

February 14, 2020  
Toshiba Corporation

FOR IMMEDIATE RELEASE

**Toshiba Announces Consolidated Results for the First Nine Months  
and the Third Quarter for Fiscal Year 2019, Ending March 2020**

TOKYO--Toshiba Corporation (TOKYO: 6502) today announced its consolidated results for the first nine months (April-December) and the third quarter (October-December) of fiscal year (FY) 2019, ending March 31, 2020.

Note:

For convenience only, all dollar figures used in reporting the third quarter of FY2019 are calculated at 110 yen to the dollar.

## Comparative Consolidated Balance Sheets

(¥ in millions, US\$ in thousands)

	Dec. 31, 2019 (A)	Mar. 31, 2019 (B)	(A)-(B)	Dec. 31, 2019
<b>Assets</b>				
Current assets	¥2,239,696	¥3,033,858	¥(794,162)	\$20,360,873
Cash and cash equivalents	579,628	1,335,520	(755,892)	5,269,345
Notes, accounts receivable and contract assets	883,774	1,015,255	(131,481)	8,034,309
Inventories	565,655	468,878	96,777	5,142,318
Other current assets	210,639	214,205	(3,566)	1,914,901
Long-term receivables	11,932	8,603	3,329	108,473
Investments	507,941	587,017	(79,076)	4,617,645
Property, plant and equipment	423,761	385,720	38,041	3,852,373
Operating lease right-of-use assets	149,777	—	149,777	1,361,609
Other assets	262,236	282,146	(19,910)	2,383,963
Total assets	¥3,595,343	¥4,297,344	¥(702,001)	\$32,684,936
<b>Liabilities and equity</b>				
Current liabilities	¥1,471,537	¥1,878,419	¥(406,882)	\$13,377,609
Short-term borrowings and current portion of long-term debt	113,194	357,744	(244,550)	1,029,036
Notes and accounts payable	575,451	660,792	(85,341)	5,231,373
Current operating lease liabilities	41,545	—	41,545	377,682
Other current liabilities	741,347	859,883	(118,536)	6,739,518
Accrued pension and severance costs	407,407	434,487	(27,080)	3,703,700
Non-current operating lease liabilities	110,951	—	110,951	1,008,645
Long-term debt and other liabilities	355,722	285,393	70,329	3,233,837
Equity	1,249,726	1,699,045	(449,319)	11,361,145
Equity attributable to shareholders of the Company	1,004,909	1,456,659	(451,750)	9,135,536
Common stock	200,175	200,044	131	1,819,773
Retained earnings	1,066,722	1,528,463	(461,741)	9,697,473
Accumulated other comprehensive loss	(256,996)	(262,311)	5,315	(2,336,327)
Treasury stock	(4,992)	(9,537)	4,545	(45,383)
Equity attributable to noncontrolling interests	244,817	242,386	2,431	2,225,609
Total liabilities and equity	¥3,595,343	¥4,297,344	¥(702,001)	\$32,684,936

## Breakdown of accumulated other comprehensive loss

Net unrealized gains and losses on securities	¥17	¥20	¥(3)	\$155
Foreign currency translation adjustments	(26,770)	(20,085)	(6,685)	(243,363)
Pension liability adjustments	(229,928)	(241,772)	11,844	(2,090,255)
Unrealized gains and losses on derivative instruments	(315)	(474)	159	(2,864)
Total interest-bearing debt	¥424,881	¥434,679	¥(9,798)	\$3,862,555

## Comparative Consolidated Statements of Operations

### 1. Nine Months ended December 31

(¥ in millions, US\$ in thousands)

	Nine months ended December 31				
	2019(A)	2018(B)	(A)-(B)	(A)/(B)	2019
<b>Sales and other income</b>					
Net sales	¥2,458,578	¥2,647,161	¥(188,583)	93%	\$22,350,709
Interest income	2,156	4,016	(1,860)	54%	19,600
Dividend income	1,271	1,175	96	108%	11,555
Equity in earnings of affiliates	—	11,780	(11,780)	—	—
Other income	22,707	46,233	(23,526)	49%	206,427
<b>Costs and expenses</b>					
Cost of sales	1,806,007	1,999,475	(193,468)	90%	16,418,245
Selling, general and administrative expenses	590,050	629,646	(39,596)	94%	5,364,091
Impairment loss on goodwill	—	9,838	(9,838)	—	—
Interest expenses	4,261	8,535	(4,274)	50%	38,736
Equity in losses of affiliates	67,354	—	67,354	—	612,309
Other expenses	123,038	52,473	70,565	234%	1,118,528
<b>Income (loss) from continuing operations, before income taxes and noncontrolling interests</b>	<b>(105,998)</b>	10,398	(116,396)	—	<b>(963,618)</b>
<b>Income taxes</b>	<b>22,014</b>	16,351	5,663	135%	<b>200,127</b>
<b>Loss from continuing operations, before noncontrolling interests</b>	<b>(128,012)</b>	(5,953)	(122,059)	—	<b>(1,163,745)</b>
<b>Income from discontinued operations, before noncontrolling interests</b>	—	1,044,012	(1,044,012)	—	—
<b>Net income (loss) before noncontrolling interests</b>	<b>(128,012)</b>	1,038,059	(1,166,071)	—	<b>(1,163,745)</b>
<b>Less: Net income attributable to noncontrolling interests</b>	<b>17,614</b>	16,436	1,178	107%	<b>160,128</b>
<b>Net income (loss) attributable to shareholders of the Company</b>	<b>¥(145,626)</b>	¥1,021,623	¥(1,167,249)	—	<b>\$(1,323,873)</b>

**2.Third Quarter ended December 31**

(¥ in millions, US\$ in thousands)

	<b>Three months ended December 31</b>				
	<b>2019(A)</b>	<b>2018(B)</b>	<b>(A)-(B)</b>	<b>(A)/(B)</b>	<b>2019</b>
<b>Sales and other income</b>					
Net sales	<b>¥747,178</b>	¥869,209	¥(122,031)	86%	<b>\$6,792,527</b>
Interest income	<b>731</b>	878	(147)	83%	<b>6,645</b>
Dividend income	<b>208</b>	184	24	113%	<b>1,891</b>
Other income	<b>11,650</b>	3,819	7,831	305%	<b>105,909</b>
<b>Costs and expenses</b>					
Cost of sales	<b>540,755</b>	648,108	(107,353)	83%	<b>4,915,954</b>
Selling, general and administrative expenses	<b>195,955</b>	210,037	(14,082)	93%	<b>1,781,409</b>
Impairment loss on goodwill	—	9,838	(9,838)	—	—
Interest expenses	<b>1,166</b>	2,020	(854)	58%	<b>10,600</b>
Equity in losses of affiliates	<b>8,617</b>	38,543	(29,926)	22%	<b>78,336</b>
Other expenses	<b>7,099</b>	25,704	(18,605)	28%	<b>64,537</b>
<b>Income (loss) from continuing operations, before income taxes and noncontrolling interests</b>	<b>6,175</b>	(60,160)	66,335	—	<b>56,136</b>
<b>Income taxes</b>	<b>5,411</b>	(3,986)	9,397	—	<b>49,191</b>
<b>Income (loss) from continuing operations, before noncontrolling interests</b>	<b>764</b>	(56,174)	56,938	—	<b>6,945</b>
<b>Loss from discontinued operations, before noncontrolling interests</b>	—	(340)	340	—	—
<b>Net income (loss) before noncontrolling interests</b>	<b>764</b>	(56,514)	57,278	—	<b>6,945</b>
<b>Less:Net income attributable to noncontrolling interests</b>	<b>1,244</b>	3,999	(2,755)	31%	<b>11,309</b>
<b>Net loss attributable to shareholders of the Company</b>	<b>¥(480)</b>	¥(60,513)	¥60,033	—	<b>\$(4,364)</b>

## Comparative Consolidated Statements of Comprehensive Income

### 1. Nine Months ended December 31

(¥ in millions, US\$ in thousands)

	<b>Nine months ended December 31</b>				
	<b>2019(A)</b>	2018(B)	(A)-(B)	(A)/(B)	<b>2019</b>
<b>Net income (loss) before noncontrolling interests</b>	<b>¥(128,012)</b>	¥1,038,059	¥(1,166,071)	—	<b>\$(1,163,745)</b>
<b>Other comprehensive income (loss), net of tax</b>					
Unrealized gains (loss) on securities	(7)	1	(8)	—	(64)
Foreign currency translation adjustments	(7,799)	49,603	(57,402)	—	(70,900)
Pension liability adjustments	11,626	21,072	(9,446)	55%	105,691
Unrealized gains on derivative instruments	126	785	(659)	16%	1,146
<b>Total other comprehensive income</b>	<b>3,946</b>	71,461	(67,515)	6%	<b>35,873</b>
<b>Comprehensive income (loss)</b>	<b>(124,066)</b>	1,109,520	(1,233,586)	—	<b>(1,127,872)</b>
<b>Less: Comprehensive income attributable to noncontrolling interests</b>	<b>16,245</b>	14,608	1,637	111%	<b>147,683</b>
<b>Comprehensive income (loss) attributable to shareholders of the Company</b>	<b>¥(140,311)</b>	¥1,094,912	¥(1,235,223)	—	<b>\$(1,275,555)</b>

### 2. Third Quarter ended December 31

(¥ in millions, US\$ in thousands)

	<b>Three months ended December 31</b>				
	<b>2019(A)</b>	2018(B)	(A)-(B)	(A)/(B)	<b>2019</b>
<b>Net income (loss) before noncontrolling interests</b>	<b>¥764</b>	¥(56,514)	¥57,278	—	<b>\$6,945</b>
<b>Other comprehensive income (loss), net of tax</b>					
Unrealized gains (loss) on securities	(30)	8	(38)	—	(273)
Foreign currency translation adjustments	10,203	(3,117)	13,320	—	92,755
Pension liability adjustments	4,725	4,349	376	109%	42,955
Unrealized gains (loss) on derivative instruments	(80)	435	(515)	—	(728)
<b>Total other comprehensive income</b>	<b>14,818</b>	1,675	13,143	885%	<b>134,709</b>
<b>Comprehensive income (loss)</b>	<b>15,582</b>	(54,839)	70,421	—	<b>141,654</b>
<b>Less: Comprehensive income attributable to noncontrolling interests</b>	<b>3,647</b>	1,850	1,797	197%	<b>33,154</b>
<b>Comprehensive income (loss) attributable to shareholders of the Company</b>	<b>¥11,935</b>	¥(56,689)	¥68,624	—	<b>\$108,500</b>

## Comparative Consolidated Statements of Cash Flows

**Nine Months ended December 31**

(¥ in millions, US\$ in thousands)

	Nine months ended December 31			
	2019(A)	2018(B)	(A)-(B)	2019
<b>Cash flows from operating activities</b>				
Net income (loss) before noncontrolling interests	¥(128,012)	¥1,038,059	¥(1,166,071)	\$(1,163,745)
Depreciation and amortization	61,390	57,571	3,819	558,091
Equity in (earnings) losses of affiliates, net of dividends	74,725	(6,477)	81,202	679,318
(Gain) loss from sales and impairment of securities, net	188	(937,290)	937,478	1,709
Decrease in notes and accounts receivable, trade	130,731	99,255	31,476	1,188,464
Increase in inventories	(99,090)	(148,402)	49,312	(900,818)
Decrease in notes and accounts payable, trade	(83,881)	(37,775)	(46,106)	(762,555)
Others	(118,356)	4,218	(122,574)	(1,075,964)
Adjustments to reconcile net income (loss) before noncontrolling interests to net cash provided by (used in) operating activities	(34,293)	(968,900)	934,607	(311,755)
Net cash provided by (used in) operating activities	(162,305)	69,159	(231,464)	(1,475,500)
<b>Cash flows from investing activities</b>				
Proceeds from sale of property, plant and equipment, intangible assets and securities	2,259	3,292	(1,033)	20,536
Acquisition of property, plant and equipment	(84,234)	(101,855)	17,621	(765,764)
Acquisition of intangible assets	(8,283)	(10,871)	2,588	(75,300)
Purchase of securities	(3,187)	(872)	(2,315)	(28,973)
Increase in investments in affiliates	(129)	(30,438)	30,309	(1,173)
Proceeds from sale of Toshiba Memory Corporation stock	-	1,458,289	(1,458,289)	-
Others	4,091	18,733	(14,642)	37,192
Net cash provided by (used in) investing activities	(89,483)	1,336,278	(1,425,761)	(813,482)
<b>Cash flows from financing activities</b>				
Proceeds from long-term debt	131,594	3,750	127,844	1,196,309
Repayment of long-term debt	(301,041)	(174,687)	(126,354)	(2,736,736)
Decrease in short-term borrowings, net	(12,417)	(71,205)	58,788	(112,882)
Dividends paid	(22,990)	(11,284)	(11,706)	(209,000)
Purchase of treasury stock, net	(300,871)	(294,605)	(6,266)	(2,735,191)
Others	3,734	18,422	(14,688)	33,945
Net cash used in financing activities	(501,991)	(529,609)	27,618	(4,563,555)
<b>Effect of exchange rate changes on cash and cash equivalents</b>	(2,113)	(15)	(2,098)	(19,209)
<b>Net increase (decrease) in cash and cash equivalents</b>	(755,892)	875,813	(1,631,705)	(6,871,746)
<b>Cash and cash equivalents at beginning of the period</b>	1,335,520	548,657	786,863	12,141,091
<b>Cash and cash equivalents at end of the period</b>	¥579,628	¥1,424,470	¥(844,842)	\$5,269,345

**Industry Segment Information****1.Nine Months ended December 31**

(¥ in millions, US\$ in thousands)

		Nine months ended December 31				
		2019(A)	2018(B)	(A)-(B)	(A)/(B)	2019
Net sales (Share of total sales)	Energy Systems & Solutions	<b>¥408,894</b> (15%)	¥451,098 (16%)	¥(42,204) (-1%)	91%	<b>\$3,717,218</b>
	Infrastructure Systems & Solutions	<b>476,516</b> (18%)	459,812 (16%)	16,704 (2%)	104%	<b>4,331,964</b>
	Building Solutions	<b>423,605</b> (16%)	402,602 (14%)	21,003 (2%)	105%	<b>3,850,955</b>
	Retail & Printing Solutions	<b>371,058</b> (14%)	361,600 (13%)	9,458 (1%)	103%	<b>3,373,255</b>
	Electronic Devices & Storage Solutions	<b>573,412</b> (21%)	714,726 (25%)	(141,314) (-4%)	80%	<b>5,212,836</b>
	Digital Solutions	<b>175,095</b> (7%)	176,222 (6%)	(1,127) (1%)	99%	<b>1,591,773</b>
	Others	<b>242,380</b> (9%)	325,303 (10%)	(82,923) (-1%)	75%	<b>2,203,454</b>
	Total	<b>2,670,960</b> (100%)	2,891,363 (100%)	(220,403)	92%	<b>24,281,455</b>
	Eliminations	<b>(212,382)</b>	(244,202)	31,820	—	<b>(1,930,746)</b>
Consolidated		<b>¥2,458,578</b>	¥2,647,161	¥(188,583)	93%	<b>\$22,350,709</b>
Segment operating income (loss)	Energy Systems & Solutions	<b>¥10,911</b>	¥(21,706)	¥32,617	—	<b>\$99,191</b>
	Infrastructure Systems & Solutions	<b>16,170</b>	(209)	16,379	—	<b>147,000</b>
	Building Solutions	<b>19,521</b>	15,209	4,312	128%	<b>177,464</b>
	Retail & Printing Solutions	<b>14,336</b>	15,577	(1,241)	92%	<b>130,327</b>
	Electronic Devices & Storage Solutions	<b>12,714</b>	13,438	(724)	95%	<b>115,582</b>
	Digital Solutions	<b>7,573</b>	1,643	5,930	461%	<b>68,845</b>
	Others	<b>(23,518)</b>	(20,493)	(3,025)	—	<b>(213,800)</b>
	Total	<b>57,707</b>	3,459	54,248	—	<b>524,609</b>
	Eliminations	<b>4,814</b>	4,743	71	—	<b>43,764</b>
Consolidated		<b>¥62,521</b>	¥8,202	¥54,319	762%	<b>\$568,373</b>

## 2.Third Quarter ended December 31

(¥ in millions, US\$ in thousands)

		Three months ended December 31				
		2019(A)	2018(B)	(A)-(B)	(A)/(B)	2019
Net sales (Share of total sales)	Energy Systems & Solutions	<b>¥120,194</b> (15%)	¥147,993 (16%)	¥(27,799) (-1%)	81%	<b>\$1,092,673</b>
	Infrastructure Systems & Solutions	<b>156,247</b> (19%)	161,515 (17%)	(5,268) (2%)	97%	<b>1,420,427</b>
	Building Solutions	<b>134,878</b> (17%)	133,621 (14%)	1,257 (3%)	101%	<b>1,226,164</b>
	Retail & Printing Solutions	<b>118,405</b> (15%)	120,611 (13%)	(2,206) (2%)	98%	<b>1,076,409</b>
	Electronic Devices & Storage Solutions	<b>171,454</b> (21%)	242,417 (26%)	(70,963) (-5%)	71%	<b>1,558,673</b>
	Digital Solutions	<b>34,339</b> (4%)	58,596 (6%)	(24,257) (-2%)	59%	<b>312,173</b>
	Others	<b>78,206</b> (9%)	80,849 (8%)	(2,643) (1%)	97%	<b>710,963</b>
	Total	<b>813,723</b> (100%)	945,602 (100%)	(131,879)	86%	<b>7,397,482</b>
	Eliminations	<b>(66,545)</b>	(76,393)	9,848	—	<b>(604,955)</b>
Consolidated		<b>¥747,178</b>	¥869,209	¥(122,031)	86%	<b>\$6,792,527</b>
Segment operating income (loss)	Energy Systems & Solutions	<b>¥274</b>	¥(17,845)	¥18,119	—	<b>\$2,491</b>
	Infrastructure Systems & Solutions	<b>5,356</b>	4,830	526	111%	<b>48,691</b>
	Building Solutions	<b>3,805</b>	5,442	(1,637)	70%	<b>34,591</b>
	Retail & Printing Solutions	<b>3,917</b>	7,617	(3,700)	51%	<b>35,609</b>
	Electronic Devices & Storage Solutions	<b>1,040</b>	2,303	(1,263)	45%	<b>9,455</b>
	Digital Solutions	<b>1,520</b>	2,953	(1,433)	51%	<b>13,818</b>
	Others	<b>(7,165)</b>	(5,566)	(1,599)	—	<b>(65,137)</b>
	Total	<b>8,747</b>	(266)	9,013	—	<b>79,518</b>
	Eliminations	<b>1,721</b>	1,492	229	—	<b>15,646</b>
Consolidated		<b>¥10,468</b>	¥1,226	¥9,242	854%	<b>\$95,164</b>

## Notes:

- 1) Segment sales total includes intersegment transactions.
- 2) Segment operating income (loss) is derived by deducting the segment's cost of sales, selling, general and administrative expenses and impairment loss on goodwill from net sales. This result is regularly reviewed to support decision-making in allocations of resources and to assess performance. Certain operating expenses such as legal settlement costs have been excluded from segment operating income (loss) presentation herein.
- 3) Prior-period data relating to the consolidated segment information has been reclassified to conform with the current classification.



**Net Sales by Region**

**1.Nine Months ended December 31**

(¥ in millions, US\$ in thousands)

	<b>Nine months ended December 31</b>				
	<b>2019(A)</b>	<b>2018(B)</b>	<b>(A)-(B)</b>	<b>(A)/(B)</b>	<b>2019</b>
Japan	<b>¥1,383,161</b> (56%)	¥1,431,503 (54%)	¥(48,342) (2%)	97%	<b>\$12,574,191</b>
Overseas	<b>1,075,417</b> (44%)	1,215,658 (46%)	(140,241) (-2%)	88%	<b>9,776,518</b>
Asia	<b>599,922</b> (24%)	720,716 (27%)	(120,794) (-3%)	83%	<b>5,453,836</b>
North America	<b>235,946</b> (10%)	250,150 (9%)	(14,204) (1%)	94%	<b>2,144,964</b>
Europe	<b>157,529</b> (6%)	169,680 (6%)	(12,151) (-)	93%	<b>1,432,082</b>
Others	<b>82,020</b> (4%)	75,112 (4%)	6,908 (-)	109%	<b>745,636</b>
Net Sales	<b>¥2,458,578</b> (100%)	¥2,647,161 (100%)	¥(188,583)	93%	<b>\$22,350,709</b>

**2.Third Quarter ended December 31**

(¥ in millions, US\$ in thousands)

	<b>Three months ended December 31</b>				
	<b>2019(A)</b>	<b>2018(B)</b>	<b>(A)-(B)</b>	<b>(A)/(B)</b>	<b>2019</b>
Japan	<b>¥417,200</b> (56%)	¥460,485 (53%)	¥(43,285) (3%)	91%	<b>\$3,792,727</b>
Overseas	<b>329,978</b> (44%)	408,724 (47%)	(78,746) (-3%)	81%	<b>2,999,800</b>
Asia	<b>179,517</b> (24%)	239,938 (28%)	(60,421) (-4%)	75%	<b>1,631,973</b>
North America	<b>76,021</b> (10%)	89,909 (10%)	(13,888) (-)	85%	<b>691,100</b>
Europe	<b>50,150</b> (7%)	54,404 (6%)	(4,254) (1%)	92%	<b>455,909</b>
Others	<b>24,290</b> (3%)	24,473 (3%)	(183) (-)	99%	<b>220,818</b>
Net Sales	<b>¥747,178</b> (100%)	¥869,209 (100%)	¥(122,031)	86%	<b>\$6,792,527</b>

Notes:

Net sales by region is determined based upon the locations of the customers.

### **Subsequent events**

- (1) Notice Regarding Results of Tender Offer for Shares of Toshiba Plant Systems & Services Corporation(TOKYO:1983)
- (2) Notice Regarding Results of Tender Offer for Shares of NISHISHIBA ELECTRIC CO.,LTD.(TOKYO:6591)by Subsidiary of Toshiba Corporation (Toshiba Infrastructure Systems & Solutions Corporation)
- (3) Notice Regarding Results of Tender Offer for Shares of NUFLARE TECHNOLOGY, INC.(Code:6256) by Subsidiary of Toshiba Corporation (Toshiba Electronic Devices & Storage Corporation)

For further details, please refer to a press release.

### **Others**

- (1) Changes in significant subsidiaries during the period (changes in Specified Subsidiaries (“Tokutei Kogaisha”) involving changes in the scope of consolidation):  
None.
- (2) Use of simplified accounting procedures, and particular accounting procedures in preparation of quarterly consolidated financial statements:

#### Income taxes

Interim income tax expense (benefit) is computed by multiplying income (loss) before income taxes and noncontrolling interests for the nine-months period ending December 31, 2019 by a reasonably estimated annual effective tax rate after applying the effect of deferred taxes for FY2019, ending March 31, 2020.

If a reliable estimate cannot be made as in the circumstances that the annual estimated ordinary pretax income(loss) approximates break-even or is forecasted negative, the Company utilizes the actual year-to-date effective tax rate.

- (3) Change in accounting policies:

In February 2016, the FASB issued ASU No. 2016-02 “Leases”. ASU No. 2016-02 requires lessees to recognize right-of-use assets and lease liabilities in the consolidated balance sheets, with some exceptions, related to their lease agreements that are classified as operating leases. The Group adopted ASU No. 2016-02 effective from the first quarter, beginning April 1, 2019, and recognized the cumulative effect of initial application as an adjustment to the opening balance of retained earnings. In applying ASU No. 2016-02, for contracts that have expired or still effective as of the initial application date, the Group adopted the series of practical expedients that allows an entity to not reassess whether a lease contract contains a lease, the existing lease classification and the capitalization of any initial direct costs. The Group also elected to apply the short-term lease exemption.

As a result, right-of-use assets and lease liabilities recognized at April 1, 2019 were

¥174,005 million and ¥176,825 million, respectively. Right-of-use assets are included in non-current assets in the quarterly consolidated balance sheets, while lease liabilities are included in current and non-current liabilities. The Group assessed the impact on the opening balance of retained earnings, other items within profit or loss, and the consolidated statement of cash flows as immaterial.

**Disclaimer:**

This report of business results contains forward-looking statements concerning future plans, strategies and forecasts of Toshiba Group business results. These statements are based on management's assumptions and beliefs in light of the economic, financial and other data currently available. Since Toshiba Group is promoting business under various market environments in many countries and regions, they are subject to a number of their risks and uncertainties. Toshiba therefore wishes to caution readers that actual results might differ materially from our expectations. Major risk factors that may have a material influence on results are indicated below, although this list is not necessarily exhaustive.

- Major disasters, including earthquakes and typhoons;
- Disputes, including lawsuits, in Japan and other countries;
- Success or failure of alliances or joint ventures promoted in collaboration with other companies;
- Success or failure of new businesses or R&D investment;
- Changes in political and economic conditions in Japan and abroad; unexpected regulatory changes;
- Rapid changes in the supply and demand situation in major markets and intensified price competition;
- Significant capital expenditure for production facilities and rapid changes in the market;
- Changes in financial markets, including fluctuations in interest rates and exchange rates.