceed this percentage figure.

So far, Toshiba has focused on allocating resources to strategic growth areas and we have concentrated on transforming our business portfolio. As a result, we have many businesses that have the world’s top-level competitive power in the Data Storage, Energy and Healthcare markets — all markets where big growth is expected. For example, in the data storage business, NAND flash memory has high technological capabilities and profitability and we are looking to expand our strong NAND business to enterprise fields. In the energy business, we have the world’s highest efficiency combined cycle technology for thermal power generation, and with regard to renewable energy, our hydroelectric pump-up power generation and geothermal power generation are also businesses in which we have the world’s top share. We will expand our energy business centering on the application of low-carbon technologies. In healthcare, which we have decided to make our third business pillar, we are targeting the position of being among the world’s top three in diagnostic imaging systems. In new healthcare business areas, we are developing such exciting new products as heavy-ion radiotherapy systems that offer improved treatment for cancer patients and DNA testing kits. The unique technology strengths Toshiba possesses in healthcare systems and services can lead us to win in the healthcare market.



In this manner, by absolutely strengthening the strong global businesses that Toshiba already possesses in line with the expansion of growth markets, including in emerging economies, we will achieve increased profit from increased sales – not necessarily by depending on business acquisitions. In addition, by creating new markets through New Concept Innovation, we will steadily realize our sales targets. This is my view of the role to be played by “organic growth.”

In addition to enhancing the profitability created through “organic growth,” we will resolutely carry out the restructuring of low-performance businesses to return such businesses into black figures. Moreover, in all of our businesses we will enhance profitability by strengthening our maintenance and services businesses.

Through “organic growth” and “enhanced profitability” we will aim to further strengthen our presently strong businesses and work to effectively improve our businesses with issues. Going forward, we will aim in all of our business fields for a Return On Sales (ROS) of 5% or more.

Maintaining high profitability and technological superiority in Data Storage



With the arrival of the use of Big Data and the more information-intensive society, such as IoT,^{*1} globally the volume of information storage is growing by leaps and bounds, and going forward, the demand for data storage-related products such as Toshiba’s NAND flash memory, SSD^{*2} and HDD is expected to further greatly grow.

In NAND flash memory, for which we have the world’s top-class competitive power, from April 2014 we began mass production of the world’s most advanced smallest-class 15nm product. In addition, we are promoting the development of and building a production system for the coming next-generation 3D multilayer NAND flash memory era, which is expected to begin in the latter half of FY2015, and we are aiming to make sample

shipments within FY2014. In such a way, we continue to make excellent progress in our pursuit of miniaturization and efficiency as well as cutting costs and continue to speedily bring to market products that have a strong competitive power. Going forward, in order to keep our technological superiority and continue to lead the market, we will selectively allocate management resources focused on the data storage business.

*1: Internet of Things

*2: Solid State Drive

Contributing to the global environment by using “low carbon” technologies in making, transmitting and distributing, storing and smartly using energy

It has become a crucial global task to tackle resource and energy issues while giving consideration to the effects on the global environment, such as the need to reduce greenhouse gas emissions. Toshiba will continue to contribute to the solution of these problems by offering highly efficient, low greenhouse gas emission power generation systems, including the world's highest efficiency combined cycle units and renewable energy systems such as hydroelectric power, geothermal power and solar power generation. Energy problems are urgent issues, especially in the emerging economies, and in this context, Toshiba is also aggressively carrying out the development of its energy businesses. For example, in India, we established joint-venture companies with local companies, and we are strengthening our overseas operations by establishing a global horizontal division work structure, including for manufacturing in the thermal power generation business and the power transmission, transforming and distribution business. We are developing our energy business with a view toward promoting exports to Asian and African markets from India.

In our nuclear power business, it is important to work on receiving new orders and the construction of new plants. However, a key foundation for Toshiba's earnings is in maintenance services and the supply of fuels for existing plants. These areas account for more than 80% of our nuclear business sales. Presently, about a 28% share (ratio of installed capacity) of the world's operating nuclear plants are those that Toshiba Group has handled, and we can expect stable profitability in this business in the future as well. While pursuing further safety in nuclear power generation, we will aim to improve profitability based on maintenance services and our fuel business for existing plants.

In the Community Solutions segment, towards the early realization of the Human Smart Community, we have participated in a total of 36 demonstration plants and commercial projects regarding the Smart Community around the world. With the knowledge and information we have gathered so far, we will accelerate commercialization and will work to realize stable energy supply and safe, secure and comfortable communities.



Aiming for the world's top 3 share in diagnostic imaging systems, expanding into new healthcare business areas

In diagnostic imaging systems, which are a key foundation of our healthcare business, we aim to be among the world's top 3 in market share by such means as strengthening product competitiveness, expanding into new areas such as the in-vitro diagnosis (IVD) business, expanding and strengthening our global operations structure and strengthening our maintenance and service operations. For example, for our CT systems, which have already obtained a very high reputation from medical institutions around the world, we will aim for a top-level global market share by enhancing our products' appeal in such ways as incorporating low radiation dose technology in all of our CT models. Furthermore, we will further expand our global operations by such means as expanding production at our Brazil plant and implementing a co-development system at each of our bases in Japan, the U.S., Europe, China and India. In our maintenance and services business, we will contribute to shortening patients' waiting times, and achieve improvements in medical institutions' management by guaranteeing the stable operation of equipment in conjunction with diagnosing signs of a problem through the use of a remote maintenance system and by reducing costs by speedily inspecting and repairing systems.

In addition to the diagnostic imaging systems that we have focused on up until now, Toshiba is developing a wide range of new business areas in healthcare such as health promotion, prevention, diagnosis & treatment and prognosis & nursing care. That we possess core technologies relevant to these new business areas, such as semiconductor, nuclear power and digital equipment technologies, and that we are already developing the sales and services of medical equipment in more than 135 countries around the world are both strengths that are unique to Toshiba. In order to clearly demonstrate such strengths of our company, we have established a new healthcare company by integrating related resources within Toshiba Group.



We will expand our business greatly not only in diagnostic imaging systems but also in new healthcare business areas, as we further develop the healthcare segment into our company's third pillar of business.

Realizing black figures by further strengthening the business efficiency of the Lifestyle Products & Services segment

In our home appliances businesses that are already in the black we will expand these businesses mainly by focusing on emerging economies, such as in Asia and the Middle East, where the markets are growing, and we will aim for 5% or more Return On Sales (ROS). In our TV business, due to the effects of the restructuring steps that we have implemented so far, the improvement of the cost structure is steadily progressing. We will work to build up a business system that can better withstand the influence of fluctuations in sales by thoroughly further implementing a streamlining of management. In the PC business, where market growth is hard to expect, we will further proceed with restructuring efforts by such means as focusing on particularly promising



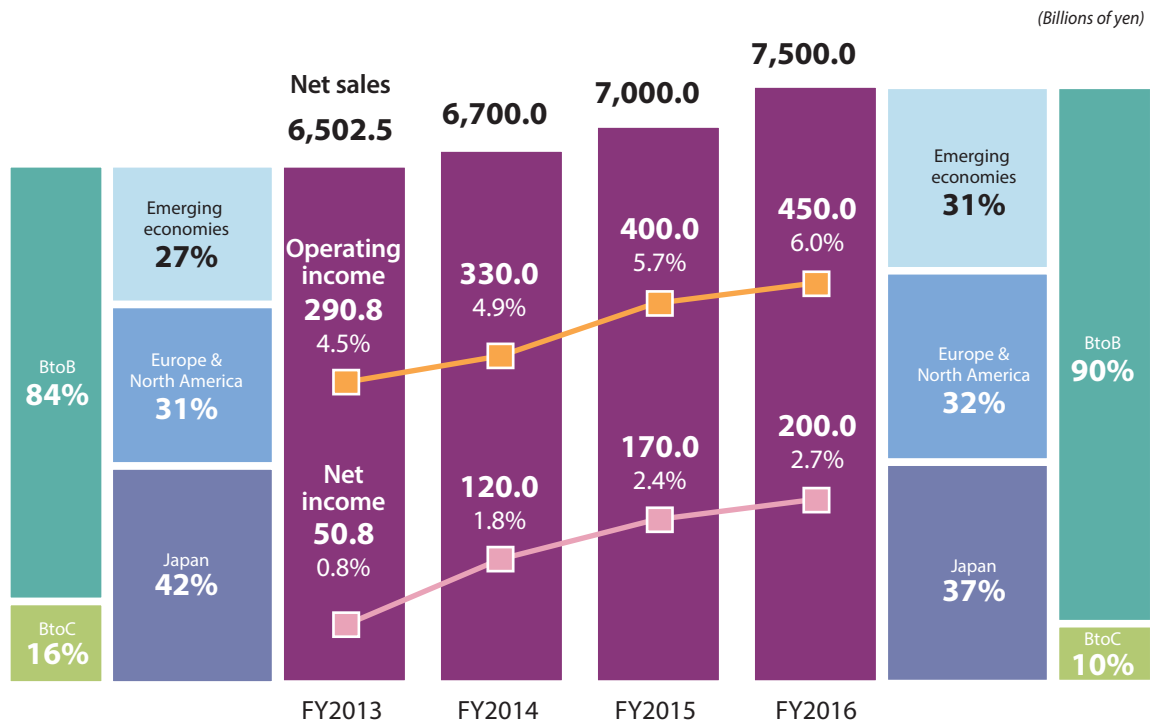
sales regions and reducing the numbers of product models. At the same time, we will considerably improve our earnings power by expanding sales to enterprises.

Aiming to achieve record business performance levels

Toshiba Group will further accelerate Growth through Creativity and Innovation with the growth engine provided through Value Creation and New Concept Innovation, as we focus on customers' points-of-view and combine values to create synergies and expand applications. Productivity Improvement will bring about a more effective use of resources and assets as well as enhance the quality, efficiency and speed in all businesses. We will aim to exceed our highest level ever of operating income with ¥330 billion in FY2014, and in FY2015, we will aim to exceed our highest level ever of net income with ¥170 billion. In FY2016, we will further expand our sales ratio to enterprises and sales ratio outside of Japan and aim to exceed the highest level ever of net sales. In addition, in FY2016, we will aim to attain the highest level ever of operating income (¥450 billion and ROS of 6%) as well as our highest level ever of net income (¥200 million).

Under this Medium-term Business Plan, unless a drastic environment change occurs, we will not change our targeted values once we announce them, and from next year on, we will report every year the achievement status of our forecasts. In order to gain the trust of all of our shareholders, we will go all-out in our management efforts to absolutely achieve the targeted values we announce.

Expanding overseas sales ratio and accelerating shift to BtoB will create steady growth



Contributing to a Sustainable Society as a Corporate Citizen of Planet Earth

The CSR management that I am aiming for is to realize a sustainable society together with all of our stakeholders through our businesses by gathering together the powers of Toshiba Group's 200,000 employees and by placing human life, safety and legal compliance as utmost priorities. Last year, we specified "human rights," "supply chain CSR," and "the environment" as areas that are essential to strengthen when promoting the further globalization of our company's business activities, while taking into consideration third-party organization recommendations, selecting issues to tackle and studying future policy measures. We consider it our responsibility as a global company to strengthen CSR activities in such areas as human rights, labor, safety/hygiene, the environment and ethical issues as we vigorously carry out CSR management – not only regarding Toshiba alone, but also including all of our procurement clients that comprise our supply chain that is spread all around the world.

Regarding the environment, which is one of the most important themes in CSR management, presently Toshiba is leading the way in environmental management by promoting both long-term targets by means of our Environment Vision 2050 and short-term targets in the important areas represented by the 4 Greens.*¹ We have set our FY2015 environmental target at a level that surpasses that of other companies. Furthermore, we have pursued the intensification and expansion of environment management and announced T-COMPASS,*² our environmental management concept. It points to serious and urgent global environment issues including reducing the amount of use of Natural resources (N), reducing Energy use and greenhouse gas emissions (E), minimizing the risks involved in the use of chemical Substances (S) and minimizing the amount of Water resources consumed (W), which are expressed in the compass's 4 axes (N.E.S.W.), and Toshiba Group is coming together and aiming for a comprehensive solution of these issues. Aiming to solidify Toshiba's position as one of the world's foremost eco-companies, we will continue to move forward with and expand our environmental management.

Going forward, I will work to the best of my abilities to build a corporate group that is trusted as a global company and is seen as an excellent corporate citizen of planet Earth. I will also constantly work to maximize Toshiba's corporate value through pressing ahead with CSR management.

*1 Greening of Product, Greening by Technology, Greening of Process, Green Management

*2 Toshiba Comprehensive environmental database and its Practical Application to Simplified and/or Streamlined LCA

By proactively using Toshiba Group's 200,000 people's various strengths as the source of innovation, we will work with all of our powers to realize a safe, secure and comfortable Human Smart Community. I will do my utmost in management efforts to meet the expectations of our shareholders by steadily promoting accelerated creative growth with the aim of attaining robust record-levels of earnings and enhanced corporate value. I wish to ask for your continued support.



Hisao Tanaka
Director, President and CEO



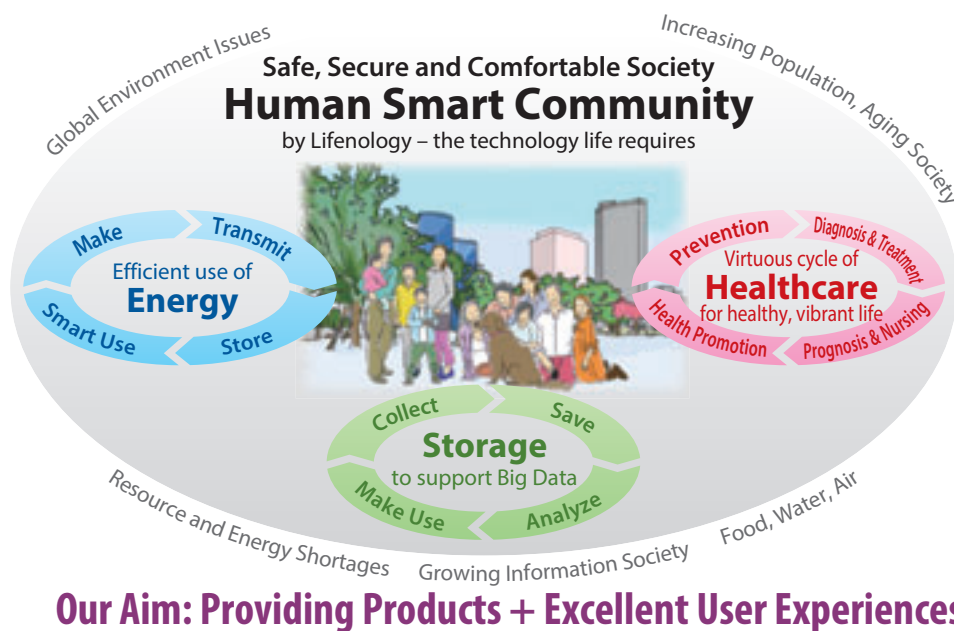
Medium-term Business Plan

On May 22, 2014, we announced our management policy and business strategies for the period to FY2016. We will reinforce our businesses through "Value Creation" and "Productivity Improvement" and will further accelerate "Growth Through Creativity and Innovation."

Toshiba Group Management Policy Vision



Toshiba's Vision



Action Plans for Creative Growth and Innovation

Electronic Devices & Components

FY14 **¥1.7T** → FY16 **¥2.2T**

Storage

Development of flash servers and storage
→ Enterprise is becoming an important segment

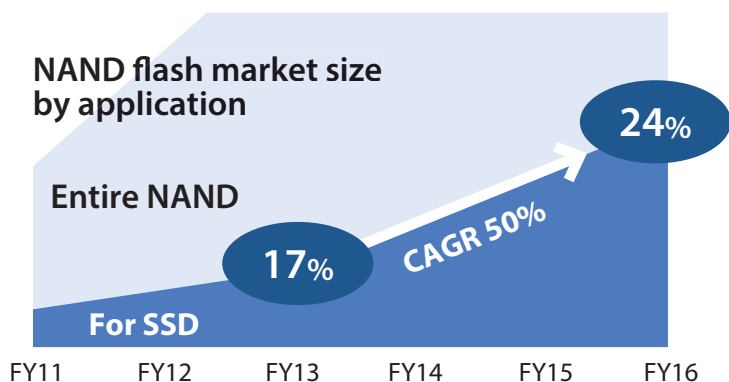
Further expansion of SSD business

- Enhance controller technology
- Maximum utilization of HDD business customer base

Large capacity and cost reduction of NAND through miniaturization and development of next-generation technologies

- 15nm generation based on floating gate technology: Mass production from April 2014
- 3D memory: Ship samples in FY2014
- Preparation for next-generation lithography technology

NAND flash market size by application



Discrete/system LSI

From Domestic/consumer to targeting Overseas/automotive, industrial and communication applications

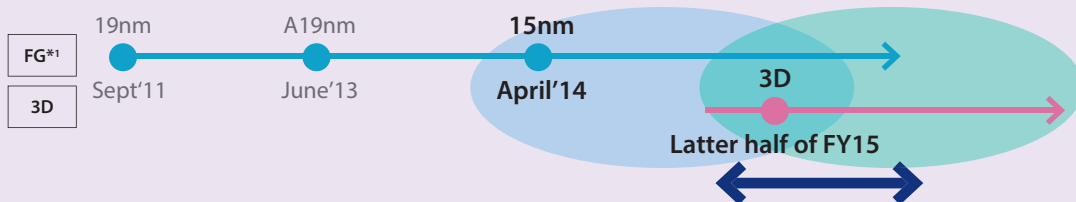
- Discrete: White LED, power devices (Super-junction DTMOS), GaN/SiC
- System LSI: Image recognition processor (Visconti™), motor controller, structured array*1
- Identify needs in IoT*2 market (e.g. smart cars and wearable devices)

*1: Replacement of Gate Arrays
*2 IoT: Internet of Things

Memory: Pursuit of Miniaturization and Efficiency

Started mass production of world's smallest class 15nm NAND
Promote development and build production system for 3D memory era

Optimize existing properties, power supplies and production equipment
Realize efficient investment for transition to 3D memory



Keep production flexible and highly efficient during transition period

15nm production

- Mass production of 15nm by starting operations at the second phase of the Fab 5 building



3D production

- Build a supplementary site dedicated to 3D production
- Utilize Fab 3 and Fab 4 to reduce investment cost
- New site to be completed in summer 2015
- Introduce leading-edge equipment in sequence such as next-generation lithography, deposition and etching

*1: 2D memory based on floating gate technology

Energy & Infrastructure

FY14 ¥2.0T → FY16 ¥2.3T

Carbon reduction

Highly efficient and environment-conscious technology that helps protect the earth

Make Energy

World's highest efficiency Combined Cycle, Solar power generation,
Planning pilot plant for super-critical CO₂ cycle power generation
First installation of a CO₂ capture & utilization system

Transmit Energy

High voltage DC transmission system, smart grid,
Advanced Metering Infrastructure (AMI)

Store Energy

Rechargeable lithium-ion battery (SCiB™):
Idling stop system, EV/PHEV for vehicles
Tohoku Electric Power Co.: World's highest class 40MW system
Kyushu Electric Power Co.: Power frequency control system for remote islands (Tanegashima and Amami-ooshima)

Smart Use of Energy

Railway's permanent magnet synchronous motor (PMSM) system
Premium efficiency (IE3) heavy duty motors



CO₂ capture & utilization test facility in Saga, Japan



Tanegashima and Amami-ooshima

Strengthening overseas operations

Thermal Power

Toshiba JSW Power Systems Private Ltd.
Global expansion plan centering on making best use of JSW's capabilities to expand business in India, Middle East, Africa and Southeast Asia

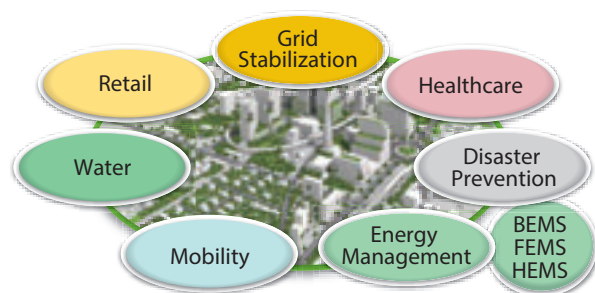
Transmission & Distribution

Establishing global horizontal division work structure
Localize by providing low-cost components from India to final assembly & testing plants in other countries (Japan, North America, EMEA countries)

Community Solutions

FY14 ¥1.4T → FY16 ¥1.6T

Realizing stable energy supply and safe, secure and comfortable communities



Mobility trial test

of wireless battery charging BUS serving as All Nippon Airways company-use electric bus



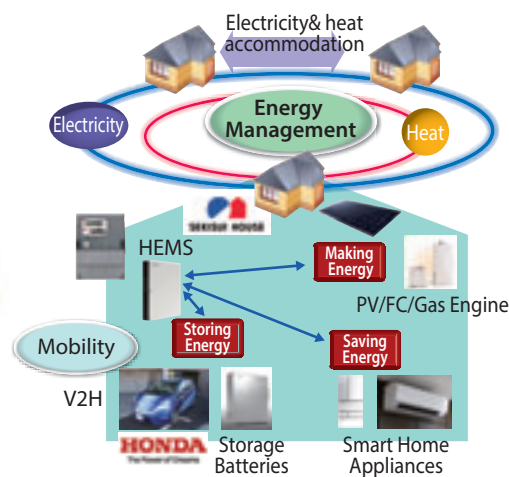
Regional solutions

(collaborations with local governments)

- Yokohama Smart City project
- Smart Community around Kawasaki Station
- Lyon Project in France

Collaboration with partners

Low-carbon society via energy & mobility
V2H*/community field test with Honda Motor Co., Ltd. and Sekisui House, Ltd.
Efficient electricity and heat management



*V2H: Vehicle to Home

Healthcare Systems & Services

FY14 ¥440B → FY16 ¥720B

Medical

Target World's top 3 in Imaging Systems,
No.1 in CT sales

Product Competitiveness

- Incorporate reduced radiation exposure technology in all CTs
- Launch strategic MRI models (high definition, more compact, lower power consumption and quieter sound)
- Angio CT: Support for leading-edge cancer treatment, treatment of heart diseases

Business Expansion

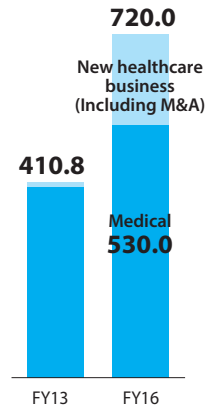
- IVD*1: Instant virus checking, infection, cancer marker
- PET*2-CT: Biomarker image-sensing

Strengthening Services

- Expand remote maintenance installed products
- Strengthen unit/component life detection technology

Strengthening Global Operations Structure

- Accelerate and divide up development in Japan, the U.S., Europe, China and India
- Expand Brazil production, preparing new production site



New Healthcare areas

Promote COI*3 business

- Genome sequence, analysis
- Big Data analytics, sensing technology utilization

DNA testing system

- Application in various areas of healthcare, including human and animal infections



*1: in vitro diagnostics *2: positron emission tomography

*3 COI (Center of Innovation): Center of Innovation Science and Technology based on Radical Innovation and Entrepreneurship Program by Ministry of Education, Culture, Sports Science and Technology

Lifestyle Products & Services

FY14 ¥1.3T → FY16 ¥1.4T

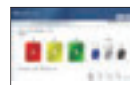
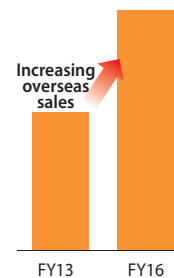
Home Appliances

Business Outside of Japan

Aiming to increase sales and profits by leveraging our brand strength in Japan and Asia and aiming for early achievement of ROS of 5%

- Increasing development resources (+25%), and continuously releasing differentiated and local-fit products
- Focusing on Asia and the Middle East
- Links to visual products
 - New markets (such as Myanmar, Cambodia)
 - Removing redundant functions

CAGR : 20%



Application of computing technology accumulated through PC business to IoT*



HDD failure prediction
Energy management

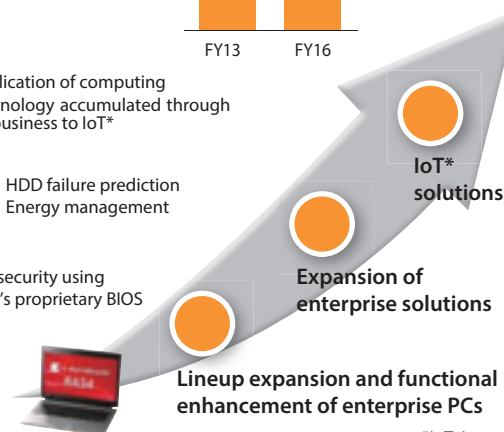
Robust security using
Toshiba's proprietary BIOS

Visual Products

PCs

B2B Business

Aiming to turn profitable by shifting business to B2B, reducing the number of product platforms in order to improve operational efficiency



*IoT: Internet of Things

Financial Highlights (consolidated basis)

→ Please see P. 72 for the 11-year consolidated financial summary.

(Billions of yen)

	FY09	FY10	FY11	FY12	FY13
Financial performance					
Net sales (Total)	¥6,129.9	¥6,270.7	¥5,994.3	¥5,727.0	¥6,502.5
Net sales—Japan	2,852.8	2,851.8	2,775.4	2,627.1	2,732.5
—Overseas	3,277.1	3,418.9	3,218.9	3,099.9	3,770.0
Operating income (Note 1)	117.6	238.7	202.6	197.7	290.8
Income from continuing operations, before income taxes and noncontrolling interests	27.2	194.7	145.4	159.6	180.9
Net income (loss) (Note 2)	(19.7)	137.8	70.1	77.4	50.8
Financial position and indicators					
Total assets	5,451.2	5,379.3	5,752.7	6,100.0	6,241.6
Equity attributable to shareholders of Toshiba Corporation (Note 3)	797.4	868.1	863.5	1,034.3	1,229.1
Interest-bearing debt	1,218.3	1,081.3	1,235.8	1,471.6	1,388.4
Shareholders' equity ratio (%)	14.6	16.1	15.0	17.0	19.7
Debt/equity ratio (Times)	1.5	1.2	1.4	1.4	1.1
Investment					
R&D expenditures	310.8	319.2	319.5	304.9	329.5
Capital expenditures (Property, plant and equipment)	209.3	229.9	298.1	237.3	229.5
Depreciation (Property, plant and equipment)	252.3	215.5	202.8	170.7	137.6
Return indicators (%)					
Return on investment (ROI) (Note 4)	4.8	10.4	8.6	7.4	9.8
Return on equity (ROE)	(3.2)	16.6	8.1	8.2	4.5
Return on assets (ROA)	(0.4)	2.5	1.3	1.3	0.8
Free cash flow					
Net cash provided by operating activities	451.4	374.1	335.0	132.3	286.6
Net cash used in investing activities	(252.9)	(214.7)	(377.2)	(196.3)	(246.6)
Free cash flow	198.5	159.4	(42.2)	(64.0)	40.0
Per share of common stock (yen)					
Net income (loss) (Note 5)					
—basic	(4.93)	32.55	16.54	18.27	12.00
—diluted	(4.93)	31.25	16.32	—	—
Cash dividends	0.00	5.00	8.00	8.00	8.00
Number of employees (Thousands)					
Number of employees	204	203	210	206	200
Japan	123	121	117	113	112
Overseas	81	82	93	93	88

Notes: 1. Operating income is derived by deducting the cost of sales and selling, general and administrative expenses from net sales.

2. Net income (loss) attributable to shareholders of Toshiba Corporation is described as Net income (loss).

3. Equity attributable to shareholders of Toshiba Corporation is based on U.S. GAAP.

4. $ROI = \text{Operating income} / (\text{Average equity attributable to shareholders of Toshiba Corporation} + \text{Average equity attributable to noncontrolling interests} + \text{Average interest-bearing debt}) \times 100$

5. Basic earnings (losses) per share attributable to shareholders of Toshiba Corporation (EPS) is computed based on the weighted-average number of shares of common stock outstanding during each period. Diluted EPS assumes the dilution that could occur if convertible bonds were converted or stock acquisition rights were exercised to issue common stock, unless their inclusion would have an antidilutive effect.

6. The Mobile Phone business has been classified as discontinued operations since FY2010. Prior-period data for FY2009 has been reclassified to conform with the current classification.

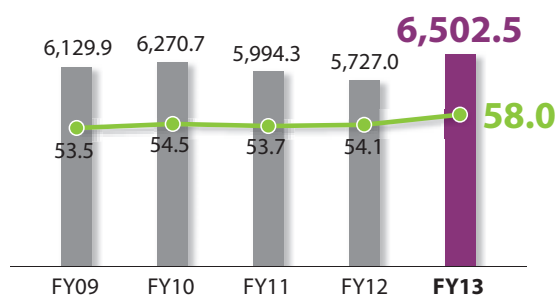
7. Following the acquisition of Landis+Gyr AG in July 2011, Toshiba Corporation completed the allocation of the cost of the acquisition to assets and liabilities in FY2012. Results for FY2011 have been revised to reflect this change.

8. Following the acquisition of IBM's Retail Store Solutions business in July 2012, Toshiba Corporation completed the allocation of the cost of the acquisition to assets and liabilities in FY2013. Results FY2012 have been revised to reflect this change.

9. The Optical Disc Drive (ODD) business has been classified as discontinued operations since FY2013. Prior-period data up to FY2012 has been reclassified to conform with the current classification.

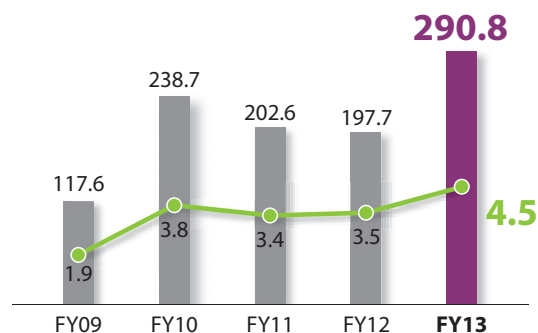
➔ Please see the Data Section from P. 71 for Consolidated Financial Statements.

Net sales (Billions of yen)
Ratio of overseas sales (%)



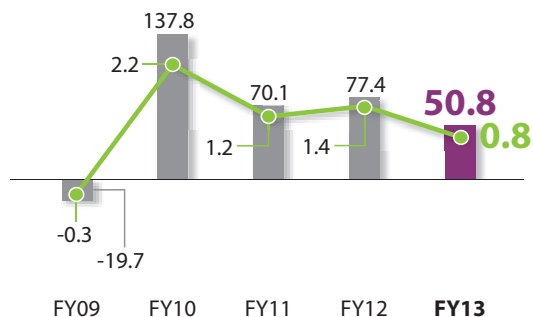
All five business segments recorded increased sales YoY, most notably the Electronic Devices & Components segment, where the Memories business saw significantly higher sales throughout the year.

Operating income (Billions of yen)
Operating income ratio (%)



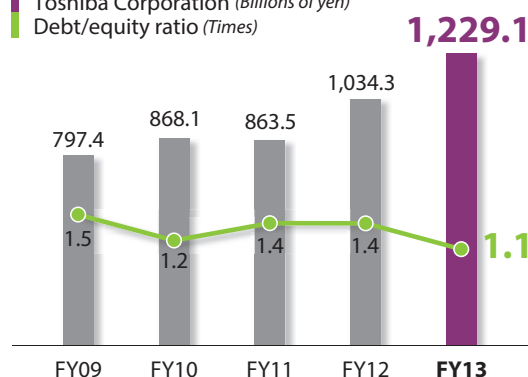
Toshiba Group's operating income increased by 47% over FY2013. The Electronic Devices & Components segment recorded operating income of 238.5 billion yen, the highest it has ever achieved.

Net income (loss) (Billions of yen)
Return on sales (%)



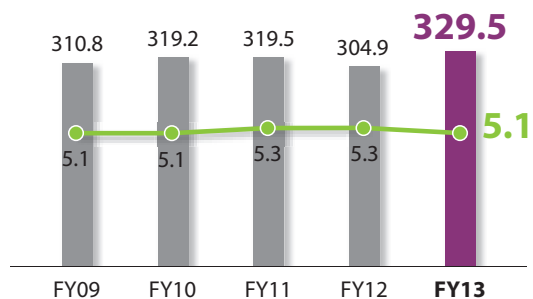
Net income decreased YoY, mainly resulted from the discontinuation of the Optical Disc Drive business and abolishment of the Special Corporate Tax for Reconstruction (for the Great East Japan Earthquake).

Total equity attributable to shareholders of Toshiba Corporation (Billions of yen)
Debt/equity ratio (Times)



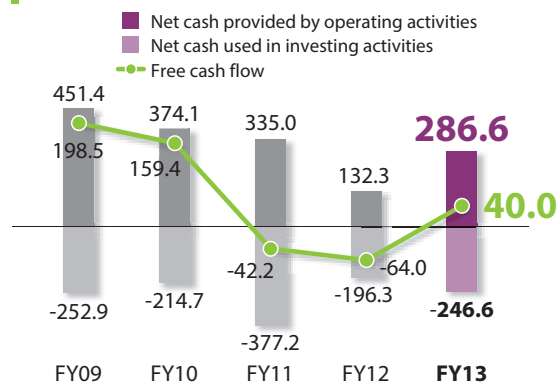
The debt-to-equity ratio at term end was 113%, a 29% improvement YoY. 180-billion yen of subordinated bonds, issued in June 2009 and treated as interest-bearing debt in the FY2013 accounts, was replaced by hybrid financing (subordinated loans) in June 2014.

R&D expenditures (Billions of yen)
R&D/sales ratio (%)



R&D expenditures increased by 8% YoY to 329.5 billion yen, but the R&D to sales ratio decreased to 5.1%, due to higher sales YoY.

Free cash flow (Billions of yen)

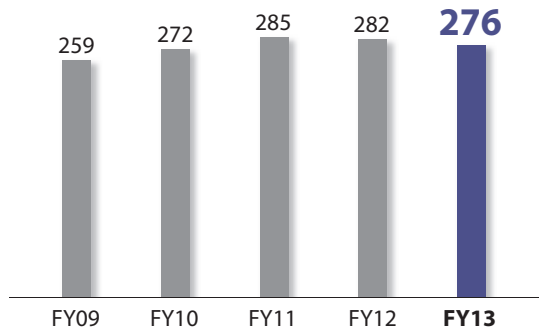


Free cash flow increased to +40.0 billion yen, due to higher operating cash flow income YoY.

Non-Financial Highlights (consolidated basis)

[Environment]

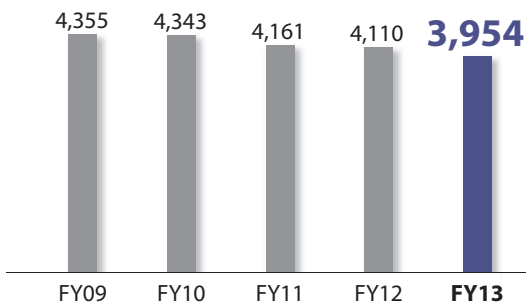
Total Emissions of Greenhouse Gases (10kt-CO₂)



*The CO₂ emissions coefficient for electricity in Japan used 4.87t-CO₂/10,000kWh in FY2012.

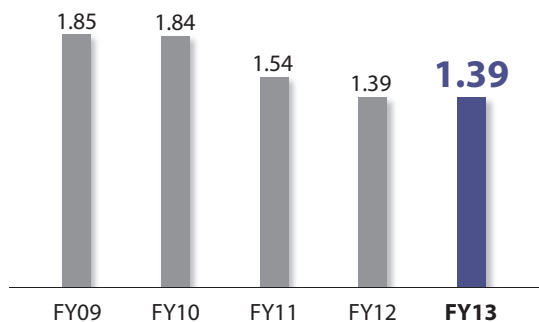
[Environment]

Volume of Water Received (10km³)



[Environment]

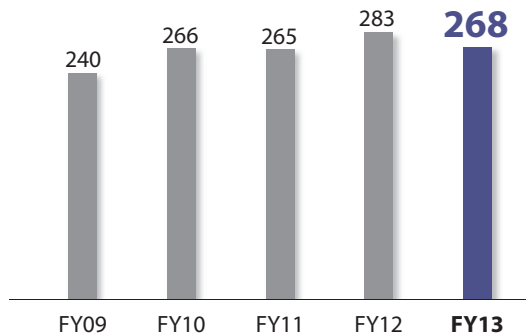
Emissions of substances targeted for reduction* (kt)



*551 substances, including chemical substances designated as Type 1 under the PRTR Law (Concerning Pollutant Release and Transfer Register) as well as volatile organic compounds (VOC) and other substances.

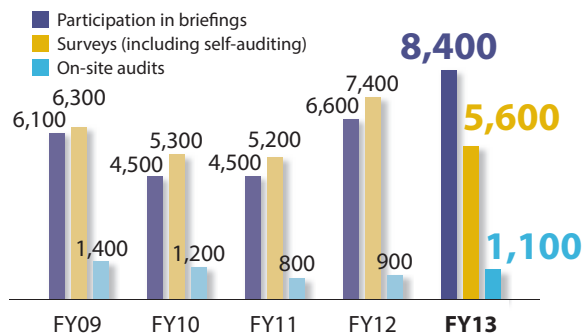
[Environment]

Total Waste Generated (kt)



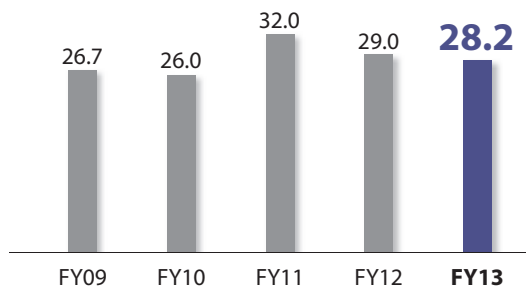
[Rigorous Implementation of "CSR Procurement Policy"]

Domestic and overseas Toshiba Group companies (No. of companies)



[Expenditures on Corporate Citizenship Activities]

Domestic and overseas Toshiba Group companies (100 millions of yen)



Expenditures include cash contributions to support disaster recovery.

Special Feature: Toshiba's Healthcare Strategy

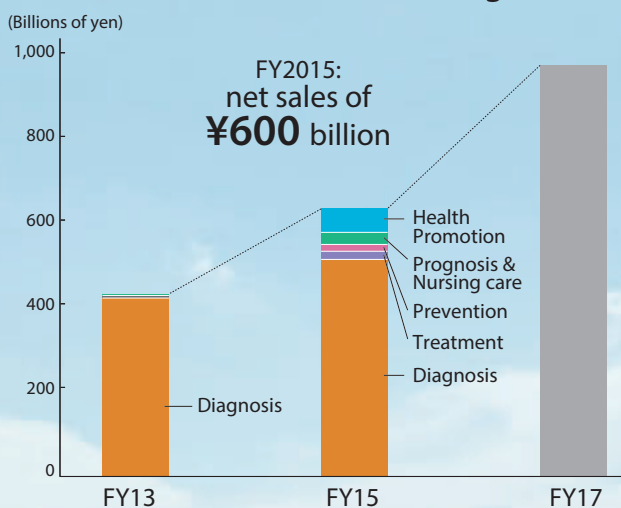
Toward a society in which everyone can lead healthy, active lives



In order to realize a society in which everyone can lead healthy, active lives, we have brought together our wide-ranging technologies and are developing the Healthcare business worldwide as the third pillar of Toshiba's business. In addition to diagnosis and treatment, a business that we have already expanded into more than 135 countries, we are now moving into a wide range of new areas, including health promotion by improving air, water and food and other elements in the living environment that are essential to life; prevention, to reduce the risk of disease; and prognosis and nursing care that support recovery from illnesses and injuries.

We will continue to provide Toshiba-only services and products by complementing the wide range of technologies owned by Toshiba's business groups, Energy & Infrastructure, Community Solutions, Lifestyles Products & Services and Electronic Devices & Components, and also through New Concept Innovation that proposes solutions different from existing applications by the fusion of a wide range of technical assets. We aim to generate Healthcare business net sales of 600 billion yen in FY2015 and 1 trillion yen in FY2017.

Healthcare business net sales target



Diagnosis & Treatment

A full lineup of high-image-quality, low-dose, diagnostic imaging systems



Mammography

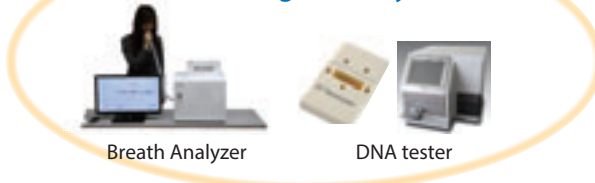
MRI

CT

Ultrasound diagnostic systems

PET-CT

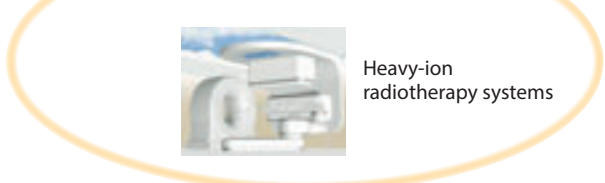
Quick and easy examination without stressing the body



Breath Analyzer

DNA tester

Patient-friendly non-surgical cancer treatments



Heavy-ion radiotherapy systems

Early detection and patient-friendly treatment that imposes no stresses on the body is our ideal target in disease diagnosis and treatment. It will also reduce healthcare costs. At Toshiba, we will make progress by providing more patient-friendly diagnostic imaging systems offering even higher image quality. We also aim to create speedy, simple

means of testing that do not stress the body, and we will continue to provide new technologies, such as DNA tester and breath analyzer that measure concentrations of disease-related trace gases in exhaled breath. In treatment, our heavy-ion radiotherapy systems exemplify our efforts to deliver more patient-friendly cancer treatment.

Unique, Toshiba-Only World Leading Technologies

320-row CT detector

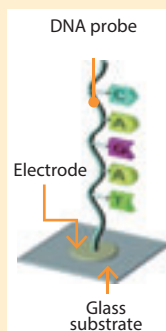


The unrivaled 320-row area detector can capture details of entire organs, such as the heart or brain, in just one, 0.275-second long rotation.

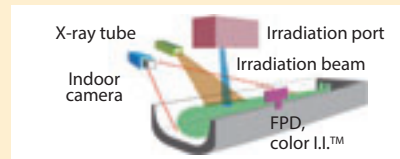
Current Detection-type DNA Chips

20-30 items can be simultaneously tested in less than two hours with the instrument and the DNA chip card.

The actual manual operating time is approximately 20 minutes, so it is possible to make significant time savings compared to similar types of equipment.

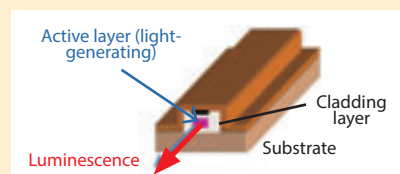


Respiratory-gated irradiation technology for heavy-ion beam



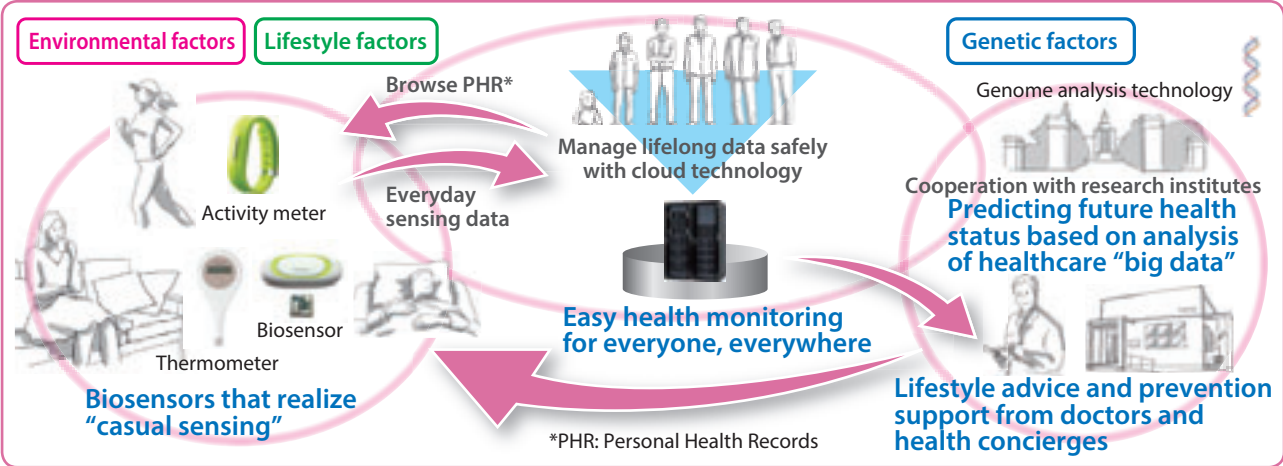
Our proprietary Respiratory-gated irradiation and 3D high-speed scanning technologies realize heavy-ion beam irradiation of moving organs, extending treatment to more patients.

Quantum cascade laser



By taking advantage of the mid-infrared band that cannot be oscillated in conventional semiconductor lasers, it is possible to carry out highly accurate gas analysis of exhaled breath and indoor and outdoor air in a short period of time.

Prevention

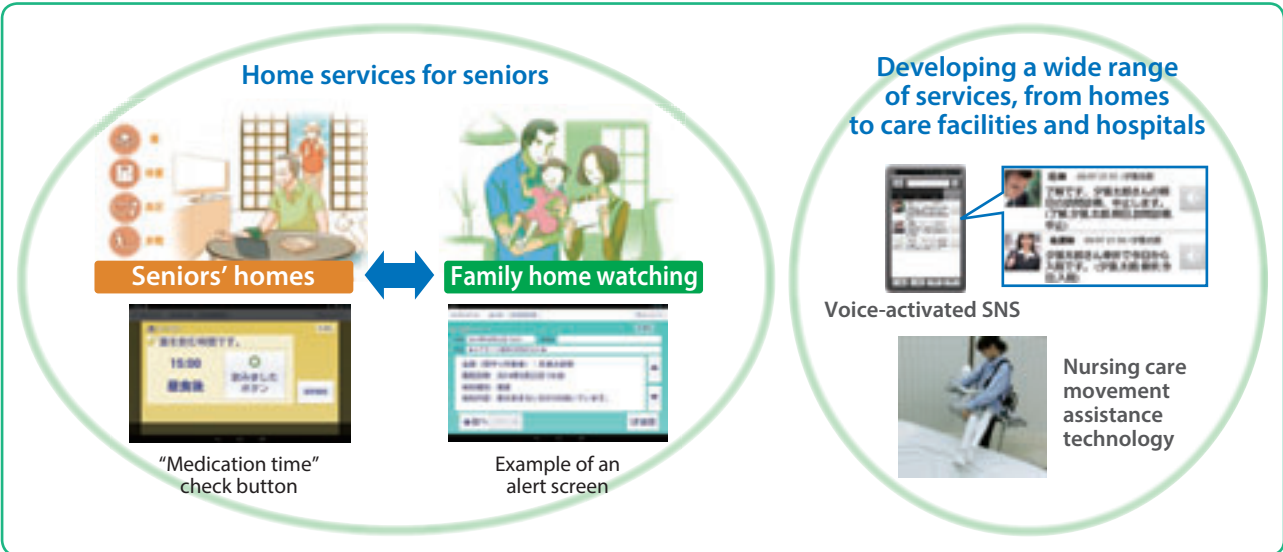


In “prevention,” by gaining an understanding of environmental (the living environment) and lifestyle factors, along with genetic factors, we hope to predict future health status and disease risk, and to encourage people to adopt optimal lifestyles. In measuring lifestyle factors, realizing “casual sensing” is essential; biosensors based on our semiconductor technologies can monitor such vital signs as pulse and body

temperature, and accumulate and analyze information.

With regard to genetic factors, technological development through joint research with research institutes has made low-cost genome analysis possible, and we will continue to work on means to identify potential future risk of contracting diseases.

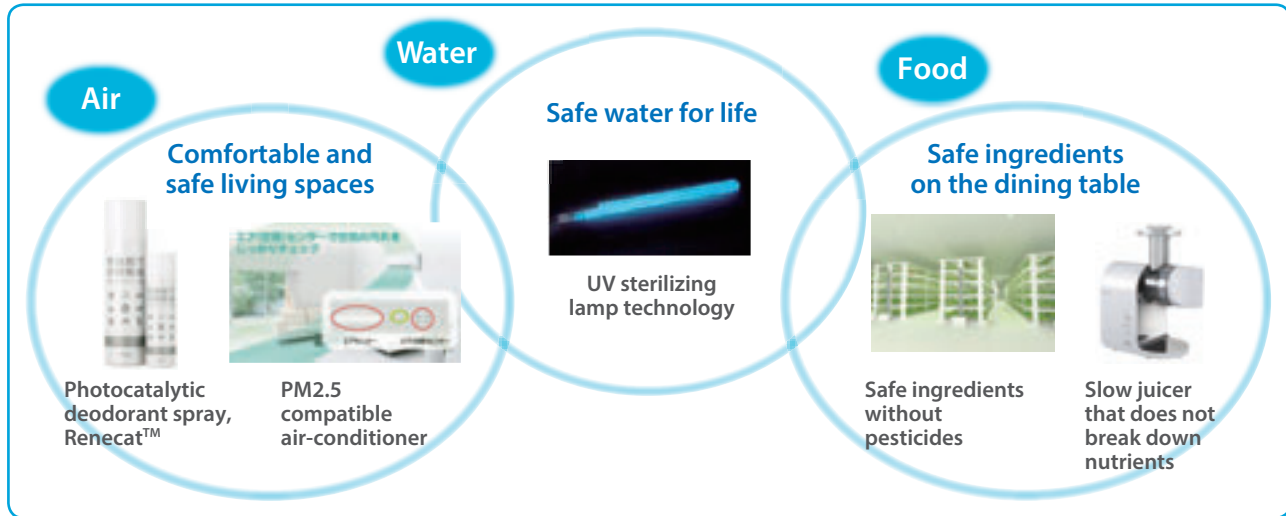
Prognosis & Nursing Care



In home services for seniors, tablet devices, home-health management and communication with families via video phones and handwritten-input mail help bring peace of mind and a sense that the family is close, even when far away. In nursing care, movement assistance technology is helping to reduce burdens on care givers, and we also

provide services that enable information about patients to be shared easily among multiple medical care providers. For example, health reports orally entered into terminals can be recognized, automatically documented, and the information shared with other care givers and hospitals, in support of coordinated nursing care.

Health Promotion



With regard to air, we help to realize comfortable and safe living spaces with products like home appliances that employ antibacterial, anti-viral and air-cleaning technologies, and products that provide virus protection and deodorant in the form of a simple spray. With regard to water, small water purification devices adopting our advanced water purification technologies make it possible to enjoy safe water, even in the event of disaster. With regard to food, our

UV sterilizing lamp and other lighting technologies, along with our temperature and humidity control technologies, grow vegetables that are completely free of pesticides, and we continue to provide cooking appliances that retain nutrition more effectively. Beyond this, we will continue to fuse Toshiba's wide-ranging technologies to support quality of life, including participation in sports and other social activities, and even develop medical care for pets.

Interview



Satoshi Tsunakawa
President and Chief Executive Officer
Healthcare Company, Toshiba Corporation
(appointed July 1, 2014)

Healthcare is an industry that will last forever. Different countries and regions have different medical and sanitation situations, and different health concerns. The state of healthcare and the issues prioritized change to reflect technological advances and policy. The healthcare industry is one where Toshiba and those who support health assistance and medical and nursing services should link arms and lead the way. I believe our mission is to promote that. The key for new growth lies in fusing on-site findings with Toshiba technologies and know-how, and evolving in order to solve the issues involved in improving the quality and efficiency of healthcare services.

In diagnosis & treatment we will take cooperation with leading medical institutions in Japan and overseas to new levels, and accelerate the global development and dissemination of our medical technology. We will also make the most of our strengths in diagnostic imaging to continue to create solutions linked to prevention and prognosis & nursing care. In addition, we will continue to contribute to the creation of a dynamic society that provides the infrastructure for promoting health, and an environment in which people can feel secure, enjoy peace mind and live active lives. With Toshiba-only innovations, we will take on the challenge of pioneering the future of the healthcare industry.

Research & Development and Intellectual Property

Taking on the challenges of generating new innovations

Research & Development

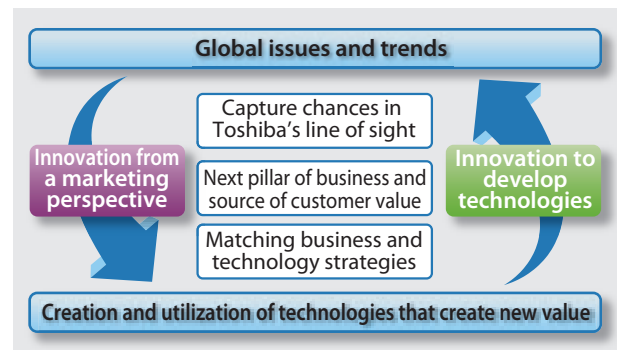
Toshiba Group is concentrating its attentions on businesses that will drive future growth, and towards this has expanded R&D to the global scale. Beyond that, we are ensuring our ability to take full advantage of R&D results by reinforcing our global IP strategy. Through our R&D and IP, we will continue to meet the challenges of generating innovations.

R&D Strategy

Toshiba Group's new management policy defines Growth through Creativity and Innovation as the main target, to be achieved through Value Creation and Productivity Improvements. We have also added Healthcare to Energy and Data Storage as a core business. In achieving this management policy, in addition to our long-standing promotion of Value Innovation, which encompasses the unearthing of society's potential needs and issues and the creation of innovative technologies, and Process Innovation, the constant productivity improvements that fuel profit creation and strengthen competitiveness, we will promote New Concept Innovation that utilizes the wide-ranging technology assets of Toshiba Group in many and diverse fields to generate synergies, and create new value for customers.

In Energy, we are working to ensure long-term energy security. For that purpose, we aim to realize a sustainable society by offering the optimal mix of baseload power sources, including next-generation thermal and nuclear power and renewable and alternative energy source, along with new types of batteries and power electronics that reduce environmental impacts. In Data Storage, in order to

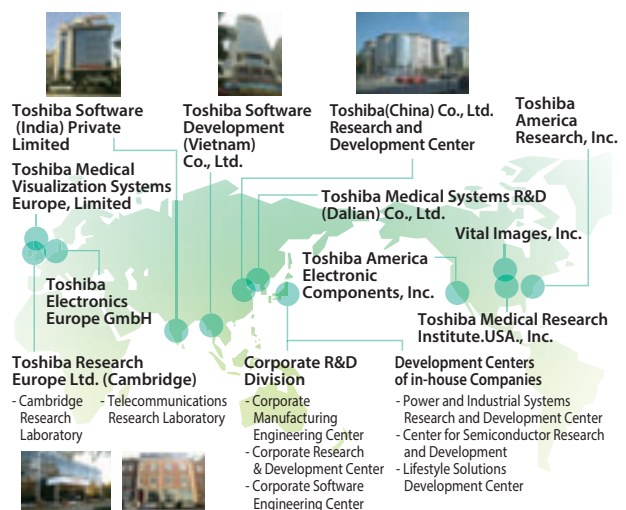
deal with the continuing shift to big data and ensure information security, we will construct data centers and systems that make use of our large-capacity storage devices, while in cloud infrastructure we will continue to provide solutions for the retail, healthcare and other sectors. In Healthcare, in order to respond to population growth in emerging markets and aging in the developed world, we aim to create a new dimension for healthcare by fusing Toshiba Group's broad range of technologies, and we will promote advances in diagnostics and expansion into disease prevention and prognosis.



Initiatives to strengthen global research & development

In order to strengthen our global competitiveness we are increasing our responsiveness to market changes, even in our research and development activities. In particular, in expanding markets such as China and Asia, we plan to deploy not only manufacturing bases but also engineering bases and development facilities, and we are also carrying out joint research and development with local universities and companies. In line with this, in FY2013 we commenced joint research with the Indian Institute of Technology in Madras, India. Going forward, we want to take the results of research and development in emerging economies such as China and India as starting points for the creation of products that win acceptance in the global market, including the developed countries.

Major R&D bases in Japan and overseas



R&D achievements that create new value

Energy & Infrastructure

Supercritical CO₂ cycle thermal power generation system



The system offers high efficiency, equivalent to that of gas combined cycle power generation systems, and is an environmentally friendly thermal power generation

system that does not emit CO₂ into the atmosphere as it generates power. We have recently carried out successful pressure fuel-combustion on the gas turbine combustor, an essential component, at the actual target pressure (300 atm), a big step towards realizing the system.

Energy & Infrastructure

High efficiency compact power converters with All-SiC packages for rolling stock



We have developed a 150 kW power converter for railway rolling stock using our original 1.7kV- All-SiC package. By increasing the switching frequency from the conventional 4.5kHz to the higher

16kHz, very high efficiency of 96% has been achieved at the rated load and 40% reduction in volume and 60% reduction in weight have been demonstrated. (This development was implemented with assistance from NEDO's "Strategic Innovation Program for Energy Conservation Technologies.")

Community Solutions

Order-made Elevator: ELCRUISE™



This order-made elevator offers enhanced energy savings and safety features based on the concept of safety, security, comfort and the environment. We have also applied advanced technologies employed in our standard elevator, the "SPACEL-GR," in order to enhance our product line-up with excellent, energy-saving performance and safety features. In Japan, these product lines won the "Minister of Economy, Trade and Industry Award" at the 10th Eco-Products Awards, and the "2013 Minister of Environment Recognition Award for Global Warming Prevention Activities."

Community Solutions

Object recognition scanner



Use of unique image recognition technology has allowed us to develop the world's first scanner for POS (point-of-sale) systems that can identify varieties of fruit and vegetables that are simply held to the scanner, removing the need to fix barcodes onto fruit and vegetables.

Electronic Devices

64 gigabit NAND flash memory using the most advanced process node



Second-generation 19nm process technology has allowed us to realize a 64 gigabit NAND flash memory with the world's smallest chip size (94.1mm²), in collaboration with SanDisk

Corporation. In addition to reducing the chip size of the first-generation 19nm chip by approximately 17%, we have achieved the world's fastest-class write speed of 25Mbyte/second by using our original high-speed writing circuit system.

Healthcare

Vantage Elan™: 1.5 Tesla MRI system



While avoiding any compromise in captured image quality, we have developed a Magnetic Resonance Imaging (MRI) system that achieves the smallest installation space and lowest power consumption in its class. This product solves installation space and running cost issues that, until now, have hindered the introduction of superconductive type MRI.

R&D achievements that create new value

Lifestyles

REGZA Z8X series: High Resolution 4K Ultra HD TVs



Our successfully commercialized REGZA Z8X series (84-, 65- and 58-inch models) are equipped with the "Cinema 4K" high-quality image processing system that integrates our newly

developed image processing engine and 4K panel with a pixel count four times that of full HD. All models have the "REGZA CEVO4K" image processing engine, which boosts processing speed to approximately 2.5 times that of previous engines, and realize high image quality thanks to our new "High impact 4K resolution images".

Cloud & Solutions

Storage systems to achieve the optimal balance between high performance and large capacity



By combining Toshiba Group's storage technologies including our proprietary tiered-storage system technology, we launched hybrid storage systems integrating both flash memory and HDD, to provide the best balance between the performance and the capacity. In cloud platform services area, we offered global cloud platform services to

provide highly reliable Information and Communication Technology (ICT) resources that can be flexibly adapted to meet the various business needs.

External evaluations related to R&D

Awarding entity	Name of the award / Awarded achievement
Cabinet office, Government of Japan Spring 2013 Award for Science and Technology	Medal with Purple Ribbon Pioneering work of high-quality speech synthesis based on closed-loop training
Ministry of Education, Culture, Sports, Science and Technology FY2014 The Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology	Prize for Science and Technology (Development Category) Development of a mobile-type biological agent detection system
Ministry of Education, Culture, Sports, Science and Technology FY2014 The Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology	Prize for Science and Technology (Development Category) Development of phased array weather radar
Ministry of Education, Culture, Sports, Science and Technology FY2014 The Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology	Prize for Science and Technology (Science and Technology Promotion Category) Promotion of human interface technology for document processing
Japan Institute of Invention and Innovation FY2013 National Commendation for Invention	The Prize of Chairman of Japan Business Federation Invention of Chemical decontamination method using ozone
The Promotion Foundation for Electrical Science and Engineering FY2013 (61st) Electrical Science and Engineering Promotion Awards	Electrical Science and Engineering Promotion Award Development of CoPt-SiO ₂ granular medium for perpendicular magnetic recording
The Japan Electrical Manufacturers' Association FY2014 (63rd) JEMA TECHNICAL AWARD	Award for Excellence in Electrical Industry Technology Development of the world's first inspection, test and measurement technology that will improve the economic efficiency and reliability of nuclear power plants
Ministry of the Environment FY2013 Minister of the Environment Award for global warming prevention activities	Development and commercialization of energy-saving, environmentally friendly and earthquake-proof elevators
Ministry of the Environment FY2013 Minister of the Environment Award for global warming prevention activities	Development of an air-cooled, heat pump-type modular heat source machine (Universal Smart X RUA-SP Series)
Eco-Products Awards Promotion Committee 10th Eco-Products Awards "Eco-Products Category" Minister's Prize, the Ministry of Economy, Trade and Industry	Energy-saving, environmentally friendly and earthquake-proof elevators
Eco-Products Awards Promotion Committee 10th Eco-Products Awards "Eco-Services Category" Minister's Prize, the Ministry of Economy, Trade and Industry	Next generation lighting control systems using image motion sensors

New Concept Innovation

As we look to realize Growth through Creativity and Innovation, Toshiba Group is promoting New Concept Innovation, an initiative that will enable us to maximize our strengths by either expanding the application of or combining the technologies that are our current businesses now use in-house in their products and services. This approach will allow us to provide customers with new value from the perspective of the end user, and provide solutions to completely different customers from those for conventional applications.

FY2013 Initiatives and Achievements

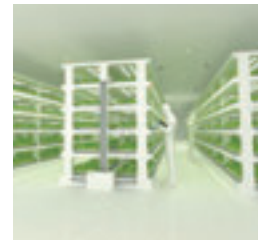
Infrastructure Health Monitoring Business

In developing image-processing technologies for infrastructure, we have drawn on 3D reconstruction, 3D ultrasound, and high precision positioning technologies from satellite navigation systems held by group companies. Our aim is a maintenance and management business that automates processes and reduces labor costs in the diagnostics of aging infrastructure. In partnership with the UK's Cambridge University, we have developed a process for detecting cracks and water leaks in infrastructure, such as bridges and tunnels, from photographic images. On May 14, 2014 we started a demonstration project to analyze images taken in a power transmission tunnel in London.



Plant Factory Business

We plan to market long-storage-life, pesticide-free vegetables grown at "Toshiba Clean Room Farm Yokosuka," a closed-type plant factory that combines Toshiba Group's water treatment, air control and lighting equipment with technologies from such areas as semiconductor production. We are utilizing an idle company-owned factory to operate the plant factory, which will start shipping lettuce, baby leaf greens, spinach, mizuna and other vegetables in the first half of FY2014. Controlling the growing environment makes it possible to provide functional vegetables, rich in vitamins and polyphenols.



Breath Analyzer Utilizing QCL*

Toward promoting the Healthcare business that Toshiba Group is cultivating, we have developed a breath analyzer able to analyze trace gases in exhaled breath, with the aim of detecting substances that are useful in the diagnosis of diseases and monitoring health. This device combines Toshiba's long-held semiconductor laser technology with trace gas analysis technology to realize measurements as accurate as stationary mass analyzers in equipment that fits on a desk. (QCL*: Quantum Cascade Laser)



Coordinate Plus™: Virtual Fitting Service

We combined surveillance cameras commercialized by the semiconductor business, image recognition LSI, integrated human-detection sensing technology developed for social infrastructure image-authentication systems, and specially developed body-type fitting technology, to achieve a virtual fitting system that perfectly fits images of clothes to individuals. A demonstration experiment from April to May 2014 allowed customers at a beauty salon to use a tablet to select clothes, and then virtually try them on in front of large display similar to a mirror. The experiment verified shopping activities after trying on clothes.



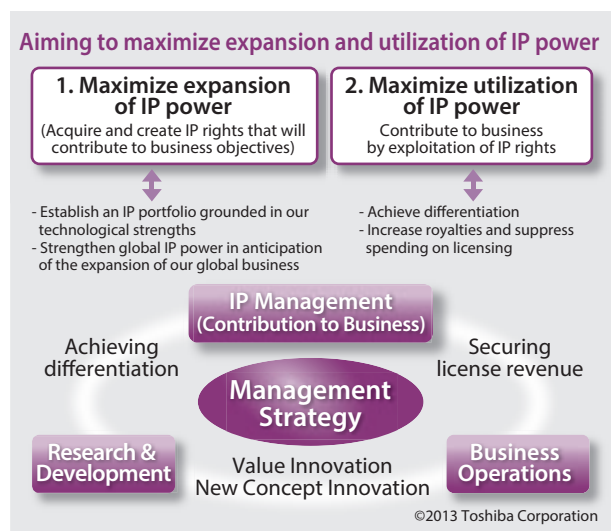
Intellectual Property IP Strategy

As we generate Growth through Creativity and Innovation, Toshiba is making every effort to maximize expansion and utilization of its IP power.

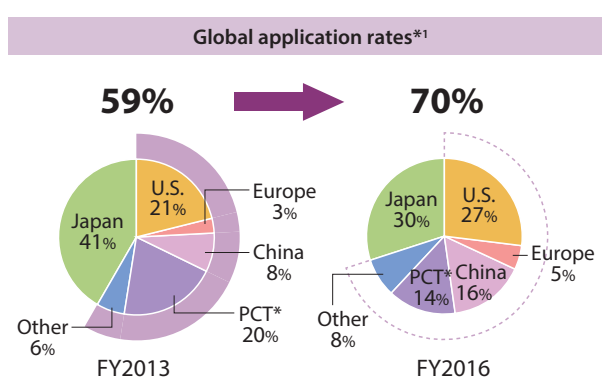
We are expanding IP power by building up an IP portfolio in technologies where we are strong, and reinforcing our global IP power in anticipation of expanding our global business. More particularly, we are boosting the value of the portfolio by focusing on new businesses.

In terms of utilizing our IP power, we will strive to

Toshiba's IP Strategy



Enhancing Our Global IP Power



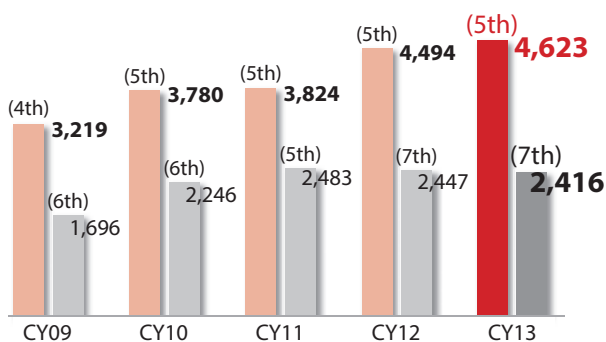
*1: Global application rate = No. of overseas applications / (No. of domestic applications + No. of overseas applications)

*2: Patent Cooperation Treaty: System to expand applications to multiple countries based on an application in one country (No. of countries planned for application expansion is counted)

IP Achievements

● Number of patent registrations

Note: Figure in parenthesis shows the Company's ranking by number of patent registrations



● Number of patents registered in Japan (2013)

● Number of patents registered in U.S. (2013)

Ranking	Company Name	Number	Ranking	Company Name	Number
1	Panasonic	7,117	1	IBM	6,809
2	Toyota Motor	5,588	2	Samsung Electronics	4,675
3	Canon	5,582	3	Canon	3,825
4	Mitsubishi Electric	4,963	4	Sony	3,098
5	Toshiba	4,623	5	Microsoft	2,660
6	Honda Motor	3,638	6	Panasonic	2,601
7	Toshiba	2,416	7	Toshiba	2,416
8	Ricoh	3,291	8	Hon Hai Precision Industry	2,279
9	NEC	2,941	9	Qualcomm	2,103
10	Sharp	2,871	10	LG Electronics	1,947

Survey results from Patolis

Source: IFI Claims Patent Services Data (US)

Toshiba was selected by Thomson Reuters as one of the "2013 Top 100 Global Innovators" awarded to the world's most innovative organizations.



Business Review

FY2013 Sales by Segment

FY2013 Business Result

Energy & Infrastructure Segment

→ P.32



Sales

¥1,812.2 billion
(YoY +¥179.9 billion, +11%)

Although the Nuclear Power Systems business in Japan saw lower sales, the overall Social Infrastructure business recorded growth, reflecting higher sales in the T&D Systems, Solar Photovoltaic Systems, Railroad Systems, Automotive Systems and other businesses.

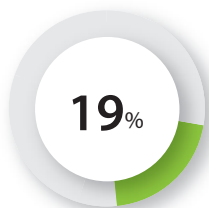
Operating Income

¥32.3 billion
(YoY -¥52.8 billion)

Higher sales generated higher income in T&D and Solar Photovoltaic Systems. Thermal & Hydro Power Systems performed well but saw lower operating income. Deterioration in Nuclear Power Systems reflected a temporary expense overseas and a conservative reassessment of the asset value of a U.S. developer of nuclear power plants.

Community Solutions Segment

→ P.36



Sales

¥1,357.4 billion
(YoY +¥178.3 billion, +15%)

The Retail Information Systems and Office Equipment business reported significantly higher sales on positive effects from a business acquisition and other factors. The Disaster Prevention Systems, Elevator & Building Systems, Lighting and Commercial Air-Conditioners businesses also saw sales increases.

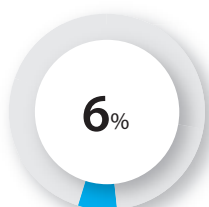
Operating Income

¥51.9 billion
(YoY +¥9.2 billion)

The Retail Information Systems and Office Equipment business saw higher operating income reflecting higher sales, and the Elevator & Building Systems and Commercial Air-Conditioners businesses also recorded higher operating income.

Healthcare Systems & Services Segment

→ P.39



Sales

¥410.8 billion
(YoY +¥31.2 billion, +8%)

Healthcare systems, especially CT systems, recorded higher sales on higher unit sales in emerging economies and sales growth in the overseas service sector.

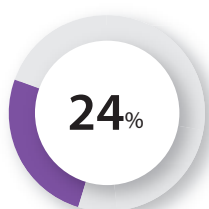
Operating Income

¥28.6 billion
(YoY +¥4.8 billion)

The segment saw higher operating income on higher sales, in emerging economies and in the overseas service sector.

Electronic Devices & Components Segment

→ P.41



Sales

¥1,693.4 billion
(YoY +¥406.8 billion, +32%)

The Memories business saw significantly higher sales on increased sales volume, and the Discrete business reported higher sales. The Storage Products business also recorded higher sales, especially in 3.5-inch hard disk drives.

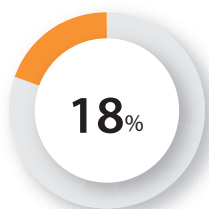
Operating Income

¥238.5 billion
(YoY +¥143.0 billion)

Segment operating income increased by 143.0 billion yen to 238.5 billion yen, the highest it has ever recorded. The Memories business saw a notable upswing, maintaining high profitability.

Lifestyle Products & Services Segment

→ P.44



Sales

¥1,313.8 billion
(YoY +¥44.0 billion, +3%)

The Visual Products business, which includes LCD TVs, saw sales decrease due to a shift in focus to redefined sales territories and other factors, while the PC and White Goods businesses recorded higher sales.

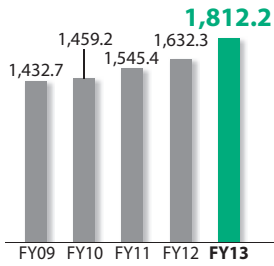
Operating Income

-¥51.0 billion
(YoY -¥8.7 billion)

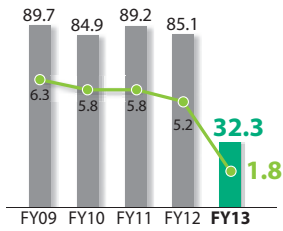
Visual Products improved considerably, reflecting restructuring and higher sales prices. White Goods declined on a weaker yen. PCs saw lower operating income on inventory clearance cost and weaker yen, but with a better second half.

Note: Ratio of net sales total prior to elimination of inter-segment sales

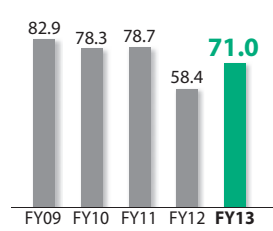
Sales (Billions of yen)



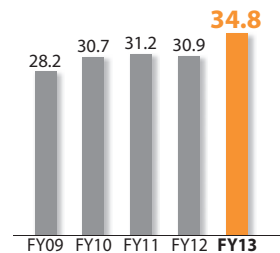
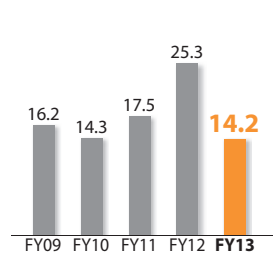
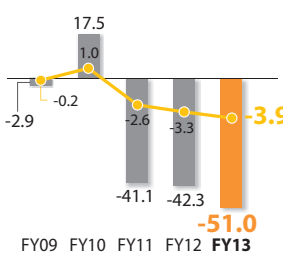
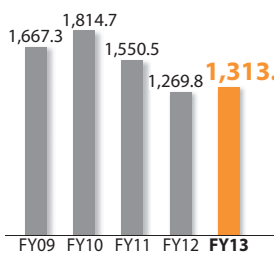
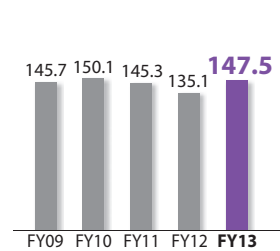
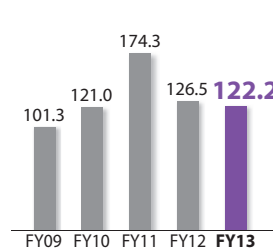
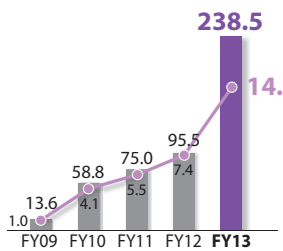
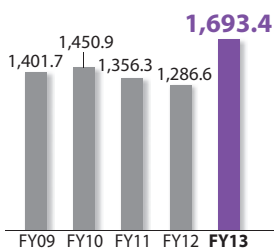
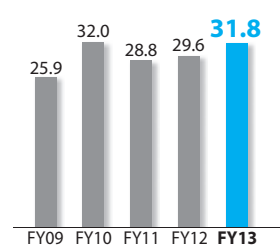
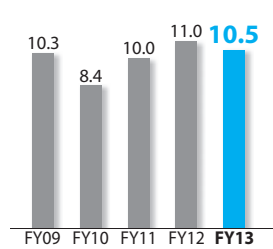
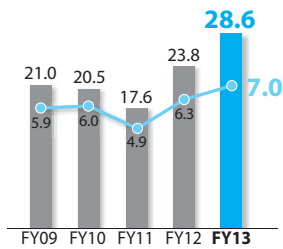
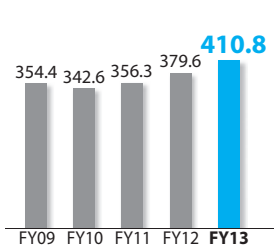
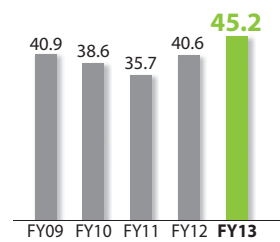
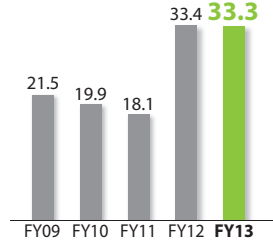
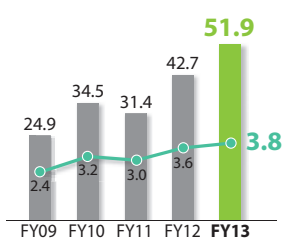
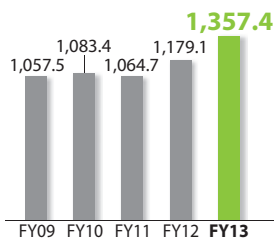
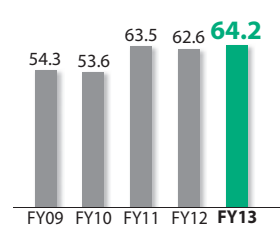
Operating income (Billions of yen)
Operating income ratio (%)



Capital expenditures (Billions of yen)
(Payment basis)

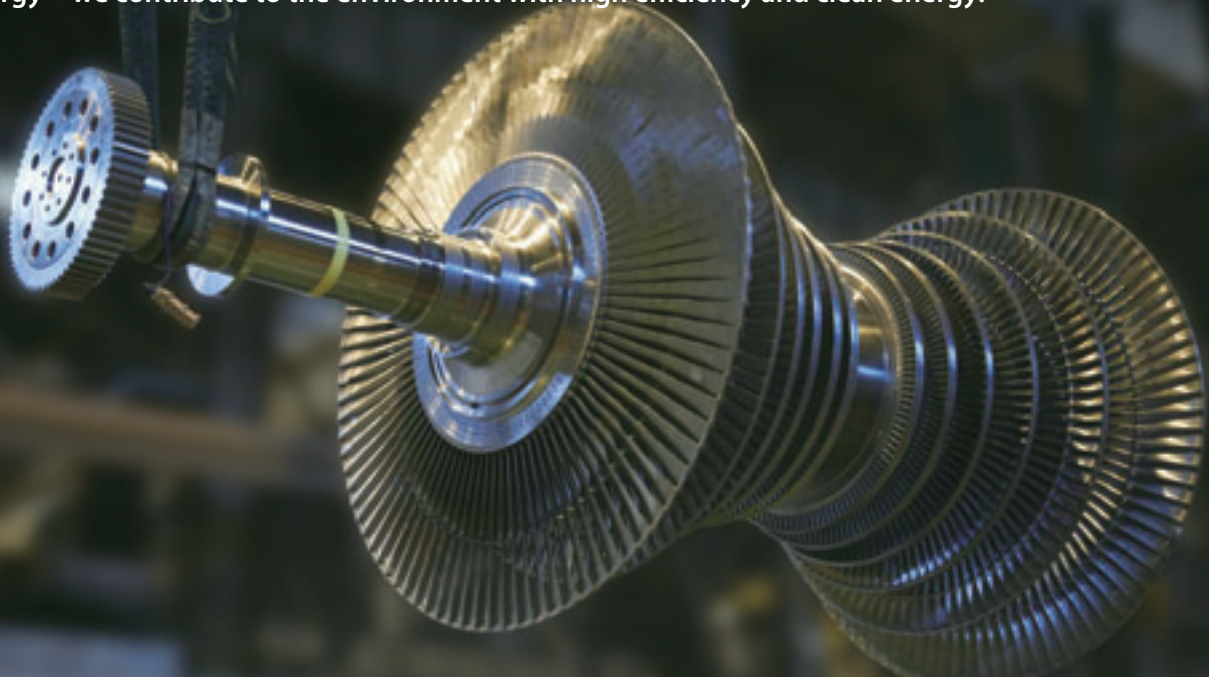


R&D expenditure (Billions of yen)



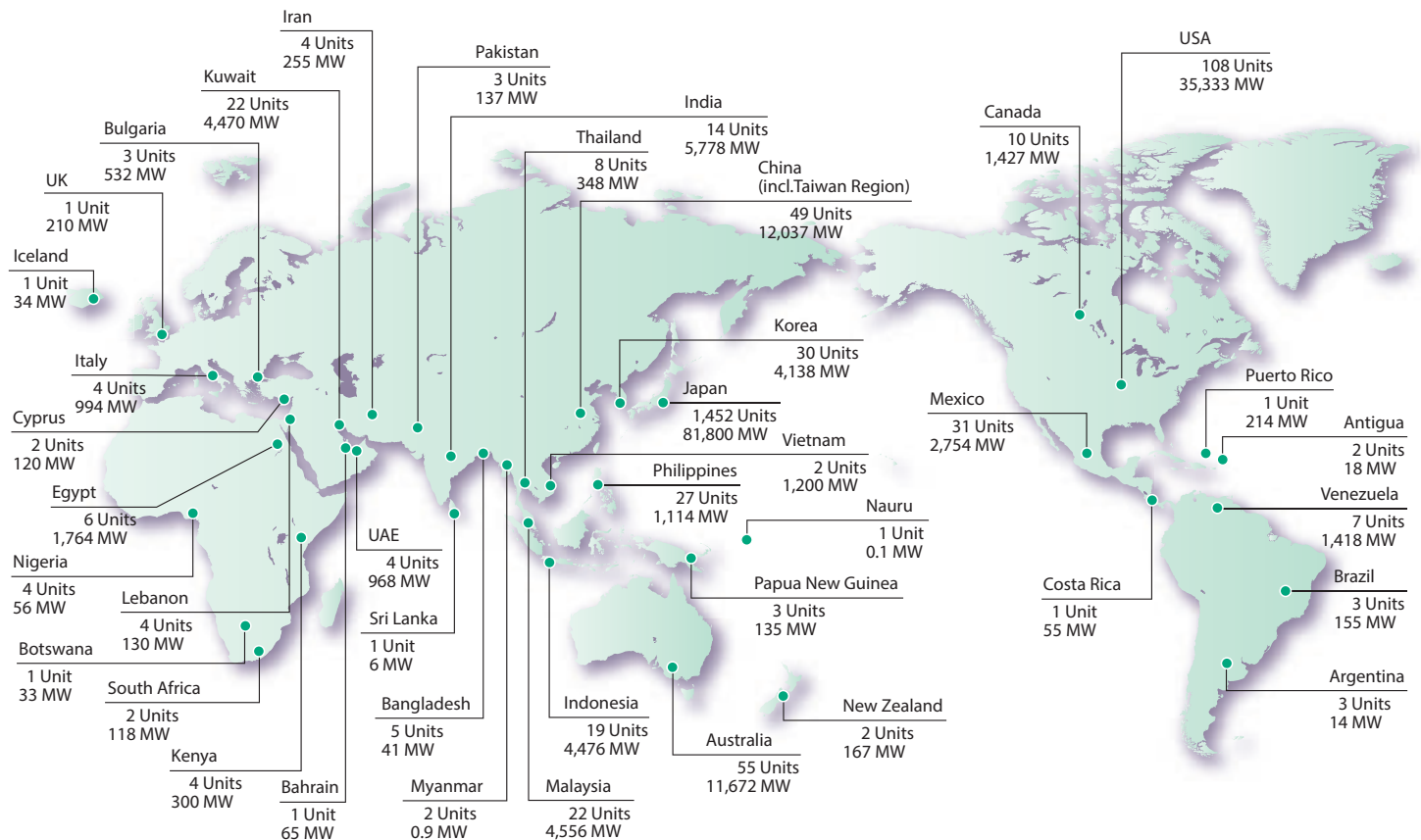
Energy & Infrastructure Segment

At every stage of the energy cycle—make energy, transmit energy, store energy and smart use of energy—we contribute to the environment with high efficiency and clean energy.



Delivery record of steam turbines for thermal power plants

Total: 1,924 units, 179,042 MW (megawatts) As of March 2014



Power Systems Company

In nuclear power systems, a baseload power source that contributes to securing stable energy supply, Toshiba Group continues its global business expansion, aiming to supply the latest plants offering enhanced safety. In a recent move, we acquired a 60% stake in NuGeneration Ltd., which plans to construct nuclear power plants in West Cumbria, Northwest England, from Spain's IBERDROLA and France's GDF SUEZ. Westinghouse Electric Company, a group company, proposes to construct three of its AP1000™ pressurized water reactors on the site.

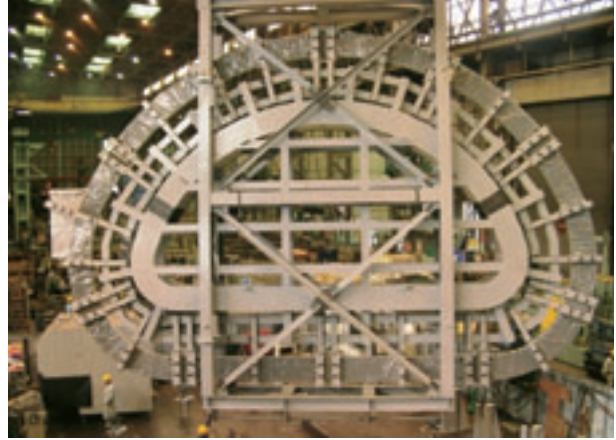


©2014 Georgia Power Company All rights reserved
Installation of the largest module of the AP1000™, under construction in the US

Separately, we are applying technologies cultivated in nuclear power plants to healthcare. In August 2013, we accepted an order from the National Institute of Radiological Sciences to supply a rotating gantry equipped with superconducting magnets, for a heavy-ion radiotherapy system for cancer treatment, and to produce interior equipment for the treatment room. This marks the world's first use of superconducting magnets in heavy-ion radiotherapy, and the first time in Japan that a rotating gantry has been installed in a heavy-ion radiotherapy treatment room. In addition, we started joint research with Yamagata University into the development of next-generation heavy-ion radiotherapy system in July 2013. We are also making headway overseas. We signed memoranda of understanding on feasibility studies for heavy-ion radiotherapy system for cancer treatment with local partners in the United Arab Emirates and Malaysia, in May and July 2013, respectively, and are now investigating the business potentials.

In fusion reactors, a future energy source, we are contributing to the International Thermonuclear Experimental Reactor (ITER), which is being promoted by a seven international consortium of Japan, the European

Union, Russia, the U.S., South Korea, China and India. We have received an order for toroidal magnetic field coils, superconducting coils that are major components of the reactor.



Toroidal magnetic field coil for ITER, full-scale prototype body

We are promoting global expansion in thermal power generation systems offering high efficiency and reliability. We entered into a strategic alliance agreement in gas turbine combined-cycle power generation field with the U.S. company General Electric (GE) in October 2013. In April 2014, we received an order from Hokkaido Electric Power Co., Inc. for a high efficiency combined-cycle thermal power generation system for the Ishikariwan Shinko Power Plant Unit 1, liquefied natural gas (LNG) fueled thermal power plant. The combined-cycle thermal power generation system, which combines GE's latest high efficiency 9HA Gas Turbine with Toshiba's most advanced steam turbine, is expected to achieve a world-leading thermal efficiency of 62% (at the lower heating value)* and the plant will have a capacity of approximately 570 MW(megawatts). Looking to future business expansion, in September 2013 we signed a natural gas liquefaction tolling agreement with a Freeport affiliate in the U.S. We will support companies, such as power companies, seeking to procure U.S.-produced LNG at competitive prices.

In January 2014, we integrated subsidiaries there into a company offering comprehensive capabilities: engineering, manufacturing, procurement, construction and service. In February 2014, we received an order for the supply of two 800 MW(megawatts) super-critical steam turbine and generator island packages for the Darlipali Super Thermal Power Station in Darlipali, Orissa state.

In geothermal systems, we reorganized a local

* As of April 15, 2014. Toshiba survey.

subsidiary in Turkey into Toshiba Infrastructure and Electronics A.S. (TAET) in August 2013, and commenced sales activities. In January 2014, we won our first geothermal plant order there, from Zorlu Enerji, an independent power producer and member of the Zorlu Energy Group to supply key equipment, including turbines, generators and condensers, for the new Alasehir Geothermal Power Plant in western Turkey. In November 2013, in Japan, we partnered with ORIX Corporation and established Nakao Geothermal Power Generation Corporation, as a vehicle for promoting geothermal power generation in the Nakao, Okuhida Onsen region in Gifu Prefecture. We are currently verifying business feasibility by surveying the region's geothermal resources and studying the surrounding environment.

The Power Systems Company works continues to refine and strengthen a structure to support global business expansion. In February 2014, we established the Global Engineering & Production Center at Keihin Product Operations in Yokohama. This is both a global engineering center, responsible for the design and development of thermal, hydro and renewable energy-related equipment, and a global production center that provides support and expert guidance to overseas sites. It will support global business development and deepen cooperation between sites in Japan and overseas, including the Smart Community Center in Kawasaki, the core site of our smart community business.



The Global Engineering & Production Center at Keihin Product Operations

Going forward, the Power Systems Company will build on a proven track record and continue to promote our global energy systems business with services and power generation systems offering high efficiency and high quality.

Social Infrastructure Systems Company

The Social Infrastructure Systems Company businesses include power systems, such as transmission and distribution systems (T&D) that ensure stable supply of power generated at power plants and solar photovoltaic

power generation systems; SCiB™ rechargeable batteries that are safe and that recharge rapidly; railway & automotive systems that incorporate advanced power electronics technologies for high efficiency motors and inverters; security and automation systems, such as security systems and industrial measuring equipment and labor-saving equipment; and radar systems for aviation safety and control, and for weather observation.

We are accelerating a global expansion of the T&D business. In December 2013, in India, we acquired Vijai Electricals Ltd.'s power and distribution transformers and switching device businesses, and established Toshiba Transmission & Distribution Systems (India) Pvt. Ltd. This full-scale entry into the Indian market gives us a site positioned to handle global production to support expansion. In parallel with this, we are increasing production at our transformer plant in Brazil and have started to run a joint venture factory in Russia.



Toshiba Transmission & Distribution Systems (India) Pvt. Ltd.'s switch gear factory

In smart grids, we won an order in July 2013 for smart meter communications systems from Tokyo Electric Power Co., Ltd. (TEPCO). TEPCO plans to introduce smart meters into 27 million households in the next seven years, and the supplied metering systems will apply Landis + Gyr AG's (L+G) technology, a proven communications system, and technologies meeting international standards.

L+G recorded another business win in September 2013, an order from British Gas, the UK's largest power and gas company, for smart meters to measure gas and electricity consumption. In the period up to 2020, smart meters will be installed in 12 million households in central and southern England, with a total order value of some 90 billion yen. On top of this L+G won an order from CPS Energy, a power company in Texas, USA, for smart meters to measure power usage. Between 2014 and 2019 approximately 700 thousand smart meters will be installed in San Antonio, Texas, an order with a value of approximately 5 billion yen.

In the solar photovoltaic power generation systems business, the residential market in Japan performed very strongly. In overseas business, we have partnered with GAGFAH, Germany's largest real estate company, and initiate a retail power business utilizing solar power systems in rental apartments owned by GAGFAH in the towns of Villingen-Schwenningen and Ostfildern.

In rechargeable battery systems, in November 2013 we won an order to supply what will be the battery system with the world's largest output (based on Toshiba in-house research), 40,000 kW(kilowatts), for the "Demonstration Project on Battery Storage Systems for Dealing With Frequency Fluctuations at Nishi Sendai Transformer Substation," which is being implemented by Tohoku Electric Power Co., Ltd. (Tohoku Electric). The system will be installed at Tohoku Electric's Nishi Sendai Substation and equipped with Toshiba's SCiB™ lithium-ion rechargeable batteries. It will be used in a new initiative to tackle frequency variations in solar and wind power generation resulting from changes in the weather.



Tohoku Electric Power, Nishi Sendai Substation, Battery Storage System

In power electronics, the invertors and other devices used to control power conversion, we won an order in November 2013, in collaboration with Marubeni Corporation and the East Japan Railway Company (JR East), for the supply of a railway system and maintenance services for the Purple Line, a passenger railway in Bangkok, Thailand. This will be the first time a Japanese consortium including a railway operating company has participated in an overseas maintenance project.



Passenger Railway in Bangkok, Thailand

In industrial systems, we are involved in the manufacture of high-efficiency industrial motors in Vietnam, and we are working to expand sales into new markets, including emerging markets.

In automation systems, in May 2013 we were awarded an about 3.6 billion yen contract for a completely integrated postal automation system from Singapore Post.

In radar systems, in September 2013 we won an order in collaboration with Sumitomo Corporation, NEC Corporation, and other companies, for airport and aviation security infrastructure in Myanmar. While improving aviation safety at Myanmar's major airports, the project is also expected to enhance Myanmar's airports' capacity to handle the burgeoning air traffic in the region by establishing more efficient air routes.

Going forward, we will continue to promote our total solutions business, both in Japan and overseas, in a variety of technology areas, including power electronics technologies and state-of-the-art transmission and distribution technologies.

At a February 2014 briefing in New Delhi, India, we explained how we are strengthening our social infrastructure business in India, and held a technology seminar for our partner companies. In addition to T&D and power systems, the core of our thermal and hydro-power businesses, we are also focusing on areas such as building solutions, including elevators. Toward strengthening cooperation with major local companies, we plan to invest approximately 50 billion yen over the five years from 2013 to 2017, and aim to generate 300 billion yen in net sales in FY2017 by expanding production, sales and export.



Strengthening cooperation with major Indian corporations

Community Solutions Segment

We are promoting the realization of safe, secure and comfortable communities by providing community solutions, including city infrastructure solutions, building and home solutions, through ICT and cloud computing technologies.



Smart Community demonstration project in France's Lyon Redevelopment Area



This major inner-city redevelopment project aims to achieve zero emissions in the redevelopment area by the visualization of energy usage across the entire project area, including streets, buildings, homes and transportation (EV). Within the overall project, an EV car-sharing pilot project started in October 2013.

(Project term: April 2012 - August 2016)

©Alexandre Nicolas-SPL Lyon Confluence

Community Solutions Company

In an October 2013, reorganization, the Community Solutions Company was established as a new company, bringing together businesses and companies working in related areas under the same umbrella: the Community Solutions Division, handles various wide area energy management systems covering cities, buildings, factories and housing, traffic control systems disaster prevention communications systems; the Water & Environmental Systems Division, handles water supply and sewerage systems and environmental systems; Toshiba Elevator and Building Systems Corporation covers the elevators and escalators systems; Toshiba Lighting & Technology Corporation, handles the lighting systems; and Toshiba Carrier Corporation handles the commercial air-conditioning systems. In January 2014, Community Solutions Group companies were brought together in the Smart Community Center, a new building in Kawasaki, promoting group-wide synergies.

With the Energy & Social Infrastructure business, the group will continue to promote the realization of safe, secure and comfortable communities by providing diverse community solutions through ICT and cloud computing technologies: city infrastructure solutions, such as energy and water management systems; building solutions, such as elevators that carry people smoothly and safely; lighting and air-conditioning offering high energy efficiency and high environmental performance; and home solutions that support comfortable lives.

In FY2013, while sales increased on growth in solar photovoltaic systems and of disaster prevention systems for local governments, and in elevators and commercial air-conditioning in the Chinese and Asian markets, income declined slightly on deterioration in the lighting business in the U.S. and Europe.



A water sewage treatment plant in India constructed by UEM

Community Solutions Business / Water & Environmental Systems Business

We continue to strengthen domestic business, and we are also expanding overseas business. In March 2014, we took an equity stake in UEM India, which has a track record of

delivering water and wastewater management facilities in North America, Central America, and Africa, and through our partnership we have determined to expand the business with a focus on India and markets in neighboring countries. Looking ahead, we will use this capital alliance to expand Toshiba's products and, through synergies for both companies, to increase sales of water treatment plant for power stations, and to continue providing services and solutions to Japanese companies expanding into the region and to local companies with high environmental consciousness.

Toshiba Elevator and Building Systems Corporation

We have built a framework that encompasses all aspects of elevators and escalators business from product and system development to production, installation, adjustment, maintenance and renewals in order to globally offer total solutions for the environment, energy saving and security with the state-of-the-art technologies.

In October 2013, we won an order to provide 111 elevators and escalators, including 420 meter-a-minute high-speed elevators, for the second phase of construction of Galaxy Macau, the largest luxury resort hotel in Macau, China. With the units supplied in the first phase, completed in 2011, we will supply a total of 209 units across the two phases of construction

In November 2013, at the 10th Eco Products Awards, sponsored by the Eco-Products Awards Promotion Council, our energy saving, environmentally-conscious and earthquake-conscious "SPACEL-GR" and "ELCRUISE" elevators received the Minister of Economy, Trade and Industry Award, the highest of the awards, in the "Eco-Products Category". These energy saving products have been certified as Toshiba Group "Excellent ECPs," which means they offer the best environmental performance in the industry.



"ELCRUISE"



"SPACEL-GR"

Toshiba Lighting & Technology Corporation

Our global LED lighting business is creating a new culture of lighting in harmony with people and the environment. In November 2013, we supplied LED lighting to illuminate the five-story pagoda of Toji Temple in Kyoto, at approximately 55 meters the tallest wooden structure in Japan. By replacing HID floodlight, we cut power consumption (CO₂ emissions) by approximately 51%.



The "golden five-story pagoda" of Toji Temple in Kyoto, lit up with LED lighting

We have also developed LED floodlight. As bright as a 1kW metal halide lamp, it consumes about 54% less energy, and is already installed at "Football Center Toyama (Nichi-Iko Sports Academy)" in Namerikawa City, completed in May 2013. Stadium lighting requires maintenance work in high places, but our LED floodlight's approximately 40,000-hour service life promises cost savings and reduced maintenance work. It also delivers instant re-lighting, a problem with HID lamps.

Toshiba Carrier Corporation

Our heat pump technology realizes heat application solutions and systems for air-conditioning and hot water supply equipment offering environmentally-conscious performances, high level efficiency and comfort.

In November 2013, we received the FY2013 Minister of the Environment Award for helping to mitigate global warming with the "development of an air-cooled heat pump-type modular heat source machine." We have developed a group control system to optimize operation of multiple modules with the world's largest capacity inverter twin rotary compressor, and commercialized a heat source machine for a wide variety of energy saving applications. The precise temperature control of this highly praised advance fits applications ranging from temperature control in data centers to heat management in factory production processes.

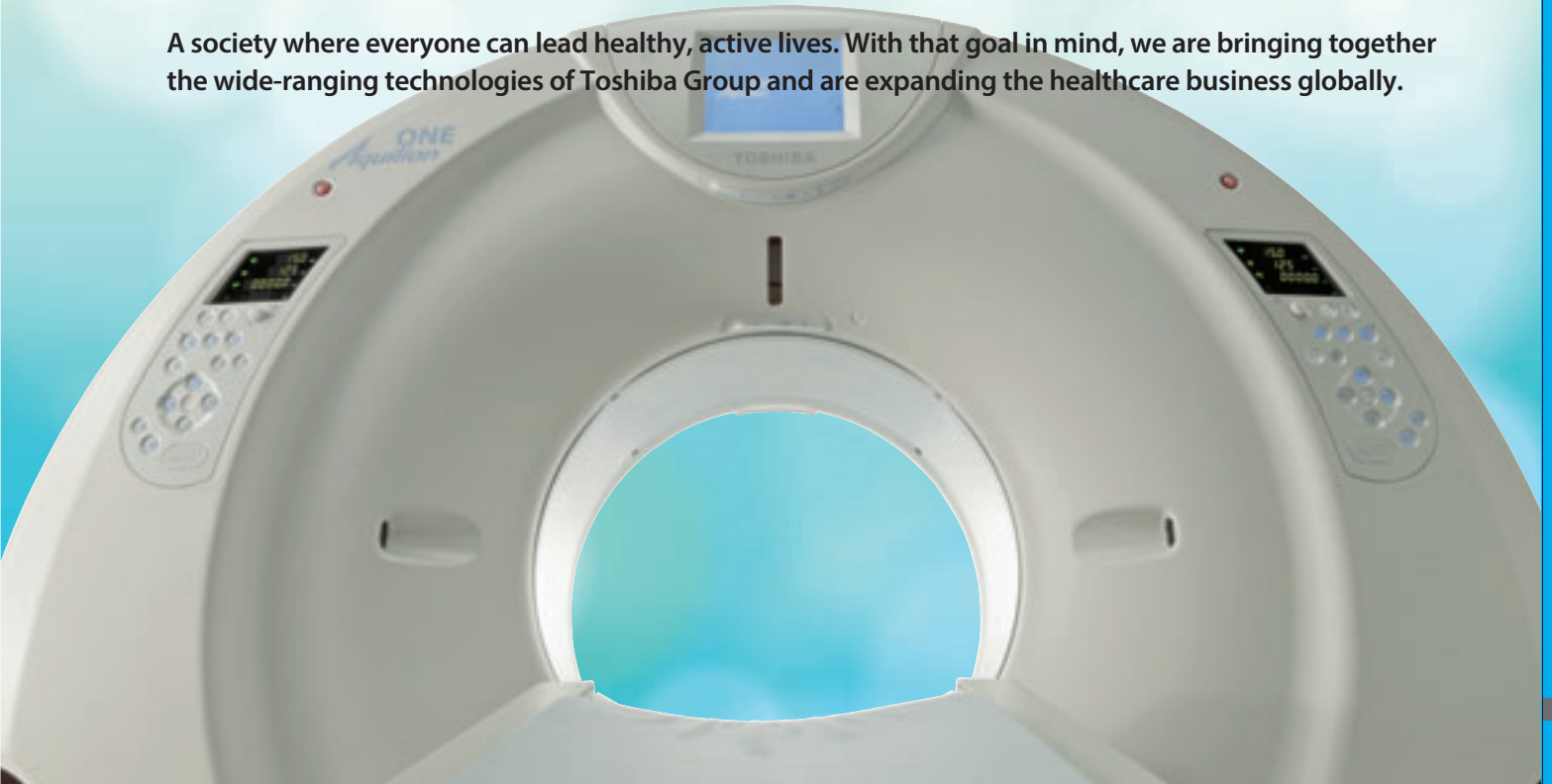
In China, the world's largest commercial air-conditioning market, we are expanding production and rapidly releasing new products. Toshiba Carrier Air Conditioning (China) Co., Ltd., a joint venture between Toshiba Carrier Corporation and Carrier Asia Ltd., opened a commercial air-conditioning equipment factory in January 2014. The reliability and energy efficiency of our multi air-conditioning systems have won high regard and adoption in many buildings. We have responded with a new manufacturing and sales site in the Hangzhou Economic and Technological Development Zone, which has secured quicker delivery to customers. We will continue to promote closer integration of manufacturing, sales and services, further reduce our products' environmental impacts, and contribute to more convenient and comfortable lifestyles.



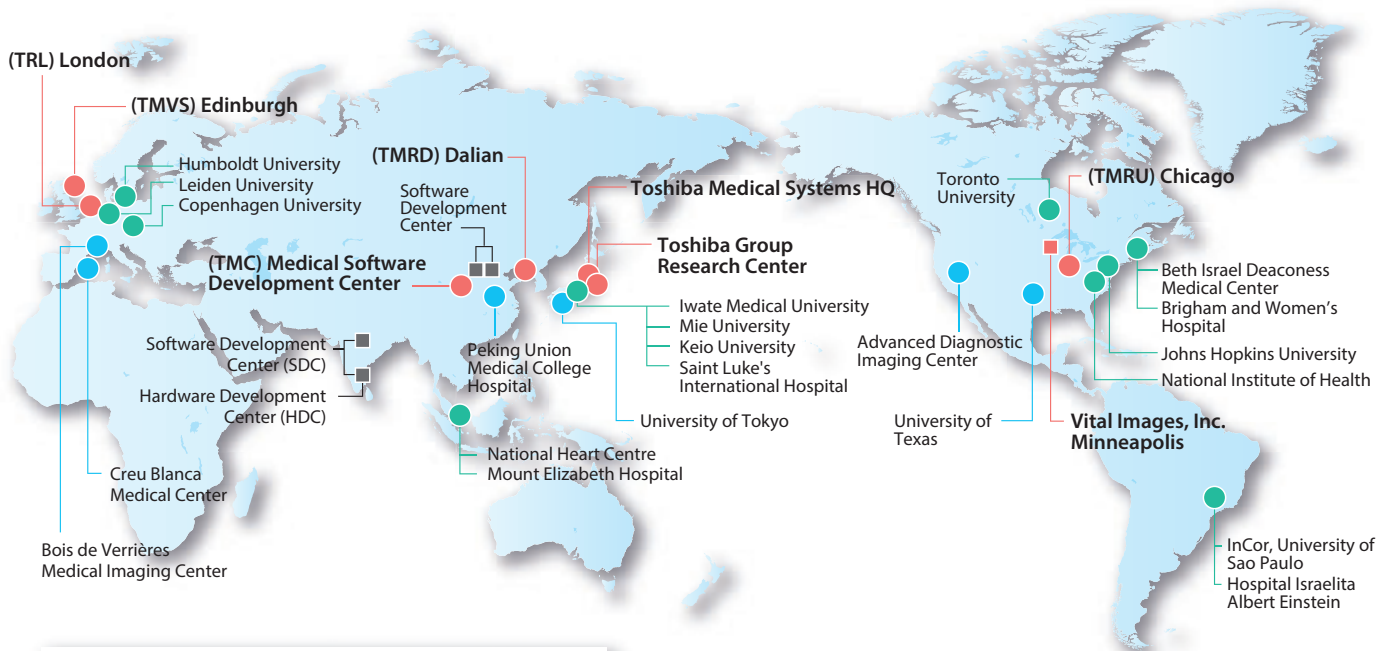
Toshiba Carrier Air Conditioning (China) Co., Ltd., commenced production of commercial air-conditioning equipment.

Healthcare Systems & Services Segment

A society where everyone can lead healthy, active lives. With that goal in mind, we are bringing together the wide-ranging technologies of Toshiba Group and are expanding the healthcare business globally.



Global R&D System



- **Toshiba Group Healthcare R&D site**
- Institutions participating in "CORE 320," an international multi-center trial using the CT Aquilion One™ area detector
- Institutions participating in "REACT," an international multi-center trial to verify the usefulness of non-contrast MR angiography technology

*TMRU: TOSHIBA MEDICAL RESEARCH INSTITUTE, USA
 TMRD: Toshiba Medical System R & D (Dalian)
 TMC: Toshiba Medical System (China)
 TMVS: Toshiba Medical Visualization Systems Europe
 TRL: Toshiba Research Europe

Toshiba Medical Systems Corp.

We deliver healthcare solutions in more than 135 countries worldwide, with a product line-up encompassing medical IT systems and diagnostic imaging systems: CT, MRI, X-ray and ultrasound diagnostic systems.

In FY2013, sales of CT systems grew in Japan and overseas, particularly in emerging markets, and the service business also performed strongly, resulting in higher sales and increased income.

In responding to globalization, we are building a worldwide network of development, production and sales sites. In January 2014, we established Toshiba Medical Systems R&D (Dalian) Co., Ltd. in Dalian, China, which integrates our previous R&D function there. The company's work will support us in strengthening business in China and Asia, and the advantage of its location will allow us to participate in upstream development of lab test systems, CT, MRI, X-ray and ultrasound diagnostic systems.

In April 2013, we won a major order from the Republic of Turkey's Ministry of Health for 84 16-row multi-slice CT systems (Alexion™), and installation has now commenced in public hospitals. We began sales and services of diagnostic imaging systems in Turkey in 1997, and have built up a proven track record and strong relations with customers, grounded in trust. Earlier order wins include another from the Ministry of Health in 2012, for 120 high-end ultrasonic diagnostic systems (Aplio™ 500). Going forward we will further enhance the provision of high value-added products and services adapted to local market needs, and continue to contribute to medical care in the region.

In November 2013, in Japan we launched "Vantage Elan™", a next generation 1.5 tesla MRI system that checks all the boxes—high image quality, simple operation, space-and power-saving. Its footprint is 29% smaller than similar models and it cuts maximum energy consumption by as much as 50%. It also inherits our highly regarded capabilities in noise

reduction mechanism by integrating our newly developed Pianissimo™ Σ as a standard feature, ensuring even quieter, more patient-friendly MRI scanning.



1.5 tesla MRI system: Vantage Elan™

In September 2013, we launched the "Digital Gamma Camera GCA-9300R™" in Japan. It provides diagnostic imaging by detecting gamma rays emitted from radiopharmaceuticals administered internally, and is the only three-detector digital gamma camera in the Japanese market. Gamma ray detection is growing in importance in diagnosing cardiac and head disease and making decisions on therapy, and also as a means of testing to detect dementia, now becoming a major social problem. The GCA-9300R™ was designed in-house to expressly address these needs, and is optimized for cardiac and head examinations.



3 detector-type gamma camera: GCA-9300R™

Toshiba Medical Systems Corp. is the Official Medical Systems Partner of Manchester United, a leading football team in the English Premier League.

In tandem with this sponsorship, we have installed the latest diagnostic imaging systems, including the Aquilion ONE™ area detector CT, at the medical facility in the team's new AON Training Complex, opened in March 2014. Players who were previously examined and diagnosed at nearby medical centers can now receive high-quality care in the privacy of the team facility. We will continue to support medical care as the team's medical systems partner, and help to ensure that the players can give their best on the field.



Electronic Devices & Components Segment

We are driving forward storage solutions with our world-class NAND Flash Memory, and deploying lineups of discrete and system LSI.



Global Manufacturing and Sales Sites (Semiconductor & Storage Products Company)



NAND Flash Memory
No. 2 global share*
Hard Disk Drives
15% global share*
Power Devices
No. 2 global share*

* Net sales basis. Based on Toshiba in-house research (2013)

Semiconductor & Storage Products Company

With a focus on memory, most notably NAND Flash Memory, and storage, including SSD and HDD, the company promotes the semiconductor and storage products business as well as discrete semiconductors, mixed signal IC, logic LSI and CMOS image sensors. We cover a wide range of fields, and in addition to strengthening the technologies at the core of every business, by coordinating these technologies and responding to the big data society, we are providing the ideal solutions for configuring our customers' systems.

Discrete Business

In FY2013, while sales of mainstay power devices and photocouplers, particularly for automotive and industrial applications, remained stable, costs incurred with the start-up of white LED products took their toll, with the result that we recorded increased sales but reduced profit. Going forward we aim to return to stable growth by making steady progress on new product development, increasing our share of the automotive and industrial fields in our core area of power devices, and expanding our lineup of white LEDs.



Discrete semiconductors

In small signal devices and photocouplers, a new back-end process facility to replace that inundated by the 2011 flooding in Thailand was completed in August 2013. The site area of the new facility is about 1.4 times that of the old one, and introduction of the latest production lines is helping us to boost productivity. We will continue to manufacture products for which we expect to see future demand increases, in such areas as industrial equipment, digital consumer electronics and mobile phones.

System LSI business

Sluggish sales in logic LSIs for consumer electronics and digital cameras and CMOS image sensors resulted in lower revenue and reduced profit in FY2013. Regarding the future, in the mixed-signal business we will focus our resources on three areas, motor controls, communications and image recognition, and steadily promote new businesses. In the

logic LSI business we will continue to develop new solutions businesses centered on application processors, including devices for wearable devices. In CMOS image sensors we will emphasize expanding our line-up of general-purpose products, and make new forays into high value-added areas. On the strength of these measures, we aim to expand sales and establish a profitable business constitution.

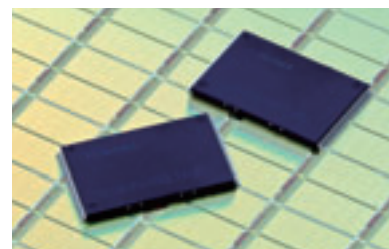


A Japanese print ad for an image recognition processor LSI for automotive applications

Memory business

In FY2013, we recorded a major increase in sales, driven by strong demand, continued achievement of cost reductions through process migration, and the optimization of product sales areas, and achieved record operating income.

The company will continue to make steady progress in process migration, lead the world in technical capabilities, and respond to the continuing growth in demand for storage by introducing new memory products.



NAND Flash memory fabricated with the world's first 15nm process

In new products, in May 2013 we commenced mass production of 64 gigabit (8 gigabyte) NAND Flash Memory using second-generation 19nm process at Yokkaichi Operations (located in Yokkaichi City, Mie Prefecture).

In August 2013, we commenced construction of the second phase of Fab 5 at the same facility, with the objective of securing production space for coming generations of 3D products and for NAND Flash Memory products fabricated with 15nm process technology. Construction was completed in summer 2014.

Sales of wireless communication products for mobile devices

In mobile devices like smart phones, there is increasing demand from users for the capability to quickly and easily exchange images and other data. Our mixed signal IC and memory businesses are collaborating in developing such products. Taking data stored on a memory card as the start point, pictures shot with a digital camera for example, we have launched FlashAir™, an SDHC card fitted with wireless communication functionality that makes possible on-the-spot sharing with smart phones and tablets. Other new products in the same vein are our USB and MicroUSB adapter modules compatible with TransferJet™, which can transmit large quantities of data at high speeds, such as movies or multiple photos, across short distances, simply when users touch their devices displays against each other.



TransferJet™ adapter module and FlashAir™
(32GB Class10 compatible)

Storage business

Sales grew in FY2013, particularly of 3.5" HDD. In the previous year, the business performed notably well, as the flooding in Thailand resulted in supply shortages that led to persistently high prices. Operating income was lower year on year, but remained stable. In the future, particularly in light of the growth in demand for storage in the enterprise market, we will shift momentum of our business from the traditional mainstay of consumer products to enterprise products, and work to steadily increase our share of products

such as near-line HDD and enterprise SSD. Furthermore, in addition to cooperating with the memory business, we will cooperate with the Cloud & Solutions Company to develop new products and expand into new areas.

With the goal of strengthening the SSD business, in January 2014 we acquired assets in the U.S. firm OCZ Technology, Inc. (OCZ). With this acquisition we plan to further increase the competitiveness of the SSD business by combining our strong NAND Flash Memory technology with SSD for PCs and data centers, areas where OCZ enjoys a good track record.

In new products, at the end of February we started to ship large capacity 5 terabyte HDD for near-line applications in large servers and data centers, drives that realize the industry's largest storage capacity for a non-helium-gas-filled HDD. Going forward we will continue to strengthen our enterprise HDD products.



*1: Solid State Drive
*2: Nanometer (1 billionth of a meter)

ODD Business

On March 26, 2014, the company signed an agreement on the transfer of the Optical Disk Drive business with Samsung Electronics Co., Ltd. and OPTIS Co., Ltd. As a result of this agreement, the business has been discontinued.

In March 2014, Toshiba brought a civil suit against SK Hynix Inc. at the Tokyo District Court, under Japan's Unfair Competition Prevention Act. The suit seeks damages for the wrongful acquisition and use of Toshiba's proprietary technical information related to NAND flash memory. Moving forward, Toshiba will construct a more robust system for protecting its intellectual property and preventing its loss, and respond resolutely to unfair competition, in order to maintain the advanced technical competence, including those for semiconductors, that is the source of its global competitive strength.

Lifestyle Products & Services Segment

We are enhancing the environmental performance of our TVs and home appliances and developing products that meet regional characteristics, with a particular focus on Asia's emerging markets. In PCs, we are expanding our presence in the corporate sector.



Developing local-fit products with a focus on emerging markets in Asia



LCD TVs "Pro Theatre L4300 Series"

(For the ASEAN, Middle East and African markets)

Pro Theatre L4300 with Android™ OS allows viewers to enjoy a wide variety of Apps on large screens. The "Football Mode" image setting delivers true action details of football game matches by minimizing loss of details and correcting over exposed scenes, making the L4300 ideal for watching football.



Refrigerator "T-Series"

(For the Thai market)

In March, 2014, we launched a refrigerator in Thailand that offers the high energy-saving performance of inverter control and increased storage space for beverages. This feature is based on the result of local lifestyle surveys.



Fully Automatic Washing Machine "AW-DC1700W"

(For the Thai, Vietnamese and Malaysian markets)

Since the end of 2013, we have been selling inverter-controlled, fully automatic washing machines featuring a "fragrance course" which leaves laundry with the fresh scent of fabric softeners. The function is based on local preferences.

Lifestyle Products & Services

The lifestyle business delivers products offering superior environmental performance and features that meet local characteristics: digital products that include TVs, Blu-ray recorders, PCs, tablets and others; and refrigerators, washer-dryers and other home appliances.

The market environment in which Lifestyle Products & Services operates is very tough and we are feeling its strong impacts. In TVs, we are experiencing a shrinking domestic market following completion of the transition from terrestrial to digital broadcasting, and we must contend with lower pricing and reduced demand caused by economic sluggishness in Europe; in PCs, we face a demand fall-off resulting from competition with tablets and smartphones; and in home appliances the effects of the weaker yen. Given this business environment, and with the goals of improving profitability and strengthening the business structure, we have defined "Implementation of Selection and Concentration to Generate Profit" and "Rebuilding With a Lean Management Structure" as the pillars of structural reform.

In promoting "Implementation of Selection and Concentration to Generate Profit" in the TV business, we will select and concentrate our attention on focus markets, with an emphasis on emerging markets, most notably those of Southeast Asia, where continued growth is expected. Alongside this, we are aggressively promoting the global expansion of large-screen-type, value-added products, such as high resolution 4K ultra HD TVs, and are strengthening the release of local-fit products that match regional characteristics.

In FY2013, we launched the "Pro Theatre Series" TVs featuring "Football Mode" for emerging markets. This realizes image quality that is almost as good as watching the game in the stadium, and ensures an enjoyable viewing experience even when watching fast moving scenes. These products



REGZA Z8X Series

were expressly developed for emerging markets, where football and other sports are very popular with viewers.

In the domestic market, we launched the "REGZA Z8X Series" as large screen type, high value-added products, in June 2013. These large screen TVs feature high-resolution 4K panels that boast four times the pixels of a Full HD TV, plus a newly developed video processing engine, allowing enjoyable viewing of even higher quality images.

Beyond this, we are also applying our advanced visual imaging technology in the healthcare field. In September 2013, the technology developed for REGZA LCD TVs was employed by Toshiba Medical Systems Corporation and introduced in the world's first "Glasses-free 3D Display for Medical Use".

In the PC business, our focus is on promoting business expansion in the corporate sector. Here our proposals to companies include the introduction of models with enhanced mobility and security, power savings achieved with "Toshiba Smart Client Manager" cloud solutions, and enterprise asset management. In addition, by developing proposals that combine hardware and services, we are working to cultivate new markets in education and healthcare. In the solutions business we are promoting cooperation with other business groups and making every effort to cultivate large customers.



In the consumer PC business, we are promoting the "Toshiba Direct" online shopping site and taking measures to improve our sales channels, as well as working to expand our range of strategic products offering high added value. In April 2013, we moved ahead of our competitors with the release of "dynambook KIRA," the world's first Ultrabook™ fitted with a high-definition WQHD LCD touch panel. This employs our thin and light technology and PC-related technologies, such as high-density packaging technology. It also utilizes know-how cultivated for our "REGZA" LCD TVs that really brings out the beauty and natural colors of photos and video and makes them much more enjoyable.

In Home Appliances, we are strengthening sales in Southeast Asia.

In March 2014, we launched a refrigerator in Thailand that offers the high energy-saving performance of inverter control and increased storage space for beverages. Since the end of 2013 in the Thai, Vietnamese and Malaysian markets, we have been selling inverter-controlled, fully automatic washing machines featuring a “fragrance course,” which leaves laundry with a fresh scent of softeners. All of these products have earned warm receptions for functions integrated on the basis of local needs.

In the Japanese market we are selling high value added products. For instance, in November 2013 we launched a new drum-type washer-dryer product, the TW-Z96X1 “Heat Pump Drum ZABOON.” This employs a “Magic Drum” that uses a dirt adhesion prevention process* on the outside of the stainless steel tub to prevent the built up of detergent residue, the cause of black mold. This washer-dryer received The Energy Conservation Center Chairman’s Award for not only cutting energy consumption during operation, but also for saving energy by reducing maintenance work required to clean the washing tub.



“Heat Pump Drum Zaboön” TW-Z96X1

In promoting measures to rebuild with a “Lean Management Structure,” we ended production at Dalian Toshiba Television Company in December 2013, a TV production site that mainly served the Japanese market. In February 2014, Toshiba Television Central Europe, Sp.zo.o., which served as an LCD TV production base for the European market, was sold to Taiwan’s Compal Electronics, Inc. We are promoting reductions in fixed costs through the realignment of our production sites, with the aim of realizing profitability.

We have also restructured our organization. The Digital Products & Services Company has handled our Visual Products business, and a Toshiba Group company, Toshiba Consumer Electronics Holdings Corporation and its subsidiaries, have handled the home appliances, lighting and air-conditioning businesses. In April 2014, we established Toshiba Lifestyle Products & Services Corporation as an integrated entity to operate the Visual Products and Home Appliance businesses. The company aims for efficient operations grounded in sharing management resources, such as personnel and logistics, and promoting cost optimization. Going forward, in addition to strengthening overseas sales, with an emphasis on Southeast Asia and the Near and Middle East, the company will also focus on new areas, particularly B2B, and on smart appliances and cloud services that allow users to link TVs and home appliances with networks.

* “Anti-Stain Coating” that removes dirt and soiling. Based on in-house research.

Others Segment

Cloud & Solutions Company

We are actively promoting a storage services business that integrates technology solutions, using storage devices and IT to solve problems. As part of this effort, we started the “Toshiba Cloud Storage Array Service” in March 2014. This allows cloud business operators to store data of individual users on the internet without any need of a large-scale capital investment.



Cloud & Solutions Company, Data Center Image



Human rights workshop in Asia / Toshiba Science Museum: Future Zone, opened January 31, 2014

CSR & Environmental Management

Toshiba Group CSR	48
Activity Highlight 1: Respect for Human Rights	50
Activity Highlight 2: Promoting Supply Chain CSR	51
Activity Highlight 3: CSR supported by 200,000 Employees	52
Activity Highlight 4: Environmental Management	54
Third-Party Evaluations of CSR in FY2013	57

Toshiba Group CSR

Toshiba became a signatory to the United Nations Global Compact in 2004, and since FY2010, as a means to promote CSR management that meets global standards, we have defined material issues for Toshiba Group in accordance with ISO 26000^{*1}

CSR Management to support “Growth with Creativity”



CSR management means giving top priority to human life, safety, and legal compliance and contributing to the solution of problems in the global society through business. In order to meet the expectations of stakeholders, it is our responsibility to communicate with various stakeholders (such as customers, shareholders and investors, suppliers, and employees) in promoting CSR activities. Such activities must be supported by each and every one of Toshiba Group's 200,000 employees worldwide.

The CSR Governance Committee, comprised of executive officers responsible for CSR and other concerned

executives, meets once a year to discuss and determine Toshiba Group's action policies. Acting on the decided policies, other committees, such as the Corporate Environmental Management Committee and the Risk Compliance Committee, formulate and promote KPIs^{*2} for each policy area.

Chief CSR Officers are appointed at Group companies and manufacturing facilities worldwide.

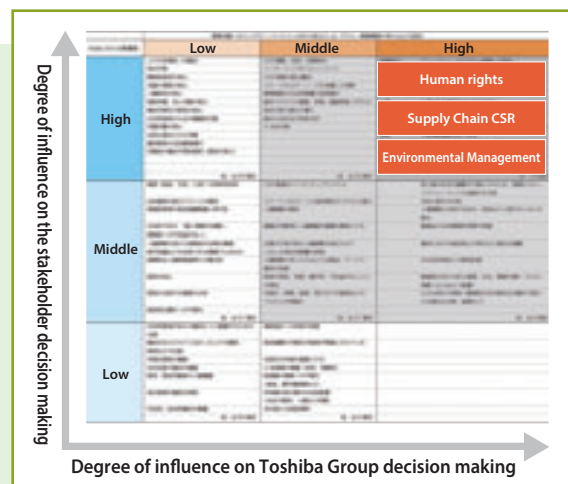
^{*1}: International standards and guidance criteria for corporate social responsibility, issued November, 2010

^{*2}: Key Performance Indicator

Identifying materiality (key issues)

Since FY2011, Toshiba Group has promoted CSR management in accordance with ISO26000, the international standards and guidance criteria for social responsibility.

In FY2013, based on ISO26000, we started to implement reviews with third-party organizations, and identified important key issues (materiality) where we needed to strengthen our approach in order to promote further globalization of Toshiba's business. In FY2013, human rights, supply chain CSR, and environmental management were identified as material issues, and these are highlighted in the 2014 Annual Report and 2014 CSR report.



Engagement with Stakeholders

Toward fully meeting our CSR responsibilities and putting Toshiba's management policy into practice, we have clarified our responsibilities to all stakeholders; we also listen to their opinions and requests on a daily basis, in order to reflect them in our business activities.

As a means to reflect stakeholder requirements into our CSR management, we hold regular dialogues with them. In February 2014, executives of Toshiba Information Equipment (Philippines), Inc. held a dialogue with representatives of Business for Social Responsibility (BSR), a U.S. organization that promotes CSR, and received valuable feedback in areas including community activities and supply chain CSR. Going forward we will continue to hold dialogues with our global stakeholders and reflect the results in our CSR activities.



Dialogues with organizations promoting CSR

	Key responsibilities	Major means of identifying stakeholders' views and requests
Customers	<ul style="list-style-type: none"> Supplying products in a stable manner Providing appropriate product information Providing safe, secure, environmentally products and services, and environmentally conscious products and services Offering excellent customer relations and support Managing customer information appropriately 	<ul style="list-style-type: none"> Routine sales activities Call center (via phone, email, etc.) Monitoring system Customer satisfaction (CS) survey
Shareholders and Investors	<ul style="list-style-type: none"> Disclosing information in a timely and appropriate way Providing an appropriate return of profits Maintaining and enhancing corporate value Responding to the needs of SRI organizations 	<ul style="list-style-type: none"> General meeting of shareholders Meetings with investors Investor Relations (IR) website
Suppliers	<ul style="list-style-type: none"> Selecting suppliers fairly and engaging in fair trading practices Promoting environmental management in the supply chain 	<ul style="list-style-type: none"> Routine procurement activities Briefing session on procurement policy CSR survey
Employees	<ul style="list-style-type: none"> Conducting fair assessment and treatment Respecting human rights and diversity Optimizing human resources and promoting their growth Supporting diverse working styles Maintaining and enhancing skills and capabilities Ensuring occupational health and safety 	<ul style="list-style-type: none"> Employee morale survey (TEAM Survey) Dialogues, information exchange meetings
Local communities	<ul style="list-style-type: none"> Respecting different customs and cultures Engaging in corporate citizenship activities in local communities Preventing accidents and disasters at business sites Supporting neighboring communities in case of a disaster 	<ul style="list-style-type: none"> Dialogues, information exchange meetings Factory visits Employees' participation in community activities
National and local governments	<ul style="list-style-type: none"> Governments and public bodies Complying with laws and regulations, and paying taxes Supporting government policies toward solving social issues 	<ul style="list-style-type: none"> Dialogues and proposals via economic associations and industry associations
NPOs & NGOs	<ul style="list-style-type: none"> Providing support to solve diverse global issues Collaborating with and helping local communities solve their social problems Collaborating on our priority areas of corporate citizenship 	<ul style="list-style-type: none"> Dialogue through collaboration Exchange of views at stakeholder dialogues

Participation in External CSR Organizations

Toshiba Group promotes participation and collaboration with external CSR organizations, industry associations, government, international organizations and NGOs.

UN Global Compact (Joined January 2004)

Toshiba clarifies the implementation progress of the ten principles of the Global Compact by submitting a COP advanced level report once per year.



EICC (Electronic Industry Citizenship Coalition) (Joined June, 2011)

In order to promote supply chain CSR, we participate in an electronics industry CSR promotion organization.



WBCSD (The World Business Council for Sustainable Development) (Joined December, 2010)

As a core member of Energy & Climate, we aim to contribute to the realization of a sustainable society.



Third-Party Evaluation of CSR

Details on Page 57

DJSI (Dow Jones Sustainability Indices)

Selected as a member of the Dow Jones World Sustainability Indices (selected for the 14th consecutive year since 2000).



Nikkei "Environmental Management Survey"

1st place for the second year in a row

We took first place in the manufacturing industry category in the 17th annual survey. We won praise for our initiatives, among them integration of business and environmental management, the introduction of new environmental concepts, and increased sales of excellent ECPs.

CDP Japan 500 Climate Change Report 2013 Industry number 1

With an information disclosure score of 98 and performance rating of "A," we were selected as one of the leading companies in climate change performance and as a leading company in information disclosure on climate change.



Respect for Human Rights

We make it our management principles to respect human rights and we put an emphasis on human rights as we promote our business activities.



Workshop for human resources managers in Asia



Briefing on conflict minerals investigation

We signed the United Nations Global Compact in January 2004 to support universal principles regarding human rights and labor practices, including the Universal Declaration of Human Rights.

Human rights policy

The "Toshiba Group Standards of Conduct" provide a basis for acting with respect for basic human rights and individual diversity. In addition, as part of our procurement policy, we request our suppliers to also consider human rights.

Identifying human rights risks

We have assessed human rights risks related to our business activities based on ISO 26000. In FY2013, we performed an assessment of human rights risks based on the United Nations Guiding Principles on Business and Human Rights in cooperation with Business for Social Responsibility (BSR), a U.S.-based CSR promotion organization.

Employee training in respect for human rights

In addition to implementing the Standards of Conduct, we periodically hold training and lecture sessions on human rights for employees at the time of their employment or promotion. In FY2013, we organized a workshop for human resource managers in Asia.

Grievance mechanism

We provide grievance mechanism for our employees and suppliers to remedy problems.

Action on conflict minerals issues

In FY2011, we published the "Toshiba Group Conflict Mineral Policy" and established a conflict minerals-related internal framework. In addition, we participate in the "Public-Private Alliance for Responsible Minerals Trade," a multi-sector initiative advocated by the US government to support supply chain solutions to conflict minerals challenges in the Democratic Republic of Congo (DRC) and surrounding countries. In FY2013, we surveyed approximately 2,800 companies to investigate smelters and use of conflict minerals by our suppliers.

Number of companies participating in the briefing on conflict minerals survey (Toshiba Group suppliers)

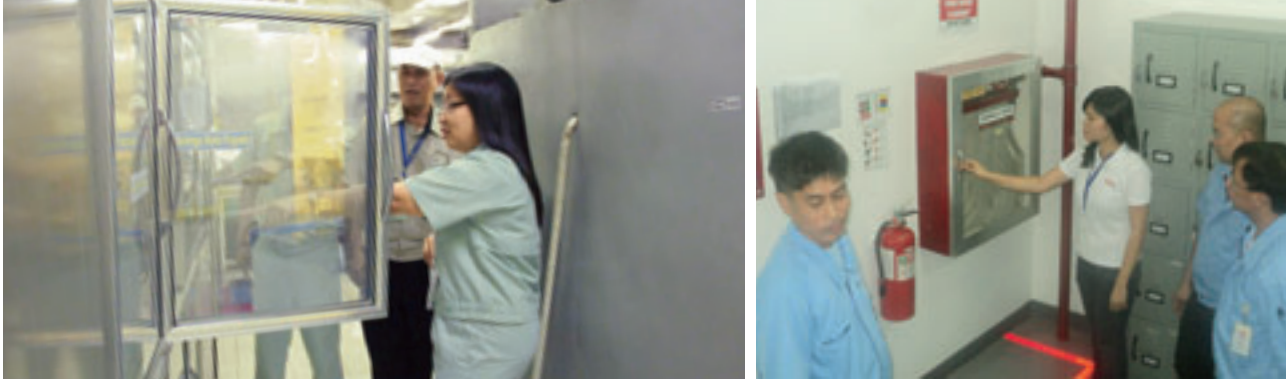
440 (FY2013)

Number of companies targeted by the conflict minerals survey (Toshiba Group suppliers)

Approximately 2,800 (FY2013)

Promoting Supply Chain CSR

We will continue to fulfill our responsibilities to the wider society by constructing healthy partnerships with our suppliers and requiring and supporting the promotion of CSR.



A supplier audit in the Philippines

In order that our customers can enjoy our products with comfort, and to ensure observance of CSR in such areas as the environment, labor and human rights, Toshiba Group promotes CSR initiatives throughout its supply chain. Our efforts include optimization of the working environment for our suppliers' employees and reducing environmental impact.

Toshiba Group Procurement Policy

The "Toshiba Group Procurement Policy" summarizes our requirements relating to CSR and Toshiba Group procurement, and through this we require that our suppliers give consideration to human rights, labor, health and safety, and the environment, including green procurement. In FY2012, we added a request not to use conflict minerals to the policy and distributed it across approximately 10,000 suppliers.

Membership in the EICC

In June 2011, we joined the Electronic Industry Citizenship Coalition (EICC), an organization that promotes CSR in the electronics industry. We promote CSR in our supply chain in line with the EICC Code of Conduct.

Partnerships with suppliers

We are striving to build healthy partnerships with our suppliers through fair trade that complies with laws and regulations on procurement. In FY2013, we held a briefing on the Toshiba Group policy on conflict minerals in May and also a briefing to explain Toshiba Group's management and procurement policies to executives of our 90 major suppliers in July.

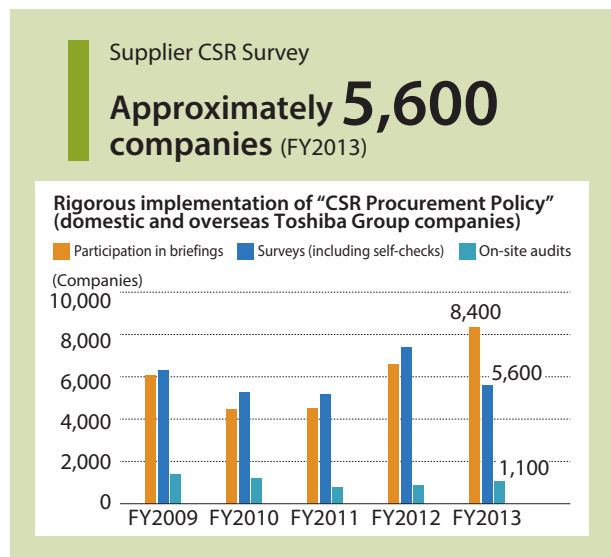
Monitoring

In order to strengthen our suppliers' CSR management, we hold briefings and monitor the implementation of CSR

initiatives. In FY2013, we conducted a survey targeting some 5,600 companies and requested them to perform self-checks. In cases where issues were found, we provided support and guidance on how to make improvements.

Fair trading practices

Toshiba Group provides Clean Partner Line, a system that allows suppliers to report compliance violations. In the event of a report, we promptly conduct a survey to confirm facts and take appropriate measures.



CSR Supported by 200,000 Employees

Toshiba Group's CSR is supported by the activities of our 200,000 Group employees. We will continue to act as a corporate group that maintains a high level of motivation among its employees to further enhance CSR initiatives and corporate value.



Global Executive Forum



Maintenance of public park by Toshiba Social Infrastructure Systems South America, Inc.

1 Promoting diversity Exhibiting diverse individuality and expertise

Getting the best out of our employees' strengths and their diverse individuality creates innovation and leads to the growth of the company. On the basis of this philosophy, Toshiba Group has long positioned diversity as a "management philosophy," and from top management down, we are committed to diversity, both internally and externally. In FY2013, we identified "training and utilization of diverse human resources" as a management policy, and in addition to initiatives in human resources (HR) planning and HR development we also accelerate activities to promote diversity. We have set targets for raising the ratio of female executive officers to above 5.0% in FY2015. In FY2012, 11 women held senior positions (nine at the general manager level, two as chief fellows), and we propose to triple that number in FY2015.

2 Development of Corporate Culture Highest priority on human life, safety and compliance

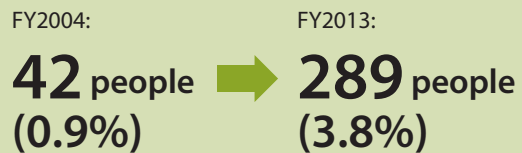
Toshiba Group lists "Commitment to People" as one of its management philosophy and conducts business activities while placing the highest priority on human life, safety and compliance.

In order to ensure the safety of our employees we have acquired third-party certification to International Occupational Health and Safety Management System standard OHSAS18001 since FY2007. Based on the system, we continue to reduce health and safety risks through risk assessments and maintain and manage compliance with

laws and regulations.

In addition, in order to implement strict compliance, we have produced and distributed the "Toshiba Group Standards of Conduct" in 16 languages, and provide training. Various compliance programs, training including on the "Toshiba Group Standards of Conduct," are incorporated into level-based training, occupation-based training and senior management seminars. On top of this, all employees undergo repeated training via e-learning. In FY2013, our e-learning themes included bribery, fraudulent transactions and improper expenses, and we continue to work to ensure Group compliance with laws and regulations.

Trends in the number and ratio of female executive officers (Toshiba, manager and above)



Consolidated companies that have attained OHSAS18001, by region



NB: data as of the end of March 2014

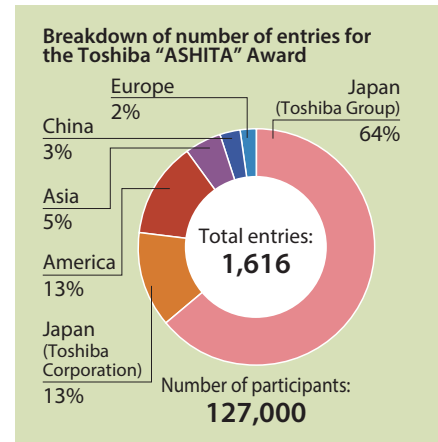
Different country editions of the "Toshiba Standards of Conduct"



3 Social contributions of Toshiba Group's 200,000 employees The combined power of individuals and organizations

Toshiba "ASHITA" Award

Seeking to stimulate activities that contribute to society, we initiated the "Toshiba 'ASHITA' Award" in FY2005, to recognize social contribution activities. Every year, we invite individuals and companies throughout Toshiba Group to submit their social contribution activities. In FY2013, the 9th year of the event, we received 1,616 entries from a total of approximately 127,000 participants. To complement the current "Corporate Citizenship Award" category, we have established a new category "Social Contributions by Business" to promote contribution to social issues. Based on recommendations from business departments, we selected programs by reflecting the opinions of evaluators from NGOs and other external organizations. We are actively working to promote the involvement of all 200,000 employees in these activities.



FY2013 Toshiba "ASHITA" Award Winners: Corporate Citizenship Activities by Employee Supporting rural communities with donations of lighting and solar panels

Colleen Smith serves as a director of "Power 2 The People" (P2TP), an NGO that promotes the spread of solar power generation in developing countries. Since coming into contact with this NPO in 2009 she has participated in individual P2TP activities, and has travelled to Nicaragua on four occasions at her own expense to install solar power generating equipment, etc.



Colleen Smith, Toshiba America Electronic Components, Inc.

FY2013 Toshiba "ASHITA" Award Winners: Social Contributions by Business Supporting people with intellectual disabilities to find work and become self-reliant

Toshiba With was established in February 2005 as a special subsidiary company. Employees with intellectual disabilities are offered work throughout Toshiba Group on tasks such as printing, cleaning, mail duties and healthcare, and through this we hope that they can experience the responsibility, reward and joy of working, learn self-reliance and at the same time learn how to cope with society. We are working closely with support organizations and the families of people with disabilities to build an integral support system.



Toshiba With Corporation

Continuing support activities for reconstruction after the Great East Japan Earthquake

With employee-organized fundraising and labor union activities taking the lead, we continue to dispatch volunteers to the affected areas. In addition, specialty goods from the affected areas are on sale at shops in Toshiba HQ and our factories, and local foods are used in the canteen menu. Since FY2012, as part of their initial training, new employees of Toshiba and Group companies assist the shipping of seaweed from the affected region.



New employees providing reconstruction support activities (April, 2014)

Toshiba Group's medium- to long-term commitment to support recovery from the Great East Japan Earthquake

We continue to support the reconstruction of the Tohoku region from the perspectives of human development, manufacturing (industrial development), and community development, toward helping the affected region and the people affected by the disaster recover as soon as possible. In addition, we continue to cooperate and support the stable maintenance and decommissioning of the Fukushima Daiichi Nuclear Power Station.



Human development

Developing human resources for the next generation

- Scholarships for college students in the Tohoku region
- Cooperation with NPO, ETIC (Entrepreneurial Training for Innovative Communities)
- New employee reconstruction support activities
- Employees' volunteer activities



Industrial development

Supporting the reconstruction of local industry

- Nippon Paper Industries Co., Ltd.: procurement of copier paper from Ishinomaki Mill
- Purchases of sports support goods
- Providing foods from the quake-hit region in staff canteens (including suppliers)



Community development

Providing safe, secure and comfortable lives

- Developing the smart community business (Iitate, Ishinomaki and Kuji, etc.)
- Fukushima Airport mega solar project
- Minamisoma Solar Agri-Park Project

Environmental Management

Aiming to establish ourselves as one of the world's foremost eco-companies

In October 2011, the global population exceeded 7 billion people. Rapid population growth and urbanization are forecast for the emerging markets of Asia and Africa. Alongside this, we need to deal with associated issues; issues on a global scale that are interconnected and impact on one another in a complex way, such as climate change, the depletion of minerals, metals, fossil fuels and other resources that support today's society, as well as energy, water and food shortages.

Toshiba has been integrating business management and environmental management, and aims to establish ourselves as one of the world's foremost eco-companies.

We are now implementing the Fifth Environmental Action Plan and promoting environmental management with the four "Greens" concepts.

Toshiba Group has developed "Environmental Vision 2050" as the corporate vision under which we aim to realize a world in which people can enjoy affluent lifestyles in harmony with the Earth by the year 2050. The Vision requires the Group to increase the degree of improvement in overall eco-efficiency by ten times (Factor 10) by 2050 against the 2000 level. Toward that goal we are now following the Fifth Environmental Action Plan, which we initiated in FY2012, under which we promote four "Green" concepts—"Greening of Process" (environmentally conscious manufacturing),

"Greening of Products" (creation of Environmental Management products with the highest level of environmental performance), "Greening by Technology" (low-carbon energy technologies), and "Green Management" (continuous improvement of basic activities). In this Action Plan, we are further integrating business management and environmental management in all business areas, and have set specific goals to ensure continuous business growth and reduce environmental impacts.

Implementing various measures based on the four "Green" concepts

Greening of Products

Creation of products with the highest level of environmental performance

Achieving the highest level of environmental performance in all newly developed products to reduce lifecycle environmental impacts

Increase sales of Excellent ECPs to ¥1.8 trillion in 2015

Greening by Technology

Deploying advanced low-carbon technologies on a global scale

Contributing to provision of a stable power supply and mitigation of climate change through low-carbon energy technologies

Increase sales of energy-related products to ¥1.9 trillion in 2015

Greening of Process

Pursuing the world's lowest levels of environmental impacts

Minimizing increases in environmental impact in production processes with high-efficiency manufacturing

Increase eco-efficiency by 1.5 times against the 2000 level by 2015 (FY2015)

Green Management

Continually improving basic activities, such as human resource development, environmental communication and conservation of biodiversity

Train 2,000 Toshiba eco style leaders by 2015

Aiming to establish ourselves as one of the world's foremost eco-companies

Main initiatives in FY2013

Greening of Products

Greening by Technology

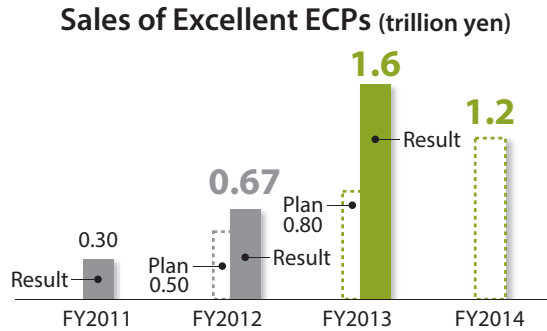
Excellent ECPs*

(products with the highest level of environmental performance)

¥1.6 trillion in sales

Results were significantly higher than the planned ¥0.8 trillion by expanding certified products such as system solution products.

* Products that have been certified by Toshiba as having the best environmental performance in the industry at the time of product release.
ECPs=Environmentally Conscious Products



Example of Excellent ECPs certified in FY2013

Learning Management System "Generalist®/LM"



- Using LMS will help to reduce administrative work associated with management of training, use of facilities and transfers of students, and in turn, contribute to energy and resource conservation.

Geothermal power generation Flash geothermal power generation systems



- No.1 share*1 in the global market in terms of total generating capacity
- Realizing high performance and high reliability with moisture removal technology, coating technology, axial exhaust turbines, etc.

MRI Equipment Vantage ELAN™



- No.1 in energy and resource conservation class*2 (power consumption & installation space)
- Realizing a small footprint and low energy consumption while maintaining high level performance.

Elevator for Chinese market New ELCOSMO-E



- Industry-leading*2 levels of energy saving in elevators for social housing
- Reduces standby energy by adopting a new control system and turning off fans and lightings automatically.

*1: As of June, 2013. Capacity based power generation total delivery record, based on Toshiba in-house research.

*2: At the time of product release; not intended to guarantee the current position.

Greening of Process

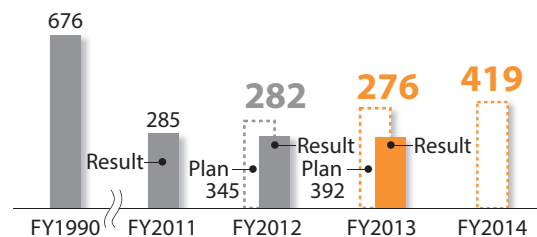
Total greenhouse gas emissions

2.76 million tonnes CO₂

By actively promoting energy-saving diagnostics and investment, the level of emissions was lower than the planned level of 3.92 million tonnes CO₂, and has been reduced to less than half of the FY1990 level.

* The CO₂ emission factor used in FY2013 is the FY2012 value (4.87 tonnes CO₂ per 10,000 kWh)

Overall emissions (10k tonnes CO₂)



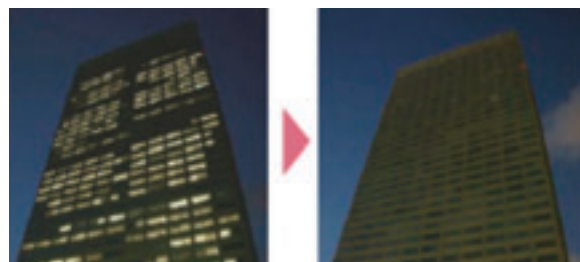
Green Management

Toshiba Group Global Environmental Action

Participation from 363 sites

For the first time on June 5, 2013, 363 business and production sites promoted and participated in the energy conservation-themed, simultaneous lights-down activity to reduce lighting at business sites and the homes of employees.

Lights-down at the HQ building (before and after)

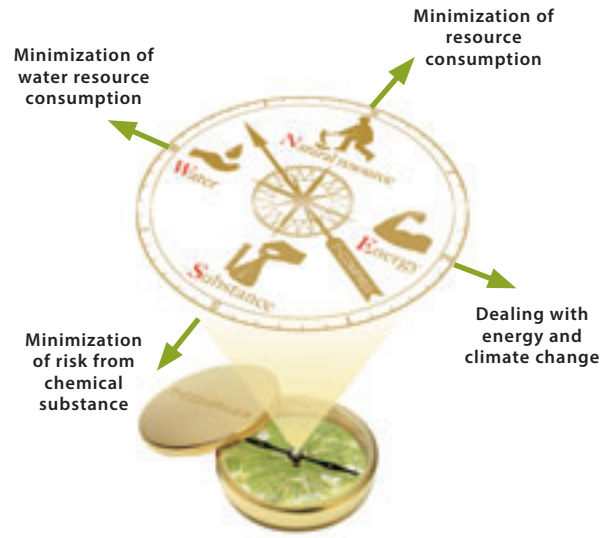


We are committed to continue to enhance environmental management and have introduced T-COMPASS, a new environmental management concept.

At Toshiba Group we develop and apply our own measures to achieve reductions in environmental impacts. For example, in FY1993 we introduced LCA, a method for lifecycle environmental impact assessment, and in FY2003 we introduced "factor," as a measure of improvement in eco-efficiency. In FY2013, we introduced a new environmental management concept called T-Compass, in order to strategically capture new global trends, such as widening the scope and coverage of the environmental aspects of business.

As the environmental compass for Toshiba, T-Compass represents all environmental issues that need addressing with the North, South, East and West symbols of the compass. While there has been no change to our prior approach of reducing our overall environmental impacts, by specifically identifying environmental contributions in four main areas we believe that Toshiba Group will be able to better share the the value we are providing with both internal and external shareholders. While taking on board leading-edge discussions, we aim to make the environmental information that we disclose easier to understand.

Toshiba Group's Environmental Compass: "T-COMPASS"



- Visualization of Toshiba Group's environmental contributions (uses north, south, east and west symbols)
- Expansion measures aligned with regional environmental issues

CSR and Environmental Information Disclosure

We constantly strive to provide new CSR and environmental information in a timely manner through our CSR website and Environment website.

CSR website

<http://www.toshiba.co.jp/csr/en/>



(PDF version)

Environment website

<http://www.toshiba.co.jp/env/en/>



(PDF version)

Third-Party Evaluations of CSR in FY2013

Awarding entity / Name of the award	Evaluation	Recipient
General CSR Activity-Related (Including Socially Responsible Investing)		
CSR rating Dow Jones Sustainability Indices	Selected as one of approximately 300 companies in the Dow Jones World Sustainability Index, for the 14th consecutive year since 2000	Toshiba Corporation
CSR rating oekom Research AG (Germany) CSR rating	Rated as "Prime" among 19 IT manufacturing companies	Toshiba Corporation
IntegreX (Japan) Survey of Corporate Integrity and Transparency	5th place overall, 1st place by industry (survey of 498 listed companies, and 65 same-industry companies)	Toshiba Corporation
Japan Corporate Governance Research Institute, Inc. 12th (FY2013) Corporate Governance Index (JCG Index) Survey	7th place	Toshiba Corporation
CSR survey conducted by Toyo Keizai, Inc. of approximately 1000 companies "CSR Corporate Ranking"	10th place overall, 1st place in CSR (3rd place in personnel employment; 1st place in environmental management; 13th place in corporate governance and social responsibility)	Toshiba Corporation
IR		
Morning Star Japan KK "Gomez IR Site Ranking"	Excellent Company: Gold Award	Toshiba Corporation
Daiwa Investor Relations Co., Ltd. "2013 Internet IR Award"	Best Company (awarded for ninth consecutive year)	Toshiba Corporation
Nikko Investor Relations Co. Ltd. "FY2013 Ranking of Listed Companies' Websites"	2nd place in the overall ranking	Toshiba Corporation
Quality-Related		
Union of Japanese Scientists and Engineers (JUSE) (co-sponsored by Nikkei Shimbun, Inc.) "JUSE Quality Management Level Research"	Overall 1st place	Toshiba Group
Customer-Related		
Good Design Award	"Good Design Best 100 Award" for the "TW-Z96X1" drum-type washer-dryer and other products, three awards in all. Toshiba received the "Good Design Award" for the <REGZA> J7 LCD TV Series (50J740J7/32J7) and other products, 13 awards in all.	Toshiba Group
iF Design Award	"iF Product Design Award" for the "TW-Z96X1" drum-type washer-dryer and other products, nine awards in all.	Toshiba Group
Red Dot Design Award	"Red Dot Product Award" for the "L7400 Series, REGZA Z8/J8 Series" and other products, five awards in all	Toshiba Group
Employee-Related		
Ministry of Economy, Trade and Industry "FY2012 Diversity Management Selection 100 by METI"	Toshiba selected as one of the award winners	Toshiba Corporation
Commendation by the Director of the Labour Standards Bureau of the Ministry of Health, Labour and Welfare	Toshiba TEC Corporation Shizuoka Business Center commended for achieving "Type-5 no accident record" (35.5 million hours)	Toshiba TEC Shizuoka Business Center
Supply Chain CSR		
2012 Hong Kong Awards for Environmental Excellence	1st Place (Gold Award) in the "Export & Trade Category"	Toshiba International Procurement Hong Kong Ltd.
Environment-Related		
10th Eco-Products Awards "Eco-Products Category"	Minister of Economy, Trade and Industry Award for "SPACEL-GR" and "ELCRUISE," energy-saving, environmentally friendly, earthquake-proof elevators,	Toshiba Elevator and Building Systems Corporation
10th Eco-Products Awards "Eco-Services Category"	Minister of Economy, Trade and Industry Award for next generation lighting control systems using image motion sensors	Toshiba Lighting & Technology Co., Ltd., Toshiba Corporation
FY2013 Minister of the Environment Award for global warming prevention activities	Award for development and commercialization of energy-saving, environmentally friendly and earthquake-proof elevators	Toshiba Elevator and Building Systems Corporation
FY2013 Minister of the Environment Award for global warming prevention activities	Award for development of an air-cooled, heat pump-type modular heat source machine (Universal Smart X RUA-SP Series)	Toshiba Carrier Corporation
Green IT Award 2013 (Energy Savings in Society Using IT Category)	Ministry of Economy Trade and Industry Prize "Loops" paper reuse system	Toshiba TEC Corporation
17th Nikkei Environmental Management Level Survey	1st place (manufacturing)	Toshiba Corporation
CDP Japan 500, 2013 Climate Change Report	Information disclosure score of 98 points (3rd among Japanese companies), A-grade performance score	Toshiba Corporation
Product Technology-Related		
	Science and Technology Award (Development Category) Development of mobile biological agent detection system	Toshiba Corporation
Ministry of Education, Minister of Education Commendation in the Field of Science and Technology	Science and Technology Award (Development Category) Development of a phased array weather radar	Toshiba Corporation
	Science and Technology Award (Science and Technology Promotion Category) Promotion of human interface technology in document processing	Toshiba Corporation
Storage Vision 2013 Visionary Product Category	Mobile Consumer Storage Award for hybrid HDD	Toshiba Corporation
IEEE (Institute of Electrical and Electronics Engineers), IEEE Milestone Certification	The PCT1100 laptop PC released in Europe in 1985, received "IEEE Milestone" certification * This certification is intended to honor products recognized as having historical significance in electronics, electrical technologies, and related fields.	Toshiba Corporation



Ordinary General Meeting of Shareholders (at Kokugikan)

Corporate Governance

Corporate Governance	59
Perspectives of Outside Directors	64
Directors and Executive Officers	66
Organization Structure	68
Corporate History	70

Corporate Governance

Toshiba Group promotes corporate governance based on the fundamental policies of enhancing management efficiency, increasing transparency and maximizing corporate value from the shareholders' perspective.

Toshiba's Governance System

Toshiba's corporate governance follows the fundamental policies of maximizing corporate value from the shareholders' perspective and improving management efficiency and transparency.

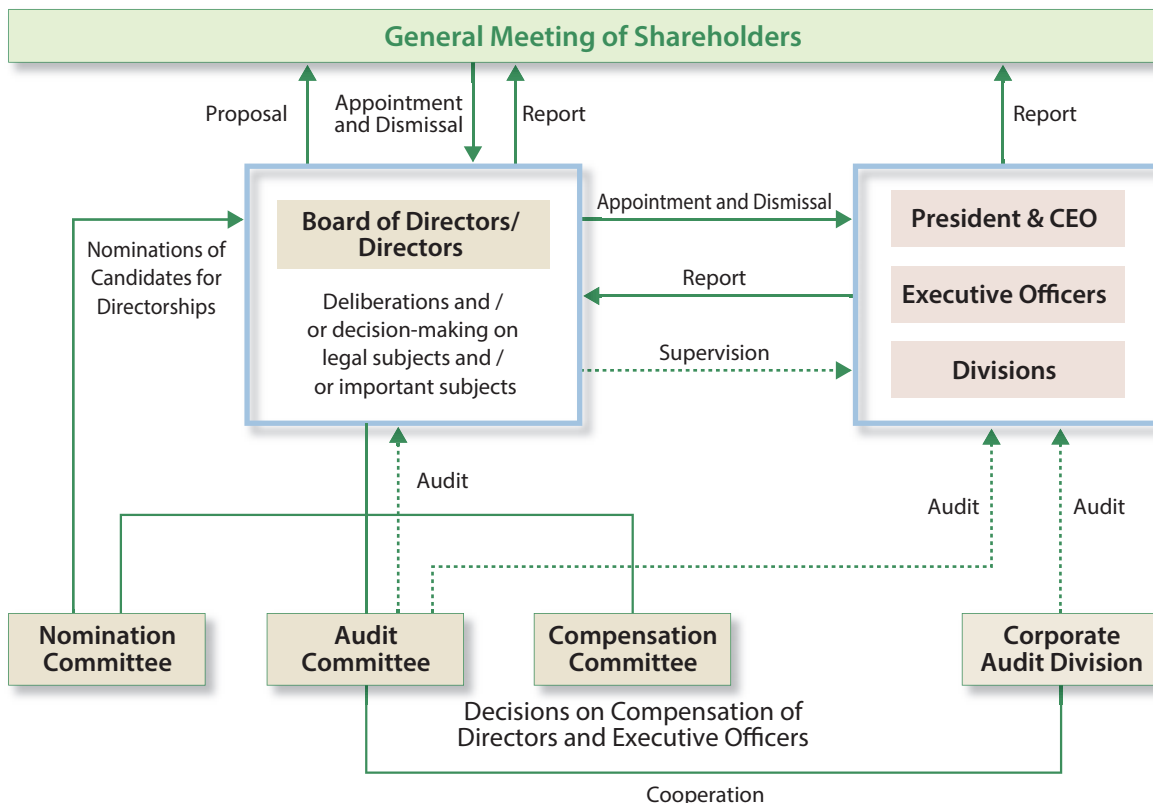
Guided by this, we revitalized the Board of Directors and reduced its membership with the 1998 introduction of the executive officer system. Other management initiatives followed. In 2000, we voluntarily established the Nomination Committee and the Compensation Committee. In 2001, we introduced a system of appointing three outside directors and reducing the term of office for directors to one year. And

in 2003, following a change in the commercial code, in another move toward reinforcing management efficiency and transparency, we introduced the Company with Committees system, pursuant to a resolution approved by the general meeting of shareholders.

The board follows a system where, of the 16 directors, 8 do not concurrently serve as executive officers. These are the 4 outside directors, the Chairman of the Board and the Vice-chairman, and the 2 in-house members of the audit committee.

The three committees—the Nomination Committee,

Corporate Governance Structure



the Audit Committee and the Compensation Committee—all have a majority of outside directors, and outside directors chair both the Nomination Committee and the Compensation Committee.

Nomination Committee:

Sakutaro Tanino (Chairman of the Committee, OD),
Masashi Muromachi, Hiroyuki Itami (OD)

Audit Committee :

Makoto Kubo (Chairman of the Committee),
Seiya Shimaoka, Ken Shimanouchi (OD),
Kiyomi Saito (OD), Sakutaro Tanino (OD)

Compensation Committee :

Ken Shimanouchi (Chairman of the Committee, OD),
Masashi Muromachi, Hisao Tanaka, Hiroyuki Itami (OD),
Kiyomi Saito (OD)

*OD : outside director

The 3 outside directors who serve on the Audit Committee are supported by the committee's dedicated, full-time staff, and the outside directors on the Nomination Committee and Compensation Committee are also provided with staff support.

Under its Company with Committees system, Toshiba delegates operational decision-making to executive officers. The board plays a supervisory role in respect of operations, retaining the right of final decision only in such matters that might have a considerable impact on shareholder value.

In respect of operations, decisions on key matters are made by the Chief Executive Officer mainly at the corporate management meeting, which meets weekly as a general rule. Other matters are determined by in-house company presidents at individual in-house company management meetings.

Toshiba's Internal Control Systems

Toshiba Group constantly refines its system of internal controls toward ensuring management effectiveness and efficiency and reliable reporting on operations and finances and to secure high-level legal compliance and risk management.

We also ensure that domestic Group companies, regardless of the scale of their operations, establish internal control systems based on those of the parent company.

The following website provides detailed information on the structure of our internal control systems.

http://www.toshiba.co.jp/about/ir/jp/governance/governance_system.htm

Risk Management

At Toshiba, throughout our worldwide operations, we strive to ensure compliance with laws and regulations, social and ethical norms, and internal rules. According top priority to human life and safety and to compliance in everything we do underpins our commitment to promoting business activities through fair competition and serving the interests of customers to the best of our ability.

We consider thorough adherence to the Toshiba Group Standards of Conduct (SOC), which embodies the Basic Commitment of the Toshiba Group, to be the foundation of our compliance. We are therefore working to establish the SOC as an integral part of the entire Toshiba Group. Every year, priority themes regarding compliance are established and promoted in light of business circumstances. By implementing a Plan-Do-Check-Action (PDCA) cycle of self-assessment, not only at each in-house company but also at group companies worldwide, we are stepping up our efforts to ensure compliance.

The Risk Compliance Committee, headed by the CRO*, manages serious risk and compliance issues and works with each relevant division to strengthen the risk management system by developing countermeasures to specific risks, plus measures to prevent their spread and recurrence.

* Chief Risk Compliance Management Officer

Status of Internal Audits and Audits by the Audit Committee

The Corporate Audit Division, now staffed by 44 people, reports directly to the president. It is responsible for internal audits from the perspectives of appropriate operational procedures, accountability of results and legal compliance.

The Division holds advance discussions with the Audit Committee on each year's audit policy and plans. It also holds semimonthly liaison meetings with the Audit Committee for pre-audit discussions and to share information on the divisions subject to audit.

The Corporate Audit Division carries out on-site inspections and reports its results to the Audit Committee. However, if it deems it necessary, the Audit Committee has the right to carry out its own on-site inspections.

Furthermore, in addition to receiving explanations from independent auditors (CPA) on their audit plans at the beginning of each fiscal year, the Audit Committee can also

request reports on the status of audits during the course of each term, and explanations and reports on end-of-year audits, as necessary.

Takeover Defensive Measures

The effective period of the plan for countermeasures to large-scale acquisition of shares in the Company, which was adopted in 2006 and renewed in 2009, was renewed and approved again at the ordinary meeting of shareholders on June 22, 2012.

The plan protects the Company's corporate value and the common interests of its shareholders by defining procedures to be followed in the event of any large-scale acquisition of the Company's shares. It ensures that shareholders receive all necessary information and the time required to make appropriate decisions, and also secures for the Company the opportunity to negotiate with the acquirer.

Specifically, if an acquirer commences or plans to commence an acquisition or a tender offer that would result in the acquirer holding 20% or more of the shares issued by the Company, the Company will require the acquirer to provide the necessary information to the Board of Directors in advance. The Special Committee, which consists solely of outside directors who are independent from the Company's management, may, at its discretion, obtain advice from outside experts, evaluate and consider the details of the acquisition, disclose to the Company's shareholders the necessary information, evaluate, consider and disclose any alternative proposal presented by the Company's representative executive officers, and negotiate with the acquirer. If the acquirer does not comply with the procedures under the Plan, or the acquisition would damage the corporate value of the Company or the common interests of its shareholders, and if the acquisition satisfies the triggering requirements set out in the Plan, the Company will implement countermeasures (allotment of stock acquisition rights with (a) an exercise condition whereby the acquirer, etc., cannot exercise the rights (except where an exceptional event occurs) and (b) an acquisition provision to the effect that the Company may acquire the stock acquisition rights in exchange for the Company's shares from persons other than the acquirer, etc., by means of a gratis allotment of stock acquisition rights (shinkabu yoyakuken no mushou wariate) and protect the corporate value of the Company and the common interests of its shareholders.

Compensation Policy

The Compensation Committee establishes compensation policy regarding compensation of each director and/or executive officer as follows.

Since the main responsibility of directors is to supervise the execution of the overall Group's business, compensation for directors is determined at an adequate level to secure highly competent personnel and to ensure effective operation of the supervisory function.

Since the responsibility of executive officers is to increase corporate value in their capacity as executives responsible for companies or divisions within the Group, compensation for executive officers is divided into fixed compensation and performance-based compensation, and determined at an adequate level to secure highly competent personnel and ensure their compensation package functions as an effective incentive to improve business performance.

1) Director's compensation

Fixed compensation is paid to directors who do not concurrently hold office as an executive officer, and is based on status as a full-time or part-time director and on the duties performed.

The fixed compensation is paid to directors who concurrently hold office as an executive officer, in addition to the executive officer compensation specified in 2) below.

2) Executive officer's compensation

Executive officer compensation is composed of the basic compensation based on executive officer rank (e.g. representative executive officer, president and chief executive officer, representative executive officer, corporate senior executive vice president) and the service compensation calculated according to the duties of the executive officer.

Some 40-45% of the service compensation will fluctuate from zero (no compensation) to 2 times according to the year-end performance of the Company or of the division for which the executive officer is responsible.

3) Compensation standards

Compensation standards are determined at suitable levels for a global company, with the aim of securing highly competent management personnel. The compensation standards of other listed companies and pay and benefits of employees are considered when determining the Company's compensation standards for management.

Amounts of Compensation

Amounts of compensation of directors and executive officers for FY2013 are as follows:

(Millions of yen)

Position	Total Amount	Fixed Compensation	Performance-based Compensation	Number of People
Directors (excluding outside directors)	¥ 313	¥ 313	¥ –	15
Outside directors	62	62	–	4
Executive officers	1,353	1,148	205	42

Directors and executive officers whose total compensation exceeded ¥100 million for FY2013

(Millions of yen)

Name	Position	Company	Fixed Compensation	Performance-based Compensation	Total Amount
Atsutoshi Nishida	Director	Toshiba Corporation	¥ 127	¥ –	¥ 127
Norio Sasaki	Director Executive Officer	Toshiba Corporation	74 25	– 5	104
Hisao Tanaka	Director Executive Officer	Toshiba Corporation	6 88	– 17	111

Outside Directors

Names and other details

Hiroyuki Itami

Mr. Itami carries out appropriate supervision of the Company's management based on his rich experience and knowledge as a specialist in business administration and as the manager of a university.

[Career Highlights]

April	1973	Full-time instructor, Faculty of Commerce and Management, Hitotsubashi University
March	1975	Visiting Assistant Professor, Graduate School of Business, Stanford University
April	1977	Assistant Professor, Faculty of Commerce and Management, Hitotsubashi University
March	1982	Visiting Associate Professor, Graduate School of Business, Stanford University
April	1985	Professor, Faculty of Commerce and Management, Hitotsubashi University (until March 2008)
August	1994	Dean, Faculty of Commerce and Management, Hitotsubashi University (until July 1996)
April	2008	Professor, Graduate School of Management of Science and Technology (renamed Graduate School of Innovation Studies in April 2011), Tokyo University of Science
October	2008 - Present	Dean, Graduate School of Management of Science and Technology (renamed Graduate School of Innovation Studies in April 2011) Tokyo University of Science
June	2012 - Present	Outside Director of the Company

[Significant concurrent positions]

Dean, Graduate School of Innovation Studies, Tokyo University of Science
Outside auditor, JFE Holdings, Inc.
Outside auditor, Mitsui O.S.K. Lines, Ltd.

Ken Shimanouchi

Mr. Shimanouchi carries out appropriate supervision of the Company's management based on his rich experience and knowledge as a diplomat.

[Career Highlights]

April	1971	Joined the Ministry of Foreign Affairs of Japan
April	1995	Deputy Press Secretary, Ministry of Foreign Affairs of Japan
August	1997	Deputy Director General, Latin American and Caribbean Affairs Bureau, Ministry of Foreign Affairs of Japan
August	1998	Consul-General of Japan in Miami
March	2000	Minister, Embassy of Japan in the UK
January	2002	Director-General, Latin American and Caribbean Affairs Bureau, Ministry of Foreign Affairs of Japan
April	2004	Ambassador Extraordinary and Plenipotentiary to Spain
August	2006	Ambassador Extraordinary and Plenipotentiary to Brazil
November	2010	Counselor, Mitsui & Co., Ltd. (until October 2012)
June	2012 - Present	Outside Director of the Company

Kiyomi Saito

Ms. Saito holds a Master of Business Administration (MBA) from Harvard Business School, and currently carries out appropriate supervision of the Company's management based on her rich experience and knowledge as a top executive.

[Career Highlights]

April	1973	Joined Nikkei Inc.
September	1975	Joined Sony Corporation (until June 1979)
August	1984	Joined Morgan Stanley (until February 1992)
April	2000 - Present	President, JBond Co., Ltd. (renamed JBond Totan Securities Co., Ltd. in April 2008)
April	2011 - Present	President, the Totan Information Technology Co., Ltd.
June	2012 - Present	Outside Director of the Company

[Significant concurrent positions]

President, JBond Totan Securities Co., Ltd.
President, the Totan Information Technology Co. Ltd.
Outside auditor, Showa Denko K.K.

Sakutarō Tanino

Mr. Tanino is expected to provide appropriate supervision of the Company's management based on his rich experience and knowledge as a diplomat

[Career Highlights]

April	1960	Joined the Ministry of Foreign Affairs of Japan
June	1989	Director- General, Asian Affairs Bureau, Ministry of Foreign Affairs of Japan
July	1992	Chief Cabinet Councilors' Office on External Affairs, Cabinet Secretariat
September	1995	Ambassador of Japan to India and Bhutan
April	1998	Ambassador of Japan to the People's Republic of China (until March 2001)
June	2001	Director of the Company (until June 2007)
April	2002	Visiting Professor, Graduate School of Asia-Pacific Studies, Waseda University (until March 2007)

[Significant concurrent positions]

Adviser, Japan–China Friendship Center
Outside Director, Alconix Corp.
Outside Director, Suzuki Mortor Corp.

Independence

The four nominees for outside director—Messrs. Takeo Kosugi, Hiroyuki Itami, Ken Shimanouchi and Ms. Kiyomi Saito—meet the criteria for independent directors, including the requirements of the Tokyo Stock Exchange, and as they pose no risk of any conflicts of interest with the interests of the general shareholders, Toshiba has filed declarations naming all four of them as independent directors, as prescribed by Article 436-2 of the Security Listing Regulations of the Tokyo Stock Exchange.

There is no business relationship between Tokyo University of Science, where Mr. Hiroyuki Itami is the Dean, Graduate School of Innovation Studies; or JBond Totan Securities Co., Ltd. or Totan Information Technology Co. Ltd.,

where Ms. Kiyomi Saito serves as president. The Company has made a donation to the support the refurbishment of the Japan China Friendship Center, a public interest incorporated foundation that Mr. Tanino serves as the adviser. Since the donation is below one million yen, it does not interfere with the Group's independence. Other positions held by candidate outside directors do not affect their independence because those positions are as outside auditors and they have no involvement with business operations. Other positions held by outside directors do not affect their independence because those positions are as outside auditors, etc., and the outside directors are not involved in business operations.

Main activities

In FY2013, the Board of Directors met 13 times, and the Audit Committee 14 times, and the outside directors commented as necessary. The outside directors received advance explanations about matters to be resolved at board meetings from the relevant personnel. They also attended the monthly liaison conferences of executive officers as a means to communicate and share information with the executive officers. The outside directors who were members of the Audit Committee were supported by the full-time staff of the Audit Committee Office. The outside directors who were members of the Nomination Committee or the Compensation Committee were supported by the relevant personnel.

Attendance record at meetings of Board of Directors and Audit Committee

Takeo Kosugi	Board of Directors 12 times (92%) Audit Committee 14 times (100%)
Hiroyuki Itami	Board of Directors 13 times (100%)
Ken Shimanouchi	Board of Directors 13 times (100%) Audit Committee 14 times (100%)
Kiyomi Saito	Board of Directors 13 times (100%) Audit Committee 14 times (100%)

Limited liability contracts

The Company has signed a limited liability contract with each of the four outside directors, Messrs. Hiroyuki Itami, Ken Shimanouchi, Ms. Kiyomi Saito and Mr. Sakutarō Tanino, to limit their liabilities as provided in Article 423, Paragraph 1 of the Companies Act to ¥31.2 million or the minimum liability amount stated in Article 425, Paragraph 1 of the Companies Act, whichever is larger.

Perspectives of Outside Directors

Toshiba is now at a crossroad. Last year we saw a new president and this year a new chairman will take office. Also in Toshiba's business portfolio, we see many signs of transformation. Capitalizing on its truly great potential, Toshiba has to continue to transform itself in a healthy way. Both inside and outside the Board of Directors, I would like to contribute to this process.

I serve on the nomination committee of the board. On top of the legal duty of the committee to nominate new board members for the general assembly, Toshiba has its own rule of the committee to nominate the president to the board every year. This is a very progressive and healthy form of corporate governance. Within this system, I participated in the nomination of the new president last year and had a chance to offer my opinion on the selection of the new chairman of the board this year. I would like to continue this kind of contribution in the future, too.

More concretely, I personally think that Toshiba's board will benefit by welcoming younger members more, especially those who can become a potential candidate for our future president. Top management quality and vitality will determine the company's growth potential and its realization.



Outside Director **Hiroyuki Itami**

Since my appointment as outside director of Toshiba two years ago, I have served as the chairman of the Compensation Committee and as a member of the Audit Committee, under the company's committee based set-up.

One of the things that have impressed me most about Toshiba is its firm commitment to making itself stronger and better by encouraging its outside directors to express their views freely. I am convinced that Toshiba made the right decision by placing committees, where outside directors hold the majority, at the core of its corporate governance system.

The domestic and international situation surrounding Toshiba has changed dramatically in the last two years. Although the Japanese electronics industry continues to face formidable challenges, our country as a whole is regaining its vitality at long last and people are beginning to take a more positive attitude toward the future. There is no doubt that the business sector will play a crucial role in making Japan regain its confidence and reinforce its leadership role in the international community. Toshiba holds a large number of "world's first" and "world's top" titles and it is incumbent on it to put to full use its technological excellence and creativity to help make that happen.

I am sure that Toshiba will continue to expand and upgrade its global business activities with a high-mindedness that has been its hallmark over the years. It is my hope that I will be able to contribute to these endeavors by making suggestions based on my overseas experiences.



Outside Director **Ken Shimanouchi**

“Do you go to the Toshiba’s office once a month or so?” Oftentimes friends ask me. No kidding! On average, I go to the office twice a week. Every day in a week is not unusual. There are board meetings, meetings with business unit leaders and a CPA firms in addition to various seminars/exhibitions. Outside board members are busier than you would imagine.

I made myself busier by initiating “Girls-Only Luncheon.” Once in a while I invite mid-level female employees from various divisions and chat over lunch. This turned out to be a great opportunity. Ms. A gets up at 4 in the morning to prepare lunch boxes for her children and do laundering before heading for an office. Ms. B found time to go to a graduate school and received a PhD degree while working as hard as ever. Ms. C is also a hard worker but enjoys golfing in the weekends. All the women I met are energetic and excellent in time management. At the luncheon, they eat well, speak with animation and laugh a lot. They point out management issues from their perspectives without reserve. I would never have gotten the valuable information, if I have confined myself in my office on the executive floor.

One of the plants has started hiring young women recently. They soon found many components were too heavy for them to pick up and carry: Some components weigh well over 15 Kg. They investigated and researched various materials and created devices that were light but sturdy. Primary beneficiary for this development was men. Men could not complain the heavy weights in fear of seeing as wimps. Now, not only women but men work effortlessly in a friendly working environment. Operation efficiency, needless to say, has improved significantly. Diversity is not for women or people with disabilities. It is for everybody. I am convinced that “Women power” would lead Toshiba into further growth.



Outside Director **Kiyomi Saito**

I am happy to say that I have taken the opportunity to return to Toshiba.

Last time I was with the company from 2001 to 2007. Since then, there have been many and various changes in both Japan and the international environment in which Japan operates. Toshiba too, has changed itself and evolved to operate in today’s world, through measures such as establishing healthcare as the third pillar of its business. On the other hand, given the state of Japanese-Chinese relations in recent years, I imagine that the Chinese business, which was a major part of the overseas business, is a lot of hard work these days.

Even after resigning as a director of Toshiba in 2007, from time to time I still had opportunity to speak candidly with Toshiba people. When we met I would take the opportunity to discuss the following kind of things.

The first is the so called horizontal and vertical relationships within an organization, which can be found in large Japanese companies and equally so in government offices. With this, there is a lack of horizontal cooperation between the vertical ranks, and each vertical section goes about its business in a complacent manner, with the result that knowledge, information and networking is not shared, and the strategy of the organization gets put to one side. However, when dealing with a foreign country, such as China with all its diversity, this method cannot be described as intelligent.

It is not good enough, but often the case with Japan, that overall authority is not delegated sufficiently to local entities. Companies doing business overseas, when venturing to foreign destinations from head offices in Japan, need to share their strategies with the people there, and work together with local people with a sense of speed to capture the local market. Of course, the major premise in implementing this kind of strategy is that the people with whom you are sharing the workplace have the necessary competencies.

The fact of the matter is, the two things I have mentioned above are things I felt from time to time during my previous time at Toshiba. I am very much looking forward to taking a good look around and seeing how things have changed, or how people are trying to change things, and to discussing these issues.



Outside Director **Sakutarō Tanino**

Directors and Executive Officers

Directors



Masashi Muromachi
Director, Chairman of the Board
Member, the Nomination
Committee
Member, the Compensation
Committee



Norio Sasaki
Director, Vice Chairman of the
Board



Hisao Tanaka
Director
Member, the Compensation
Committee



Hidejiro Shimomitsu
Director



Masahiko Fukakushi
Director



Kiyoshi Kobayashi
Director



Toshio Masaki
Director



Naoto Nishida
Director

Executive Officers

Representative Executive Officer
President and Chief Executive
Officer

Hisao Tanaka

Representative Executive Officers
Corporate Senior Executive Vice
Presidents

Hidejiro Shimomitsu
Masahiko Fukakushi
Kiyoshi Kobayashi
Toshio Masaki

Executive Officers
Corporate Executive Vice
Presidents

Hiroshi Saito
Shigenori Shiga
Yasuo Naruke
Naoto Nishida

Representative Executive Officer
Corporate Executive Vice
President

Keizo Maeda

Executive Officers
Corporate Senior Vice
Presidents

Masaaki Oosumi
Masayasu Toyohara
Hironobu Nishikori



Keizo Maeda
Director



Fumiaki Ushio
Director



Makoto Kubo
Director
Chairman, the Audit Committee



Seiya Shimaoka
Director
Member, the Audit Committee



Hiroyuki Itami
Outside Director
Member, the Nomination
Committee
Member, the Compensation
Committee



Ken Shimanouchi
Outside Director
Chairman, the Compensation
Committee
Member, the Audit Committee



Kiyomi Saito
Outside Director
Member, the Audit Committee
Member, the Compensation
Committee



Sakutarō Tanino
Outside Director
Chairman, the Nomination
Committee
Member, the Audit Committee

Osamu Maekawa
Shigenori Tokumitsu
Naoki Takenaka
Fumiaki Ushio
Shinichiro Akiba
Takeshi Yokota
Yoshihiro Aburatani
Satoshi Tsunakawa

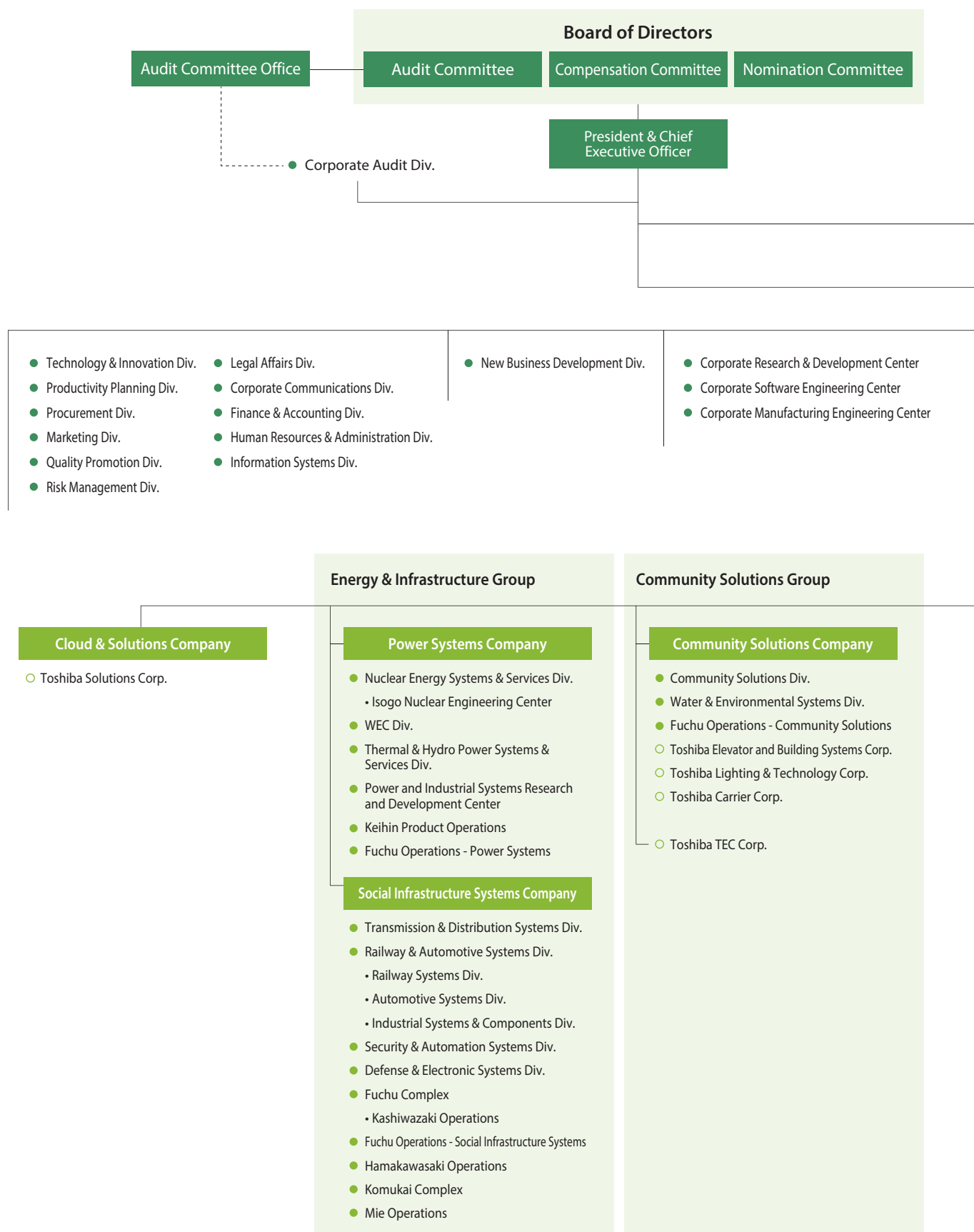
Executive Officers
Corporate Vice
Presidents
Masakazu Kakumu
Hiroshi Igashira
Kiyoshi Okamura
Takemi Adachi
Shigeyoshi Shimotsuji
Shigeru Tasaki

Yukihiko Kazao
Hiroshi Kurihara
Seiichi Mori
Noriaki Hashimoto
Hidehito Murato
Nobuo Hayasaka
Shiro Saito
Fumio Otani

Koichi Harazono
Isahiro Hasegawa

(As of June 25, 2014)

Organization Structure (As of July 1, 2014)



Corporate Representatives

- Strategic Planning Div.

- America
- Europe
- Asia
- China

- Design Center

- Kanto Branch
- Kansai Branch
- Chubu Branch
- Kyushu Branch
- Chugoku Branch

- Hokuriku Branch
- Tohoku Branch
- Hokkaido Branch
- Shikoku Branch

- Yokohama Complex
- Himeji Operations

- Toshiba General Hospital

Healthcare Systems & Services Group

Healthcare Company

- Toshiba Medical Systems Corp.

Electronic Devices & Components Group

Semiconductor & Storage Products Company

- Discrete Semiconductor Div.
 - Himeji Operations - Semiconductor
 - Kitakyushu Operations
- Mixed Signal IC Div.
 - Oita Operations
- Logic LSI Div.
- Memory Div.
 - Yokkaichi Operations
- Storage Products Div.
- Center for Semiconductor Research & Development

Materials & Devices Div.

- Fukaya Complex

ODD Div.

Lifestyle Products & Services Group

Personal & Client Solutions Company

- Personal Solutions Div.
- Business Solutions Div.
- Lifestyle Solutions Development Center
- Ome Complex

- Toshiba Lifestyle Products & Services Corp.

Corporate History

July	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.
June	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.
Oct.	1942	Absorbed Shibaura Mazda Industry Co., Ltd. and Nippon Medical Electric Co., Ltd., expanding home appliance line-up.
July	1943	Absorbed Tokyo Electric Co., Ltd. and Toyo Fire Brick Co., Ltd., expanding line-up of communications equipment.
Feb.	1950	Under the Law on Elimination of Excessive Concentration of Economic Power, a group of 14 companies, including Tokyo Electric Appliances Co., Ltd., now Toshiba TEC Corp., was separated from Tokyo Shibaura Electric Co., Ltd.
Apr.		Absorbed Toshiba Rolling Stock Co., Ltd., expanding rolling stock products.
Nov.	1955	Absorbed Dengyo-sha Prime Mover Works Ltd.
Nov.	1961	Absorbed Ishikawajima-Shibaura Turbine Co., Ltd, expanding line-up of turbines.
July	1978	English official trade name changed to "Toshiba Corporation."
Apr.	1984	Japanese official trade name changed to "Toshiba Corporation."
Dec.	1989	Absorbed Nippon Atomic Industry Group Co., Ltd.
June	1998	Introduced corporate executive officer system.
Apr.	1999	Introduced in-house company system.
July	2001	Changed registered headquarters from Kawasaki City, Kanagawa, to Minato Ward, Tokyo.
Aug.		Announced "01 Action Plan."
Oct.	2002	Transferred transmission & distribution system business to TM T&D Corp.
Mar.	2003	Transferred CRT business to MT Picture Display Co., Ltd.
June		Adopted the Company with Committees system.
Oct.		Transferred electric equipment for manufacturing plant business to TMA Electric Corp. (now Toshiba Mitsubishi-Electric Industrial Systems Corp.).
Jan.	2004	Joined the United Nations Global Compact.
Apr.	2005	Acquired T&D business from TM T&D Corp.
Oct.	2006	Acquired Westinghouse Group.
Jan.	2009	Announced "Action Programs to Improve Profitability."
June		Raised funds by public offering for the first time since 1981.
Oct.		Acquired HDD business from Fujitsu Ltd.
Oct.	2010	Merged mobile phone business with that of Fujitsu Ltd. and transferred it to Fujitsu Toshiba Mobile Communications Ltd. (now Fujitsu Mobile Communications Ltd.).
July	2011	Acquired Landis+Gyr AG.
Mar.	2012	Transferred all shares of Toshiba Mobile Display Co., Ltd. to Japan Display Inc., a company established with co-funding by Innovation Network Corporation of Japan, Toshiba Corporation, Sony Corporation and Hitachi, Ltd.
Aug.	2012	Toshiba TEC Corporation acquired the retail store solutions business of US-based IBM (International Business Machines Corporation).
Oct.	2013	Opened the Smart Community Center in Kawasaki City.

Contents

Data Section

Consolidated Financial Summary	72
Consolidated Balance Sheets	74
Consolidated Statements of Operations	76
Consolidated Statements of Comprehensive Income	77
Consolidated Statements of Cash Flows	78
Industry Segment Performance	79
Long-term Debt	80
Shareholder Information	81
Stock Information	82
Consolidated Subsidiaries and Affiliated Companies Accounted for by the Equity Method	83

Major indices of the Data Section have been compiled chronologically based on the fiscal years. For the details of financial information for the year ended March 31, 2014, please refer to the "Financial Review 2014."

Consolidated Financial Summary

Year ended March 31	2004	2005	2006	2007
Net Sales, Operating Income (Loss) and Net Income (Loss) Attributable to Shareholders of Toshiba Corporation				
Net sales	¥5,293.3	¥5,485.1	¥5,902.8	¥6,682.3
Cost of sales	3,835.2	3,995.6	4,301.5	4,951.8
Selling, general and administrative expenses	1,279.0	1,327.7	1,378.0	1,483.7
Operating income (loss)	179.1	161.8	223.2	246.7
Income (loss) from continuing operations, before income taxes and noncontrolling interests	136.9	121.2	166.3	314.4
Income taxes	102.2	57.8	83.0	152.2
Net income (loss) attributable to shareholders of Toshiba Corporation	28.8	46.0	78.2	137.4
EBITDA* ¹	401.9	380.3	442.3	636.6
Profitability Ratios				
Operating income ratio (%)	3.4	2.9	3.8	3.7
Return on sales (%)	0.5	0.8	1.3	2.1
Cost of sales ratio (%)	72.5	72.8	72.9	74.1
Selling, general and administrative expenses ratio (%)	24.2	24.2	23.3	22.2
Total Assets, Equity Attributable to Shareholders of Toshiba Corporation and Interest-bearing Debt				
Total assets	4,462.2	4,571.4	4,727.1	5,932.0
Equity attributable to shareholders of Toshiba Corporation	755.0	815.5	1,002.2	1,108.3
Interest-bearing debt	1,199.5	1,111.4	917.5	1,158.5
Long-term debt	701.9	683.4	611.4	956.2
Short-term debt	497.6	428.0	306.1	202.3
Shareholders' equity ratio (%) ²	16.9	17.8	21.2	18.7
Debt/equity ratio (Times) ³	1.6	1.4	0.9	1.0
R&D, Capital Expenditures and Depreciation				
R&D expenditures	312.2	318.6	340.8	362.6
Capital expenditures (Property, plant and equipment)	224.4	316.0	336.9	372.8
Depreciation (Property, plant and equipment)	220.5	212.8	226.4	257.8
Return Indicators				
Return on investment (ROI) (%) ⁴	8.0	7.8	10.8	10.6
Return on equity (ROE) (%) ⁵	4.3	5.9	8.6	13.0
Return on total assets (ROA) (%) ⁶	0.6	1.0	1.7	2.6
Efficiency Indicators				
Inventory turnover (Times) ⁷	8.41	8.58	8.98	9.11
Total assets turnover (Times) ⁸	1.09	1.21	1.27	1.25
Inventory turnover (Days) ⁹	43.40	42.56	40.65	40.05
Cash Flows				
Net cash provided by (used in) operating activities	322.7	305.5	501.4	561.5
Net cash used in investing activities	(189.5)	(243.1)	(303.4)	(712.8)
Net cash provided by (used in) financing activities	(132.7)	(92.3)	(235.3)	154.8
Effect of exchange rate changes on cash and cash equivalents	(8.3)	5.6	13.2	34.9
Net increase (decrease) in cash and cash equivalents	(7.8)	(24.2)	(24.1)	38.4
Cash and cash equivalents at end of year	319.3	295.0	270.9	309.3
Liquidity Indicators				
Debt/cash flow ratio (%) ¹⁰	19.47	24.87	32.77	41.46
Interest coverage ratio (Times) ¹¹	9.1	7.9	9.6	8.5
Corporate Value				
Free cash flow ¹²	133.2	62.4	198.0	(151.3)
Market capitalization ¹³	1,519.4	1,442.1	2,201.8	2,533.4
Other Data				
Number of employees (Consolidated) (Thousands)	161	165	172	191
Number of employees (Non-Consolidated) (Thousands)	32	31	32	32
Ratios of Consolidated to Non-Consolidated Performance (Times) (Net sales)	1.8	1.9	1.8	1.9

• ¥48.9 billion, ¥4.8 billion and ¥4.1 billion of "Subsidy received on return of substitutional portion of Employees' Pension Fund Plan, net of settlement loss of ¥188.1 billion in 2004, ¥8.0 billion in 2005, ¥5.0 billion in 2006" are classified as a reduction of selling, general and administrative expenses for the years ended March 31, 2004, 2005 and 2006, respectively.

• Operating income (loss) has been determined under financial reporting practices generally accepted in Japan and is defined as net sales less cost of sales and selling, general and administrative expenses.

• Beginning with the fiscal year ended March 31, 2006, equity in earnings (losses) of affiliates has been included in income (loss) from continuing operations, before income taxes and noncontrolling interests. Prior-period data for the fiscal years up to March 31, 2005 has been reclassified to conform with the current classification.

• Equity attributable to shareholders of Toshiba Corporation is based on U.S. GAAP.

• The Mobile Broadcasting business ceased operation at the end of the fiscal year ended March 31, 2009. Prior-period data for the fiscal years up to March 31, 2008 has been reclassified to conform with the current classification.

• Beginning with the fiscal year ended March 31, 2010, Toshiba Corporation adopted ASC No. 810

"Consolidation." Prior-period data for the fiscal years up to March 31, 2009 has been reclassified to conform with the current classification.

• The Mobile Phone business has been classified as discontinued operations since the fiscal year ended March 31, 2011. Prior-period data for the fiscal years up to March 31, 2010 has been reclassified to conform with the current classification.

• Following the acquisition of Landis+Gyr AG in July 2011, Toshiba Corporation completed the allocation of the cost of the acquisition to assets and liabilities in the fiscal year ended March 31, 2013. Results for the fiscal year ended March 31, 2012 have been revised to reflect this change.

• Following the acquisition of IBM's Retail Store Solutions business in July 2012, Toshiba Corporation completed the allocation of the cost of the acquisition to assets and liabilities in the fiscal year ended March 31, 2014. Results for the fiscal year ended March 31, 2013 have been revised to reflect this change.

• The Optical Disc Drive (ODD) business has been classified as discontinued operations since the fiscal year ended March 31, 2014. Prior-period data for the fiscal years up to March 31, 2013 has been reclassified to conform with the current classification.

(Billions of yen)

2008	2009	2010	2011	2012	2013	2014
¥7,208.8	¥6,364.8	¥6,129.9	¥6,270.7	¥5,994.3	¥5,727.0	¥6,502.5
5,369.5	5,103.9	4,710.8	4,781.9	4,538.6	4,314.0	4,854.3
1,601.2	1,493.8	1,301.5	1,250.1	1,253.2	1,215.3	1,357.4
238.2	(232.9)	117.6	238.7	202.6	197.7	290.8
254.5	(259.7)	27.2	194.7	145.4	159.6	180.9
109.0	62.1	31.5	40.7	64.2	59.3	96.3
127.4	(343.6)	(19.7)	137.8	70.1	77.4	50.8
671.2	121.2	359.4	485.4	426.1	410.2	400.0
3.3	(3.7)	1.9	3.8	3.4	3.5	4.5
1.8	(5.4)	(0.3)	2.2	1.2	1.4	0.8
74.5	80.2	76.8	76.3	75.7	75.3	74.7
22.2	23.5	21.2	19.9	20.9	21.2	20.9
5,935.6	5,453.2	5,451.2	5,379.3	5,752.7	6,100.0	6,241.6
1,022.3	447.3	797.4	868.1	863.5	1,034.3	1,229.1
1,261.0	1,810.7	1,218.3	1,081.3	1,235.8	1,471.6	1,388.4
740.7	776.8	960.9	769.5	909.7	1,038.5	1,184.9
520.3	1,033.9	257.4	311.8	326.1	433.1	203.5
17.2	8.2	14.6	16.1	15.0	17.0	19.7
1.2	4.0	1.5	1.2	1.4	1.4	1.1
367.8	356.0	310.8	319.2	319.5	304.9	329.5
462.3	354.2	209.3	229.9	298.1	237.3	229.5
338.5	306.7	252.3	215.5	202.8	170.7	137.6
9.1	(8.9)	4.8	10.4	8.6	7.4	9.8
12.0	(46.8)	(3.2)	16.6	8.1	8.2	4.5
2.1	(6.0)	(0.4)	2.5	1.3	1.3	0.8
8.72	7.91	7.89	7.56	6.86	6.07	6.71
1.21	1.12	1.12	1.16	1.08	0.97	1.05
41.85	46.16	46.26	48.31	53.24	60.14	54.37
247.1	(16.0)	451.4	374.1	335.0	132.3	286.6
(322.7)	(335.3)	(252.9)	(214.7)	(377.2)	(196.3)	(246.6)
46.6	478.5	(277.9)	(154.7)	(0.2)	41.8	(89.3)
(31.7)	(32.0)	3.0	(13.3)	(2.1)	17.1	11.4
(60.7)	95.2	(76.4)	(8.6)	(44.5)	(5.1)	(37.9)
248.6	343.8	267.4	258.8	214.3	209.2	171.3
41.96	0.40	18.44	34.57	27.60	21.87	16.59
6.7	(6.4)	3.5	7.6	6.7	6.4	9.0
(75.6)	(351.3)	198.5	159.4	(42.2)	(64.0)	40.0
2,155.9	822.4	2,046.8	1,724.7	1,542.5	2,000.1	1,851.8
198	199	204	203	210	206	200
33	34	35	35	37	36	36
2.0	2.0	1.8	1.7	1.9	2.0	2.0

*1 EBITDA = Income (loss) from continuing operations, before income taxes and noncontrolling interests + Interest + Depreciation

*2 Shareholders' equity ratio (%) = Equity attributable to shareholders of Toshiba Corporation/Total assets × 100

*3 Debt/equity ratio (Times) = Interest-bearing debt/Equity attributable to shareholders of Toshiba Corporation

*4 Return on investment (ROI) (%) = Operating income (loss)/(Average equity attributable to shareholders of Toshiba Corporation + Average equity attributable to noncontrolling interests + Average interest-bearing debt) × 100

*5 Return on equity (ROE) (%) = Net income (loss) attributable to shareholders of Toshiba Corporation/Average equity attributable to shareholders of Toshiba Corporation × 100

*6 Return on total assets (ROA) (%) = Net income (loss) attributable to shareholders of Toshiba Corporation/Average total assets × 100

*7 Inventory turnover (Times) = Net sales/Average inventory

*8 Total assets turnover (Times) = Net sales/Average total assets

*9 Inventory turnover (Days) = 365/Inventory turnover

*10 Debt/cash flow ratio (%) = (Net income (loss) attributable to shareholders of Toshiba Corporation + Depreciation and amortization)/Average interest-bearing debt × 100

*11 Interest coverage ratio (Times) = (Operating income (loss) + Interest and dividends)/Interest expense

*12 Free cash flow = Net cash provided by operating activities + Net cash used in investing activities

*13 Market capitalization = Common stock price [Year-end/Yen/Close] × Total issued shares

Consolidated Balance Sheets

(Millions of yen)

March 31	2010	2011	2012	2013	2014
ASSETS					
Current Assets:					
Cash and cash equivalents	¥ 267,449	¥ 258,840	¥ 214,305	¥ 209,169	¥ 171,340
Notes and accounts receivable, trade					
Notes	44,122	47,311	43,800	33,620	38,850
Accounts	1,160,389	1,093,948	1,283,485	1,355,551	1,483,907
Allowance for doubtful notes and accounts	(20,112)	(17,079)	(19,651)	(16,864)	(16,357)
Inventories	795,601	864,382	884,187	1,003,108	934,018
Deferred tax assets	134,950	161,197	146,825	146,967	146,121
Prepaid expenses and other current assets	379,207	391,069	456,562	428,889	451,345
	2,761,606	2,799,668	3,009,513	3,160,440	3,209,224
Long-term Receivables and Investments:					
Long-term receivables	3,337	2,540	49,164	30,379	461
Investments in and advances to affiliates	366,250	416,431	414,542	411,418	386,436
Marketable securities and other investments	253,267	241,409	237,519	264,391	277,749
	622,854	660,380	701,225	706,188	664,646
Property, Plant and Equipment:					
Land	105,663	99,834	100,029	99,102	97,550
Buildings	1,016,520	996,409	940,935	948,918	977,233
Machinery and equipment	2,508,934	2,330,565	2,132,059	2,081,402	2,128,297
Construction in progress	97,309	113,132	79,006	90,858	78,131
	3,728,426	3,539,940	3,252,029	3,220,280	3,281,211
Less—Accumulated depreciation	(2,749,700)	(2,639,735)	(2,400,664)	(2,335,600)	(2,321,176)
	978,726	900,205	851,365	884,680	960,035
Other Assets:					
Deferred tax assets	355,687	356,592	378,474	336,330	264,349
Other	732,300	662,474	812,160	1,012,364	1,143,369
	1,087,987	1,019,066	1,190,634	1,348,694	1,407,718
	¥5,451,173	¥5,379,319	¥5,752,737	¥6,100,002	¥6,241,623

For more information, please visit our IR website at <http://www.toshiba.co.jp/about/ir/en/finance/index.htm>

(Millions of yen)

March 31	2010	2011	2012	2013	2014
LIABILITIES AND EQUITY					
Current Liabilities:					
Short-term borrowings	¥ 51,347	¥ 152,348	¥ 119,515	¥ 191,453	¥ 146,105
Current portion of long-term debt	206,017	159,414	206,626	241,675	57,418
Notes and accounts payable, trade	1,191,885	1,194,229	1,293,028	1,190,201	1,199,539
Accounts payable, other and accrued expenses	375,902	380,360	394,707	434,790	501,314
Accrued income and other taxes	42,384	38,197	46,536	57,465	74,097
Advance payments received	317,044	271,066	271,874	297,902	317,713
Other current liabilities	303,866	302,695	337,276	323,953	295,860
	2,488,445	2,498,309	2,669,562	2,737,439	2,592,046
Long-Term Liabilities:					
Long-term debt	960,938	769,544	909,620	1,038,448	1,184,864
Accrued pension and severance costs	725,620	734,309	779,414	715,450	610,592
Other liabilities	148,548	197,541	163,930	192,588	201,794
	1,835,106	1,701,394	1,852,964	1,946,486	1,997,250
Equity attributable to shareholders of Toshiba Corporation					
Common stock	439,901	439,901	439,901	439,901	439,901
Additional paid-in capital	447,733	399,552	401,125	404,430	404,564
Retained earnings	375,376	551,523	591,932	635,419	652,367
Accumulated other comprehensive loss	(464,250)	(521,396)	(567,979)	(443,940)	(266,079)
Treasury stock, at cost	(1,305)	(1,461)	(1,498)	(1,542)	(1,687)
	797,455	868,119	863,481	1,034,268	1,229,066
Equity attributable to noncontrolling interests	330,167	311,497	366,730	381,809	423,261
Commitments and contingent liabilities					
	¥5,451,173	¥5,379,319	¥5,752,737	¥6,100,002	¥6,241,623

(Millions of yen)

March 31	2010	2011	2012	2013	2014
Accumulated Other Comprehensive Loss:					
Unrealized gains on securities	¥ 73,226	¥ 62,455	¥ 57,093	¥ 78,165	¥ 93,924
Foreign currency translation adjustments	(231,467)	(275,108)	(286,262)	(219,548)	(109,139)
Pension liability adjustments	(303,348)	(308,681)	(338,348)	(301,584)	(248,502)
Unrealized losses on derivative instruments	(2,661)	(62)	(462)	(973)	(2,362)

Consolidated Statements of Operations

(Millions of yen)

Year ended March 31	2010	2011	2012	2013	2014
Sales and Other Income:					
Net sales	¥6,129,850	¥6,270,684	¥5,994,347	¥5,726,986	¥6,502,543
Interest and dividends	7,587	8,168	10,195	12,139	13,756
Equity in earnings of affiliates	22,385	18,478	17,035	21,560	5,947
Other income	62,356	67,782	76,733	100,847	64,354
	6,222,178	6,365,112	6,098,310	5,861,532	6,586,600
Costs and Expenses:					
Cost of sales	4,710,778	4,781,880	4,538,563	4,313,956	4,854,349
Selling, general and administrative	1,301,472	1,250,128	1,253,156	1,215,289	1,357,430
Interest	35,643	32,328	31,815	32,677	33,696
Other expense	147,131	106,054	129,331	139,981	160,187
	6,195,024	6,170,390	5,952,865	5,701,903	6,405,662
Income from Continuing Operations, before Income Taxes and Noncontrolling Interests	27,154	194,722	145,445	159,629	180,938
Income Taxes:					
Current	50,083	57,517	45,980	50,447	53,790
Deferred	(18,574)	(16,797)	18,243	8,868	42,509
	31,509	40,720	64,223	59,315	96,299
Income (Loss) from Continuing Operations, before Noncontrolling Interests	(4,355)	154,002	81,222	100,314	84,639
Loss from Discontinued Operations, before Noncontrolling Interests	(938)	(7,356)	(1,161)	(4,983)	(15,021)
Net Income (Loss) before Noncontrolling Interests	(5,293)	146,646	80,061	95,331	69,618
Less: Net Income (Loss) Attributable to Noncontrolling Interests	14,450	8,801	10,007	17,965	18,792
Net Income (Loss) Attributable to Shareholders of Toshiba Corporation	¥ (19,743)	¥ 137,845	¥ 70,054	¥ 77,366	¥ 50,826

Quarterly Performance Highlights

(Millions of yen)

Year ended March 31	1st quarter		2nd quarter		3rd quarter		4th quarter	
	2013	2014	2013	2014	2013	2014	2013	2014
Net sales	¥1,246,742	¥1,371,107	¥1,400,389	¥1,629,574	¥1,340,250	¥1,531,354	¥1,739,605	¥1,970,508
Operating income	11,134	25,145	58,983	81,711	31,242	48,346	96,382	135,562
Net income (loss) attributable to								
shareholders of Toshiba Corporation	(12,105)	5,303	37,251	16,229	29,375	17,143	22,845	12,151
Basic earnings (loss) per share								
attributable to shareholders of								
Toshiba Corporation (¥)	(2.86)	1.25	8.80	3.83	6.94	4.05	5.39	2.87

For more information, please visit our IR website at <http://www.toshiba.co.jp/about/ir/en/finance/index.htm>

Consolidated Statements of Comprehensive Income

(Millions of yen)

Year ended March 31	2012	2013	2014
Net Income before Noncontrolling Interests	¥ 80,061	¥ 95,331	¥ 69,618
Other Comprehensive Income (Loss), net of tax:			
Net unrealized gains and losses on securities	(5,324)	25,571	18,417
Foreign currency translation adjustments	(11,581)	147,523	130,110
Pension liability adjustments	(33,619)	38,506	55,797
Net unrealized gains and losses on derivative instruments	(659)	(841)	(1,734)
Total other comprehensive income (loss)	(51,183)	210,759	202,590
Comprehensive Income before Noncontrolling Interests	28,878	306,090	272,208
Less: Comprehensive Income Attributable to Noncontrolling Interests	5,407	59,871	43,521
Comprehensive Income Attributable to Shareholders of Toshiba Corporation	¥ 23,471	¥246,219	¥228,687

Beginning with the fiscal year ended March 31, 2013, Toshiba Corporation adopted ASU No. 2011-05, and discloses consolidated statements of comprehensive income.

Consolidated Statements of Cash Flows

(Millions of yen)

Year ended March 31	2010	2011	2012	2013	2014
Cash Flows from Operating Activities:					
Net income (loss) before noncontrolling interests	¥ (5,293)	¥146,646	¥ 80,061	¥ 95,331	¥ 69,618
Adjustments to reconcile net income (loss) before noncontrolling interests to net cash provided by operating activities					
Depreciation and amortization	298,998	259,604	249,646	218,659	186,405
Provisions for pension and severance costs, less payments	10,985	8,611	5,301	(2,021)	(12,960)
Deferred income taxes	(22,809)	(22,771)	17,354	8,868	43,557
Equity in (earnings) losses of affiliates, net of dividends	(11,566)	(6,406)	(13,926)	(13,889)	10,299
(Gain) loss from sales, disposal and impairment of property, plant and equipment, intangible assets and securities, net	32,236	3,870	(50)	(1,971)	6,657
(Increase) decrease in notes and accounts receivable, trade	(98,347)	96	(194,430)	5,660	(97,491)
(Increase) decrease in inventories	(35,554)	(100,945)	(19,178)	(64,874)	60,158
Increase (decrease) in notes and accounts payable, trade	176,443	59,176	120,594	(179,769)	(54,900)
Increase (decrease) in accrued income and other taxes	3,899	(3,204)	4,391	7,753	5,413
Increase (decrease) in advance payments received	58,592	(22,363)	104,893	(3,155)	4,153
Other	43,861	51,770	(19,659)	61,724	65,677
Net cash provided by operating activities	451,445	374,084	334,997	132,316	286,586
Cash Flows from Investing Activities:					
Proceeds from sale of property, plant and equipment	36,119	56,055	99,604	86,427	38,419
Proceeds from sale of securities	6,931	5,427	9,638	3,876	12,134
Acquisition of property, plant and equipment	(215,876)	(229,229)	(291,733)	(266,581)	(203,377)
Purchase of securities	(14,316)	(6,201)	(18,435)	(9,203)	(5,292)
(Increase) decrease in investments in affiliates	8,288	(38,424)	15,444	24,616	(1,437)
Other	(74,068)	(2,328)	(191,745)* ²	(35,482)	(87,002)
Net cash used in investing activities	(252,922)	(214,700)	(377,227)	(196,347)	(246,555)
Cash Flows from Financing Activities:					
Proceeds from long-term debt	397,181	159,807	370,911	350,101	198,826
Repayment of long-term debt	(303,748)	(406,846)	(206,325)	(208,865)	(234,773)
Increase (decrease) in short-term borrowings, net	(680,346)	109,895	(128,267)	66,885	(13,678)
Dividends paid	(5,728)	(17,601)	(37,007)	(42,547)	(38,954)
Purchase of treasury stock, net	(109)	(159)	(42)	(50)	(145)
Other	314,889)* ¹	188	490	(123,752)* ³	(585)
Net cash provided by (used in) financing activities	(277,861)	(154,716)	(240)	41,772	(89,309)
Effect of Exchange Rate Changes on Cash and Cash Equivalents	2,994	(13,277)	(2,065)	17,123	11,449
Net Decrease in Cash and Cash Equivalents	(76,344)	(8,609)	(44,535)	(5,136)	(37,829)
Cash and Cash Equivalents at Beginning of Year	343,793	267,449	258,840	214,305	209,169
Cash and Cash Equivalents at End of Year	¥267,449	¥258,840	¥214,305	¥209,169	¥171,340
Supplemental Disclosure of Cash Flow Information:					
Cash paid during the year for—					
Interest	¥ 31,036	¥ 33,478	¥ 31,759	¥ 33,090	¥ 33,777
Income taxes	¥ 4,487	¥ 61,342	¥ 43,912	¥ 48,662	¥ 50,997

*1 Includes the proceeds from stock offering of ¥317,541 million.

*2 Includes the acquisition of Landis+Gyr AG in the amount of ¥(129,450) million.

*3 Includes the additional purchase of shares of Westinghouse Group from noncontrolling interests in the amount of ¥(124,724) million.

Industry Segment Performance

(Billions of yen)

Year ended March 31	2010 Change (%)		2011 Change (%)		2012 Change (%)		2013 Change (%)		2014 Change (%)	
Energy & Infrastructure										
Net sales	¥1,432.7	(2.7)	¥1,459.2	1.9	¥1,545.4	5.9	¥1,632.3	5.6	¥1,812.2	11.0
Share of net sales (%)	21.5	—	21.2	—	23.6	—	26.1	—	25.6	—
Operating income	89.7	36.8	84.9	(5.3)	89.2	5.1	85.1	(4.7)	32.3	(62.1)
Operating income ratio (%)	6.3	—	5.8	—	5.8	—	5.2	—	1.8	—
Number of employees (Thousands)	45	4.7	48	6.7	57	18.8	56	(1.8)	55	(1.8)
R&D expenditures	54.3	(6.9)	53.6	(1.2)	63.5	18.4	62.6	(1.4)	64.2	2.6
Depreciation	49.8	(3.9)	52.5	5.6	59.0	12.3	58.6	(0.7)	57.7	(1.6)
Capital expenditures	82.9	4.9	78.3	(5.5)	78.7	0.5	58.4	(25.8)	71.0	21.5
Total assets	1,834.8	(0.7)	1,913.1	4.3	2,231.2	16.6	2,351.5	5.4	2,642.4	12.4
Community Solutions										
Net sales	1,057.5	(14.6)	1,083.4	2.4	1,064.7	(1.7)	1,179.1	10.7	1,357.4	15.1
Share of net sales (%)	15.9	—	15.8	—	16.2	—	18.9	—	19.1	—
Operating income	24.9	89.4	34.5	38.7	31.4	(9.0)	42.7	35.8	51.9	21.7
Operating income ratio (%)	2.4	—	3.2	—	3.0	—	3.6	—	3.8	—
Number of employees (Thousands)	45	0.0	44	(2.2)	45	2.3	47	4.4	48	2.1
R&D expenditures	40.9	(16.0)	38.6	(5.6)	35.7	(7.4)	40.6	13.7	45.2	11.2
Depreciation	30.7	(18.9)	25.4	(17.1)	23.9	(6.2)	26.3	10.1	28.1	6.9
Capital expenditures	21.5	(47.2)	19.9	(7.3)	18.1	(9.2)	33.4	84.5	33.3	(0.2)
Total assets	781.8	0.5	766.4	(2.0)	771.7	0.7	998.2	29.3	986.8	(1.1)
Healthcare Systems & Services										
Net sales	354.4	(5.3)	342.6	(3.3)	356.3	4.0	379.6	6.5	410.8	8.2
Share of net sales (%)	5.3	—	5.0	—	5.4	—	6.1	—	5.8	—
Operating income	21.0	(12.1)	20.5	(2.2)	17.6	(14.4)	23.8	35.3	28.6	20.4
Operating income ratio (%)	5.9	—	6.0	—	4.9	—	6.3	—	7.0	—
Number of employees (Thousands)	9	12.5	9	0.0	10	11.1	9	(10.0)	9	0.0
R&D expenditures	25.9	(2.8)	32.0	23.9	28.8	(10.0)	29.6	2.6	31.8	7.4
Depreciation	9.3	536.1	8.9	(4.2)	10.2	14.4	10.3	1.1	8.7	(15.3)
Capital expenditures	10.3	(8.4)	8.4	(18.3)	10.0	18.1	11.0	10.2	10.5	(4.5)
Total assets	220.5	0.9	210.8	(4.4)	231.2	9.7	252.9	9.4	285.8	13.0
Electronic Devices & Components										
Net sales	1,401.7	8.7	1,450.9	3.5	1,356.3	(6.5)	1,286.6	(5.1)	1,693.4	31.6
Share of net sales (%)	21.1	—	21.1	—	20.7	—	20.6	—	23.9	—
Operating income	13.6	—	58.8	332.5	75.0	27.6	95.5	27.3	238.5	149.6
Operating income ratio (%)	1.0	—	4.1	—	5.5	—	7.4	—	14.1	—
Number of employees (Thousands)	43	13.2	44	2.3	43	(2.3)	38	(11.6)	35	(7.9)
R&D expenditures	145.7	1.7	150.1	3.0	145.3	(3.2)	135.1	(7.0)	147.5	9.1
Depreciation	162.9	(15.2)	137.0	(15.9)	122.9	(10.3)	98.4	(20.0)	70.1	(28.7)
Capital expenditures	101.3	(60.6)	121.0	19.4	174.3	44.1	126.5	(27.5)	122.2	(3.4)
Total assets	1,391.1	0.4	1,326.6	(4.6)	1,359.4	2.5	1,401.6	3.1	1,430.4	2.1
Lifestyle Products & Services										
Net sales	1,667.3	(3.4)	1,814.7	8.8	1,550.5	(14.6)	1,269.8	(18.1)	1,313.8	3.5
Share of net sales (%)	25.1	—	26.4	—	23.6	—	20.3	—	18.5	—
Operating income (loss)	(2.9)	—	17.5	—	(41.1)	—	(42.3)	—	(51.0)	—
Operating income ratio (%)	(0.2)	—	1.0	—	(2.6)	—	(3.3)	—	(3.9)	—
Number of employees (Thousands)	28	(12.5)	27	(3.6)	27	0.0	28	3.7	26	(7.1)
R&D expenditures	28.2	(48.6)	30.7	8.6	31.2	1.9	30.9	(0.9)	34.8	12.3
Depreciation	18.3	(9.5)	16.4	(10.3)	16.4	0.3	17.5	6.5	14.1	(19.6)
Capital expenditures	16.2	(14.8)	14.3	(11.5)	17.5	22.4	25.3	44.0	14.2	(43.8)
Total assets	794.4	19.5	771.7	(2.9)	694.9	(10.0)	687.4	(1.1)	618.5	(10.0)
Others										
Net sales	736.1	(12.9)	717.3	(2.6)	687.3	(4.2)	498.8	(27.4)	504.0	1.1
Share of net sales (%)	11.1	—	10.4	—	10.5	—	8.0	—	7.1	—
Operating income (loss)	(28.4)	—	21.3	—	30.5	43.1	(6.6)	—	(8.7)	—
Operating income ratio (%)	(3.9)	—	3.0	—	4.4	—	(1.3)	—	(1.7)	—
Number of employees (Thousands)	34	3.0	31	(8.8)	28	(9.7)	28	0.0	27	(3.6)
R&D expenditures	15.9	(34.8)	14.2	(10.1)	14.8	4.2	6.1	(59.0)	6.2	1.3
Depreciation	25.7	(41.5)	18.1	(29.7)	16.5	(8.8)	6.9	(58.4)	6.8	(1.5)
Capital expenditures	23.6	(46.2)	19.7	(16.8)	39.9	102.9	12.4	(68.8)	29.7	138.8
Total assets	547.9	(13.6)	495.4	(9.6)	517.3	4.4	531.1	2.7	419.0	(21.1)

Long-term Debt

(Millions of yen)

March 31	2013		2014	
Loans, principally from banks,	Secured	¥ 19,206	Secured	¥ —
due 2013 to 2027 with weighted-average interest rate of 0.61% at March 31, 2013, and	Unsecured	¥ 756,008	Unsecured	¥ 688,018
due 2014 to 2027 with weighted-average interest rate of 0.53% at March 31, 2014				
Unsecured yen bonds,		290,000		340,000
due 2013 to 2020 with interest rates ranging from 0.62% to 2.20% at March 31, 2013 and				
due 2015 to 2020 with interest rates ranging from 0.25% to 2.20% at March 31, 2014				
Interest deferrable and early redeemable subordinated bonds:		180,000		180,000
due 2069 with interest rate of 7.50% at March 31, 2013 and 2014				
Capital lease obligations		34,909		34,264
		1,280,123		1,242,282
Less—Portion due within one year		(241,675)		(57,418)
		¥1,038,448		¥1,184,864

The aggregate annual maturities of long-term debt, excluding those of capital lease obligations, are as follows:

Year ending March 31	2013		2014	
2014	¥	232,064	¥	—
2015		56,477		47,925
2016		198,237		204,781
2017		159,831		203,063
2018		203,792		235,678
2019 and thereafter		394,813		—
2019		—		131,568
2020 and thereafter		—		385,003
Total		¥1,245,214		¥1,208,018

For more information on corporate bonds and ratings, please visit our IR website at <http://www.toshiba.co.jp/about/ir/en/stock/bond.htm>

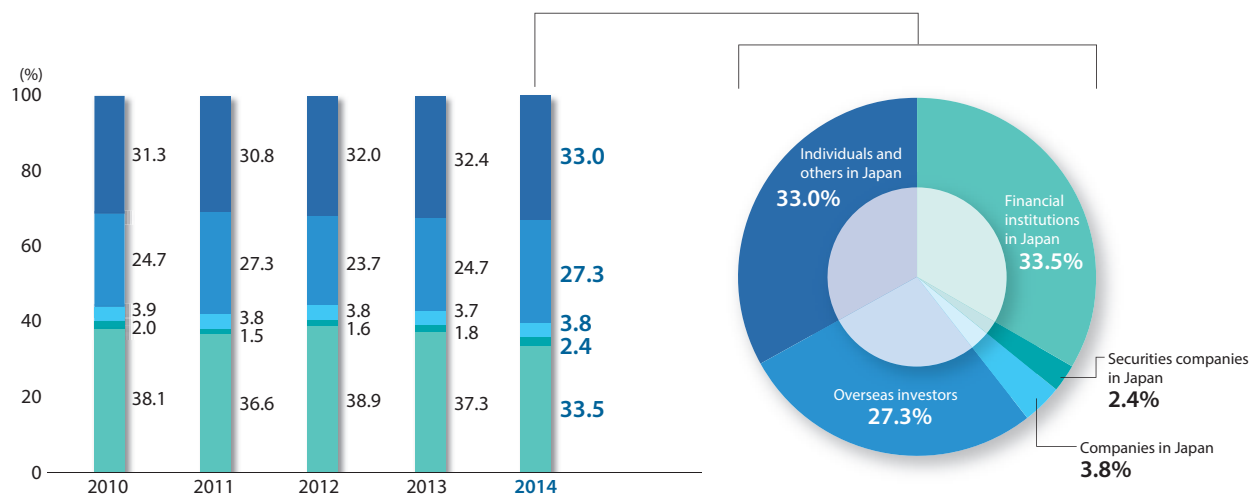
Shareholder Information

Distribution of Shareholders

(Shareholding ratio by category)

March 31	2010	2011	2012	2013	2014
■ Individuals and others in Japan	31.3 %	30.8 %	32.0 %	32.4 %	33.0 %
■ Overseas investors	24.7	27.3	23.7	24.7	27.3
■ Companies in Japan	3.9	3.8	3.8	3.7	3.8
■ Securities companies in Japan	2.0	1.5	1.6	1.8	2.4
■ Financial institutions in Japan	38.1	36.6	38.9	37.3	33.5

Note: For the purpose of calculation of shareholding ratio, treasury shares are excluded from total number of issued shares (denominator).



Major Shareholders

(As of March 31, 2014)

	Percentage of shareholding ratio (Rounded to one decimal place)
The Master Trust Bank of Japan, Limited (trust accounts)	5.3%
Japan Trustee Service Bank, Limited (trust accounts)	4.4
The Dai-ichi Life Insurance Company, Limited	2.7
Toshiba Stock Purchase Plan	2.7
Nippon Life Insurance Company	2.6
JP MORGAN CHASE BANK 380072	1.9
Japan Trustee Services Bank, Limited (trust accounts 4)	1.4
Mizuho Bank, Limited	1.3
Sumitomo Mitsui Banking Corporation	1.2
Japan Trustee Services Bank, Limited (trust accounts 1)	1.1

Note: For the purpose of calculation of shareholding ratio, treasury shares are excluded from total number of issued shares.

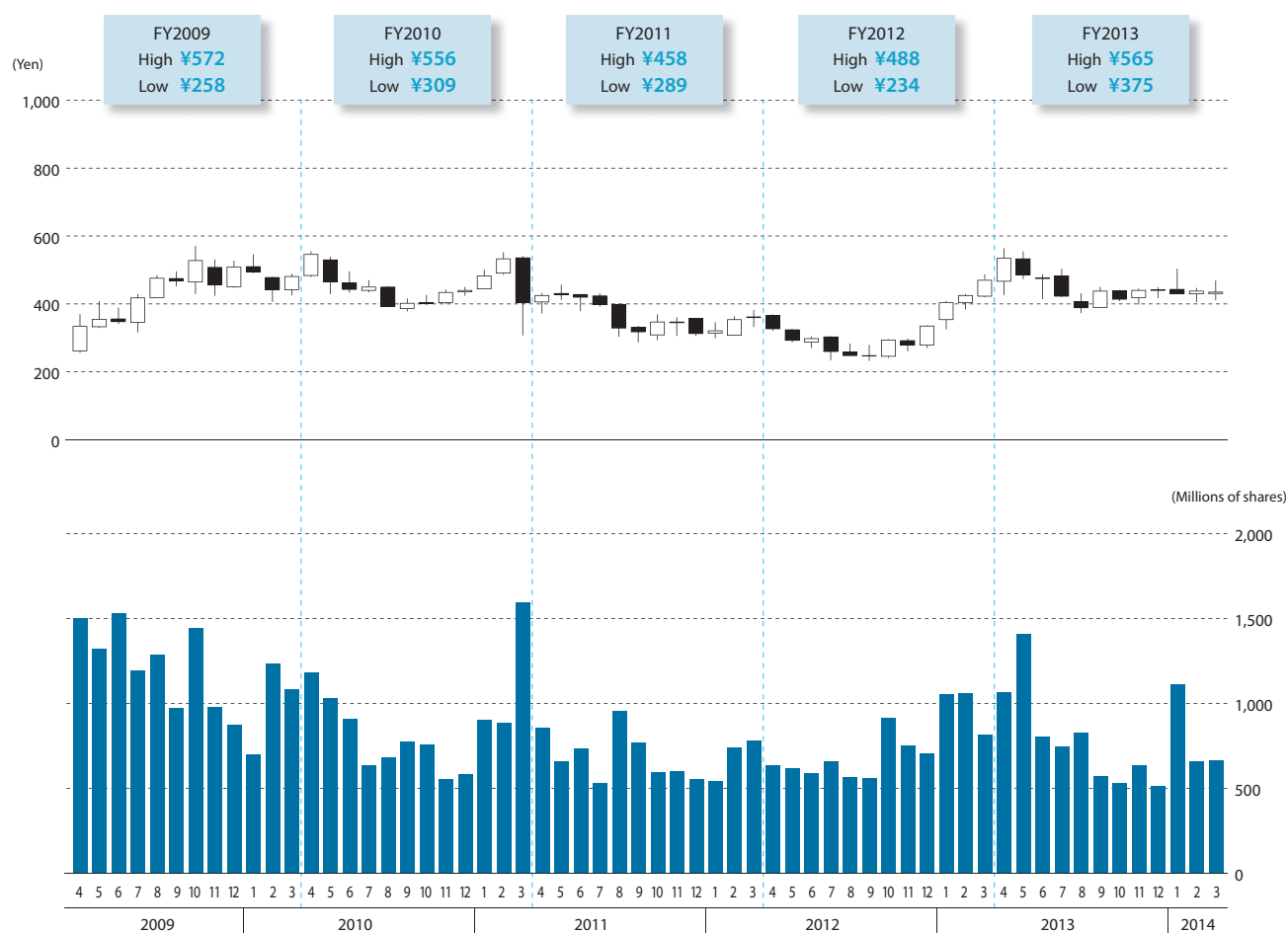
Stock Information

Common Stock Price Trends

Year ended March 31	2010	2011	2012	2013	2014
Common stock price (Yen, fiscal year)					
High	572	556	458	488	565
Low	258	309	289	234	375
Nikkei average (Yen)	11,089.94	9,755.10	10,083.56	12,397.91	14,827.83
Number of shares issued (Millions of shares)	4,238	4,238	4,238	4,238	4,238
Market capitalization (Billions of yen)	2,046.8	1,724.7	1,542.5	2,000.1	1,851.8
Earnings per share attributable to shareholders of Toshiba Corporation (Yen)					
—Basic (EPS)	(4.93)	32.55	16.54	18.27	12.00
—Diluted (EPS)	(4.93)	31.25	16.32	—	—
Annual dividends per share (Yen)	0	5	8	8	8
Payout ratio (%) (Consolidated)	—	15.4	48.4	43.8	66.7
Number of shareholders	473,230	459,114	457,467	446,001	436,540
Price-to-earnings ratio (PER) (Times)	—	12.51	22.01	25.84	36.41
Price-to-cash flows ratio (PCFR) (Times)	6.9	4.3	4.8	6.8	7.8
Price-to-book value ratio (PBR) (Times)	2.6	2.0	1.8	1.9	1.5

Note: Common stock price is based on the Tokyo Stock Exchange, Inc. market quotation.

Stock Price and Trading Volume Trends (for past 5 fiscal years)



Consolidated Subsidiaries and Affiliated Companies Accounted for by the Equity Method

Consolidated Subsidiaries

Domestic

• Iwate Toshiba Electronics Co., Ltd.	• Toshiba Elevator and Building Systems Corporation	• Toshiba Plant Systems & Services Corporation*
• Kaga Toshiba Electronics Corporation	• Toshiba Global Commerce Solutions Holdings Corporation	• Toshiba Solutions Corporation
• Kokusai Chart Corporation*	• Toshiba Home Appliances Corporation	• Toshiba TEC Corporation*
• Nishishiba Electric Co., Ltd.*	• Toshiba Industrial Products and Systems Corporation	• Toshiba Trading Inc.
• NuFlare Technology, Inc.*	• Toshiba Information Equipments Co., Ltd.	
• Toshiba Carrier Corporation	• Toshiba Lighting & Technology Corporation	
• Toshiba Consumer Marketing Corporation	• Toshiba Logistics Corporation	177 companies in total including the 20 above
• Toshiba Denzai Marketing Co., Ltd.	• Toshiba Medical Systems Corporation	* Listed company

Overseas

• Dalian Toshiba Television Co., Ltd.	• Toshiba (China) Co., Ltd.	• Toshiba International Procurement Hong Kong, Ltd.
• Landis+Gyr A.G.	• Toshiba Dalian Co., Ltd.	• Toshiba JSW Power Systems Private Ltd.
• Landis+Gyr Holding A.G.	• Toshiba Digital Media Network Taiwan Corporation	• Toshiba Lighting & Technology (Kunshan) Co., Ltd.
• TAI Receivables Corporation	• Toshiba Electronics Asia, Ltd.	• Toshiba Medical Systems Europe B.V.
• Taiwan Toshiba International Procurement Corporation	• Toshiba Electronics Korea Corporation	• Toshiba Nuclear Energy Holdings (UK) Ltd.
• Toshiba America Business Solutions, Inc.	• Toshiba Elevator (China) Co., Ltd.	• Toshiba Nuclear Energy Holdings (US) Inc.
• Toshiba America Electronic Components, Inc.	• Toshiba Europe GmbH	• Toshiba TEC France Imaging Systems S.A.
• Toshiba America Information Systems, Inc.	• Toshiba Information Equipment (Hangzhou) Co., Ltd.	• Toshiba TEC U.K. Imaging Systems Ltd.
• Toshiba America Medical Systems, Inc.	• Toshiba Information Equipment (Philippines), Inc.	• Toshiba Transmission & Distribution India Private Ltd.
• Toshiba America Nuclear Energy Corporation	• Toshiba Information Systems (UK) Ltd.	• Westinghouse Electric Company L.L.C.
• Toshiba America, Inc.	• Toshiba Infrastructure Systems South America Ltd.	
• Toshiba Asia Pacific Pte., Ltd.	• Toshiba International Corporation	
• Toshiba Carrier (Thailand) Co., Ltd.	• Toshiba International Finance (UK) Plc.	421 companies in total including the 36 above

Affiliated Companies Accounted for by the Equity Method

Domestic

• Flash Alliance, Ltd.	• Shibaura Mechatronics Corporation*	• Toshiba Mitsubishi-Electric Industrial Systems Corporation
• Flash Forward	• Topcon Corporation*	
• Flash Partners, Ltd.	• Toshiba Machine Co., Ltd.*	
• NREG Toshiba Building Co., Ltd.	• Toshiba Medical Finance Co., Ltd.	66 companies in total including the 9 above
		* Listed company

Overseas

• Dalian Toshiba Locomotive Electric Equipment Co., Ltd.	• Guangdong Midea Group Wuhan Air-Conditioning Equipment Co., Ltd.	• Semp Toshiba Amazonas S.A.
• Energy Asia Holdings, Ltd.	• Guangdong Midea Group Wuhu Air-Conditioning Equipment Co., Ltd.	• TMEIC Corporation
• Guangdong Meizhi Compressor Ltd.	• Nuclear Innovation North America L.L.C.	• UNISON Co., Ltd.*
• Guangdong Midea Air-Conditioning Equipment Co., Ltd.	• PM&T Holding B.V.	142 companies in total including the 12 above
• Guangdong Midea Commercial Air-Conditioning Equipment Co., Ltd.		* Listed company

(As of March 31, 2014)

Corporate Data

As of March 31, 2014

TOSHIBA CORPORATION

1-1, Shibaura 1-chome, Minato-ku, Tokyo, Japan (headquarters)

Founded:	July 1875
Number of Employees:	Approx. 200,000 (consolidated)
Fiscal Year:	April 1 to March 31
Authorized Number of Shares:	10 billion
Number of Shares Issued:	4,237,602,026
Number of Shareholders:	436,540
Stock Exchange Listings:	Tokyo, Nagoya
ISIN:	JP359 2200004
Ticker Code on the Tokyo Stock Exchange:	6502
Shareholder Registration Agent:	Sumitomo Mitsui Trust Bank, Limited

● Forward-Looking Statements

This annual report contains forward-looking statements concerning Toshiba's future plans, strategies and performance. These forward-looking statements are not historical facts, rather they represent assumptions and beliefs based on economic, financial and competitive data currently available. Furthermore, they are subject to a number of risks and uncertainties that, without limitation, relate to economic conditions, worldwide mega-competition in the electronics business, customer demand, foreign currency exchange rates, tax rules, regulations and other factors.

Toshiba therefore wishes to caution readers that actual results may differ materially from our expectations.

● Regarding items reported in this Annual Report

Any corrections made to this Annual Report will be published on our website, as referenced above.

● Product names may be trademarks of the respective companies.

IR website

<http://www.toshiba.co.jp/about/ir/>



Toshiba Corporation makes every effort to provide shareholders and investors with reliable information in a timely manner, and toward this we make full and proactive use of the Internet in our IR activities. On our investor relations site we publish a wide range of resources, including news releases, information for shareholders, our statements of accounts, and explanations of our business results, as well as videos and other materials related to business information meetings. The site also supports interactive communication, allowing investors to ask questions and offer opinions that will help us to improve the quality of our IR activities.



Editorial Note

In editing this annual report, we have referred to the IIRC's International Integrated Reporting Framework, and conducted a survey of institutional investors. In order to provide information essential as an integrated report, we have expanded non-financial information (p. 20) and the ESG section (p. 47-).

We provide timely information on ESG, including the latest news on CSR and the environment, on our website.

CSR website

<http://www.toshiba.co.jp/csr/en/>



(PDF version)

Environment website

<http://www.toshiba.co.jp/env/en/>



(PDF version)

Committed to People, Committed to the Future.

TOSHIBA CORPORATION

1-1, Shibaura 1-chome, Minato-ku, Tokyo,
105-8001, Japan

Contacts:

Public Relations & Investor Relations Office
Corporate Communications Division

Tel: +81-3-3457-2096 Fax: +81-3-5444-9202

Inquiry page on Investor Relations

URL <http://www.toshiba.co.jp/about/ir/en/contact.htm>

The production and printing of this report reflect the following considerations:

Paper



Use of FSC-certified Paper

Paper certified by Forest Stewardship Council (FSC) is used, which is made from wood from FSC-certified forests.



Use of Forest Thinning Support Paper

Toshiba Group supports forest thinning project in Misawa City, Aomori prefecture, aiming to preserve the nature for the next generation.



Tree use cycle mark

We believe that it is important to make proactive use of domestic wood products and to grow forests, and we support the Forestry Agency's efforts to promote "tree trainer activities". Domestic timber provided the raw material for the paper on which this report is printed, and its use contributed to increased absorption of CO₂ by native forests.

Printing



Waterless Printing

Waterless printing, a printing process that eliminates the use of water, is adopted, taking advantage of the characteristics of printing plates made of ink-shedding material.



Non-VOC Ink

100% vegetable ink containing no volatile organic compounds (VOCs) is used.