

**TOSHIBA**  
1-1, Shibaura 1-chome  
Minato-ku  
Tokyo 105  
Japan

**Table of Contents**

|  | <b><u>Page</u></b> |
|--|--------------------|
| <b>I.</b> Executive Summary .....                    | 1                  |
| <b>II.</b> Business Organization .....               | 8                  |
| <b>III.</b> Senior Management .....                  | 14                 |
| <b>IV.</b> Facilities and Employees .....            | 17                 |
| <b>V.</b> Technological Know-How .....               | 19                 |
| <b>VI.</b> Product Portfolio .....                   | 22                 |
| <b>VII.</b> Marketing Tactics .....                  | 31                 |
| <b>VIII.</b> Sales and Profit Growth .....           | 33                 |
| <b>IX.</b> R&D Expenditures and Major Programs ..... | 42                 |
| <b>X.</b> Collaborative Arrangements .....           | 46                 |
| <b>XI.</b> Strategic Direction .....                 | 52                 |

**List of Tables**

- Table 1: Toshiba Sales and Operating Profit Growth
- Table 2: Toshiba Sales by Industry Segment
- Table 3: Toshiba Sales Growth by Industry Segment
- Table 4: Toshiba Operating Profit and Margins by Industry Segment
- Table 5: Toshiba Profit Growth by Industry Segment
- Table 6: Toshiba Sales by Geographic Region

Table: 7 Toshiba Sales by Geographic Region