

TOSHIBA

Leading Innovation >>>

FY2016 Toshiba In-House Company IR Briefings

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Objectives of this Briefing

Enhanced disclosure

Autonomous management of in-house companies

- **In-house companies are to directly communicate with the market, and to commit to specific targets**
- **Will report annually on business progress, results and capabilities**

Management Policy of Toshiba Group

Manage with Integrity

- Place highest priority on ethics and compliance
- Nurture an open corporate culture
- Push forward with CSR Activities

Construct a Healthy Management Platform for Growth

- Operations grounded in cash flow
- Enforce thorough portfolio management
- Autonomous management of in-house companies

FY16: Regain Trust and Revitalize Toshiba

1. Concentrate on Focus Businesses

2. Improve the Financial Platform

3. Return to the Capital Markets

1. Focus Business Fields

Focus on Platform Businesses that Sustain People and the Future



Storage

that sustains the advanced information society

Infrastructure

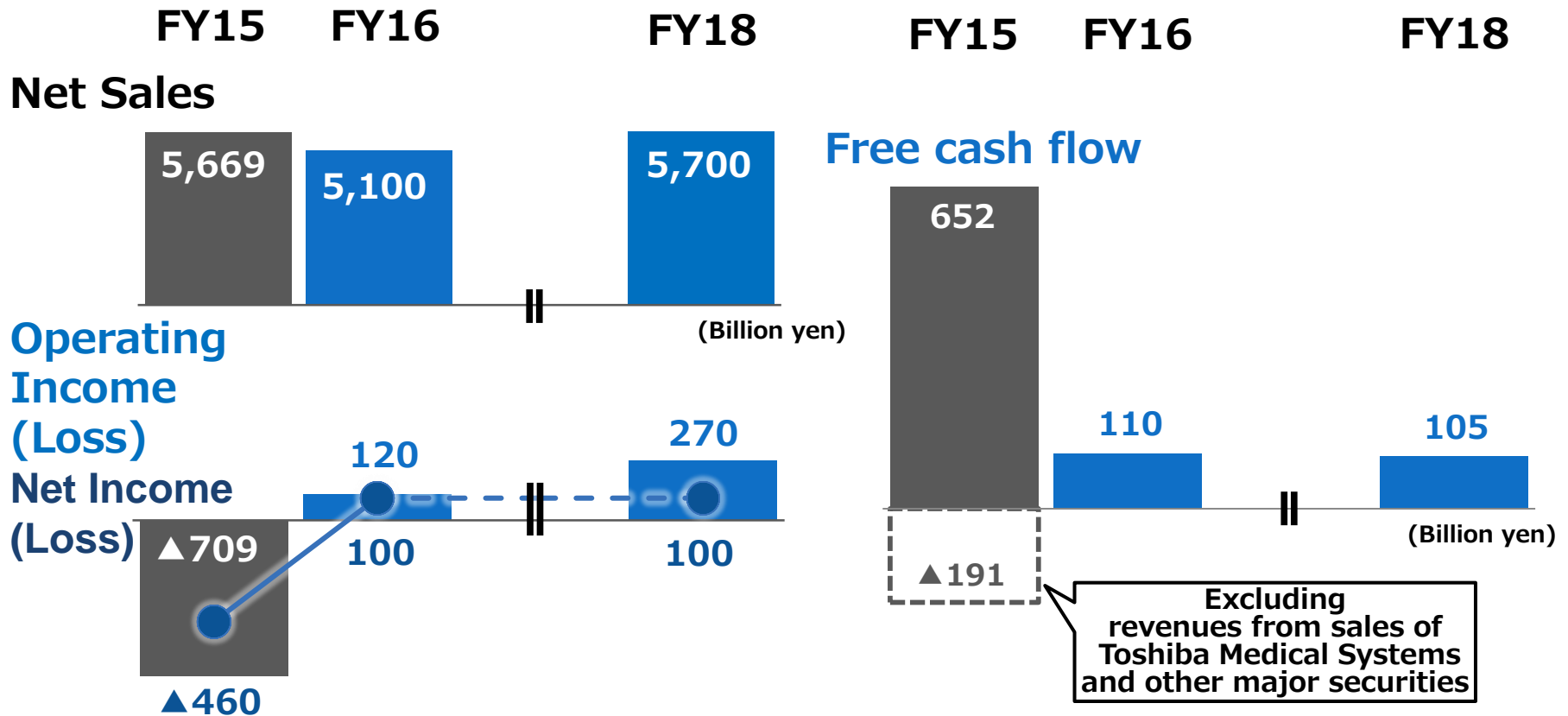
that sustains quality lives

Energy

that sustains everyday lives, that is cleaner and safer

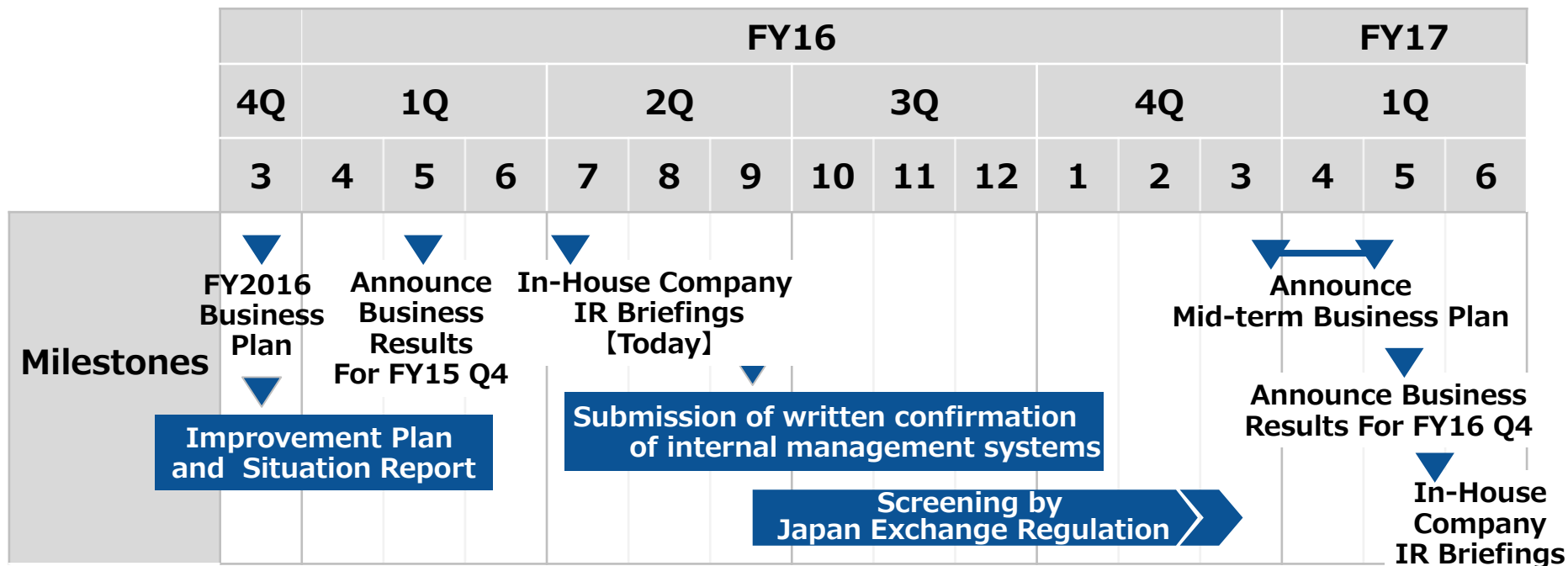
2. Improve the Financial Platform

Business operations grounded in cash flow
 All businesses move into the black in FY16
 A Shareholders Equity Ratio of over 10% in FY18



3. Return to the Capital Markets

Steady preparation of written submissions on “Internal Management Systems” to secure cancellation of “Securities on Alert” Designation



- Required to submit “Written Confirmation of Internal Management System” within a year of the September 15, 2015 designation as a “Securities on Alert”
- If the Japan Exchange Regulation finds no problem after screening Toshiba’s Internal Management System, the “Securities on Alert” designation will be lifted.

FY16 Business Structure



● In-house Companies making presentations today

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

With compliance to the forefront,
we respect the wider society,
and act with integrity



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Forward-looking Statements

- This presentation contains forward-looking statements concerning future plans, strategies and performance of Toshiba Group.
- These forward-looking statements are not historical facts, rather they are based on management's assumptions and beliefs in light of the economic, financial and other data currently available.
- Since Toshiba Group promotes business in various market environments in many countries and regions, its activities 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 might differ materially from our expectations.
- Toshiba's fiscal year (FY) runs from April 1 to March 31. All figures are consolidated totals for the 12 months , unless otherwise indicated