

# **TOSHIBA**

**Leading Innovation >>>**

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***Strategies for Transforming Toshiba's  
Business Structure to Create a Top-Level  
Highly Profitable Eco-company with Strong  
Global Competitive Power***

**Norio Sasaki  
President and CEO**

**May 11, 2010**

**TOSHIBA CORPORATION**

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## Forward-looking Statements

This presentation 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 that actual results may differ materially from our expectations.



## **➤ I. Operating Results for FY2009**

### **II. Implementing Restructuring Measures**

**Achievements of Action Programs for Improving Profitability**

### **III. Transforming Business Structure**

**Focusing Resources on Growth Business Areas  
Expanding Scope of Key Businesses  
Accelerating Development of New Business Areas  
Evolving into a Foremost Eco-company**

### **IV. Numerical Targets and Business Strategies**

# Key achievements (FY2009)

## Ensuring a business foundation for steady growth

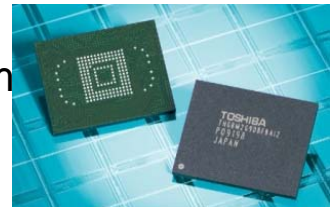
### Digital Products

- LCD TVs: Achieved profit for 5 consecutive fiscal half-year terms
- REGZA-brand TVs: Gained the No. 2 market share in Japan<sup>\*1</sup>
- HDD: Market share increased from 14% to 23% (2.5-inch type) following integration of Fujitsu's HDD business
- PCs: No. 1 share in retail sales in the Japanese market in 2009<sup>\*1</sup>



### Electronic Devices

- Semiconductor business: annual operating income moved back into the black in FY2009 – Memory in 2Q; Discrete in 2H; System LSI in 4Q
- Decision to construct new fabrication facility, Fab 5, in Yokkaichi



### Social Infrastructure

- Westinghouse acquired the Springfields fuel operations in the U.K.
- Started construction of a new factory for STG<sup>\*1</sup> in India and a new SCiB factory in Kashiwazaki, Niigata, Japan
- Won orders for Smart Grid verification facilities in New Mexico and Miyako Island
- Won orders for megawatt-class solar power projects in Japan
- Orders received for 6,500 residential solar photovoltaic systems



### Home Appliances

- Operating income moved into the black in 2H/FY2009
- LED lamps, <sup>\*2</sup> refrigerators, <sup>\*3</sup> and washing machines <sup>\*2</sup> all achieved the No. 1 share in the Japanese market
- Launched the world's first, most energy-efficient washing machines with a variable permanent magnet synchronous motor<sup>\*4</sup>



# FY2009 Result

## Significant Improvement of Profit over FY08

(Unit: ¥ billions)

	FY09	FY08	Difference vs. FY08
<b>Net sales</b>	<b>6,381.6</b>	<b>6,654.5</b>	<b>- 272.9</b>
<b>Operating Income (loss)</b>	<b>117.2</b>	<b>-250.2</b>	<b>367.4</b>
	<b>1.8%</b>	<b>-3.8%</b>	<b>5.6%</b>
<b>Income (loss) from continuing operations, before income taxes and noncontrolling interests</b>	<b>25.0</b>	<b>-279.3</b>	<b>304.3</b>
	<b>0.4%</b>	<b>-4.2%</b>	<b>4.6%</b>
<b>Net income (loss) attributable to shareholders of the Company</b>	<b>-19.7</b>	<b>-343.6</b>	<b>323.9</b>
	<b>-0.3%</b>	<b>-5.2%</b>	<b>4.9%</b>

\*"The Company" refers to Toshiba Corporation.



## I. Operating Results for FY2009

## II. Implementing Restructuring Measures Achievements of Action Programs for Improving Profitability

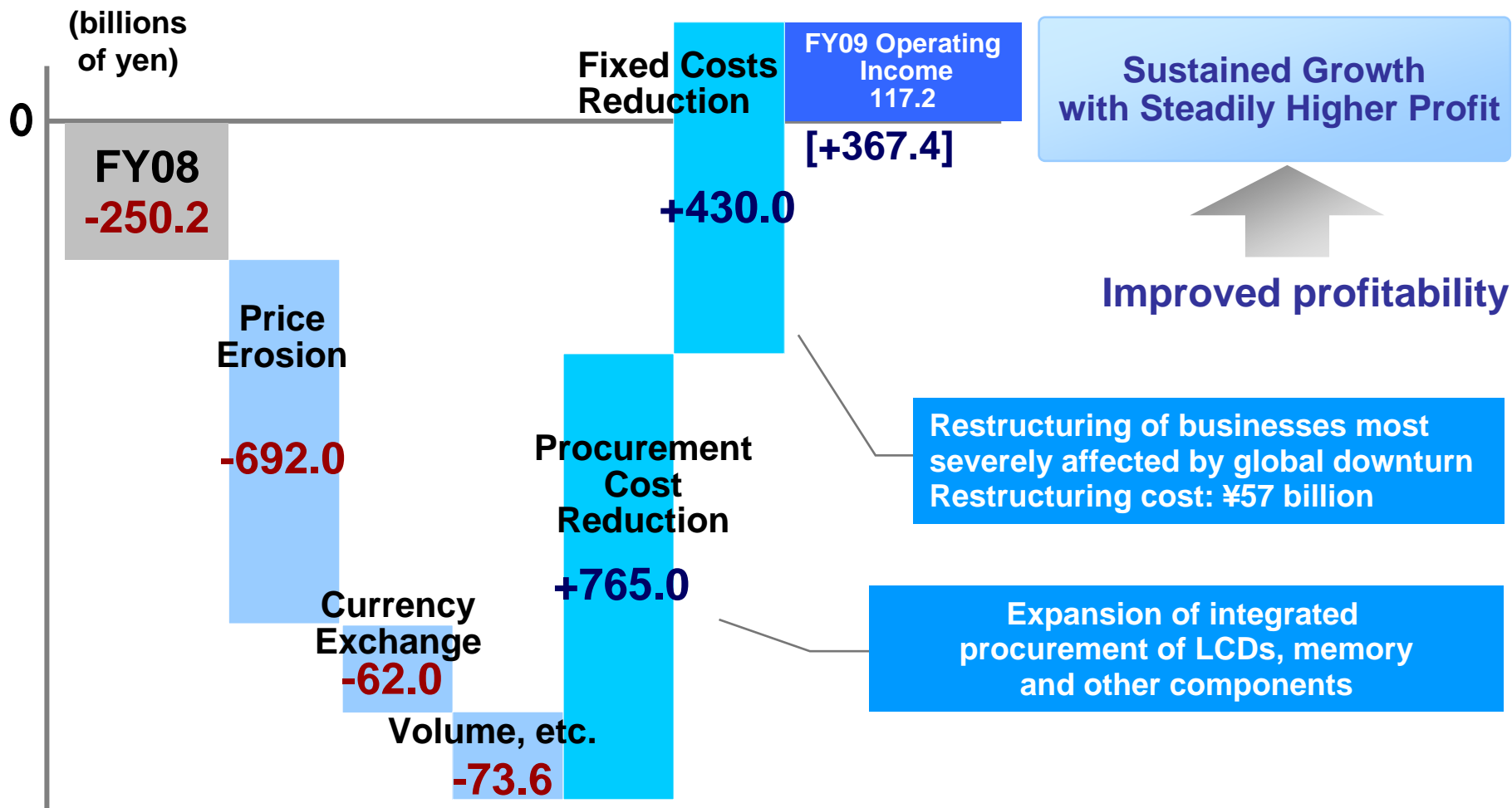
## III. Transforming Business Structure

Focusing Resources on Growth Business Areas  
Expanding Scope of Key Businesses  
Accelerating Development of New Business Areas  
Evolving into a Foremost Eco-company

## IV. Numerical Targets and Business Strategies

# Achievements of Action Programs to Improve Profitability

Reduced fixed costs and rebuilt profit structure  
by accelerating strategic allocation of resources



# Semiconductor Business restructuring measures

Promote a flexible production structure by reorganizing assembly facilities and shifting to overseas operations with lower operating costs

## System LSI

Reduction of Fixed Costs  
Total for Electronic Devices  
¥173 billion vs. FY08

- Fabrication: Transfer 5- and 6-inch products from Kitakyushu Operations to Oita Operations  
Shift to larger wafers at Iwate Toshiba Electronics and transfer 50% of its 6-inch products to Oita Operations
- Assembly: Transfer from a 100%-owned subsidiary to a new JV (J-Devices Corporation)  
Transfer from a manufacturing subsidiary in China to a new JV (Wuxi Tongzhi Microelectronics., Ltd.)

## Discrete

- Fabrication: Halted a part of 5-inch lines at Himeji Operations-Semiconductor in Dec. 2009
- Assembly: Achieved 50% overseas business ratio by March 2010

## Memory

- Fabrication: Centralized leading-edge process technology development at Yokkaichi Operations in Oct. 2009
- Assembly: Centralized Japanese domestic assembly bases at Yokkaichi area in November 2010



# LCD Business restructuring measures

## Concentrate resources on high value-added products

**Reduction of Fixed Costs  
Total for Electronic Devices  
¥173 billion vs. FY08**

### Reorganize Japanese production facilities

- Reduce amorphous silicon products substantially
  - Consolidate facilities: Uozu, Himeji and TFPD\*<sup>1</sup> (from 5 to 2 bases)
  - Stop unprofitable lines at Ishikawa and Fukaya (from 4 to 1 line)
- Focus on low-temperature polysilicon products

### Strategic allocations of resources on selected applications

- Discontinue LCD business for PCs
  - Decided to sell entire stake in AFPD\*<sup>2</sup> to AUO\*<sup>3</sup>
- Expand sales for smartphones based on the strength of super high-resolution WVGA technology

# Restructuring of Home Appliances, Digital Products

Accelerate strategic allocation of resources and carry out restructuring measures in production and sales

## Home Appliances Business

Reduction of Fixed Costs  
¥49 billion vs. FY08

- Consolidate Japanese manufacturing and R&D facilities
    - **Manufacturing: Transfer to a subsidiary in China and Toshiba Home Technology Corporation → End manufacturing in Aichi Operations**
    - **R&D function: Transfer to Aichi Operations and Toshiba Home Technology Corporation → Ceased R&D at Hatano Operations**
  - Reshape businesses, promote overseas production
    - **Home air-conditioners: Marketing integration to Toshiba Home Appliances**
    - **Electric-discharge lamp: Consolidate<sup>\*1</sup> production bases to China and South Korea**
- ➔ **White Goods and general lighting businesses turned to profit in FY09**

## Digital Products Business

Reduction of Fixed Costs  
¥81 billion vs. FY08

- Mobile phones: End manufacturing at Hino Operations and transfer overseas
- TVs: Cease manufacturing in U.K. and Vietnam, increase ODM ratio
- PCs: Review sales structures in Europe and the U.S.; improve development and manufacturing structures



## I. Operating Results for FY2009

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Achievements of Action Programs for Improving Profitability

## III. Transforming Business Structure

**Focusing Resources on Growth Business Areas**

**Expanding Scope of Key Businesses**

**Accelerating Development of New Business Areas**

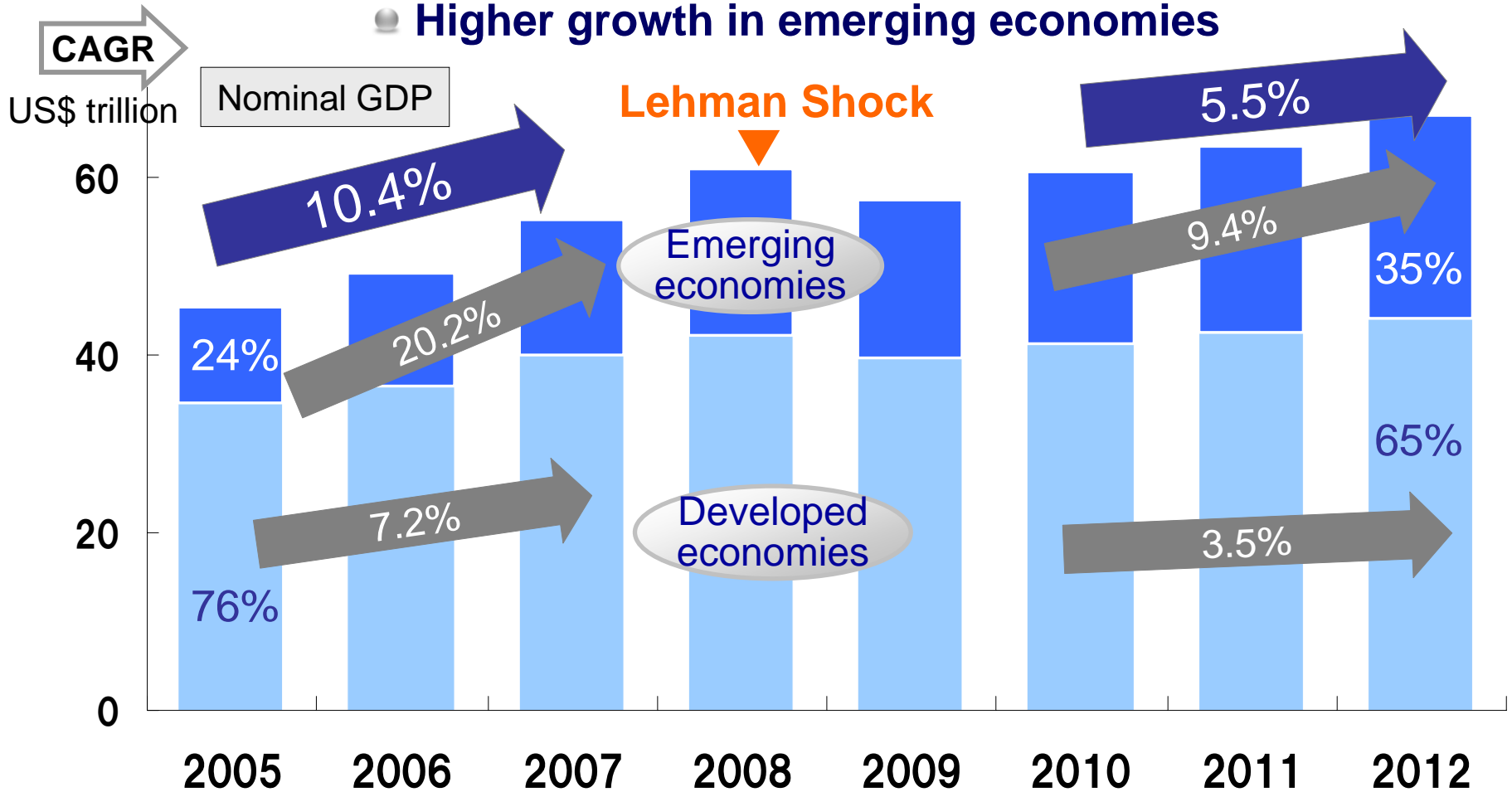
**Evolving into a Foremost Eco-company**

## IV. Numerical Targets and Business Strategies

# The World Economic Environment

Shift in world economic paradigm  
in the aftermath of the Lehman Shock

- Multi-polarization of global economy
- Higher growth in emerging economies



# Global megatrends

## Emerging economies

High growth continues  
led by China

Rapid population growth and  
income increase

Tackling urgent energy, water, food issues

Common trends: digitalization, networking, huge volume of  
information flow and environment issues

Enhanced position of the  
consumer market  
Rapidly absorb and innovatively modify  
developed countries' technologies

## Developed economies

Gradual recovery from high  
unemployment,  
Deflation pressures

Aging population,  
Lower birth rates

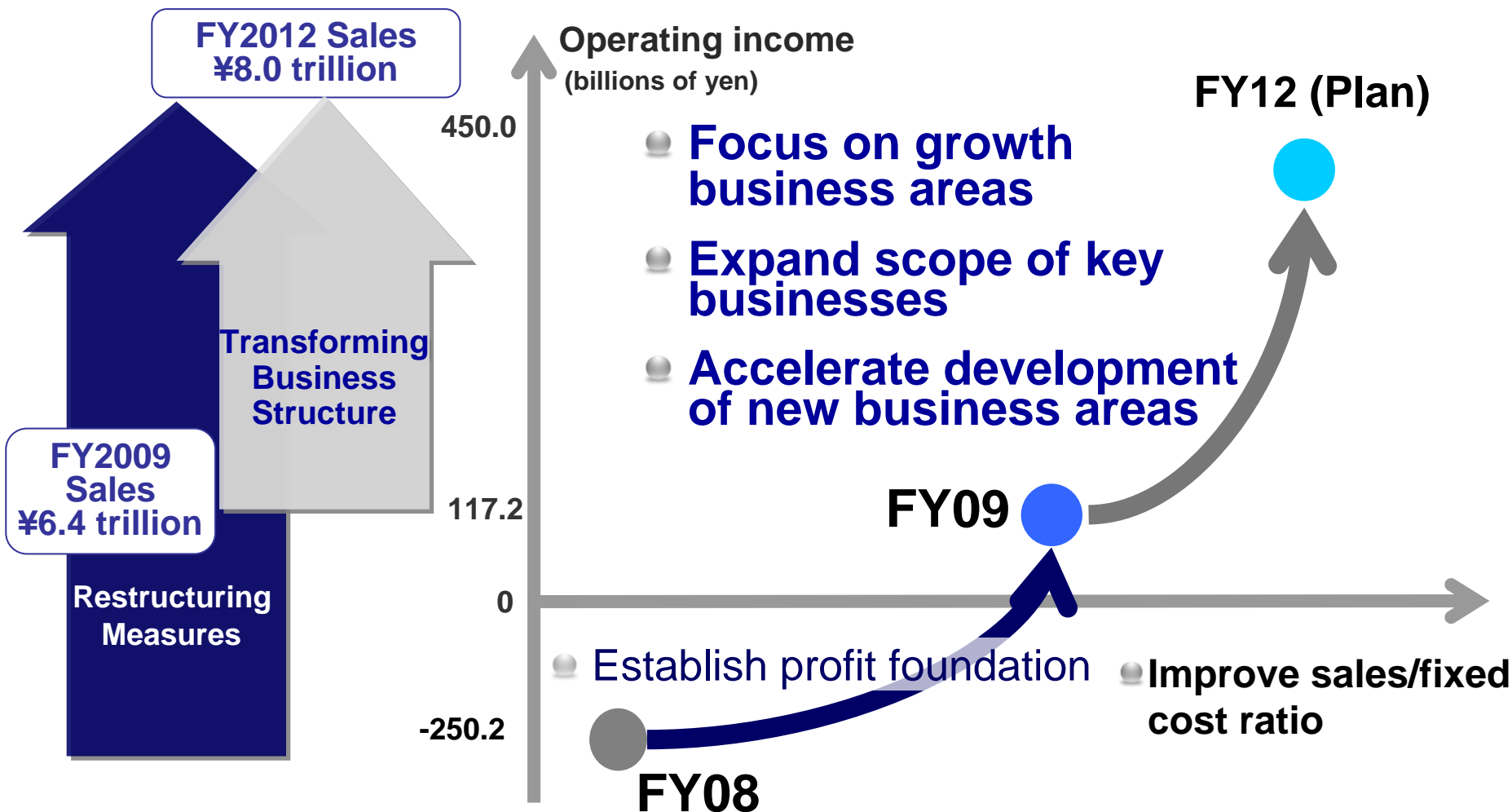
High levels of medical care, education

Global companies accelerate  
strategies for emerging economies  
Speed up shift in production to  
emerging economies

Tap business opportunities in Vital Facilities,\*<sup>1</sup> Healthcare and ICT\*<sup>2</sup> areas

# Restructuring and Transforming Business Structure

Achieving high profitability through strategic allocation of resources



# Focusing on Growth Business Areas: NAND Flash Memory



Establishing highly profitable business structure  
by migration and expanded capability

## Accelerating migration shift

**FY15 Plan**  
**Net Sales: ¥1.1 trillion**

- 32nm: Achieved production volume plan (as of end of Mar. 2010)
- 2Xnm: 64Gbit chip: Start mass production in summer 2010  
⇒ Prompt launch by following process technology advantage with 32nm

## Strategically expanding capability

- Fab 5 at Yokkaichi Operations
  - Start construction: July 2010, Completion: spring 2011 (planned)
  - Plan for mass-production of 2Xnm next-generation and beyond as well as post-NAND memory



Image of Fab 5

## Enhancing line-ups

- Large density: 64 Gbit chip, Multi-layer package, SSD
- High performance: SLC\*<sup>1</sup> (512Mbit to 16Gbit), High-speed data transfer technology
- Mobile use: 32nm MLC \*<sup>2</sup> (3bit/cell)



# Focusing on Growth Business Areas: Nuclear Energy



Expected to receive orders for 39 plants worldwide by 2015  
as a result of maximizing synergies between Toshiba and WEC\*1

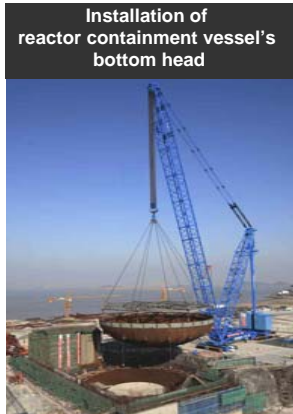
Status of  
on-going  
projects  
(14 plants\*2)

- U.S.: Acquired federal loan guarantee (Vogtle #3&4)  
First Japanese company certified by NRC\*2 (ABWR)
- China: Started construction of Sanmen #1&2, Haiyang #1
- Japan: Started construction of Ohma #1 (J-POWER)

Strive to  
increase  
order wins

- Progress of construction plans in the U.K., Finland and Kazakhstan, in addition to the U.S. and China
  - ➡ Enhance leading position with Toshiba and WEC's unrivaled construction and operation experience and two reactor types (ABWR/AP1000\*3)

Sanmen #1 (China)



Production  
capability  
enhancement

- Advancement and globalization of engineering
  - ➡ Expanded Isogo Engineering Center  
(quake-absorbing structure to assure operation continuity)
- Reinforcement of manufacturing alliance
  - ➡ Signed MoU with IHI to establish JV for manufacturing turbine parts

New Isogo Engineering Center Facility





# Expanding Scope of Key Businesses: Nuclear Energy

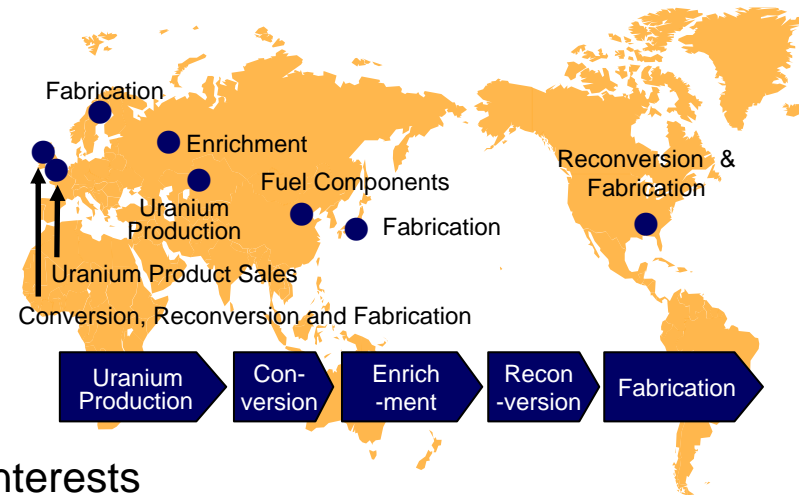
Reinforcing integrated capabilities  
by expanding fuel supply and maintenance services

## Front-end

### Strengthening supply chain

FY15 Plan  
Net Sales: ¥1.0 trillion\*2

- Established uranium-related transactions company (UK: A-UAM\*1)
- Acquired Springfields Fuel Ltd., a U.K. fuel supply company
- Signed MoU with TENEX of Russia for materializing of enriched uranium products business
- Signed MoU with Kazatomprom of Kazakhstan for collaboration in rare metals business with uranium interests



## Services

### Enhancing leading position of Toshiba & WEC

- U.S.: Enter into BWR market in U.S. with Toshiba's technology  
➔ WEC opened BWR training center in Tennessee
- Japan: Employ WEC's advanced technology for Japanese domestic nuclear plants

BWR Training Center  
(Chattanooga, TN)



## Maximizing clinical value of medical electronics

### From diagnostics to treatment

#### ● Hybrid surgery

- Combine angioplasty and surgical procedures under an advanced X-ray image diagnostic – Supporting medical teams

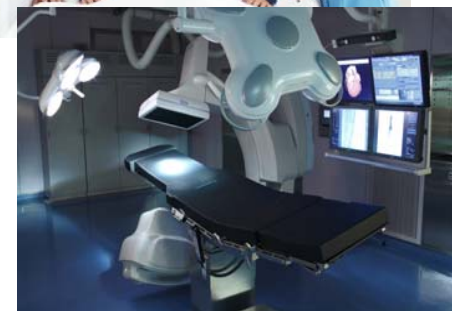
**FY15 Plan**  
**Net Sales: ¥1.0 trillion**



### Patient-friendly

#### ● Open bore 3T-MRI

- Realize vessel testing without using a contrast medium
- World's largest bore diameter increases patient coverage



Hybrid  
Operation  
Room

### Responding to special needs of emerging economies

- Strengthen entry-level models (CT, X-ray, Ultrasonic)
- Enhance product development and manufacturing in China and sales & marketing in Asia and Latin America



Vantage Titan 3T

# Accelerating Development of New Business Areas: Smart Community Solution



Create convenient and comfortable environmentally  
evolutional community

FY15 Plan  
Net Sales: ¥700 billion\*1

## Smart Grid

Participate in Japan and overseas in  
large-scale verification projects  
New Mexico, U.S., Miyako Island

### Transmission Grid to Distribution Network



Low Carbon  
Power Plant



Multi-MW PV



System Linkage/  
Control



Smart Meter



PCS \*2



BEMS \*3



FEMS \*4



HEMS \*5

## Smart Facility

Provide total solution  
Supervising division newly  
established on April 1

### Building, Data Center, Factories, etc



Lighting



Air-conditioning



Security



Monitoring



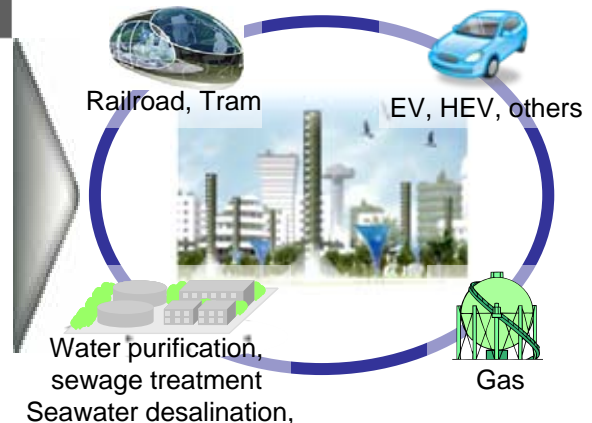
Elevators



Power supply

## Smart Community

Future image of Smart Grid  
Expand to total solution that  
covers social infrastructure including  
water, gas, and transportation



## Example of Smart Community activities

### Delhi Mumbai Industrial Corridor

Participated as a member of Japanese consortium



# Accelerating Development of New Business Areas: Solar Photovoltaic Systems

- Mega solar power plants: awarded three major contracts in Japan and one overseas contract is expected soon

- Taketoyo Mega Solar Power Plant  
Chubu Electric Power Co., Inc.
- Ukishima Solar Power Plant Facility (provisional name)  
Tokyo Electric Power Company, Inc.
- Miyako Island Microgrid Verification Test Facility\*<sup>1</sup>  
The Okinawa Electric Power Company, Inc.
- Acquisition of license and land for plant in Yambol, Bulgaria

- Entry into Residential Solar Photovoltaic Power

- Orders received: 10,000 houses\*<sup>2</sup>

**System  
technology**

**Power electronics  
technology**

**Rechargeable battery  
technology (SCiB™)**

**Large-scale plant engineering technology  
+ system integration**

**Full-scale expansion of the business in Japan and overseas  
Aim to be the world's No. 1 solar system integrator**

**FY15 Plan  
Net Sales: ¥200 billion**





## ● Superior battery performance

Key performance characteristics:

- Quick recharging in 5 minutes -- 90 seconds (80% of full power) for hybrid electric vehicles (HEV)
- Long 6000-cycle life -- More than 10,000 cycles for stationary applications)
- Can operate in cold weather conditions down to -30° C

## ● Started construction of Kashiwazaki Operations (Mass production start-up: spring 2011)

- Will expand annual capacity to 12 million cells
- Apply latest semiconductor mass production systems

## ● Selected as battery for the Miyako Island Microgrid Verification Test Facility by The Okinawa Electric Power Company, Inc. (Jan. 2010)

## ● Order received for commercial-use electric motorbikes (April 2010)

## ● Adoption for commercial electric vehicles

Because of its high-energy density characteristics, it will be adopted for a growing range of vehicle and stationary applications

FY15 Plan  
Net Sales: ¥200 billion



Artist's rendering of Kashiwazaki Operations



Honda Motor Co., Ltd.'s electric motorcycle, the "EV-neo."

# Accelerating Development of New Business Areas: New Lighting System Business



Creating a new “lighting culture” in harmony with  
people and the environment

**FY15 Plan**  
**Net sales: ¥350 billion\*2**

Lighting value which  
people desire



Joined Milan  
Salone 2010

New value of lighting

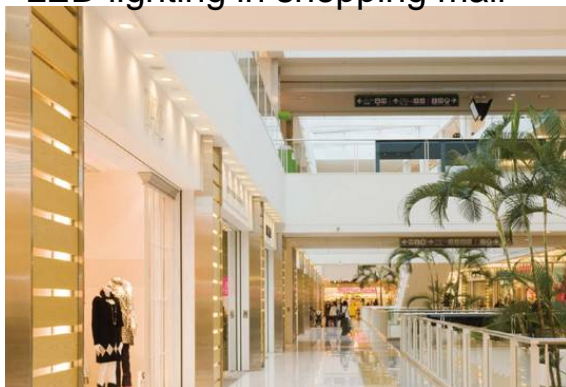


Environment value  
Reducing about 430,000  
tons of CO<sub>2</sub> per year



120 years ago Toshiba created Japan's first incandescent bulb; today Toshiba has the No. 1 market share\*1 for LED light bulbs in Japan

LED lighting in shopping mall



LED lighting in a convenience store



LED lighting in home

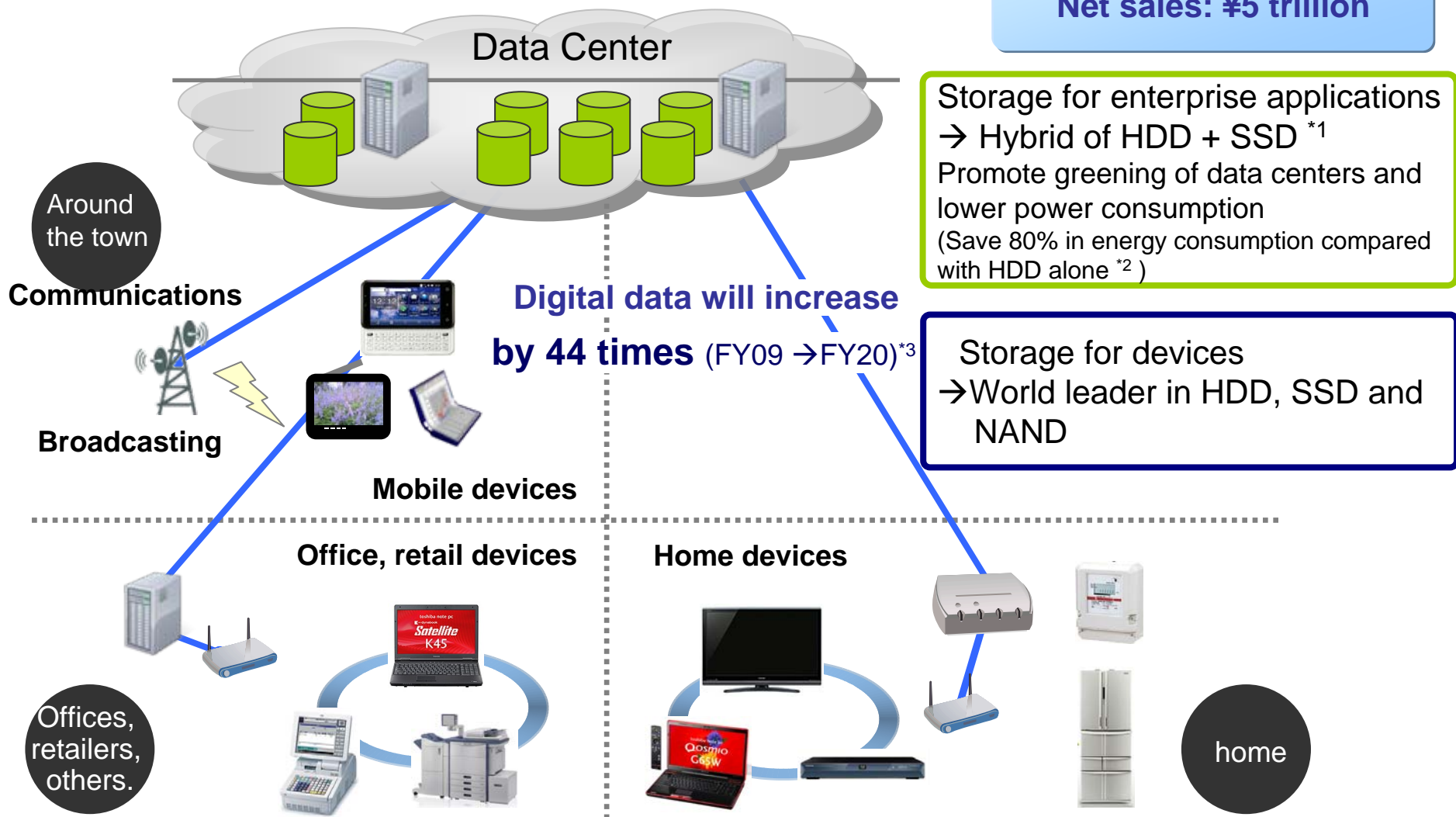


# Accelerating Development of New Business Areas: Digital & Network



Next-generation ICT Network helps realize a richer life

**FY15 Plan**  
**Net sales: ¥5 trillion**



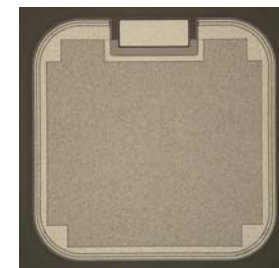
# Accelerating Development of New Business Areas: Next-generation semiconductors



## SiC<sup>\*1</sup> Power semiconductor technology

### ● Improve MOSFET<sup>\*2</sup> performance by the original structure

- Achieve high efficiency by realizing industry's leading low ON resistance (improve by 50%)
- One fifth volume by improving inverter performance (AC/DC convert efficiency) etc.
- Apply to transportation systems and automobiles (power efficient, fuel efficient, downsized equipments)



SiC MOSFET chip

## New memory technology

### ● Develop post-NAND technologies including 3D structure (BiCS, etc.)

- FY2010: Concentrate on BiCS and others
- Planning for introduction of new-gen memory after the completion of Phase 2 construction of Fab 5 at Yokkaichi Operations



Concept drawing of  
BiCS<sup>\*3</sup>



# Accelerating Development of New Business Areas: Next-generation nuclear reactor technology

## Fast Reactor

### Realize “Nuclear Battery”

- No need to change fuel for three decades
- Helps with the world community's nuclear nonproliferation agenda
- Excellent fit for needs of emerging economies

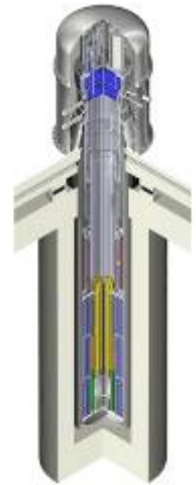
4S<sup>\*1</sup>  
Reactor

- Safe design to achieve passive reactor shutdown  
Construction of the first 4S reactor could start in the latter half of this decade

➡ Feasibility being studied in Alaska in the U.S.

TWR<sup>\*2</sup>

- TWR will use unenriched uranium without reprocessing
- ➡ Start studying possible technical collaboration with Terra Power on a future nuclear reactor



4S Reactor



TWR

## High temperature reactor

- High efficiency, safe helium gas-cooled reactor
- ➡ Participate in introduction plan in Kazakhstan

# Environmental Management

Steps to evolve into one of the world's foremost eco-companies



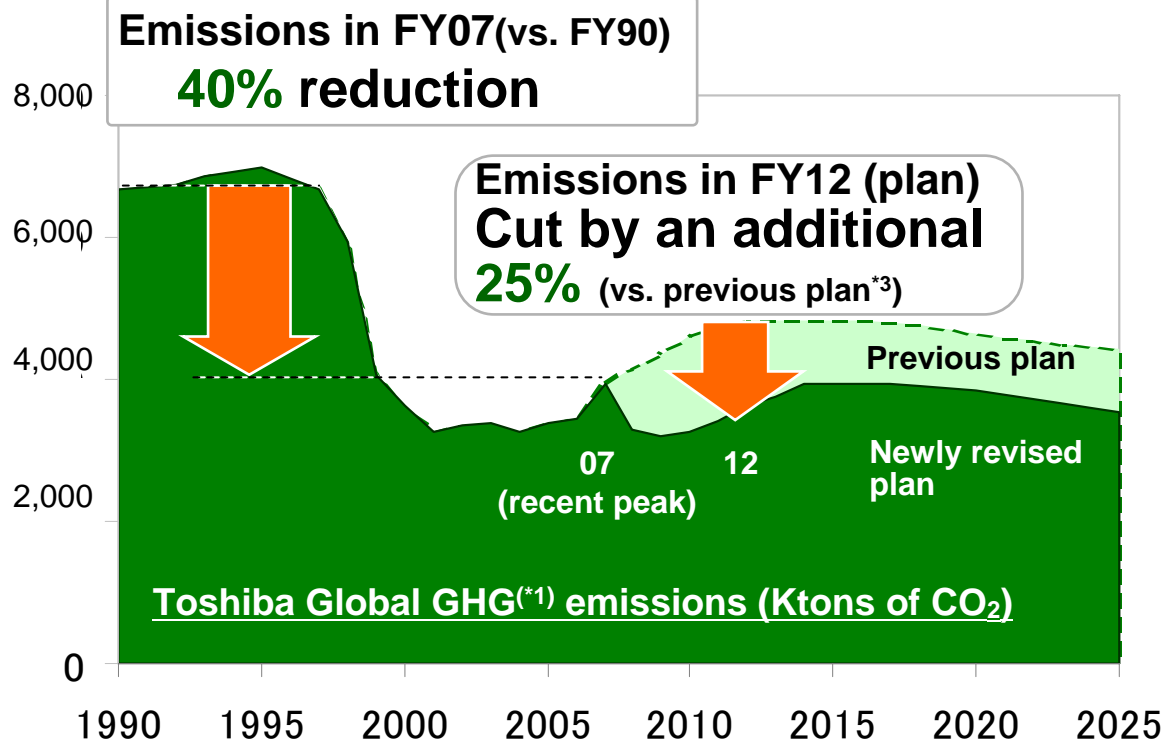
**Greening of  
Process**

**Greening of  
Products**

**Greening by  
Technology**

## Promoting more highly efficient manufacturing facilities and processes

Pursuing the world's lowest CO<sub>2</sub> emission levels<sup>(\*)2</sup> in every business area



We plan to reduce CO<sub>2</sub> emissions by 12% using cutting-edge environmental technology



**Fab 5, Yokkaichi Operations**

# Environmental Management

Steps to evolve into one of the world's foremost eco-companies



Greening of  
Process

Greening of  
Products

Greening by  
Technology

Toshiba's advanced technology<sup>(\*1)</sup> contributes  
to **750Mtons/year of CO<sub>2</sub> reductions** (in FY2020)

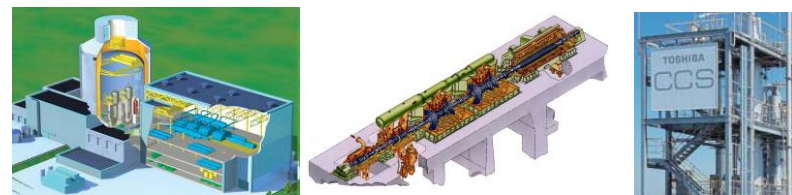
Pursue the world's leading  
environmental performance<sup>\*2</sup> for all  
products

- Saving energy by 17%



Contribution by Environmentally Conscious Products

Low-carbon power generation  
technologies to reduce an additional  
180Mtons/year of CO<sub>2</sub> emissions



Contribution by nuclear, thermal & CCS and  
solar photovoltaic power generation

Proactive environmental management



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## ➤ IV. Numerical Targets and Business Strategies

# Basic Management Policies

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**Return to the path of sustained  
growth with steadily higher profit**



**Accelerate resource allocation into strategic areas**

**Continue to accelerate our globalization**

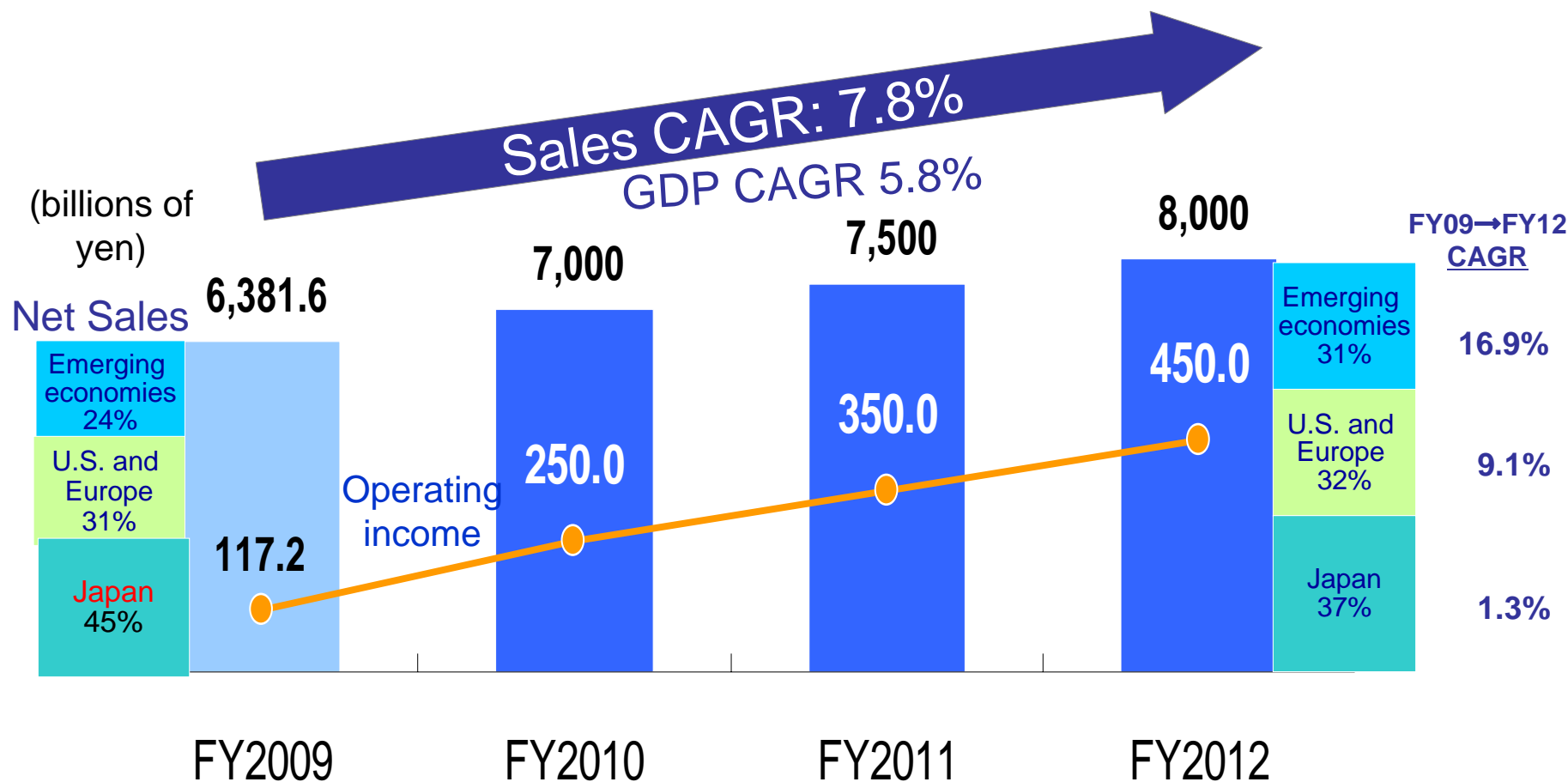
**Set up ambitious goals for innovation and speed its pace**

**Push forward with CSR management**

# Numerical targets toward FY2012

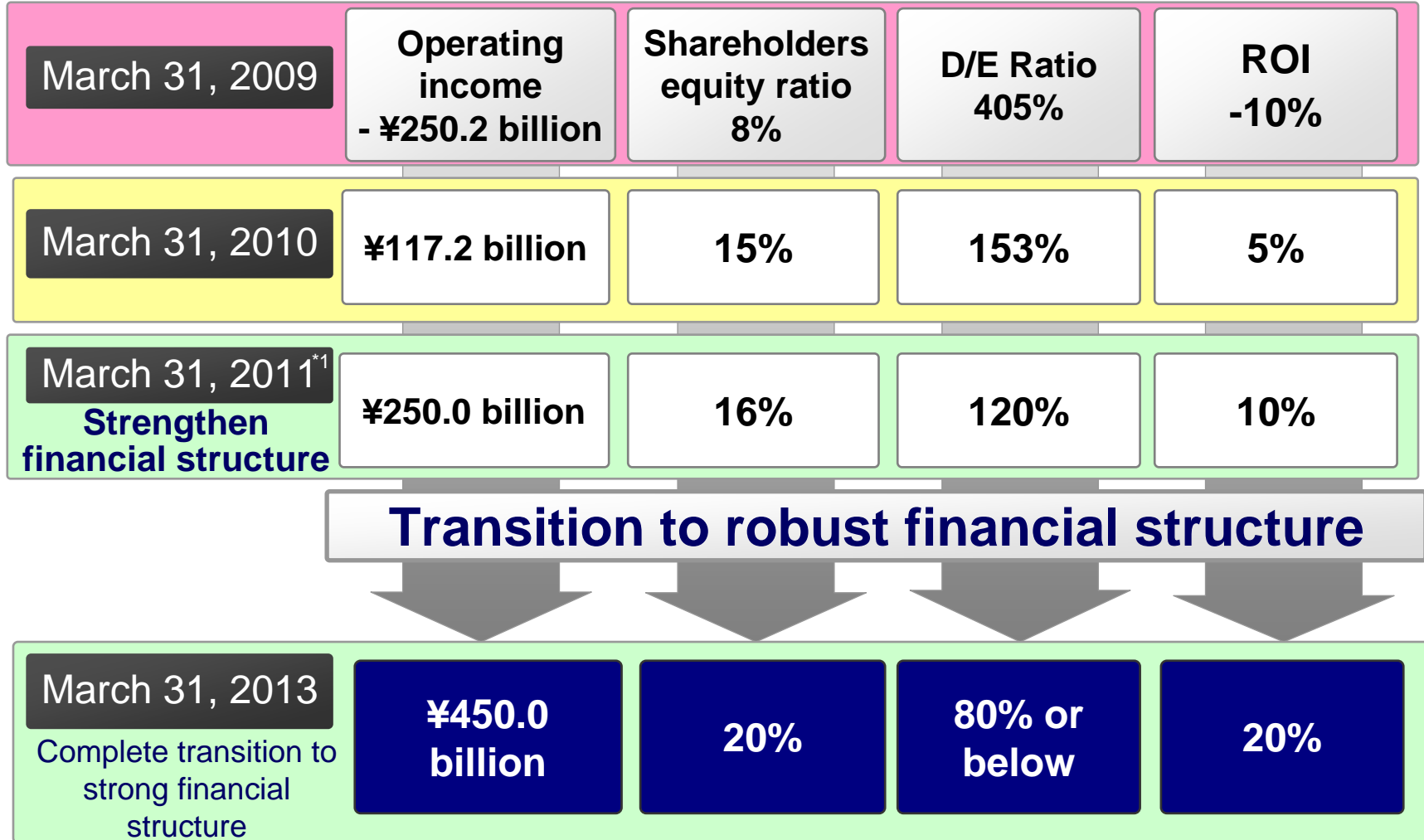
Toward Being a World-leading Diversified Electric/Electronics Maker

Ratio of sales outside of Japan: **55% → over 63%** (FY09 to FY12)



# Financial targets toward FY2012

**Establish financial structure to support sustained growth  
with steadily higher profit**



<sup>\*1</sup>: The data for FY2010, ending March 31, 2011, are forecasts as of May 11, 2010.



# Business Plan by Business Group

**Improve growth and profitability through  
Transforming Business Structure**

(Unit: billions of yen)

		FY2009 Result	FY2010 Forecast	FY2012 Plan	CAGR FY09-12
Digital Products	Net Sales	2,363.6	2,630	3,000	8.3%
	Operating Income to Sales	0.6%	1.1%	2.0%	
Electronic Devices	Net Sales	1,309.1	1,380	1,650	8.0%
	Operating Income to Sales	-1.8%	6.5%	10.9%	
Social Infrastructure	Net Sales	2,302.9	2,560	3,110	10.5%
	Operating Income to Sales	5.9%	5.9%	6.8%	
Home Appliances	Net Sales	579.8	600	640	3.3%
	Operating Income to Sales	-0.9%	0.5%	1.6%	



# Digital Products Business

Expand business by core technology and horizontal specialization

- TV Sales target: 15 million units; PC: 25 million units (FY 2010)
- Sales ratio for emerging countries: TVs, PCs over 30% (FY 2012, unit base)  
(Some 40 models are planned to be introduced in FY2010)

## Products

- TV: Launch superior picture quality 3D model\*<sup>1</sup>  
Achieve excellent environmental performance with LED
- PC: Introduce world's lightest model,\*<sup>2</sup> a 3D model,  
and low-priced products (below \$399)
- HDD: Introduced industry's highest areal surface recording density and  
capacity of 2.5-inch HDD in April, 2010\*<sup>3</sup>

## Sales and services

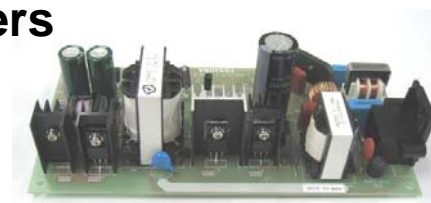
- Realize synergy effect of marketing, sales and services for TVs and PCs by merging sales subsidiaries in the United States (planned for July 2010)
- PC: Expand Toshiba's sales channels in China: approx. 2,000 stores → 3,000 stores (FY 09 → FY10)



# Electronic Devices Business

## Discrete: Maintain worldwide No.1 share

- **Power device: double production capacity of 8-inch wafers**  
Aim for world's No.1 share in 2012
- **Enhance SJ-MOSFET\*1 for high-efficiency power supply**  
Increase net sales six times (2009→2012)  
Expanding line-ups of ultra-small package, small signal MOS FET



SJ-MOSFET-mounted  
power-supply base

## System LSI: Enhance profitability in focused products area

- **Utilize REGZA engine's high-resolution image processing technology/ IP for multiple platforms**
- **CMOS sensor: Wider dynamic range product** (doubling conventional product, mass produce in 2011),  
**Aim for 20% share in 2012**
- **Analog: Expand business for power sources by realizing industry-leading low ON resistance devices**



REGZA engine



3D Display

## LCD Business

- **Accelerate autostereoscopic high-resolution 3D display business**

# Social Infrastructure Businesses

Expand sales activities to worldwide markets with No.1 environmentally conscious technologies and overseas manufacturing facilities

Enhance environmentally conscious technology globally

## Power Generation



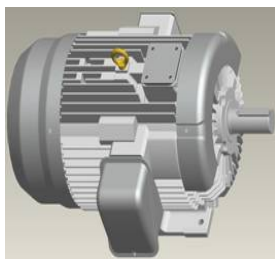
Steam Turbines & Generators - No.1 share for 7 consecutive years in U.S.

## T&D



UHV (1100kV) plant in China – Japanese system was adopted as IEC<sup>\*1</sup> standard

## Industrial motor



Industry-leading manufacturer of new type of energy-saving high-efficiency motors

## Rail transport



Industry-leading manufacturer of electrical equipment for high-speed trains

Continue to enhance global manufacturing bases



A new factory for super critical steam turbines and generators in India (planned to operate in Jan. 2011)



A new factory for high-efficiency motors in Vietnam (planned to operate in Sept. 2010)

# Home Appliances Business

Become No.1 worldwide in energy efficiency and comfort

## Japan

Create No.1 products with highly reliable technologies

World's first variable-speed permanent magnet synchronous motor technology

Energy efficient, powerful cleaning

**Energy-efficiency is up 16%**

Separate refrigerator and freezer cooling units

Toshiba's original humidity cooling technology

**Refrigerator section humidity kept at 85%**



Toshiba's original dual compressor technology

Low-power, energy-efficient running

**Lowest power consumption of 45W**

High-density mounting technology COB\*

Realizes industry's best lighting efficiency

**The world's highest 93lm/W**

## Outside of Japan

Developing cost-competitive, energy-saving products that suit the market characteristics of emerging economies (40 refrigerator and washing machine models planned for FY10)

**Sales outside of Japan CAGR 22% (2009→ 2012)**



# Investment and R&D Expenditure

Accelerate business system transformation by prioritizing investment to new and growing business

Capex, investment & loan R&D expenditure

Cumulative total (FY10-12)

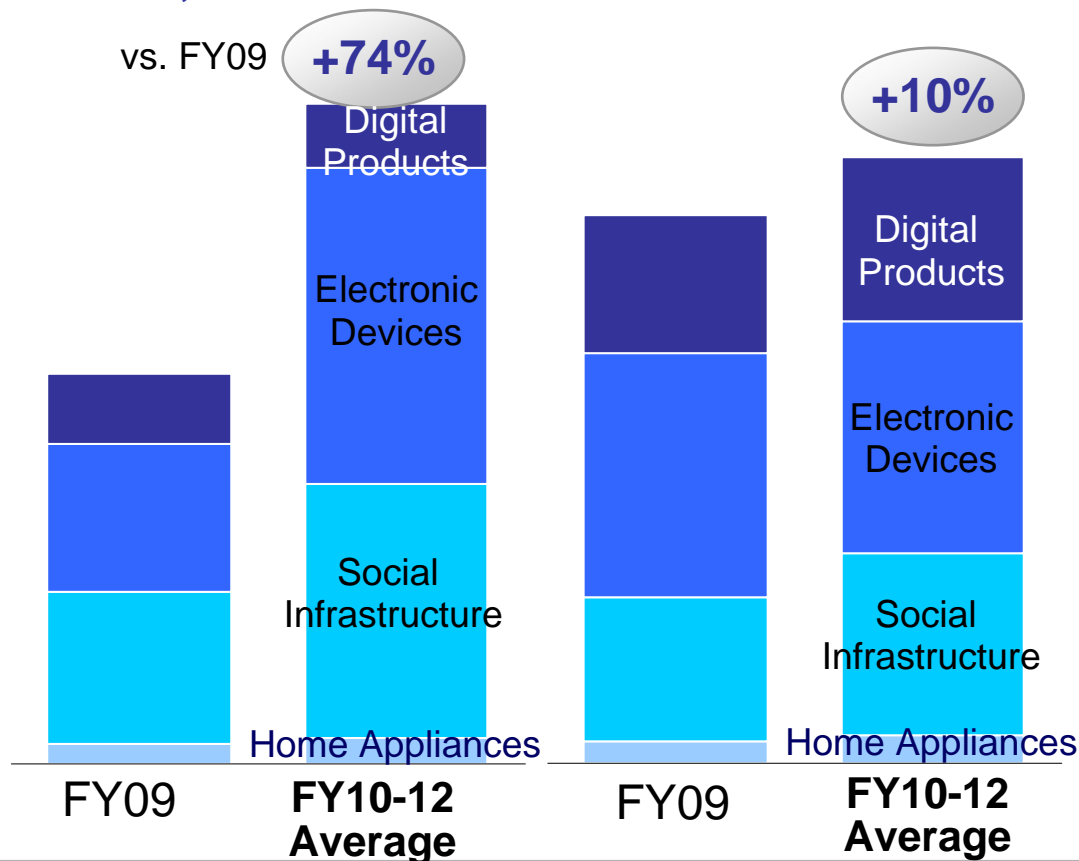
¥1,300.0 billion

¥1,070.0 billion

vs. FY09

+74%

+10%



Increase production of storage device  
eSSD<sup>\*1</sup>/ high-density HDD

New Semiconductor fab ready for 2Xnm generation and beyond

Increase production of SCiB to meet demand for EV, smart grid

Increase production of power systems: Turbine (nuclear, thermal), T&D

New Lighting system (LED)  
New products development  
Manufacturing automation

# Mid- to Long-term vision: What Toshiba aims to be

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## Business Restructuring

Assure that Toshiba Group has a steady, strong, and highly profitable business structure and sound financial foundation that can withstand rapidly changing economic conditions and market changes

## Business Structure Transformation

Transform Toshiba Group into a top-level diversified electric/electronic manufacturer with strong global competitive power

## Proactive environmental management

Establish position as one of the foremost eco-companies in the world and contribute to the future of a sustainable Planet Earth

# Push Forward with CSR management

Strive to always act with unshakable integrity, and aim to be a globally trusted enterprise

Act with integrity  
towards the society

Prioritize life, safety,  
and compliance

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



**TOSHIBA**

**Leading Innovation >>>**