#### FOR IMMEDIATE RELEASE

## <u>Toshiba Announces Consolidated Results for the First Nine Months</u> and the Third Quarter for Fiscal Year 2021, Ending March 2022

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) 2021, ending March 31, 2022.

#### Note:

For convenience only, all dollar amounts used in reporting the third quarter of FY2021 are calculated at 115 yen to the dollar.

#### Consolidated Financial Results for the First Nine Months Ended December 31, 2021 (Under U.S. GAAP)

February 14, 2022

Company name : Toshiba Corporation

Stock exchange listings : Tokyo, Nagoya

Securities code : 6502 URL <a href="http://www.toshiba.co.jp">http://www.toshiba.co.jp</a> : Satoshi Tsunakawa, Representative Executive Officer, President and CEO

Contact info : Kazuyoshi Ishiyama, Corporate Officer, General Manager, Corporate Communications Div. TEL 03-3457-2095

Scheduled date of quarterly report filing : February 14, 2022

Scheduled date of dividend payment : Supplemental materials of quarterly results : Yes
Financial results briefing : Yes

#### 1. Consolidated financial results for the first nine months ended December 31, 2021 (April 1, 2021 - December 31, 2021)

(1) Consolidated Operating Results

(% indicates changes from the previous corresponding period)

(1) Compondated operat	1) Consolidated Operating Results							onang perioa,
	Net sale	0.0	Operating income Income before income taxes		Income before income taxes		Net income att	ributable to
	Net sai	es	Operating i	income	income before income taxes		shareholders of the Compan	
Nine months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2021	2,355,116	12.2	87,648	265.0	152,053	107.5	114,919	163.5
December 31, 2020	2,099,539	(14.6)	24,012	(61.6)	73,282	_	43,612	_

Note: Comprehensive income For the nine months ended December 31, 2021: ¥132,546 million (136.0%)
For the nine months ended December 31, 2020: ¥56,165 million (-%)

	Earnings per share	Diluted earnings per share		
Nine months ended	Yen	Yen		
December 31, 2021	259.60	258.52		
December 31, 2020	96.15	_		

(2) Consolidated financial position

	Total assets	Total equity	Shareholders' equity	Shareholders' equity ratio	Shareholders' equity per share
As of	Millions of yen	Millions of yen	Millions of yen	%	Yen
December 31, 2021	3,542,325	1,245,947	1,097,956	31.0	2,538.54
March 31, 2021	3,500,636	1,304,530	1,164,534	33.3	2,565.95

#### 2. Cash dividends

		Dividends per share						
	First quarter	First quarter Second quarter Third quarter Year-end						
	Yen	Yen	Yen	Yen	Yen			
FY2020	_	10.00	_	70.00	80.00			
FY2021	110.00	40.00	_					
FY2021 (Forecast)				40.00	190.00			

Note: Revisions to the forecast of cash dividends most recently announced: None

Note: Breakdown of 1Q dividend for the fiscal year ending March 2022 is the special dividend of 110.00 yen.

#### 3. Forecast of Consolidated Results for the Fiscal Year ending March 31, 2022 (April 1, 2021 - March 31, 2022)

(% indicates changes from the previous year)

	(78	(% materies enanges from the previous year)			
	Net sales		Operating income		
	Millions of yen	%	Millions of yen	%	
FY2021	3,340,000	9.4	155,000	48.5	

Note: Revisions to the forecast of consolidated results most recently announced: Yes

Reflecting the latest trends, revised downward sales by 10 billion yen and operating income by 15 billion yen from the forecast on November 12, 2021.

Note: Since Toshiba is not involved in the management of Kioxia Holdings (hereinafter "Kioxia") and is not provided with any forecasted business results, Toshiba Group's forward-looking statements concerning income before income taxes, net income attributable to shareholders of the Company and earnings per share do not include the impact of Kioxia.

#### \* Notes

- (1) Changes in significant subsidiaries during the period (changes in Specified Subsidiaries involving changes in the scope of consolidation): None
- (2) Adoption of simplified method of accounting or specific accounting treatments: Yes Please refer to "Others" for details.
- (3) Changes in accounting policies
  - 1) Changes in accounting policies due to revisions to accounting standards and other regulations: None
  - 2) Changes in accounting policies due to other reasons: None
- (4) Number of issued shares (common stock)
  - 1) Total number of issued shares at the end of the period (including shares of treasury stock)

As of December 31, 2021	433,000,000 shares
As of March 31, 2021	455,280,690 shares

2) Number of shares of treasury stock at the end of the period

As of December 31, 2021	485,816 shares
As of March 31, 2021	1,439,724 shares

3) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Nine months ended December 31, 2021	442,677,797 shares
Nine months ended December 31, 2020	453,599,065 shares

<sup>\*</sup> This summary of quarterly financial statements is not subject to quarterly review by certified accountants or audit corporations.

### $* Consolidated \ financial \ results \ for \ the \ three \ months \ ended \ December \ 31, \ 2021 \ (October \ 1, \ 2021 \ - \ December \ 31, \ 2021)$

Consolidated Operating Results

(% indicates changes from the previous corresponding period)

onsonantes operating results									
	Net sales		Operating	ncome	Income before i	ncome taves	Net income attr	ributable to	
	Net sar	es	Operating income Income before income taxes		Operating income the income ber		iicome taxes	shareholders of t	he Company
Three months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	
December 31, 2021	808,719	11.1	42,672	104.2	69,932	31.4	55,124	37.4	
December 31, 2020	728,154	(2.5)	20,898	99.6	53,231	762.0	40,119	_	

Note: Comprehensive income

For the three months ended December 31, 2021: For the three months ended December 31, 2020:

¥70,114 million (49.6%) ¥46,866 million (292.7%)

	Earnings per share	Diluted earnings per share
Three months ended	Yen	Yen
December 31, 2021	127.45	126.91
December 31, 2020	88.44	_

# **Comparative Consolidated Balance Sheets**

	Dec. 31, 2021 (A)	Mar. 31, 2021 (B)	(A)-(B)	Dec. 31, 2021
Assets				
Current assets	¥2,071,934	¥2,130,908	¥(58,974)	\$18,016,817
Cash and cash equivalents	398,408	525,456	(127,048)	3,464,417
Notes, accounts receivable and contract assets	821,753	898,605	(76,852)	7,145,678
Inventories	607,778	475,765	132,013	5,285,026
Other current assets	243,995	231,082	12,913	2,121,696
Long-term receivables	3,654	4,231	(577)	31,774
Investments	575,420	529,797	45,623	5,003,652
Property, plant and equipment	478,187	455,703	22,484	4,158,148
Operating lease right-of-use assets	111,638	119,739	(8,101)	970,765
Other assets	301,492	260,258	41,234	2,621,670
Total assets	¥3,542,325	¥3,500,636	¥41,689	\$30,802,826
Liabilities and equity				
Current liabilities	¥1,403,209	¥1,254,881	¥148,328	\$12,201,817
Short-term borrowings and current portion of long-term debt	51,604	15,988	35,616	448,730
Notes and accounts payable	520.650	401.077	20.002	4 505 640
	520,679	481,877	38,802	4,527,643
Current operating lease liabilities	37,204	38,757	(1,553)	323,513
Other current liabilities	793,722	718,259	75,463	6,901,931
Accrued pension and severance costs	288,794	295,442	(6,648)	2,511,252
Non-current operating lease liabilities	76,941	84,517	(7,576)	669,052
Long-term debt and other liabilities	527,434	561,266	(33,832)	4,586,383
Equity	1,245,947	1,304,530	(58,583)	10,834,322
Equity attributable to shareholders of the Company	1,097,956	1,164,534	(66,578)	9,547,443
Common stock	200,558	200,558	0	1,743,983
Additional paid-in capital	148	207	(59)	1,287
Retained earnings	1,040,174	1,127,130	(86,956)	9,044,990
Accumulated other comprehensive loss	(140,680)	(158,307)	17,627	(1,223,304)
Treasury stock	(2,244)	(5,054)	2,810	(19,513)
Equity attributable to noncontrolling interests	147,991	139,996	7,995	1,286,879
Total liabilities and equity	¥3,542,325	¥3,500,636	¥41,689	\$30,802,826
Breakdown of accumulated other comprehensive loss			·	
Net unrealized gains and losses on securities	¥(29)	¥4	¥(33)	\$(252)
Foreign currency translation adjustments	(7,434)	(17,561)	10,127	(64,644)
Pension liability adjustments	(131,513)	(138,345)	6,832	(1,143,591)
Unrealized gains and losses on derivative instruments  Total interest-bearing debt	(1,704) ¥509,169	(2,405) ¥517,702	701 ¥(8,533)	(14,817) \$4,427,557

# **Comparative Consolidated Statements of Operations**

## 1. First Nine Months ended December 31

(# in minions, OS\$ in diousand					
		Nine months	s ended Dece	mber 31	
	2021(A)	2020(B)	(A)-(B)	(A)/(B)	2021
Sales and other income					
Net sales	¥2,355,116	¥2,099,539	¥255,577	112%	\$20,479,270
Interest income	1,396	1,198	198	117%	12,139
Dividend income	1,059	1,101	(42)	96%	9,209
Equity in earnings of affiliates	49,012	6,220	42,792	788%	426,191
Other income	32,353	75,791	(43,438)	43%	281,330
Costs and expenses					
Cost of sales	1,730,284	1,544,057	186,227	112%	15,045,948
Selling, general and administrative expenses	537,184	531,470	5,714	101%	4,671,165
Interest expenses	3,253	3,525	(272)	92%	28,287
Other expenses	16,162	31,515	(15,353)	51%	140,539
Income before income taxes and noncontrolling interests	152,053	73,282	78,771	207%	1,322,200
Income taxes	22,672	20,581	2,091	110%	197,148
Net income before noncontrolling interests	129,381	52,701	76,680	246%	1,125,052
Less:Net income attributable to noncontrolling interests	14,462	9,089	5,373	159%	125,756
Net income attributable to shareholders of the Company	¥114,919	¥43,612	¥71,307	264%	\$999,296

# **Comparative Consolidated Statements of Operations**

# 2. Third Quarter ended December 31

	Three months ended December 31					
	2021(A)	2020(B)	(A)-(B)	(A)/(B)	2021	
Sales and other income						
Net sales	¥808,719	¥728,154	¥80,565	111%	\$7,032,339	
Interest income	538	390	148	138%	4,678	
Dividend income	181	180	1	101%	1,574	
Equity in earnings of affiliates	23,618	-	23,618	-	205,374	
Other income	11,642	42,402	(30,760)	27%	101,235	
Costs and expenses						
Cost of sales	590,754	535,785	54,969	110%	5,136,991	
Selling, general and administrative expenses	175,293	171,471	3,822	102%	1,524,287	
Interest expenses	1,068	1,180	(112)	91%	9,287	
Equity in losses of affiliates	-	1,759	(1,759)	-	-	
Other expenses	7,651	7,700	(49)	99%	66,531	
Income before income taxes and noncontrolling interests	69,932	53,231	16,701	131%	608,104	
Income taxes	10,249	8,065	2,184	127%	89,121	
Net income before noncontrolling interests	59,683	45,166	14,517	132%	518,983	
Less:Net income attributable to noncontrolling interests	4,559	5,047	(488)	90%	39,644	
Net income attributable to shareholders of the Company	¥55,124	¥40,119	¥15,005	137%	\$479,339	

## **Comparative Consolidated Statements of Comprehensive Income**

### 1. First Nine Months ended December 31

(¥ in millions, US\$ in thousands)

	Nine months ended December 31					
	2021(A)	2020(B)	(A)-(B)	(A)/(B)	2021	
Net income before noncontrolling interests	¥129,381	¥52,701	¥76,680	246%	\$1,125,052	
Other comprehensive income (loss), net of tax						
Unrealized gains (losses) on securities	(33)	70	(103)	-	(287)	
Foreign currency translation adjustments	12,920	(5,124)	18,044	-	112,348	
Pension liability adjustments	6,974	18,786	(11,812)	37%	60,643	
Unrealized gains (losses) on derivative instruments	701	(358)	1,059	-	6,096	
Total other comprehensive income	20,562	13,374	7,188	154%	178,800	
Comprehensive income	149,943	66,075	83,868	227%	1,303,852	
Less:Comprehensive income attributable to noncontrolling interests	17,397	9,910	7,487	176%	151,278	
Comprehensive income attributable to shareholders of the Company	¥132,546	¥56,165	¥76,381	236%	\$1,152,574	

### 2. Third Quarter ended December 31

(# in ininions, 0.53 in					οφ iii tiiousaiius		
		Three months ended December 31					
	2021(A)	2020(B)	(A)-(B)	(A)/(B)	2021		
Net income before noncontrolling interests	¥59,683	¥45,166	¥14,517	132%	\$518,983		
Other comprehensive income (loss), net of tax							
Unrealized gains on securities	16	11	5	145%	139		
Foreign currency translation adjustments	15,337	(136)	15,473	-	133,365		
Pension liability adjustments	2,331	7,630	(5,299)	31%	20,269		
Unrealized gains on derivative instruments	204	146	58	140%	1,774		
Total other comprehensive income	17,888	7,651	10,237	234%	155,547		
Comprehensive income	77,571	52,817	24,754	147%	674,530		
Less:Comprehensive income attributable to noncontrolling interests	7,457	5,951	1,506	125%	64,843		
Comprehensive income attributable to shareholders of the Company	¥70,114	¥46,866	¥23,248	150%	\$609,687		

## **Comparative Consolidated Statements of Cash Flows**

### First Nine Months ended December 31

(¥ in millions, US\$ in thousands)

	Nine months ended December 31				
	2021(A)	2020(B)	(A)-(B)	2021	
Cash flows from operating activities					
Net income before noncontrolling interests	¥129,381	¥52,701	¥76,680	\$1,125,052	
Depreciation and amortization	64,725	63,599	1,126	562,826	
Equity in earnings of affiliates, net of dividends	(42,973)	(323)	(42,650)	(373,678)	
Gain from sales and impairment of securities, net	(1,692)	(25,188)	23,496	(14,713)	
Decrease in notes and accounts receivable, trade	87,679	218,159	(130,480)	762,426	
Increase in inventories	(125,949)	(85,046)	(40,903)	(1,095,209)	
Increase (decrease) in notes and accounts payable, trade	31,559	(35,666)	67,225	274,426	
Others	22,477	(103,756)	126,233	195,453	
Adjustments to reconcile net income before noncontrolling interests to net cash provided by operating activities	35,826	31,779	4,047	311,531	
Net cash provided by operating activities	165,207	84,480	80,727	1,436,583	
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment, intangible assets and securities	8,708	14,532	(5,824)	75,722	
Acquisition of property, plant and equipment	(63,527)	(86,201)	22,674	(552,409)	
Acquisition of intangible assets	(26,446)	(12,967)	(13,479)	(229,965)	
Purchase of securities	(2,441)	(1,185)	(1,256)	(21,226)	
Dearease (increase) in investments in affiliates	5,640	(6,551)	12,191	49,043	
Others	(3,134)	25,969	(29,103)	(27,252)	
Net cash used in investing activities	(81,200)	(66,403)	(14,797)	(706,087)	
Cash flows from financing activities					
Proceeds from long-term debt	537	200,476	(199,939)	4,670	
Repayment of long-term debt	(4,631)	(43,956)	39,325	(40,270)	
Increase (decrease) in short-term borrowings, net	935	(3,793)	4,728	8,129	
Dividends paid	(108,323)	(18,462)	(89,861)	(941,939)	
Purchase of treasury stock, net	(100,147)	(33)	(100,114)	(870,843)	
Payment of acquisition of 3 listed subsidiaries' shares to become wholly owned subsidiaries	(49)	(33,570)	33,521	(426)	
Others	(9)	(25)	16	(78)	
Net cash provided by (used in) financing activities	(211,687)	100,637	(312,324)	(1,840,757)	
Effect of exchange rate changes on cash and cash equivalents	632 3,064 (2,432)			5,496	
Net increase (decrease) in cash and cash equivalents	(127,048)	121,778	(248,826)	(1,104,765)	
Cash and cash equivalents at beginning of the period	525,456	376,973	148,483	4,569,182	
Cash and cash equivalents at end of the period	¥398,408	¥498,751	¥(100,343)	\$3,464,417	

Note: The 3 listed subsidiaries above are Toshiba Plant System & Services Corporation, NISHISHIBA ELECTRIC CO., LTD., and NuFlare Technology, Inc.

# **Industry Segment Information**

## 1. First Nine Months ended December 31

		Nine months ended December 31						
		2021(A)	2020(B)	(A)-(B)	(A)/(B)	2021		
	Energy Systems & Solutions	¥361,475 (14%)	¥303,491 (13%)	¥57,984 (1%)	119%	\$3,143,261		
	Infrastructure Systems & Solutions	416,560 (17%)	414,172 (18%)	2,388 (-1%)	101%	3,622,261		
	Building Solutions	434,452 (17%)	391,816 (17%)	42,636 (-)	111%	3,777,843		
N. 1	Retail & Printing Solutions	334,647 (13%)	297,512 (13%)	37,135 (-)	112%	2,909,974		
Net sales (Share of	Electronic Devices & Storage Solutions	659,768 (26%)	516,777 (23%)	142,991 (3%)	128%	5,737,113		
total sales)	Digital Solutions	156,067 (6%)	151,272 (7%)	4,795 (-1%)	103%	1,357,104		
	Others	160,950 (7%)	192,827 (9%)	(31,877) (-2%)	83%	1,399,566		
	Total	2,523,919 (100%)	2,267,867 (100%)	256,052	111%	21,947,122		
	Eliminations	(168,803)	(168,328)	(475)	-	(1,467,852)		
	Consolidated	¥2,355,116	¥2,099,539	¥255,577	112%	\$20,479,270		
	Energy Systems & Solutions	¥8,120	¥(6,213)	¥14,333	-	\$70,609		
	Infrastructure Systems & Solutions	6,885	10,495	(3,610)	66%	59,870		
	Building Solutions	17,900	17,874	26	100%	155,652		
Segment	Retail & Printing Solutions	8,705	(3,175)	11,880	-	75,696		
operating income	Electronic Devices & Storage Solutions	55,765	7,293	48,472	765%	484,913		
(loss)	Digital Solutions	13,198	9,134	4,064	144%	114,765		
	Others	(27,904)	(17,605)	(10,299)	-	(242,644)		
	Total	82,669	17,803	64,866	464%	718,861		
	Eliminations	4,979	6,209	(1,230)	-	43,296		
	Consolidated	¥87,648	¥24,012	¥63,636	365%	\$762,157		

## 2. Third Quarter ended December 31

(¥ in millions, US\$ in thousands)

		Three months ended December 31						
		2021(A)	2020(B)	(A)-(B)	(A)/(B)	2021		
	Energy Systems & Solutions	¥125,458 (15%)	¥113,408 (15%)	¥12,050	111%	\$1,090,939		
	Infrastructure Systems & Solutions	144,476 (17%)	132,167 (17%)	12,309	109%	1,256,313		
	Building Solutions	148,647 (17%)	132,525 (17%)	16,122 (-)	112%	1,292,583		
Nat salas	Retail & Printing Solutions	112,945 (13%)	103,449 (13%)	9,496 (-)	109%	982,130		
Net sales (Share of	Electronic Devices & Storage Solutions	226,912 (26%)	192,820 (25%)	34,092 (1%)	118%	1,973,148		
total sales)	Digital Solutions	52,564 (6%)	51,391 (7%)	1,173 (-1%)	102%	457,078		
	Others	53,463 (6%)	55,801 (6%)	(2,338)	96%	464,896		
	Total	864,465 (100%)	781,561 (100%)	82,904	111%	7,517,087		
	Eliminations	(55,746)	(53,407)	(2,339)	-	(484,748)		
	Consolidated	¥808,719	¥728,154	¥80,565	111%	\$7,032,339		
	Energy Systems & Solutions	¥3,589	¥1,271	¥2,318	282%	\$31,209		
	Infrastructure Systems & Solutions	6,626	4,001	2,625	166%	57,617		
	Building Solutions	7,684	7,560	124	102%	66,817		
Segment	Retail & Printing Solutions	4,419	3,593	826	123%	38,426		
operating income	Electronic Devices & Storage Solutions	21,046	2,645	18,401	796%	183,009		
(loss)	Digital Solutions	4,672	4,504	168	104%	40,626		
	Others	(8,162)	(5,065)	(3,097)	-	(70,974)		
	Total	39,874	18,509	21,365	215%	346,730		
	Eliminations	2,798	2,389	409	-	24,331		
	Consolidated	¥42,672	¥20,898	¥21,774	204%	\$371,061		

Notes:

<sup>1)</sup> Segment sales total includes intersegment transactions.

<sup>2)</sup> Segment operating income (loss) is derived by deducting the segment's cost of sales and selling, general and administrative expenses 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.

## **Net Sales by Region**

### 1. First Nine Months ended December 31

(¥ in millions, US\$ in thousands)

			Nine months ended December 31					
		2021(A)	2020(B)	(A)-(B)	(A)/(B)	2021		
Japan		¥1,180,349	¥1,176,083	¥4,266	100%	\$10,263,905		
зарап		(50%)	(56%)	(-6%)				
Overseas		1,174,767	923,456	251,311	127%	10,215,365		
Overseas		(50%)	(44%)	(6%)				
	Asia	667,090	530,729	136,361	126%	5,800,783		
	Asia	(28%)	(25%)	(3%)				
	North America	268,545	208,390	60,155	129%	2,335,174		
		(11%)	(10%)	(1%)				
	Europe	172,915	127,807	45,108	135%	1,503,609		
	Lurope	(7%)	(6%)	(1%)				
	Others	66,217	56,530	9,687	117%	575,799		
	Others	(4%)	(3%)	(1%)				
Net Sales		¥2,355,116	¥2,099,539	¥255,577	112%	\$20,479,270		
110t Bules	Net Sales		(100%)					

### 2. Third Quarter ended December 31

(¥ in millions, US\$ in thousands)

		_	(# in millions, US\$ in thousand						
			Three months ended December 31						
		2021(A)	2020(B)	(A)-(B)	(A)/(B)	2021			
Japan		¥402,900	¥396,775	¥6,125	102%	\$3,503,478			
зарап		(50%)	(54%)	(-4%)					
Overseas		405,819	331,379	74,440	122%	3,528,861			
Overseas		(50%)	(46%)	(4%)					
	Asia	236,972	193,634	43,338	122%	2,060,626			
	Asia	(29%)	(27%)	(2%)					
	North America	93,365	69,613	23,752	134%	811,870			
	North America	(12%)	(10%)	(2%)					
	Europe	56,731	45,446	11,285	125%	493,313			
	Lutope	(7%)	(6%)	(1%)					
	Others	18,751	22,686	(3,935)	83%	163,052			
	Outers	(2%)	(3%)	(-1%)					
Net Sales		¥808,719	¥728,154	¥80,565	111%	\$7,032,339			
inci Saics		(100%)	(100%)						

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

### **Subsequent events**

- (Update) Toshiba Group's Strategic Reorganization.
- Transfer of Shares of Toshiba's Consolidated Subsidiaries in the Air-Conditioner Business.

For further details, please refer to the press releases, dated February 7, 2022.

#### **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-month period ended December 31, 2021 by a reasonably estimated annual effective tax rate after applying the effect of deferred taxes for FY2021, ending March 31, 2022.

### 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 in various market environments in many countries and regions, it is subject to a number of 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 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.