

November 14, 2019  
Toshiba Corporation

FOR IMMEDIATE RELEASE

**Notice Regarding Presentation Materials for “Toshiba IR Day”**

TOKYO—Toshiba Corporation (TOKYO: 6502) hereby releases presentation materials for “Toshiba IR Day,” a series of IR briefings by each of Toshiba Group’s business segments scheduled for later today.

# # #



Toshiba IR Day 2019

# Moving towards becoming a CPS Technology Company

**Taro Shimada**

Corporate Vice President & Chief Digital Officer (CDO)

Toshiba Corporation

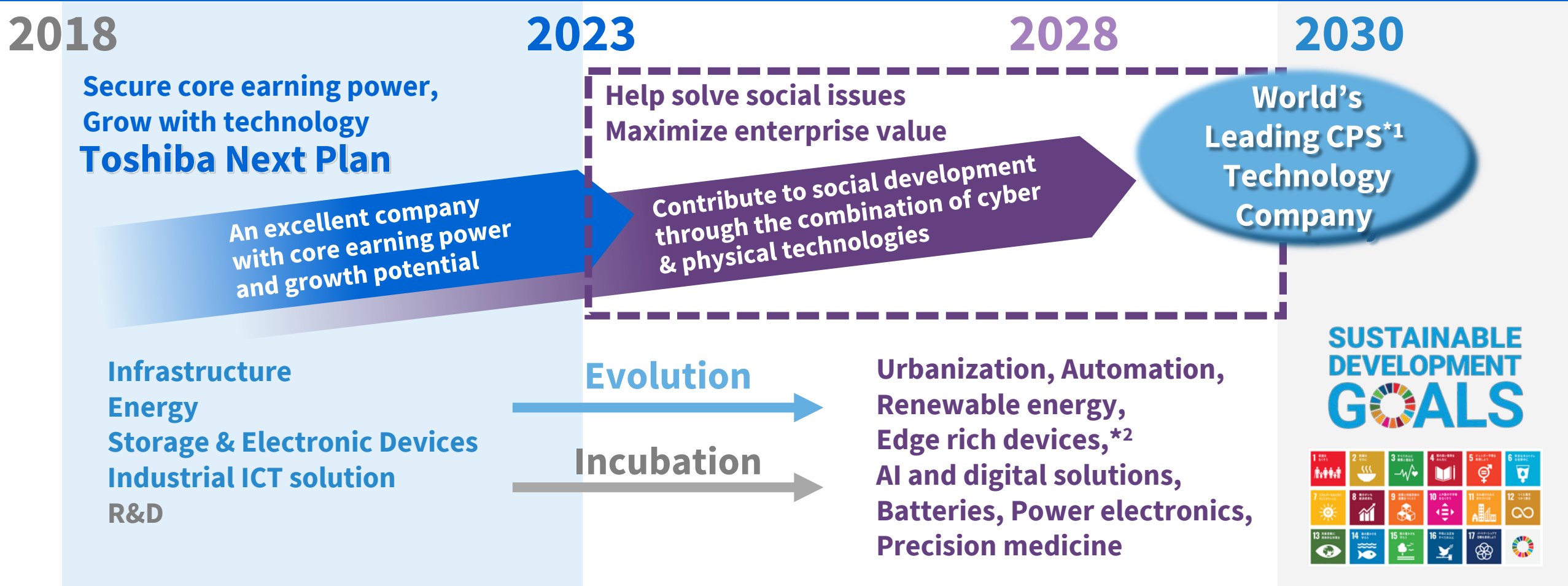
November 14, 2019

# Forward-looking Statements

- This presentation contains forward-looking statements concerning future plans, strategies, and the performance of Toshiba Group.
- These statements are not historical facts; rather, they are based on assumptions and judgments formed by the management of Toshiba Group in light of currently available information. They include items that have not been finally decided at this point and future plans that are yet to be confirmed or that require further consideration.
- 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 are, without limitation, related to economic conditions, worldwide mega-competition in the electronics business, customer demand, foreign currency exchange rates, tax rules, regulations, geopolitical risk, natural disasters and other factors. Toshiba therefore wishes to caution readers that actual results might differ from expectations. Please refer to the annual securities report (*Yuukashoken houkokusho*) for FY2018 and the quarterly securities report (*shihanki houkokusho*) for the second quarter of FY2019 (both issued in Japanese only) for detailed information on Toshiba Group's business risk.
- Toshiba's fiscal year (FY) runs from April 1 to March 31. All figures are consolidated totals for 12 months, unless otherwise stated.
- Results in segments have been reclassified to reflect the current organizational structure, unless otherwise stated.

# Toshiba Group's Vision

Become the world's leading CPS\*<sup>1</sup> technology company,  
ensure profitability by implementing the Toshiba Next Plan

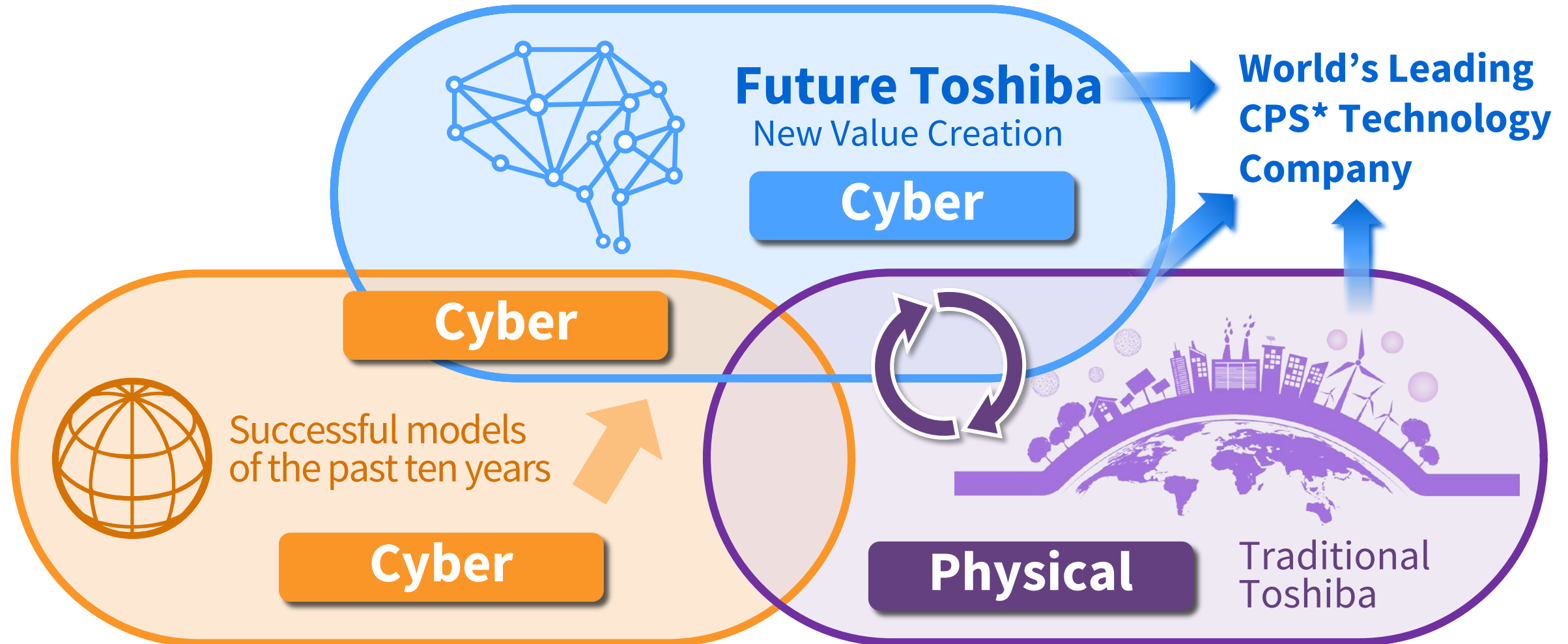


\*1:CPS(Cyber Physical Systems): CPS collect data from the physical world to be analyzed and processed using digital technology. CPS create value through a constant feedback loop between the cyber and physical worlds.

\*2:Devices that use sensing technology such as LIDAR, Spin MEMS, hydrogen sensors, pressure sensors, RIG (rate integrating gyroscope), and ULP gyro

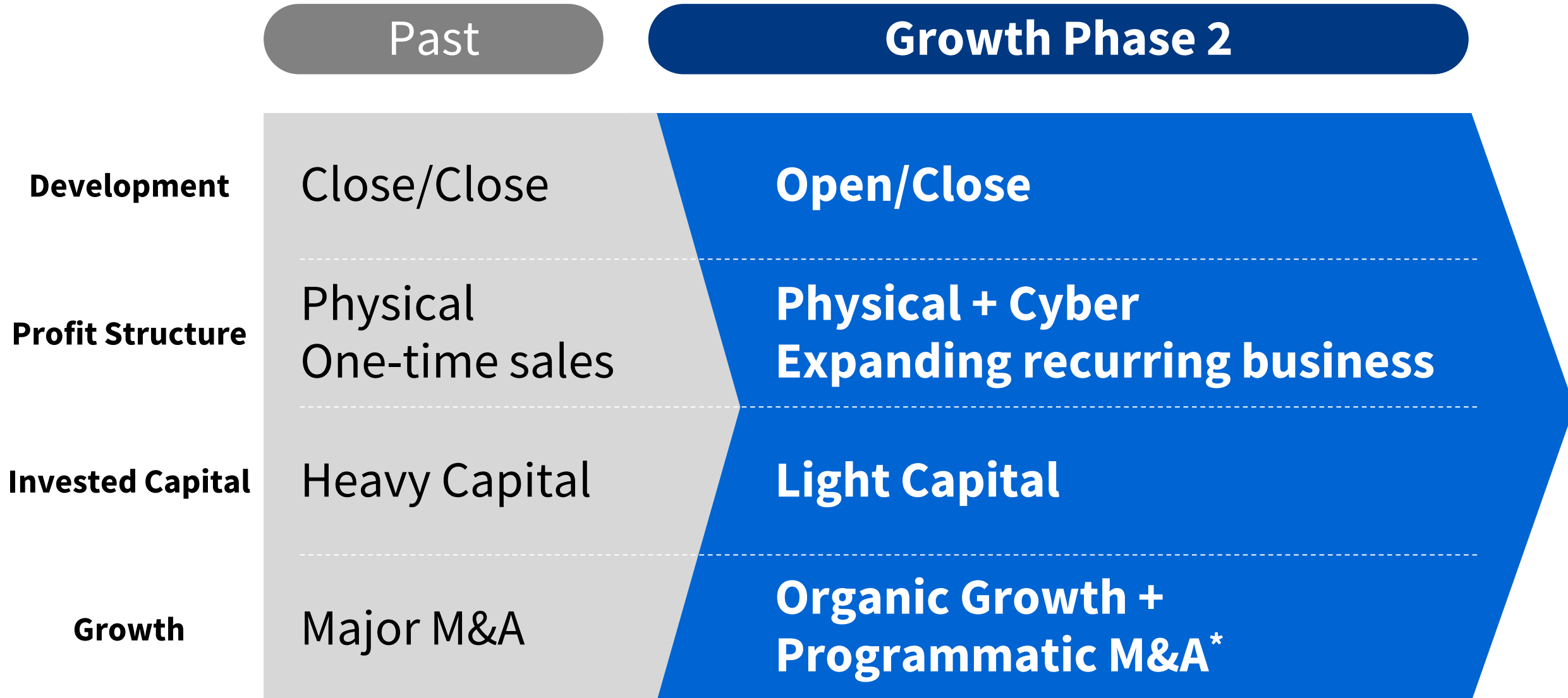
# The Traditional Toshiba and the New Toshiba

Realize the New Toshiba by the fusion of cyber and physical businesses



\*:CPS(Cyber Physical Systems):CPS collect data from physical world to be analyzed and processed using digital technology.  
CPS create value through constant feedback loop between the cyber and physical worlds.

# Transformation towards a CPS Technology Company



\*:Not major M&A encountered opportunistically, but focused on areas that are adjacent and complementary. Carry out planned, small scale M&A as part of annual business strategy.  
60 % of companies with top 100 market cap in past decade (2007-2017) employ this method. (Source: McKinsey & Company)



# The Road to CPS

- 
- The background image shows a large audience of people in business attire seated in rows, facing a stage. On the stage, there are several large projection screens displaying various data and charts. Two people are visible on the stage, one of whom appears to be presenting. The overall scene is dimly lit, with the stage area being the primary light source.
- ✓ **A revolution in the employees' mindset**
  - ✓ **Cultivation of business creators**
  - ✓ **Creation of a culture small failures**
  - ✓ **End closed innovation**

# Business Creation

## Stimulate new ideas



Over 100 new business ideas have been identified periodic in-house pitches

## Accelerate development with the in-house fund



Establishing CPS Fund for creation and acceleration of new businesses

## External cooperation through open innovation

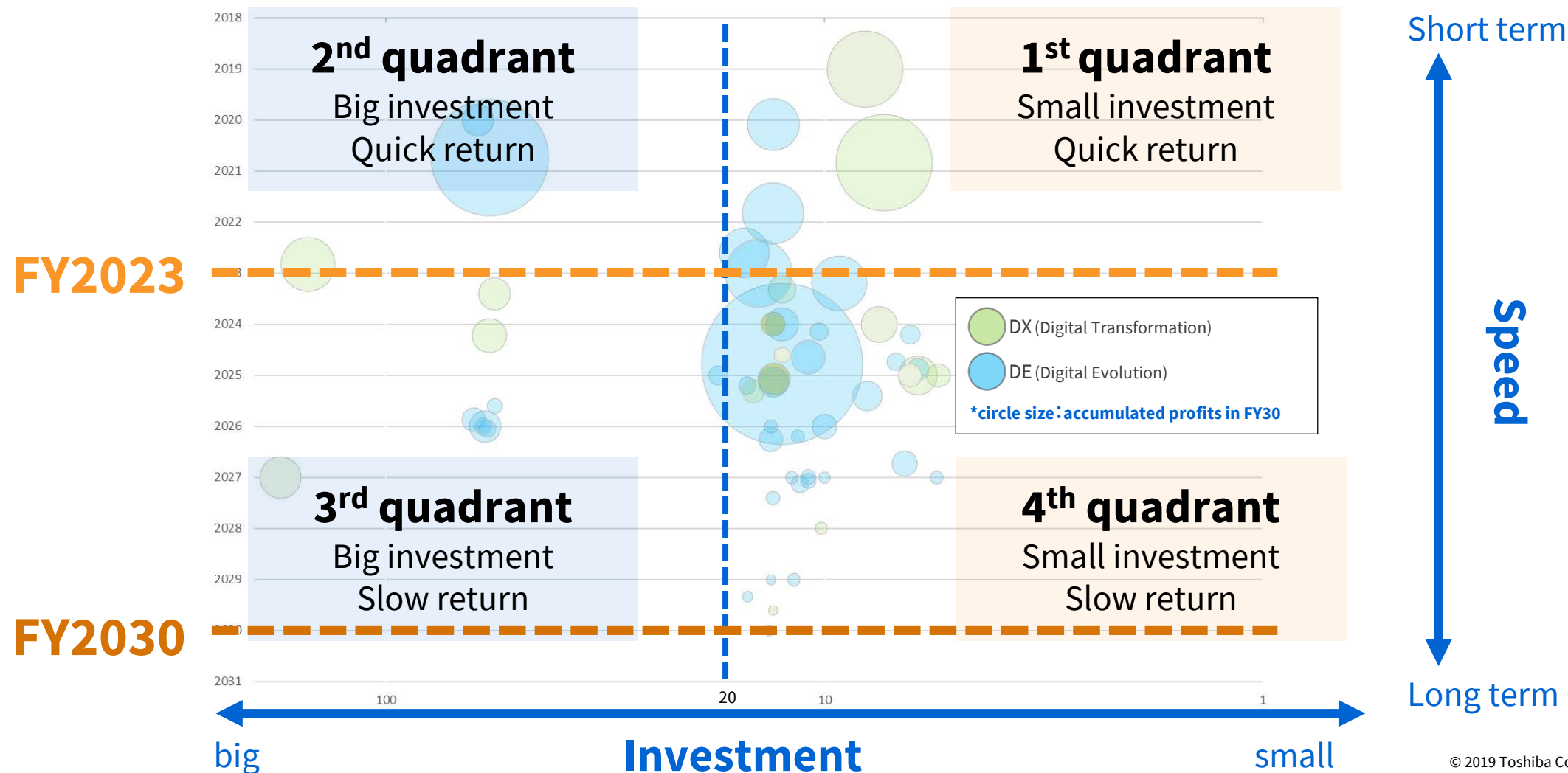


**TOSHIBA** + External accelerator  
Development of new business models



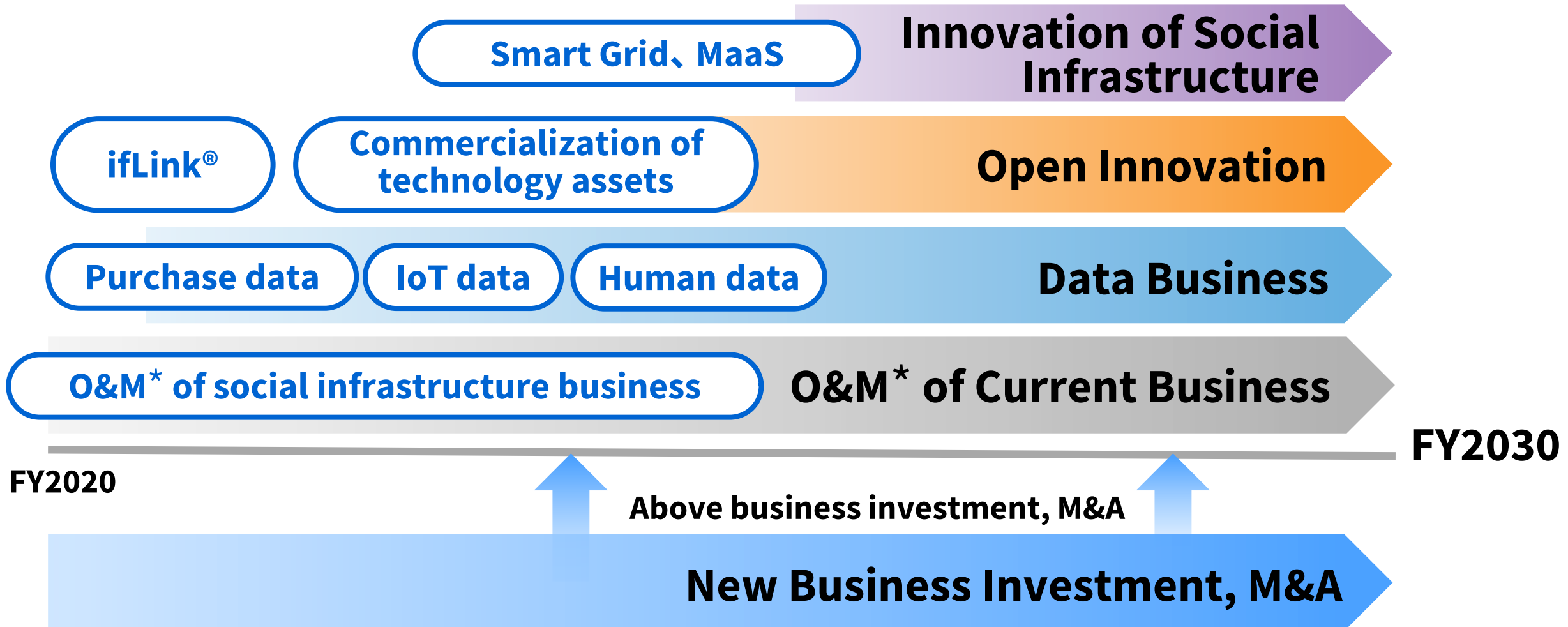
# Toshiba's CPS Business Portfolio

Develop new business ideas with small investment, targeting FY2030



# Toshiba CPS Business Roadmap

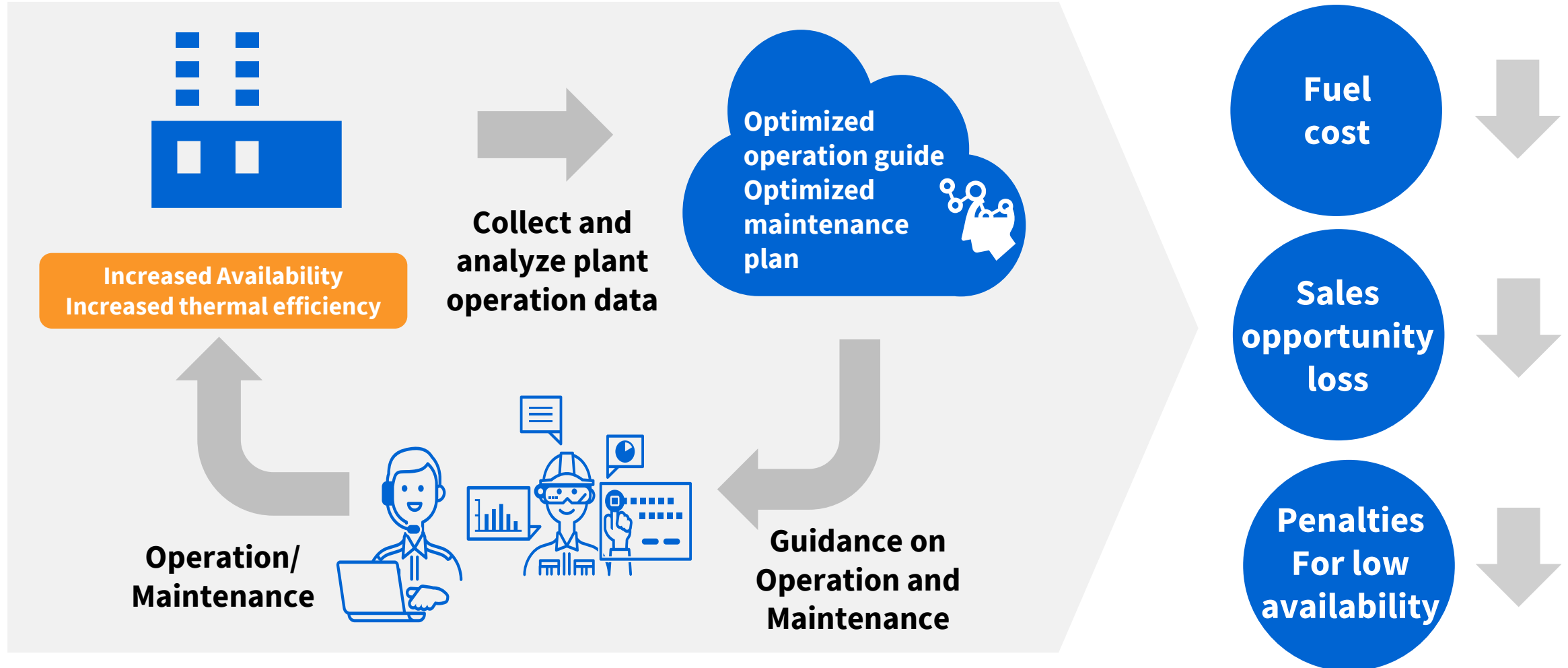
**Develop new businesses step by step, for innovation of social infrastructure**



\*:Operations and Maintenance

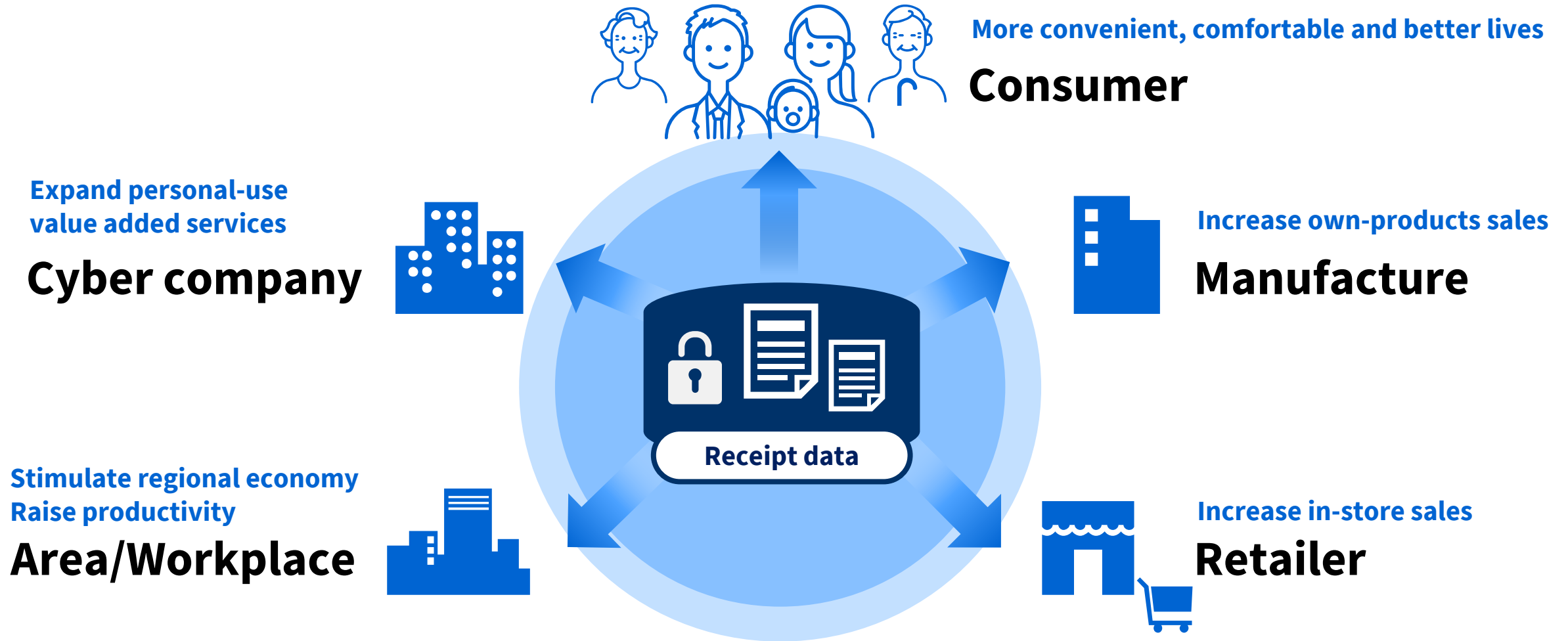
# O&M of Current Business : Power Generation

## Deploying PoC in Mexico, India and Japan



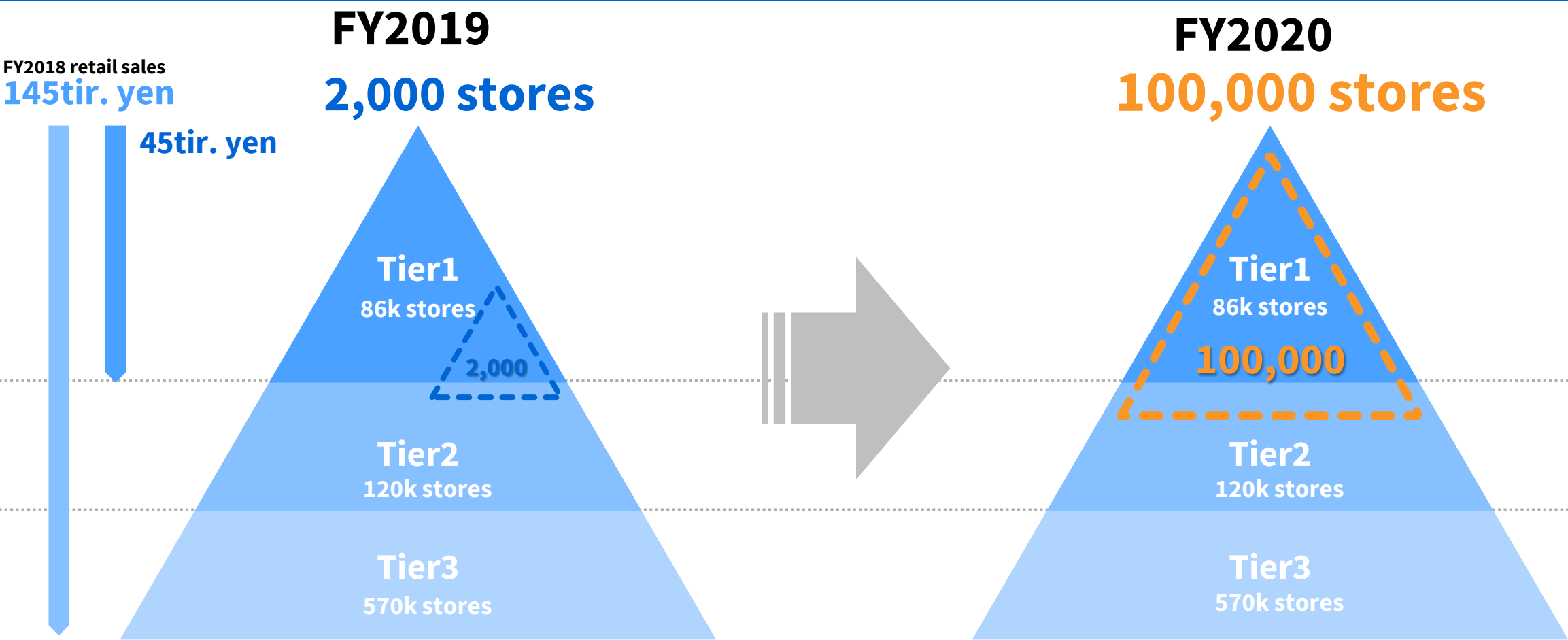
# Data Business : Concept (Purchase Data)

Create better future providing valuable receipt data with safe and secure



# Data Business : Accelerator Program (Purchase data)

Establish database based on No.1 share in POS business  
Expand stores with business partners





## Improve user-friendliness by tie-ups with Mobile T CARD & Smart Receipt

### Tie up with “Mobile T Card” & “Smart Receipt”

From FY2020, we can use e-receipts  
in the Mobile T- Point app.



Tie up



## Adopted by “Shibuya PARCO”

### Using Smart Receipt to prove e-receipts for users of POCKET PARCO, the official PARCO app.

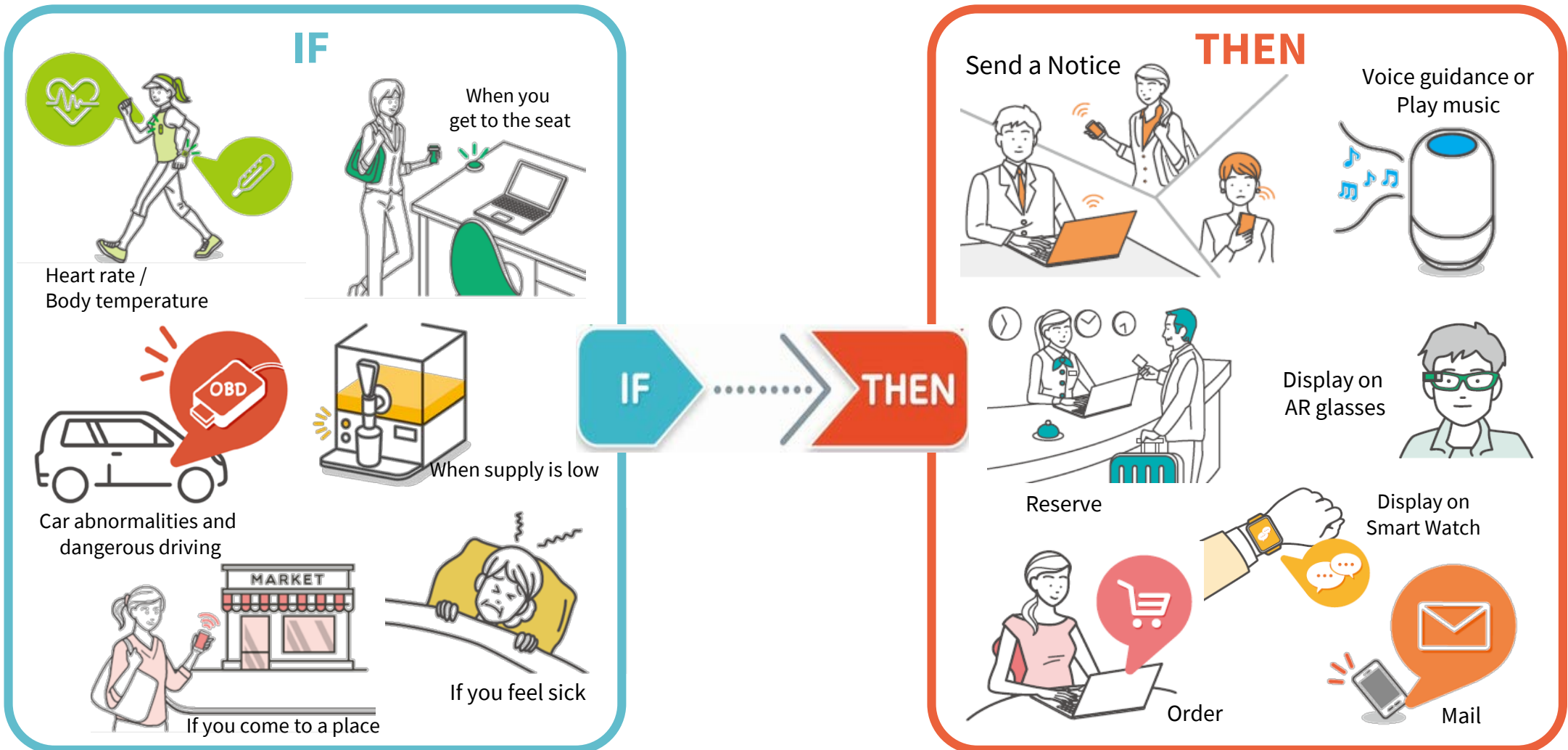


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Nov.22 open 「Shibuya PARCO」



## Realize IoT by an “IF-THEN” combination



# Open Innovation : IF-THEN Card

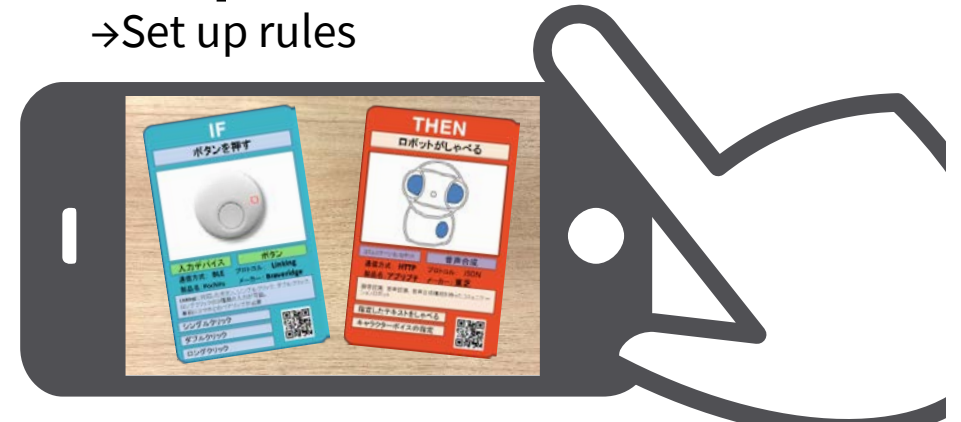
Only reading the cards by smartphone, it realized the device connection

## Combination

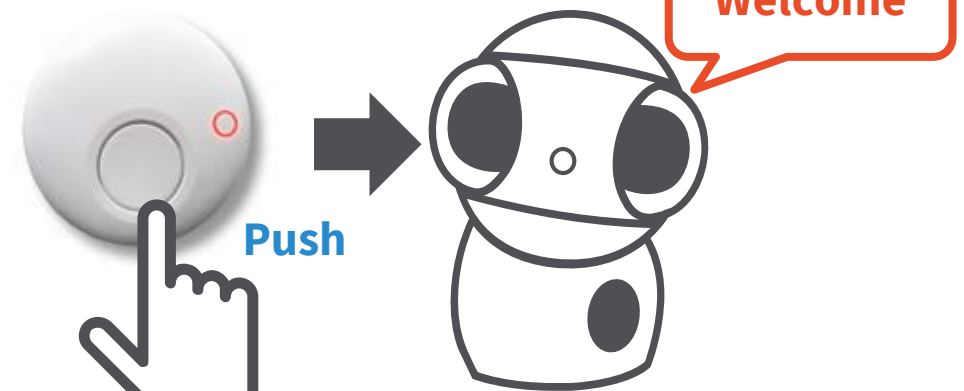


## Take photo

→Set up rules



## Action

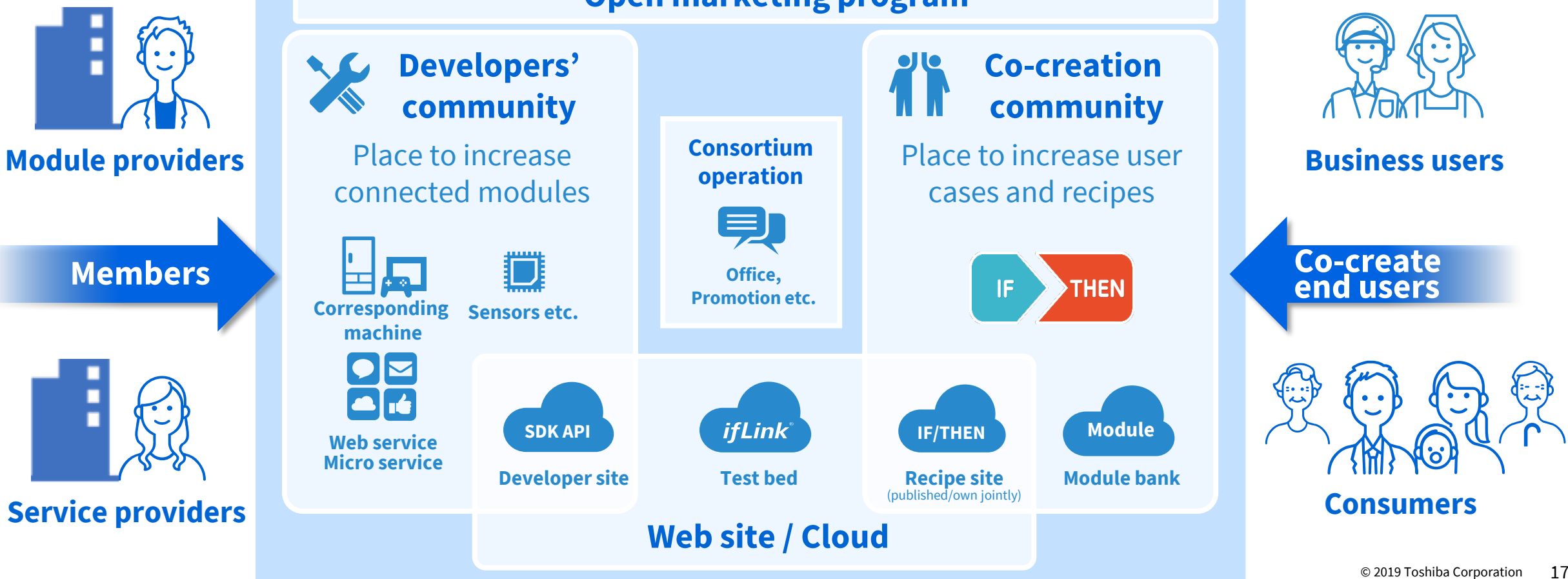




# Open Innovation : ifLink® Open community

## *ifLink*® Open community

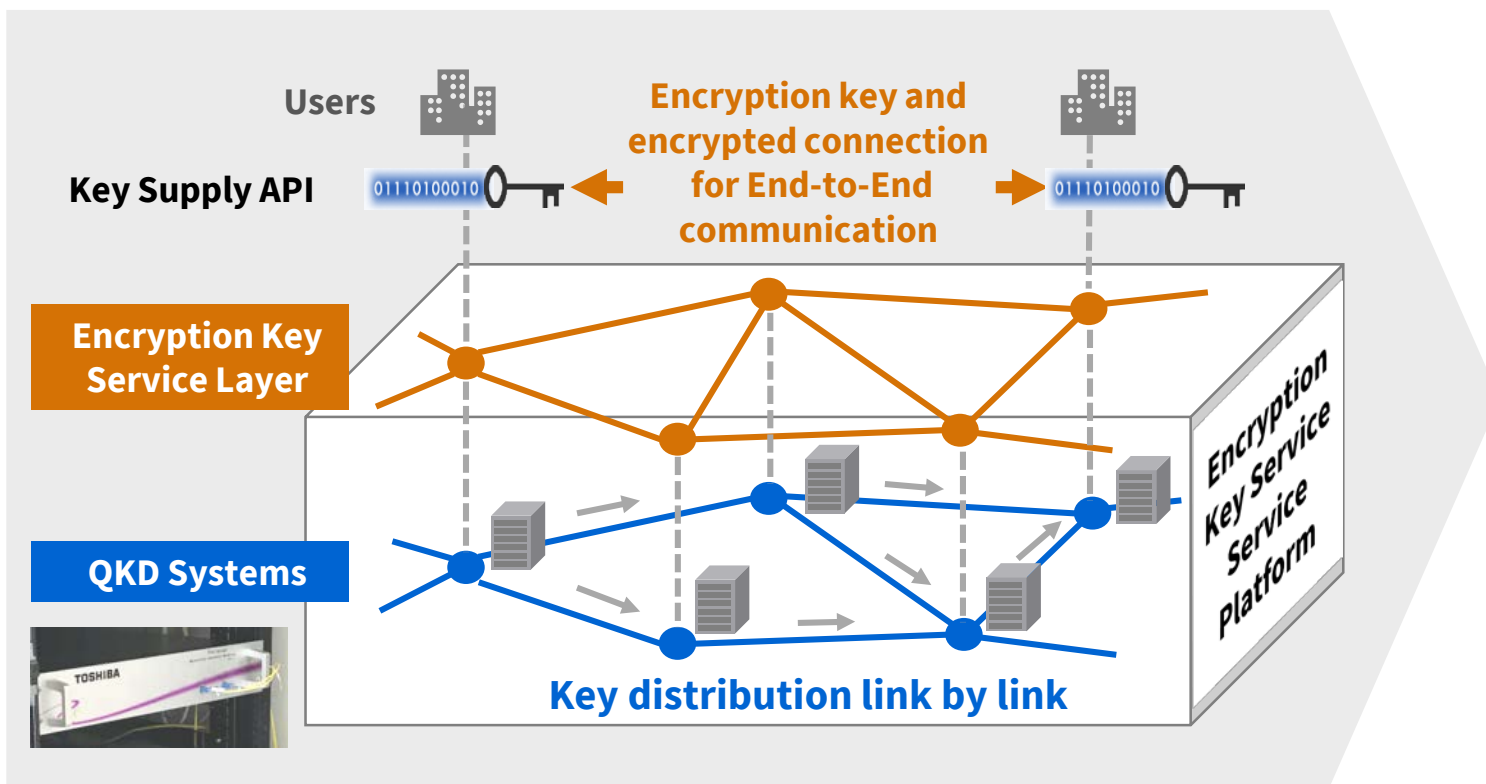
To make a world where people can freely combine modules and create value and participating companies' business grows spontaneously



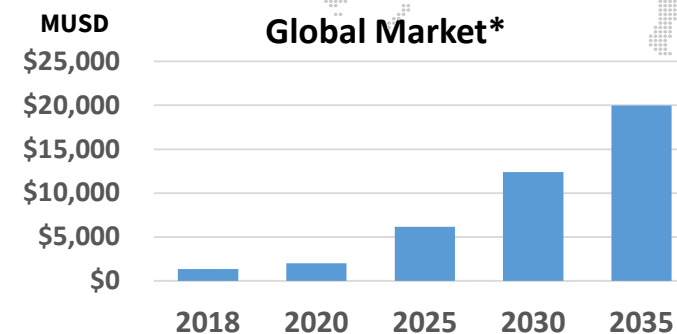
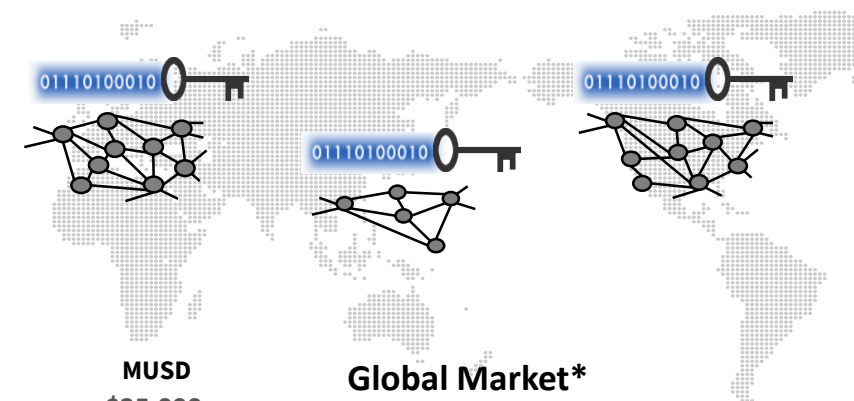
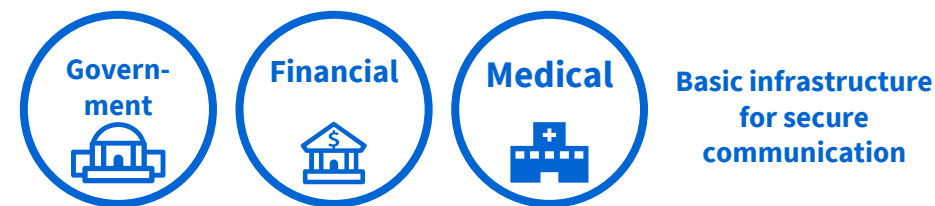


# Open Innovation : Quantum Key Distribution (QKD)

Use our world's #1 technologies to establish de facto standard in global market for "Encryption key supply service"



**QKD Systems + Encryption Key Service Layer**  
to be promoted as our platform for QKD service



\*:Toshiba's long term forecast based on Quantum Xchange's mid-term forecast.

# Innovation of Social Infrastructure : SCiB™ Rechargeable Battery

## Contributing to a sustainable electrification society

### Strength of SCiB™

#### SCiB™ Six Features of SCiB™

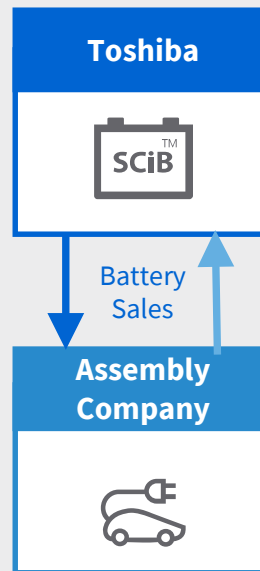


SCiB provides features required for electrification, i.e.,

- Rapid Charging
- Long Life

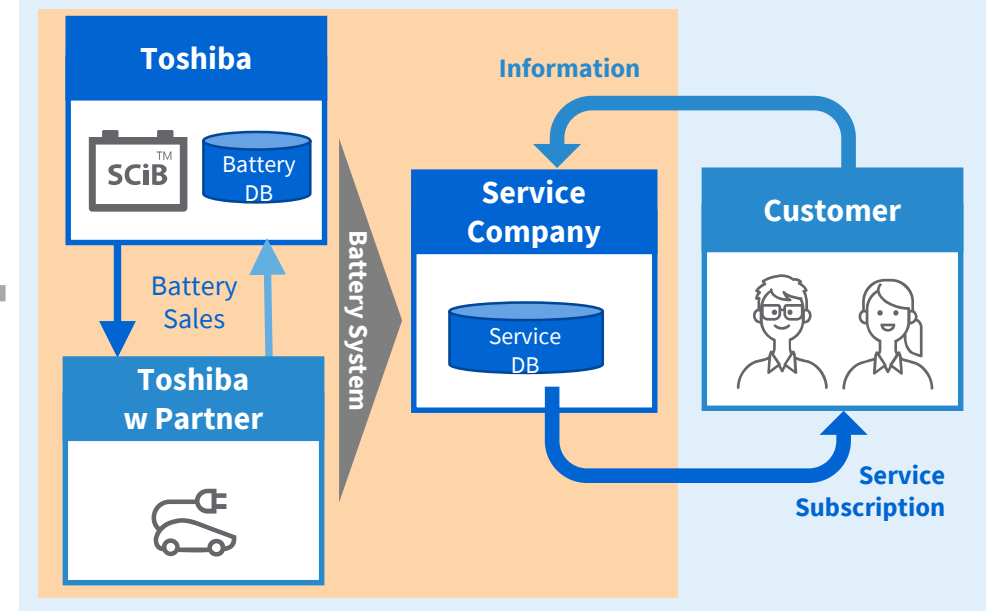
Featured technology in the “Novel Prize”

### “Battery Product(Sales)”



+

### “Battery Service(As a Service)”



### Focus Area



EV(Car Sharing)



EV Bus



Railway



Electric Power & Energy



AGV

# Target for Toshiba CPS business

**Target High profitability & High growth**

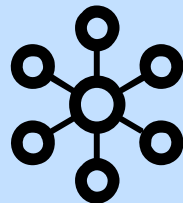
**Target**

**High  
profitability**

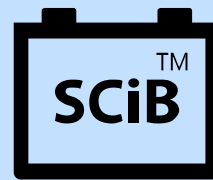
**High  
growth**

**Conditions**

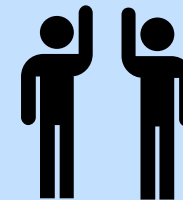
**Data  
centric**



**Utilize own  
assets**



**Light  
assets**



**Recurring  
Business model**



**The customer base, technologies and products  
that Toshiba has accumulated over many years**

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

**TOSHIBA**