

TOSHIBA

**TOSHIBA TODAY
CORPORATE PROFILE**



2000

BASIC COMMITMENT OF THE TOSHIBA GROUP

We, the Toshiba Group companies, based on our total commitment to people and to the future, are determined to help create a higher quality of life for all people, and to do our part to help ensure that progress continues within the world community.

COMMITMENT TO PEOPLE

We endeavor to serve the needs of all people, especially our customers, shareholders, and employees, by implementing forward-looking corporate strategies while carrying out responsible and responsive business activities. As good corporate citizens, we actively contribute to further the goals of society.

COMMITMENT TO THE FUTURE

By continually developing innovative technologies centering on the fields of Electronics and Energy, we strive to create products and services that enhance human life, and which lead to a thriving, healthy society. We constantly seek new approaches that help realize the goals of the world community, including ways to improve the global environment.



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



**Tadashi Okamura,
President and Chief Executive Officer**

Today's fast changing and demanding global market presents the twin challenges of borderless operations and mega-competition. We at Toshiba are resolved to meet them, and to remain at the cutting-edge of the world's electronics industry.

PLANNING FOR GROWTH

Progress in digital technology-the fusion of information, communications and visual imaging, the diffusion of the Internet-is fueling an IT revolution that is sweeping through society. Its force can be felt in industry, the home, in virtually every sphere of life, as it transforms lifestyles and the ways in which people do business, entertain themselves and interact with one another. Toshiba's mid-term business plan for the three fiscal years to the end of March 2003 is designed to take full advantage of the tremendous business opportunities of this new era and is proactively geared to high growth and profitability. As it articulates underlying policies and the strategies necessary to achieve them, it tightens our focus on key growth areas of IT, particularly mobile applications and networking. It also reconfirms our total commitment to manufacturing high value-added products incorporating cutting-edge technology and our thrust into content, services and Internet businesses.

We are confident that Toshiba has a central role to play in the sweeping innovations of the IT

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revolution. Our advantage lies in unrivaled strengths in key products and in the enabling technologies and components that support IT, such as portable PCs, advanced semiconductors, LCDs and network products. We are supporting our cutting-edge position in these high-growth, high-earnings businesses with major investments. As we do so, we will also continue to build our capabilities in front-end systems and services, knitting hardware with software in high value-added total solutions.

In addition to products, we continue to evolve an organization suited to the demands of today's demanding markets. In this context, another important strand of the mid-term plan is our "inter-company value chain." This cultivates closer cooperation among our in-house companies in promising areas, allowing us to maximize the value of products and services that Toshiba offers its customers.

We are also undertaking an extensive reshaping of our current business portfolio that will reinforce our profitability in such areas as power systems, medical systems and home appliances. This vigorous program is accelerating globalization through such means as promoting alliances with international partners, and enhancing value creation through networking, advanced IT, and by promoting services.

PROMOTING MARKET CENTRIC MANAGEMENT

In today's age of increasingly diverse customer needs and values, of changing lifestyles and business styles, we at Toshiba place the market at the center of all our activities, so that we can provide the utmost satisfaction to our customers. The market is the source of all information we need, the force that shapes our strategy and the focus of our operations.

In pursuit of a true market-centric approach that

reflects the voice of our customers, we will forge closer links with customers, to better understand their wants and needs and provide excellent products and services. We are supporting this approach by introducing customer relationship management (CRM) and supply chain management (SCM) systems that allow us share the very latest market information throughout Toshiba. Management Innovation 2001, a company-wide initiative that promotes maximized customer satisfaction, also provides an effective tool for promoting market-centric management. I will take the lead in strongly promoting this initiative.

Throughout our operations, we are reinforcing consolidated management of Toshiba Group from a global perspective. Our corporate headquarters stands at the center of these efforts, allocating resources and monitoring performance.

COMMITMENT TO THE FUTURE

At the heart of all we do lies the management philosophy expressed in the Basic Commitment of the Toshiba Group and summarized in our corporate slogan: "Committed to People, Committed to the Future. Toshiba." These principles guide us in cooperative and harmonious relations with the people and communities we serve, and in our efforts to protect the environment in which we work. We enter the 21st century as an attractive, competitive, globalized enterprise, channeling the potential of Toshiba Group into achieving innovation and excellence.



Tadashi Okamura
President and Chief Executive Officer

In April 1999, Toshiba introduced an in-house company system. The eight companies it established-now nine with the addition of the iValue Creation Company-were given clear-cut responsibilities and the management autonomy required to put in place business systems and strategies that would make them winners in the global marketplace.

In-house companies responsible for products, components, systems and services related to the mobile and network business fields will promote strategic cooperation in a synergetic inter-company value chain designed to identify enhanced business opportunities and promote dynamic growth initiatives.



iValue Creation Company

The newest of our in-house companies leads the way in developing mobile Internet services, increasingly seen as the key drivers to widening use of the Internet in coming years, and also promotes synergy with the content businesses with which Toshiba has been laying foundations for its activities in the digital age.

▼ Mobile communication



MAIN PRODUCTS
 Web services (www.ekitan.com), transportation guide service, map & direction service, hotel reservation service, stock & financial information service, mobile multi-protocol service, web operation service, news & entertainment contents provision, application service providing, Internet/extranet/vertical portal



▲ The Ekimae Tanken Club Internet service providing train schedules and connections for trip (http://ekitan.com/)

▲ Fresh Eye search engine delivering fresh information (http://www.fresheye.com/)



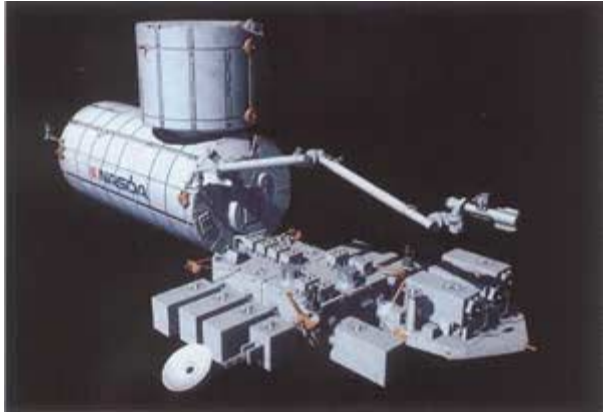
▲ JR Central's *Nozomi Shinkansen*

MAIN PRODUCTS

Government & public corporation systems, telecommunications systems, social automation systems, transportation systems, electric systems, space products, industrial systems, industrial electric equipment, distributing, broadcasting & banking systems, solution services.



▲ Road traffic control systems



▲ The international space station (Courtesy of NASDA)

The company integrates Toshiba's strengths in computers, communications and control systems to deliver total solutions and services to diverse customers and markets, including government agencies, manufacturers, the finance and logistics sectors and broadcasters, and to support transportation infrastructure, aviation and aerospace. The company is also spearheading Toshiba's proactive commitment to electronic commerce, bringing advanced know-how in IT to ASP and other front-end services and to the fast growing B2B market.

Digital Media Network Company

Convergence is the essence of information technology (IT), fusing computing, networks, mobile equipment and audio and visual technologies. The company responds to the immense business opportunities this is creating with sophisticated hardware, software and services that enable new and exciting lifestyles and forms of entertainment.



▲ "Satellite" series notebook PC



▲ "MAGNIA" series PC server

▼ Projection TV



▲ Cellular phones



◀ D-ROM drives, DVD-ROM drives and 2.5 inch HDDS

MAIN PRODUCTS

PCs, server systems, work stations, network equipment, OCR systems, cellular telephones, PC-related services, hard disk drives, CD-ROM drives, DVDROM and RAM drives, media cards, IC card systems, color TV sets, digital Hi-vision TVs, projection TVs, BS/CS digital tuners, LCD data projectors, DVD players, mobile AV products, digital still cameras

The company delivers the energy infrastructure essential for long-term social and economic development: nuclear, thermal and hydroelectric power plants, and transmission and substation systems. Strategic alliances with Japanese and international partners support the company in enhancing cost competitiveness and developing next-generation power systems.



MAIN PRODUCTS
Boiling water reactor power plants, nuclear fuel reprocessing facilities, hydroelectric, thermal and geothermal power generating equipment, transformers, gas insulated switchgear, power systems backed by advanced computer technology, fuel cells, superconducting magnets.

▲ Combined cycle power plant



▲ Turbine for power generation

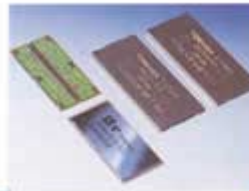


▲ Nuclear power station

Semiconductor Company

Advanced process technology, highly sophisticated product development capabilities, and experience of selling a broad line of devices to customers around the world, position the company for continued leadership in the global semiconductor market. In coming years, expansion will focus on promoting capabilities in system LSI and high value-added and high performance memories.

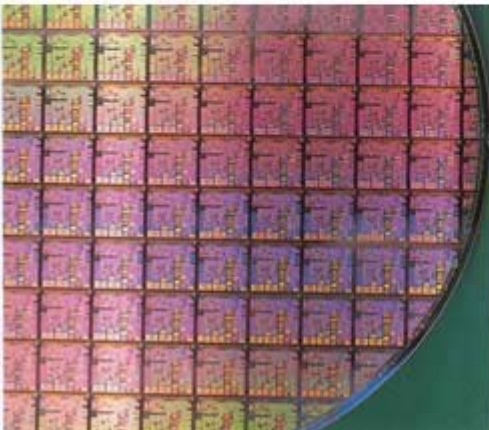
▼ Next generation 256 M bit DRAM products



▼ Advanced semiconductor clean room



◀ High-capacity NAND flash memories



MAIN PRODUCTS

DRAMs, SRAMs, flash memories, audio and visual system LSIs, system LSIs for digital consumer, system LSIs for PC/PC peripheral, system LSIs for cellular phones, telecommunication system LSIs, network communication system LSIs, system LSIs for automobiles, microcomputers and microcomputer peripheral control system LSIs, bipolar ics, general-purpose CMOS logic series, small signal devices, power devices, OPTO semiconductor devices, high power devices.

▲ 128-bit high speed CPU for Sony's PlayStation® 2 ▲ Single-chip MPEG4 system LSI



▲ Low-temperature polysilicon LCDs

MAIN PRODUCTS

LCDs, color picture tubes, display tubes, X-ray tubes, X-ray image intensifiers, surface acoustic wave (SAW) devices, thermal print heads, amorphous magnetic parts, fine ceramics, rechargeable lithium-ion batteries.

Ever-shortening product cycles and high customer expectations demand a closely focused commitment to delivering excellent technologies and products. The company achieves this by leveraging recognized product strengths in LCDs, CRTs and batteries to promote breakthrough advances in the performance and functions of sets and systems.



◀ Advanced Lithium-ion batteries

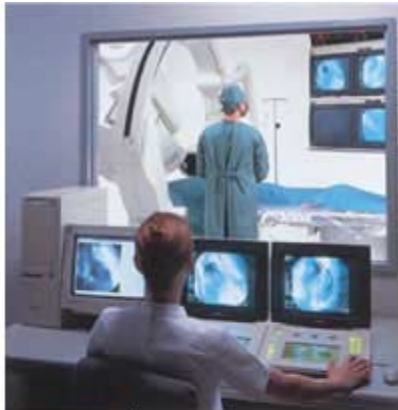


▲ Flat Super Brightron Picture Tubes

Medical System Company

MAIN PRODUCTS

X-ray systems, computed tomography systems, ultrasound systems, magnetic resonance imaging systems, nuclear medicine systems, hospital information systems, radiology information systems, picture archiving and communication systems.



▲ X-ray systems

A full line of diagnostic imaging systems, including X-ray, CT, MRI ultrasound and nuclear medicine systems, has made the company one of the world's leading suppliers of medical systems.

From this established base, the company has developed total solutions for healthcare providers, including financing, asset management, multi-vendor services, comprehensive Hospital Information Systems (HIS) and Picture Archiving and Communication Systems (PACS).



◀ Ultrasound systems



▲ CT scanner "Aquilion"

Home Appliances Company

The company's high value-added refrigerators, washing machines and small household appliances address the daily needs of customers and add to their quality of life. Building on strengths developed in the Japanese market, the company is now actively promoting overseas expansion through strategic alliances with international partners.

▼ Microwave oven



▲ Vacuum cleaner



▲ Refrigerator "Korasenaide-senzo-shimasho"

MAIN PRODUCTS

Refrigerators, washing machines, microwave ovens, vacuum cleaners, electric irons, rice cookers and automatic dishwashers.

▼ DD inverter motor



▲ Fully automatic washer-dryers "Ginga 21"

Elevator and Building Systems Company

A core strategy of providing total solutions for buildings and other facilities is reflected in a steady stream of high-value products that make full use of the company's advanced control technologies. With its rich lineup of products, and a commitment to provide complete upgrade and maintenance services for installed systems, the company is fast expanding its overseas presence.

MAIN PRODUCTS

Elevators and escalators



▲ Machine room less elevator "SPECCEL"



▲ Escalators



▶ Observation elevators



Globalization

With an extensive global network of over 100 subsidiaries and affiliates outside Japan, Toshiba has a strong global presence. The company's overseas subsidiaries alone employ over 40,000 people around the world, engaged in everything from advanced research to procurement, manufacturing and sales and marketing. Toshiba's successful long-term overseas presence, the very process of enhancing Toshiba's globalization in fact, rests on these highly capable and motivated local staff who commit to Toshiba.

Manufacturing & Procurement Activities

Production at Toshiba's worldwide network of 42 manufacturing facilities covers the company's diverse product portfolio, including leading-edge semiconductors, picture tubes and color TVs, portable PCs, data storage devices, consumer products, industrial motors and substation equipment. These state-of-the-art facilities support the development of skills and capabilities that promote advances in the electronics industry and contribute to local economic progress by providing employment.

Manufacturing activities are supported by a dedicated procurement organization. In strategic locations around the globe, including San Francisco, Boston, London, Singapore and Taipei, 11 International Procurement Offices cultivate and work with local producers and materials suppliers. Their mission answers two key needs: to boost local and regional procurement; and to provide Toshiba Corporation with competitive, excellent product that contribute to expanded imports to Japan.

Strategic Alliances

The pace and cost of technical innovation today is breathtaking. In order to remain at the forefront of its business areas, Toshiba has a broad series of strategic alliances with leading companies around the world in which the partners share resources and build complementary relations. The company's diverse range of tie-ups include joint development and marketing with General Electric of advanced combined-cycle power generation systems featuring energy-efficient, environmentally-friendly technologies; a joint venture with Carrier Corporation in air-conditioning equipment and systems; and collaboration with AB Electrolux of Sweden in household appliances.

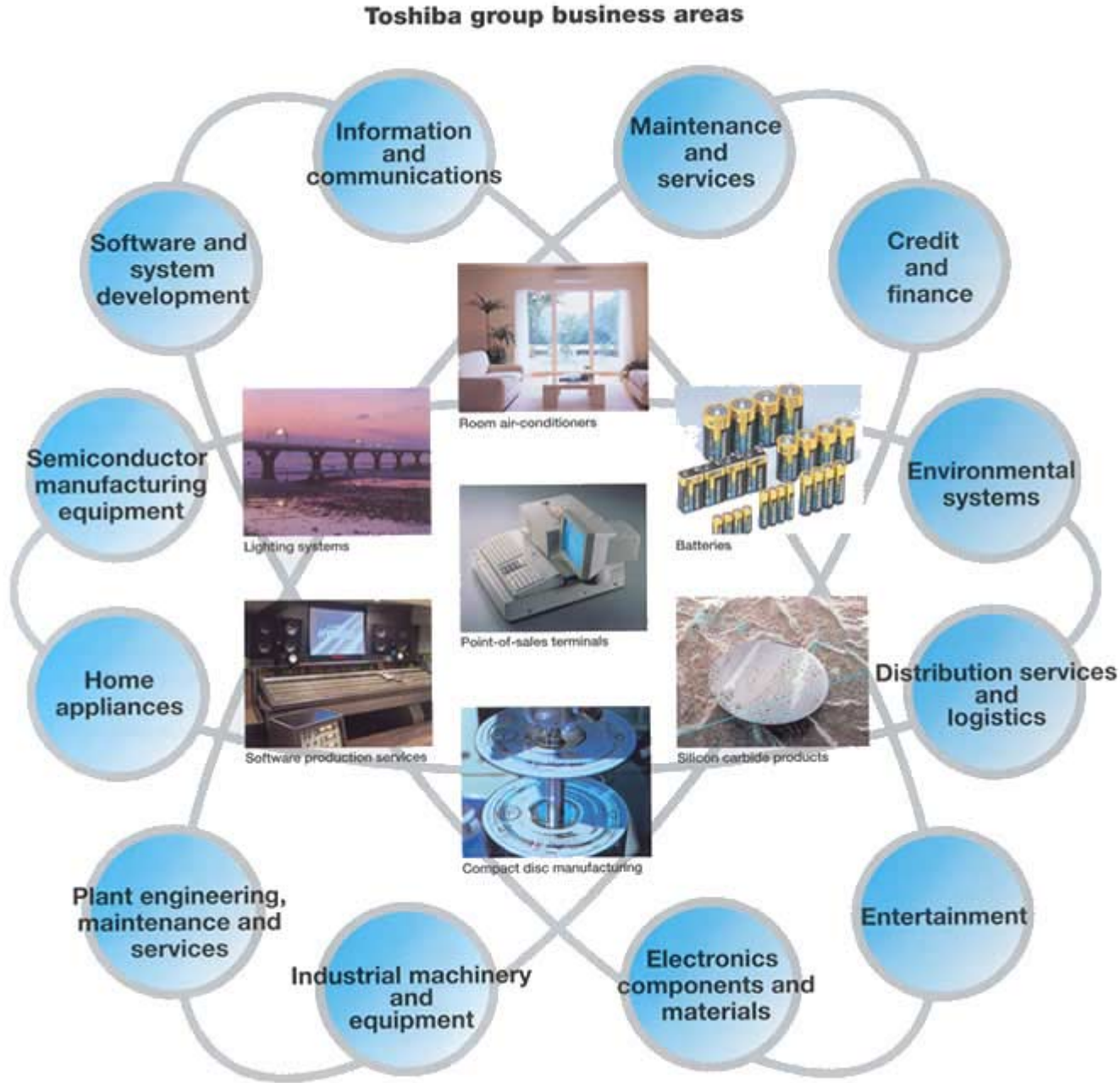
A Good Corporate Citizen

As a good corporate citizen, Toshiba continues to build a global culture, one grounded in respecting the local and working to contribute to continued development and increased affluence wherever the company operates. Toshiba seeks to build relations grounded in trust with people around the world through various philanthropic and cultural activities.

The Toshiba International Foundation (TIFO), a nonprofit organization, helps to deepen international understanding of Japan by hosting seminars and symposia, supporting research related to Japan, funding foreign students and researchers, and making donations to overseas organizations. The "Toshiba Gallery of Japanese Art" at London's Victoria and Albert Museum promotes appreciation and understanding of Japan's historic arts and culture. The "ExploraVision Awards" have become a highly regarded annual contest that encourages American and Canadian school students to imagine the future and the technologies of tomorrow.

Another important facet of Toshiba's operations is group management. The Toshiba Group, more than 800 companies in Japan and overseas, is active in businesses ranging from information processing and telecommunications systems to industrial machinery, electronic components and materials, plant engineering, household appliances and entertainment software.

In all these areas, individual companies seek to exploit their specialist capabilities in their field of business. Toshiba Group as a whole seeks to develop and grow through intra-group synergies and partnerships that assure its abilities to meet the evolving wants and needs of customers. The combined strengths of its member companies and a commitment to innovation and excellence assure that Toshiba Group will greet the 21st century as an attractive, focused, competitive group of enterprises.



Toshiba believes that creating long-term value for its customers and investors also requires proactive, environmentally-sensitive manufacturing and business activities. That explains why environmental management is given the highest priority, promoted by a group-wide environmental protection organization and in all aspects of business operations. Endeavors include technologies to tackle global warming, to eliminate use of fluorocarbons and to develop state-of-the-art, antipollution fail-safe systems. Daily operations emphasize minimizing industrial waste, maximizing energy saving, and promoting green procurement. And in manufacturing, the company builds environmentally conscious products that need fewer materials, consume less power and that are designed to facilitate recycling and maximize reuse of materials. Progress in all these areas is measured in an annual accounting of environmental costs and benefits introduced in fiscal 1999.

The FREE+2A program provides a blueprint for Toshiba's environmental protection activities, and for employee participation in programs that underline the company's credentials as an environmentally-friendly enterprise.



The Mid-Term Environmental Plan

Toshiba sets concrete goals and targets in voluntary medium-term environmental plans. The third and latest plan, covering fiscal 2000 to fiscal 2005, has been folded into the mid-term business plan, assuring the central place of environmental management in day-to-day business. The comprehensive goals covered in the latest plan, Toshiba's most ambitious yet, set new targets for waste reduction (with zero as the ultimate goal) and

the creation of more environmentally conscious products, promote the full-scale application of "green" procurement, the reduction of chemical emissions, and place greater emphasis on recycling end-of-life products. The plan also supports environmental training and seeks to cultivate a deeper awareness of environmental matters among staff.

The Toshiba Medium-Term Environmental Plan

Items	FY2002 targets	Voluntary plan targets (FY2005)
Zero emissions	2% of waste sent to landfills	By FY2003
Reduce chemical emissions	10% reduction vs. FY2000	30% reduction vs. FY2003 in FY2005
Reduce CO2 emissions/sales	18% reduction vs. FY1990	25% reduction vs. FY1990 in FY2010
"Green" procurement	Set green procurement ratios using FY2000 as the reference year	Set green procurement ratios using FY2000 as the reference year
Product information	20% of products in each category to be environmentally compatible	50% of products in each category to be environmentally compatible
Reduce power consumption vs. product performance	10% reduction vs. FY2000	30% reduction vs. FY2000
Use of lead-free solder	Eliminate lead-based solder from all major new products in key home appliance categories	
by 2003		
Eliminate all HCFCs*	-	Complete elimination steps by December 2004

*HCFCs is the abbreviation of hydro chlorofluorocarbons, substances widely used as refrigerant in air conditionings etc.

One of Japan's largest R&D establishments and a ceaseless commitment to innovation maintain Toshiba at the cutting edge of technology. While promoting advances in the information technologies essential for today's wired world, the company also supports research activities across its diverse businesses, in such areas as, system solution, mobile communication and computer network, digital AV system, microelectronics, future energy sources, new materials and environmental protection.

Toshiba's R&D organization allows it to anticipate emerging needs and respond quickly to market demands.

The Development Laboratories attached to each in-house company focus on R&D in current products and technologies and so bring innovation closer to evolving market needs.



▲ Nano-technology



► Environmental Analysis



◀ Wireless mobile communication

The corporate laboratories at the Corporate Research & Development Center also bring a market orientation to their development of common platforms and technologies that can be utilized by the in-house companies and to advanced research with a mid- to long-term perspective. Innovations in production know-how are provided by the Corporate Manufacturing Engineering Center.

An International RED Organization

Globalization of R&D operation is crucial in this age of mega-competition.

A fast growing network of international R&D facilities is supporting Toshiba in developing technologies and products that will shape the world of the 21st century. In the U.K., Toshiba Research Europe Ltd. supports two labs, one engaged in fundamental research in semiconductor physics, the other in next generation mobile phone technologies. In the U.S., the most recently established research facility is Toshiba America Research, Inc., which is developing wireless communications systems in cooperation with Toshiba Research Europe and the Corporate Research & Development Center.

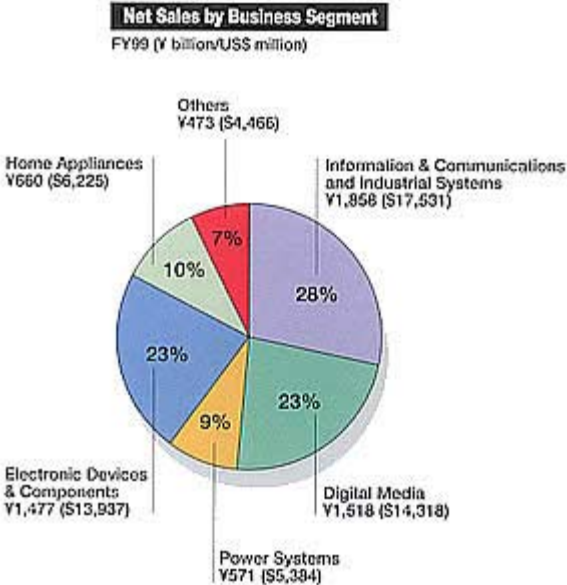


▲ Holographic memory

Major Laboratories

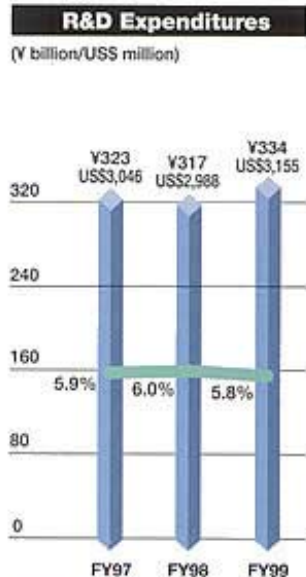
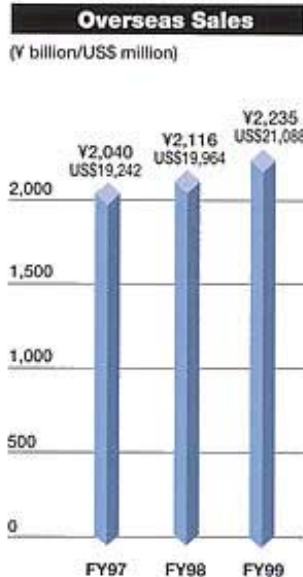
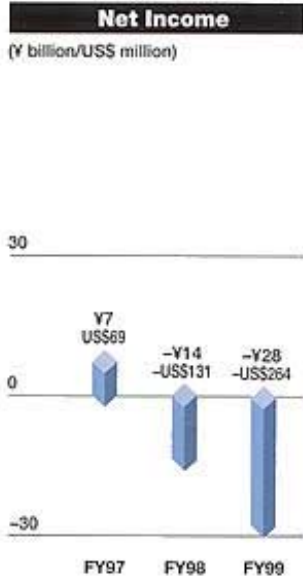
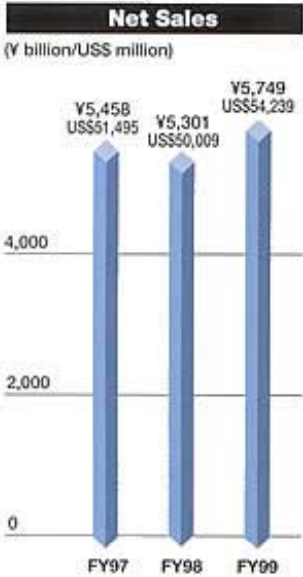
- Corporate Research & Development Center
- Corporate Manufacturing Engineering Center
- Development Laboratories
 - System Integration Technology Center
 - Personal & Multimedia Systems Development Center
 - Computer & Network Development Center
 - Mobile Computing & Communications Development Center
 - Data Storage Development Center
 - Computer on Silicon Development Center
 - Power and Industrial Systems Research and Development Center
 - System LSI Research and Development Center
 - Memory LSI Research and Development Center
 - Process & Manufacturing Engineering Center
 - LCD Research & Development Center
 - Medical Systems Research & Development Center
 - Home Appliance R&D Center

Established:	1875 by Hisashige Tanaka
President and CEO	Tadashi Okamura
Paid-in Capital:	¥274,919 million (US\$2,594 million)
Shareholders:	380,744
Stock Exchange Listings:	
Domestic	Tokyo and five other stock exchanges:
Overseas	Luxembourg, Amsterdam, Frankfurt, Düsseldorf, London, Paris and Switzerland
Shareholders' Equity:	¥982,128 million (US\$9,265 million)
Total Assets:	¥5,702,189 million (US\$53,794 million)
Employees:	190,870

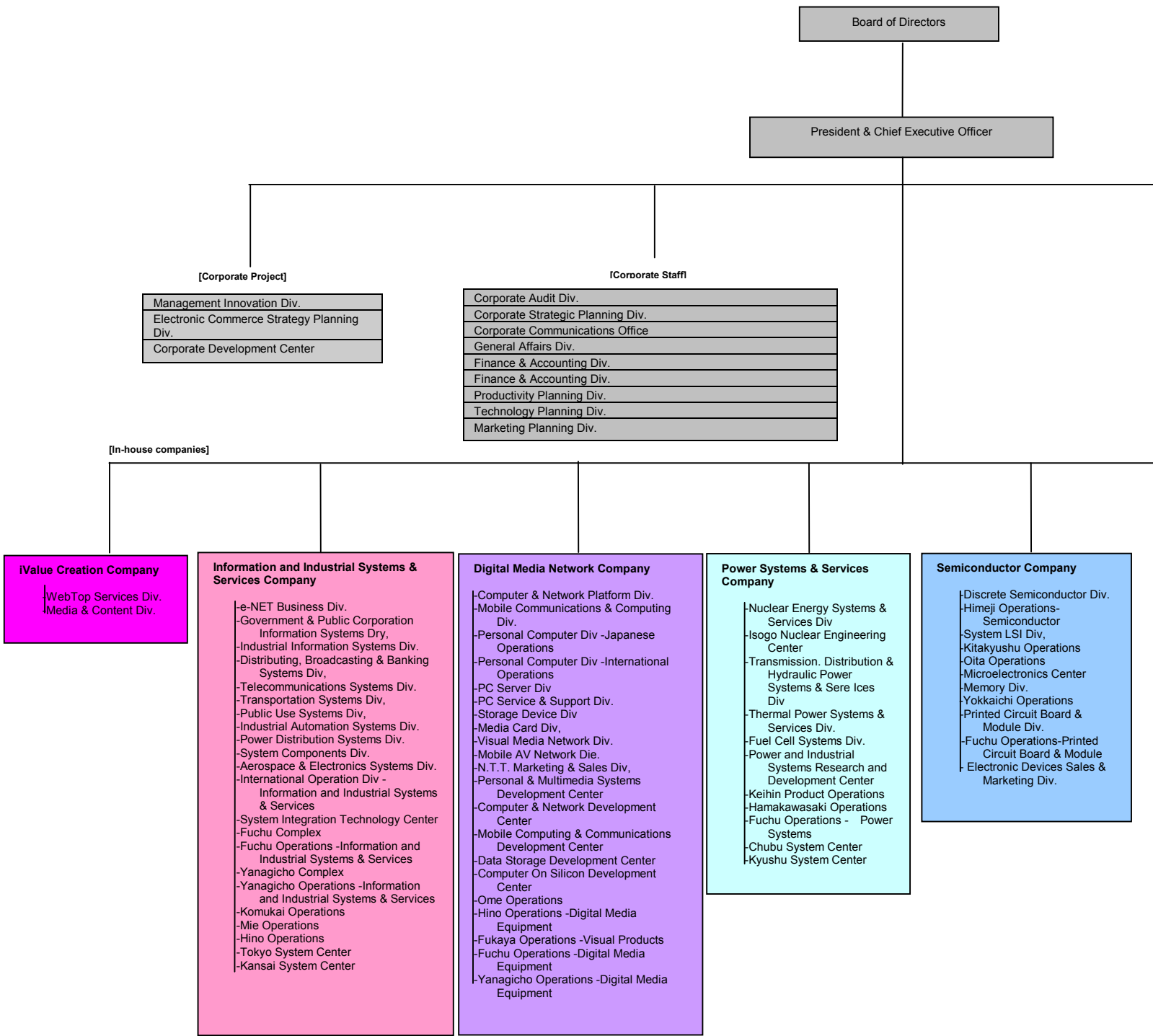


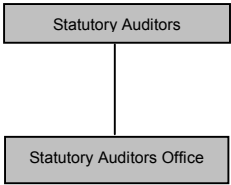
Plants, Branch Offices and Other Facilities:
(as of July 1, 2000)

Category	Facility Type	Count
Domestic	• Production facilities	25
	• Branch offices	35
	• Sales offices	23
	• Offices	10
Overseas	• Subsidiaries and affiliates	104
	(including 42 manufacturing companies)	
Consolidated Subsidiaries and Affiliates:		
Domestic		217
Overseas		104



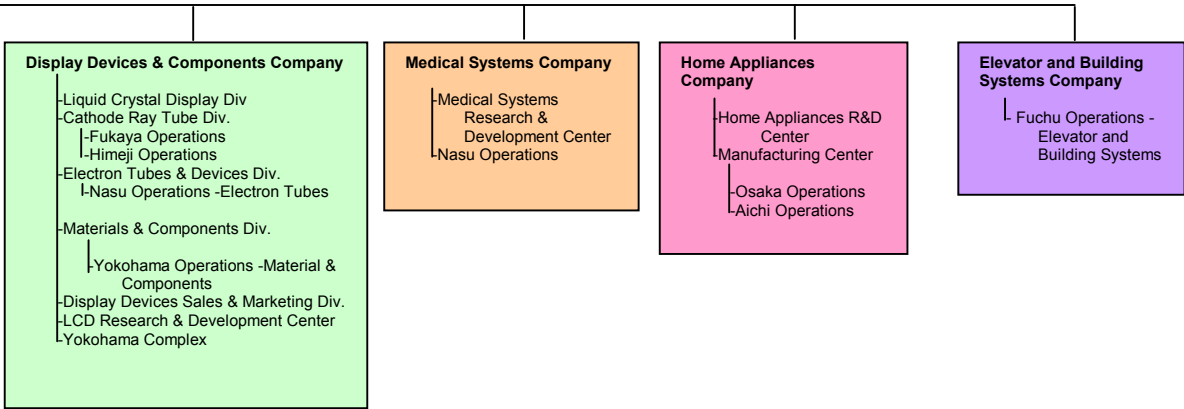
Note: U.S. dollar amounts have been converted at the rate of US\$1=¥106, for convenience only.





[Corporate Support Services]

Legal Affairs Div	Occupational Safety & Health Center	International Div. └ Overseas Offices Moscow, Johannesburg, Baghdad, Abu Dhabi, Beijing, Shanghai, Manila, Bangkok, Jakarta, New Delhi
Intellectual Property Div	Corporate Marketing Div.	
Export Control Div.	Design Center	
Corporate Research & Development Center	Customer Satisfaction Center	
Corporate Manufacturing Engineering Center	Lifestyle-Electronics Marketing Coordination Div.	
Environmental Protection & Recycling Planning Center	Employee Affairs Service Center	
Information Systems Center	Procurement Center	



- Offices
- Subsidiaries and affiliates
- Manufacturing sites

North America



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- **Toshiba America Research, Inc.**
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- **Toshiba America Medical Systems, Inc.**
 - Tustin
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Tel: (714) 730-5000/(800) 421-1968
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- **Toshiba America MRI Inc.**
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- **Dominion Semiconductor, L.L.C.**
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Tel: (812) 377-3188 Fax: (812) 377-3189



Latin America

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- **Toshiba Electromex, S.A. de C.V**
 - Ciudad Juarez
Ave. Rio Bravo 1230, Parque Industrial Rio Bravo, Zaragoza, D.B. Chihuahua, Mexico
Tel: (16) 82-03-40/(16) 82-03-41 Fax: (915) 858-0426
- **GE Toshiba Turbine Components de Mexico S.R.L de C.V**
 - Cienega de Flores
Ave. Texas #230 Parque Industrial Nacional, Cienega de Flores, N.L. Mexico CP. 65550
Tel: (8)154-1401 Fax: (8)1541404
- **Toshiba de Venezuela C.A.**
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