

Data Section

Consolidated Financial Summary	48
Consolidated Balance Sheets	50
Consolidated Statements of Operations	52
Quarterly Performance Highlights	52
Consolidated Statements of Cash Flows	53
Industry Segment Performance	54
Geographic Segment Performance	55
Long-term Debt	55
Organization Chart	56
Global Network	58
Consolidated Subsidiaries / Affiliated Companies Accounted for by the Equity Method	60
Stock / Shareholders Information	61
Corporate History	62

Major indices of the Data Section have been compiled chronologically based on the fiscal years. For the details of financial information for the year ended March 31, 2008, please refer to the "Financial Review 2008."

Consolidated Financial Summary

	'98/3	'99/3	'00/3	'01/3
Net Sales, Operating Income (Loss) and Net Income (Loss)				
Net sales	¥5,458.5	¥5,300.9	¥5,749.4	¥5,951.4
Cost of sales	3,960.2	3,890.6	4,254.4	4,323.5
Selling, general and administrative expenses	1,416.0	1,379.8	1,394.0	1,395.7
Operating income (loss)	82.3	30.5	101.0	232.1
Income (loss) before income taxes and minority interest	30.6	13.2	(39.2)	197.5
Income taxes	17.3	20.9	(4.5)	96.1
Net income (loss)	14.7	(9.1)	(32.9)	96.2
EBITDA* ¹	378.5	378.3	352.9	578.4
Profitability Ratios				
Operating income ratio (%)	1.5	0.6	1.8	3.9
Return on sales (%)	0.3	(0.2)	(0.6)	1.6
Cost of sales ratio (%)	72.6	73.4	74.0	72.6
Selling, general and administrative expenses ratio (%)	25.9	26.0	24.2	23.5
Total Assets, Total Shareholders' Equity and Interest-bearing Debt				
Total assets	6,166.3	6,101.9	5,780.0	5,724.6
Total shareholders' equity	1,305.9	1,128.8	1,060.1	1,047.9
Interest-bearing debt	2,260.8	2,181.7	1,967.3	1,787.6
Long-term debt	1,012.4	1,178.4	1,121.9	990.3
Short-term debt	1,248.4	1,003.3	845.4	797.3
Shareholders' equity ratio (%) ^{*2}	21.2	18.5	18.3	18.3
Debt/equity ratio (Times) ^{*3}	1.7	1.9	1.9	1.7
R&D, Capital Expenditures, Depreciation				
R&D expenditures	322.9	316.7	334.4	327.9
Capital expenditures (Property, plant and equipment)	339.6	375.5	298.5	269.5
Depreciation (Property, plant and equipment)	291.4	309.8	329.6	308.3
Return Indicators				
Return on equity (ROE) (%) ^{*4}	1.1	(0.7)	(3.0)	9.1
Return on total assets (ROA) (%) ^{*5}	0.2	(0.1)	(0.6)	1.7
Efficiency Indicators				
Inventory turnover (Times) ^{*6}	5.27	5.30	6.27	7.18
Total assets turnover (Times) ^{*7}	0.90	0.86	0.97	1.03
Inventory turnover (Days) ^{*8}	69.21	66.85	58.25	50.81
Cash Flows				
Net cash provided by operating activities	272.8	264.9	435.9	453.6
Net cash used in investing activities	(300.2)	(280.1)	(293.2)	(176.7)
Net cash provided by (used in) financing activities	65.6	(94.3)	(158.7)	(285.6)
Effect of exchange rate changes on cash and cash equivalents	(2.6)	(8.7)	(16.6)	31.1
Net increase (decrease) in cash and cash equivalents	35.5	(118.2)	(32.5)	22.4
Cash and cash equivalents at end of year	615.9	497.8	465.2	487.6
Liquidity Indicators				
Debt/cash flow ratio (%) ^{*9}	14.64	13.68	15.23	23.22
Interest coverage ratio (Times) ^{*10}	1.9	1.0	2.8	6.1
Corporate Value				
Free cash flow ^{*11}	(27.4)	(15.1)	142.8	276.9
Market capitalization ^{*12}	1,738.3	2,604.2	3,367.1	2,356.3
Other Data				
Number of employees (Consolidated) (Thousands)	186	198	191	188
Number of employees (Non-Consolidated) (Thousands)	66	63	58	53
Ratios of Consolidated to Non-Consolidated Performance (Times) (Net sales)	1.5	1.6	1.6	1.6

* ¥48.9 billion, ¥4.8 billion and ¥4.1 billion of "Subsidy received on return of substitutional portion of Employees' Pension Fund Plan, net of settlement loss of ¥188.1 billion in 2004, ¥8.0 billion in 2005, ¥5.0 billion in 2006" are classified as a reduction of selling, general and administrative expenses for the years ended March 31, 2004, 2005 and 2006, respectively.

* Operating income (loss) has been determined under financial reporting practices generally accepted in Japan and is defined as net sales less cost of sales and selling, general and administrative expenses.

* Beginning with the fiscal year ended March 31, 2001, Toshiba has adopted Statement of Financial Accounting Standards (SFAS) No. 115, "Accounting for Certain Investments in Debt and Equity Securities." Prior-period data for the fiscal years ended March 31, 1998 through 2000, has been restated to conform with SFAS No. 115.

* Beginning with the fiscal year ended March 31, 2006, equity in earnings (losses) of affiliates has been included in income (loss) before income taxes and minority interest, prior-period data for the fiscal years ended March 31, 1998 through 2005 has been reclassified to conform with the current classification.

(Billions of yen)

	'02/3	'03/3	'04/3	'05/3	'06/3	'07/3	'08/3
	¥5,394.0	¥5,655.8	¥5,579.5	¥5,836.1	¥6,343.5	¥7,116.4	¥7,668.1
	4,070.1	4,146.5	4,075.3	4,296.6	4,659.8	5,312.2	5,759.9
	1,437.5	1,393.8	1,329.6	1,384.8	1,443.1	1,545.8	1,670.1
	(113.6)	115.5	174.6	154.8	240.6	258.4	238.1
	(374.2)	55.7	135.8	111.2	178.2	298.5	255.6
	(113.9)	48.5	102.2	55.9	90.1	145.4	113.4
	(254.0)	18.5	28.8	46.0	78.2	137.4	127.4
	(18.1)	340.8	405.4	374.3	457.0	623.3	675.5
	(2.1)	2.0	3.1	2.7	3.8	3.6	3.1
	(4.7)	0.3	0.5	0.8	1.2	1.9	1.7
	75.5	73.3	73.0	73.6	73.5	74.6	75.1
	26.6	24.6	24.7	23.7	22.7	21.7	21.8
	5,407.8	5,238.9	4,462.2	4,571.4	4,727.1	5,932.0	5,935.6
	705.3	571.1	755.0	815.5	1,002.2	1,108.3	1,022.3
	1,818.5	1,653.4	1,199.5	1,111.4	917.5	1,158.5	1,261.0
	888.7	882.0	701.9	683.4	611.4	956.2	740.7
	929.8	771.4	497.6	428.0	306.1	202.3	520.3
	13.0	10.9	16.9	17.8	21.2	18.7	17.2
	2.6	2.9	1.6	1.4	0.9	1.0	1.2
	326.2	331.5	336.7	348.0	372.4	394.0	393.3
	348.2	230.5	227.3	318.4	338.8	375.3	465.0
	311.2	237.9	223.9	215.8	228.6	259.9	340.9
	(29.0)	2.9	4.3	5.9	8.6	13.0	12.0
	(4.6)	0.3	0.6	1.0	1.7	2.6	2.1
	7.13	8.55	8.87	9.13	9.65	9.71	9.28
	0.97	1.06	1.15	1.29	1.36	1.34	1.29
	51.19	42.69	41.15	40.00	37.83	37.61	39.34
	149.2	271.6	322.7	305.5	501.4	561.5	247.1
	(325.6)	(148.0)	(189.5)	(243.1)	(303.4)	(712.8)	(322.7)
	53.5	(159.8)	(132.7)	(92.3)	(235.3)	154.8	46.6
	5.8	(7.2)	(8.3)	5.6	13.2	34.9	(31.7)
	(117.2)	(43.3)	(7.8)	(24.2)	(24.1)	38.4	(60.7)
	370.4	327.1	319.3	295.0	270.9	309.3	248.6
	4.01	16.09	19.47	24.87	32.77	41.46	41.96
	(3.3)	5.3	8.9	7.6	10.3	8.9	6.7
	(176.4)	123.6	133.2	62.4	198.0	(151.3)	(75.6)
	1,815.5	1,007.6	1,519.4	1,442.1	2,201.8	2,533.4	2,155.9
	176	166	161	165	172	191	198
	46	40	32	31	32	32	33
	1.7	1.7	1.9	2.1	1.9	2.0	2.1

*1. EBITDA = Income (loss) before income taxes and minority interest + Interest + Depreciation

*2. Shareholders' equity ratio (%) = Total shareholders' equity / Total assets × 100

*3. Debt/equity ratio (Times) = Interest-bearing debt / Total shareholders' equity

*4. Return on equity (ROE) (%) = Net income (loss) / Average total shareholders' equity × 100

*5. Return on total assets (ROA) (%) = Net income (loss) / Average total assets × 100

*6. Inventory turnover (Times) = Net sales / Average inventory

*7. Total assets turnover (Times) = Net sales / Average total assets

*8. Inventory turnover (Days) = 365 / Inventory turnover

*9. Debt/cash flow ratio (%) = (Net income (loss) + Depreciation and amortization) / Average interest-bearing debt × 100

*10. Interest coverage ratio (Times) = (Operating income (loss) + Interest and dividends) / Interest expense

*11. Free cash flow = Net cash provided by operating activities – Net cash used in investing activities

*12. Market capitalization = Common stock price [Year-end/Yen/Close] × Total issued shares

Consolidated Balance Sheets

(Millions of yen)

	'04/3	'05/3	'06/3	'07/3	'08/3
ASSETS					
Current Assets:					
Cash and cash equivalents	¥ 319,277	¥ 295,003	¥ 270,921	¥ 309,312	¥ 248,649
Notes and accounts receivable, trade					
Notes	101,624	95,207	101,208	106,395	80,312
Accounts	962,216	1,052,288	1,181,943	1,295,808	1,253,108
Allowance for doubtful notes and accounts	(27,682)	(26,599)	(28,671)	(30,599)	(21,417)
Finance receivables, net	17,271	0	0	0	0
Inventories	629,044	649,998	664,922	801,513	851,452
Deferred tax assets	114,425	131,144	146,655	138,714	148,531
Prepaid expenses and other current assets	236,244	277,278	309,638	370,064	368,747
	2,352,419	2,474,319	2,646,616	2,991,207	2,929,382
Long-term Receivables and Investments:					
Long-term receivables	21,808	19,090	18,883	19,329	7,423
Long-term finance receivables, net	29,887	0	0	0	0
Investments in and advances to affiliates	191,391	193,266	228,402	240,249	321,166
Marketable securities and other investments	197,901	194,191	240,456	250,536	264,149
	440,987	406,547	487,741	510,114	592,738
Property, Plant and Equipment:					
Land	165,255	169,464	161,503	156,445	128,210
Buildings	1,070,607	1,064,760	1,084,433	1,146,350	1,160,549
Machinery and equipment	2,311,773	2,349,258	2,402,752	2,594,284	2,598,042
Construction in progress	51,897	60,547	64,345	104,612	215,937
	3,599,532	3,644,029	3,713,033	4,001,691	4,102,738
Less—Accumulated depreciation	(2,481,287)	(2,479,846)	(2,536,483)	(2,681,489)	(2,770,560)
	1,118,245	1,164,183	1,176,550	1,320,202	1,332,178
Other Assets:					
Deferred tax assets	375,244	348,713	237,334	211,336	285,757
Other	175,305	177,650	178,872	899,103	795,582
	550,549	526,363	416,206	1,110,439	1,081,339
	¥4,462,200	¥4,571,412	¥4,727,113	¥5,931,962	¥5,935,637

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(Millions of yen)

	'04/3	'05/3	'06/3	'07/3	'08/3
LIABILITIES AND SHAREHOLDERS' EQUITY					
Current Liabilities:					
Short-term borrowings	¥ 306,711	¥ 197,765	¥ 142,530	¥ 71,626	¥ 257,831
Current portion of long-term debt	190,821	230,285	163,558	130,703	262,422
Notes payable, trade	81,827	67,291	63,574	59,592	55,870
Accounts payable, trade	795,594	906,248	1,037,048	1,305,639	1,168,389
Accounts payable, other and accrued expenses	320,640	349,009	411,220	508,888	516,046
Accrued income and other taxes	37,029	46,561	48,725	77,625	89,763
Advance payments received	179,912	134,326	144,362	229,635	248,280
Other current liabilities	287,094	335,358	397,953	427,583	387,386
	2,199,628	2,266,843	2,408,970	2,811,291	2,985,987
Long-Term Liabilities:					
Long-term debt	701,924	683,396	611,430	956,156	740,710
Accrued pension and severance costs	601,566	581,598	474,198	540,216	634,589
Other liabilities	68,293	79,361	72,025	191,263	182,175
	1,371,783	1,344,355	1,157,653	1,687,635	1,557,474
Minority Interest in Consolidated Subsidiaries	135,799	144,707	158,325	324,715	369,911
Shareholders' Equity:					
Common stock	274,926	274,926	274,926	274,926	280,126
Additional paid-in capital	285,736	285,736	285,743	285,765	290,936
Retained earnings	481,227	511,185	570,080	681,795	774,461
Accumulated other comprehensive loss	(285,894)	(254,753)	(126,509)	(131,228)	(322,214)
Treasury stock, at cost	(1,005)	(1,587)	(2,075)	(2,937)	(1,044)
	754,990	815,507	1,002,165	1,108,321	1,022,265
Commitments and contingent liabilities	¥4,462,200	¥4,571,412	¥4,727,113	¥5,931,962	¥5,935,637

(Millions of yen)

	'04/3	'05/3	'06/3	'07/3	'08/3
Accumulated Other Comprehensive Loss:					
Unrealized gains on securities	¥ 26,825	¥ 33,479	¥ 57,246	¥ 80,801	¥ 53,461
Foreign currency translation adjustments	(79,290)	(68,849)	(32,019)	(21,938)	(117,552)
Minimum pension liability adjustment	(234,283)	(219,315)	(151,351)	—	—
Pension liability adjustment	—	—	—	(190,118)	(256,839)
Unrealized gains (losses) on derivative instruments	854	(68)	(385)	27	(1,284)

Consolidated Statements of Operations

(Millions of yen)

	'04/3	'05/3	'06/3	'07/3	'08/3
Sales and Other Income:					
Net sales	¥5,579,506	¥5,836,139	¥6,343,506	¥7,116,350	¥7,668,076
Subsidy received on return of substitutional portion of Employees' Pension Fund Plan, (net of settlement loss of ¥188,106 million in '04/3, ¥7,992 million in '05/3 and ¥5,045 million in '06/3)	48,945	4,836	4,085	—	—
Interest and dividends	10,470	10,564	13,485	24,375	26,865
Equity in earnings of affiliates	—	665	—	27,878	28,023
Other income	88,394	58,156	49,605	155,270	212,839
	5,727,315	5,910,360	6,410,681	7,323,873	7,935,803
Costs and Expenses:					
Cost of sales	4,075,336	4,296,572	4,659,795	5,312,179	5,759,840
Selling, general and administrative	1,378,529	1,389,596	1,447,186	1,545,807	1,670,137
Interest	20,832	21,749	24,601	31,934	39,827
Equity in losses of affiliates	9,271	—	4,452	—	—
Other expense	107,577	91,211	96,470	135,493	210,441
	5,591,545	5,799,128	6,232,504	7,025,413	7,680,245
Income before Income Taxes and Minority Interest					
	135,770	111,232	178,177	298,460	255,558
Income Taxes:					
Current	50,092	50,419	57,051	88,911	102,745
Deferred	52,145	5,525	33,091	56,444	10,635
Income before minority interest	33,533	55,288	88,035	153,105	142,178
Minority interest in income (loss) of consolidated subsidiaries	4,708	9,247	9,849	15,676	14,765
Net income	¥ 28,825	¥ 46,041	¥ 78,186	¥ 137,429	¥ 127,413

Quarterly Performance Highlights

(Millions of yen)

	1st quarter		2nd quarter		3rd quarter		4th quarter	
	'07/3	'08/3	'07/3	'08/3	'07/3	'08/3	'07/3	'08/3
Net sales	¥1,452,796	¥1,664,591	¥1,709,230	¥2,025,343	¥1,793,271	¥1,878,511	¥2,161,053	¥2,099,631
Operating income (loss)	20,840	21,182	44,312	61,338	55,907	42,061	137,305	113,518
Net income (loss)	4,041	20,632	34,787	25,025	72,428	80,505	26,173	1,251
Earnings per share (Basic) (¥)	1.26	6.42	10.82	7.75	22.54	24.88	8.14	0.39

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Consolidated Statements of Cash Flows

(Millions of yen)

	'04/3	'05/3	'06/3	'07/3	'08/3
Cash Flows from Operating Activities:					
Net income	¥ 28,825	¥ 46,041	¥ 78,186	¥137,429	¥127,413
Adjustments to reconcile net income to net cash provided by operating activities—					
Depreciation and amortization	248,831	241,362	254,217	292,875	380,160
Provisions for pension and severance costs, less payments	(8,001)	2,641	4,809	(22,720)	(19,035)
Deferred income tax provision (benefit)	52,145	5,525	33,091	56,444	10,635
Equity in (earnings) losses of affiliates	13,625	5,816	20,023	(12,579)	(13,340)
(Gain) loss from sales, disposal and impairment of property and securities, net	(2,471)	3,351	18,070	(79,416)	(146,369)
Minority interest in income (loss) of consolidated subsidiaries	4,708	9,247	9,849	15,676	14,765
(Increase) decrease in notes and accounts receivable, trade	(10,841)	(63,750)	(86,420)	(51,620)	29,138
(Increase) decrease in finance receivables, net	66,564	(3,927)	0	0	0
(Increase) decrease in inventories	(35,852)	(10,107)	31,927	(82,926)	(64,688)
Increase (decrease) in notes and accounts payable, trade	(21,239)	82,427	90,482	220,619	(115,047)
Increase (decrease) in accrued income and other taxes	(12,493)	9,722	816	23,353	18,283
Increase (decrease) in advance payments received	(47,050)	(51,263)	(7,121)	29,459	47,617
Other	45,911	28,448	53,497	34,880	(22,404)
Net cash provided by operating activities	322,662	305,533	501,426	561,474	247,128
Cash Flows from Investing Activities:					
Proceeds from sale of property, plant and equipment	39,908	42,094	81,503	112,015	212,064
Proceeds from sale of securities	53,469	34,138	12,379	9,586	2,805
Acquisition of property, plant and equipment	(199,127)	(271,635)	(316,702)	(376,707)	(407,692)
Purchase of securities	(53,170)	(12,397)	(14,940)	(13,508)	(82,898)
(Increase) decrease in investments in affiliates	20,570	(7,051)	(20,872)	51,044	(41,367)
Other	(51,116)	(28,255)	(44,753)	(495,212)*	(5,614)
Net cash used in investing activities	(189,466)	(243,106)	(303,385)	(712,782)	(322,702)
Cash Flows from Financing Activities:					
Proceeds from long-term debt	338,222	251,563	108,393	467,717	190,524
Repayment of long-term debt	(371,554)	(211,280)	(250,884)	(199,570)	(283,013)
Increase (decrease) in short-term borrowings, net	(63,389)	(105,416)	(60,638)	(81,305)	187,321
Dividends paid	(11,720)	(17,104)	(22,808)	(30,431)	(46,406)
Proceeds from stock offering by subsidiaries	14,366	—	—	—	—
Repurchase of subsidiary common stock	(1,182)	(634)	(86)	(829)	(715)
Redemption of subsidiary preferred stock	(35,000)	—	—	—	—
Purchase of treasury stock, net	(195)	(586)	(481)	(841)	(1,138)
Other	(2,281)	(8,867)	(8,794)	55	—
Net cash provided by (used in) financing activities	(132,733)	(92,324)	(235,298)	154,796	46,573
Effect of Exchange Rate Changes on Cash and Cash Equivalents	(8,284)	5,623	13,175	34,903	(31,662)
Net Increase (Decrease) in Cash and Cash Equivalents	(7,821)	(24,274)	(24,082)	38,391	(60,663)
Cash and Cash Equivalents at Beginning of Year	327,098	319,277	295,003	270,921	309,312
Cash and Cash Equivalents at End of Year	¥319,277	¥295,003	¥270,921	¥309,312	¥248,649
Supplemental Disclosure of Cash Flow Information:					
Cash paid during the year for—					
Interest	¥ 27,852	¥ 21,761	¥ 24,538	¥ 30,892	¥ 40,356
Income taxes	¥ 58,496	¥ 38,539	¥ 62,925	¥ 59,272	¥107,431

*Includes the acquisition of Westinghouse Group in the amount of ¥461,338 million.

Industry Segment Performance

(Billions of yen)

	'04/3	Change (%)	'05/3	Change (%)	'06/3	Change (%)	'07/3	Change (%)	'08/3	Change (%)
Digital Products										
Net sales	¥2,009.4	(3.1)	¥2,224.2	10.7	¥2,536.5	14.0	¥2,805.5	10.6	¥2,951.2	5.2
Share of net sales (%)	32.9	—	35.1	—	36.9	—	36.6	—	35.7	—
Operating income (loss)	(23.8)	—	7.3	—	20.9	187.1	15.8	(24.3)	15.0	(4.6)
Operating income ratio (%)	(1.2)	—	0.3	—	0.8	—	0.6	—	0.5	—
Number of employees	42,000	—	43,000	2.4	45,000	4.7	46,000	2.2	49,000	6.5
R&D expenditures	94.7	—	101.7	7.4	108.3	6.5	118.5	9.4	118.3	(0.2)
Depreciation	35.5	3.5	32.6	(8.3)	32.1	(1.5)	42.5	32.5	38.5	(9.5)
Capital expenditures	48.6	38.4	36.5	(24.9)	44.2	21.2	40.5	(8.3)	37.5	(7.4)
Total assets	872.6	(3.6)	966.1	10.7	1,092.1	13.0	1,242.6	13.8	1,290.4	3.9
Electronic Devices										
Net sales	1,283.6	0.7	1,307.2	1.8	1,388.1	6.2	1,657.3	19.4	1,738.5	4.9
Share of net sales (%)	21.0	—	20.7	—	20.2	—	21.6	—	21.0	—
Operating income	117.0	267.3	92.5	(20.9)	123.3	33.3	119.7	(2.9)	74.1	(38.1)
Operating income ratio (%)	9.1	—	7.1	—	8.9	—	7.2	—	4.3	—
Number of employees	35,000	—	33,000	(5.7)	33,000	0.0	35,000	6.1	35,000	0.0
R&D expenditures	156.9	—	164.5	4.9	174.5	6.1	174.2	(0.2)	166.2	(4.6)
Depreciation	112.5	(10.6)	132.7	18.0	148.0	11.6	169.1	14.3	229.5	35.7
Capital expenditures	136.2	17.7	239.3	75.8	239.5	0.0	269.7	12.6	367.4	36.2
Total assets	1,241.5	0.7	1,271.0	2.4	1,323.7	4.1	1,449.8	9.5	1,552.8	7.1
Social Infrastructure										
Net sales	1,714.1	(6.0)	1,765.3	3.0	1,882.3	6.6	2,067.7	9.9	2,419.0	17.0
Share of net sales (%)	28.0	—	27.9	—	27.4	—	27.0	—	29.3	—
Operating income	58.6	49.7	48.6	(17.1)	76.5	57.6	96.8	26.4	131.3	35.7
Operating income ratio (%)	3.4	—	2.8	—	4.1	—	4.7	—	5.4	—
Number of employees	36,000	—	54,000	50.0	57,000	5.6	67,000	17.5	70,000	4.5
R&D expenditures	62.2	—	61.7	(0.8)	70.9	14.9	82.2	16.0	88.3	7.4
Depreciation	37.7	(11.9)	34.6	(8.1)	35.0	1.1	41.8	19.4	59.9	43.3
Capital expenditures	27.6	(20.1)	36.6	32.4	44.1	20.4	58.8	33.4	67.7	15.2
Total assets	1,529.2	(8.5)	1,493.2	(2.4)	1,578.0	5.7	2,385.3	51.2	2,338.0	(2.0)
Home Appliances										
Net sales	637.3	0.6	661.0	3.7	687.5	4.0	748.9	8.9	774.3	3.4
Share of net sales (%)	10.4	—	10.4	—	10.0	—	9.8	—	9.4	—
Operating income (loss)	3.5	(16.0)	(3.3)	—	2.7	—	9.7	257.0	3.9	(59.6)
Operating income ratio (%)	0.5	—	(0.5)	—	0.4	—	1.3	—	0.5	—
Number of employees	18,000	—	22,000	22.2	25,000	13.6	27,000	8.0	28,000	3.7
R&D expenditures	18.4	—	19.0	3.0	17.7	(6.5)	18.7	5.5	19.2	2.7
Depreciation	18.8	0.3	18.0	(3.9)	16.6	(7.8)	18.3	9.9	22.7	24.1
Capital expenditures	19.3	(9.1)	22.0	13.9	27.4	24.5	24.7	(9.8)	20.0	(19.1)
Total assets	371.9	(3.4)	390.2	4.9	400.8	2.7	438.8	9.5	439.0	0.0
Others										
Net sales	472.7	(3.7)	371.6	(21.4)	379.8	2.2	391.6	3.1	384.6	(1.8)
Share of net sales (%)	7.7	—	5.9	—	5.5	—	5.1	—	4.6	—
Operating income	18.8	21.3	9.8	(47.7)	18.0	82.1	18.7	4.2	14.7	(21.6)
Operating income ratio (%)	4.0	—	2.7	—	4.7	—	4.8	—	3.8	—
Number of employees	30,000	—	13,000	(56.7)	12,000	(7.7)	16,000	33.3	16,000	0.0
R&D expenditures	4.5	—	1.1	(75.0)	1.0	(12.2)	0.4	(66.1)	1.3	370.1
Depreciation	44.4	13.0	23.5	(47.1)	22.5	(4.3)	21.2	(5.8)	29.6	39.7
Capital expenditures	23.0	(54.2)	8.1	(64.9)	7.7	(4.2)	16.1	108.5	9.4	(41.5)
Total assets	479.4	(55.6)	515.4	7.5	442.4	(14.2)	479.2	8.3	379.3	(20.8)

Geographic Segment Performance

(Billions of yen)

	'04/3	'05/3	'06/3	'07/3	'08/3
Net Sales					
Japan	¥4,935.9	¥5,015.3	¥5,464.4	¥5,993.1	¥6,144.6
Overseas	2,437.2	2,783.6	3,147.9	3,680.0	4,216.5
Asia	1,186.2	1,355.2	1,521.4	1,724.1	1,855.3
North America	686.9	765.3	888.5	1,028.4	1,208.2
Europe	504.4	596.9	658.7	830.2	1,039.5
Other	59.7	66.2	79.3	97.3	113.5
Eliminations	(1,793.6)	(1,962.8)	(2,268.8)	(2,556.7)	(2,693.0)
Consolidated	5,579.5	5,836.1	6,343.5	7,116.4	7,668.1
Operating Income (Loss)					
Japan	148.7	112.8	191.9	204.1	152.9
Overseas	24.6	42.1	48.4	44.4	74.6
Asia	13.4	20.5	22.1	26.1	37.6
North America	6.6	15.6	18.1	7.8	7.6
Europe	3.9	5.1	6.1	7.2	25.6
Other	0.7	0.9	2.1	3.3	3.8
Eliminations	1.3	(0.1)	0.3	9.9	10.6
Consolidated	174.6	154.8	240.6	258.4	238.1

Long-term Debt

(Millions of yen)

	'07/3 Amount	'08/3 Amount
Loans, principally from banks and insurance companies, due 2007 to 2029 with weighted-average interest rate of 1.18% at March 31, 2007 and due 2008 to 2029 with weighted-average interest rate of 1.29% at March 31, 2008	Secured ¥ 5,102 Unsecured ¥525,815	Secured ¥ 4,268 Unsecured ¥532,352
Unsecured yen bonds, due 2007 to 2016 with interest ranging from 1.08% to 3.025% at March 31, 2007 and due 2008 to 2016 with interest ranging from 1.08% to 2.300% at March 31, 2008	290,934	213,307
Zero Coupon Convertible Bonds with stock acquisition rights: Due 2009 convertible currently at ¥587 per share Due 2011 convertible currently at ¥542 per share	50,000 100,000	41,430 95,310
Euro yen medium-term notes, due 2007 to 2008 with interest ranging from 0.78% to 2.34% at March 31, 2007 and due 2008 with interest rate of 2.34% at March 31, 2008	3,000	1,000
Euro yen medium-term notes of subsidiaries, due 2007 to 2015 with interest ranging from 0.61% to 2.60% at March 31, 2007 and due 2008 to 2015 with interest ranging from 0.77% to 2.60% at March 31, 2008	69,301	58,881
Euro medium-term note of a subsidiary, due 2008 with interest rate of 4.41% at March 31, 2008	—	7,938
Capital lease obligations	42,707	48,646
	1,086,859	1,003,132
Less-Portion due within one year	(130,703)	(262,422)
	¥956,156	¥740,710

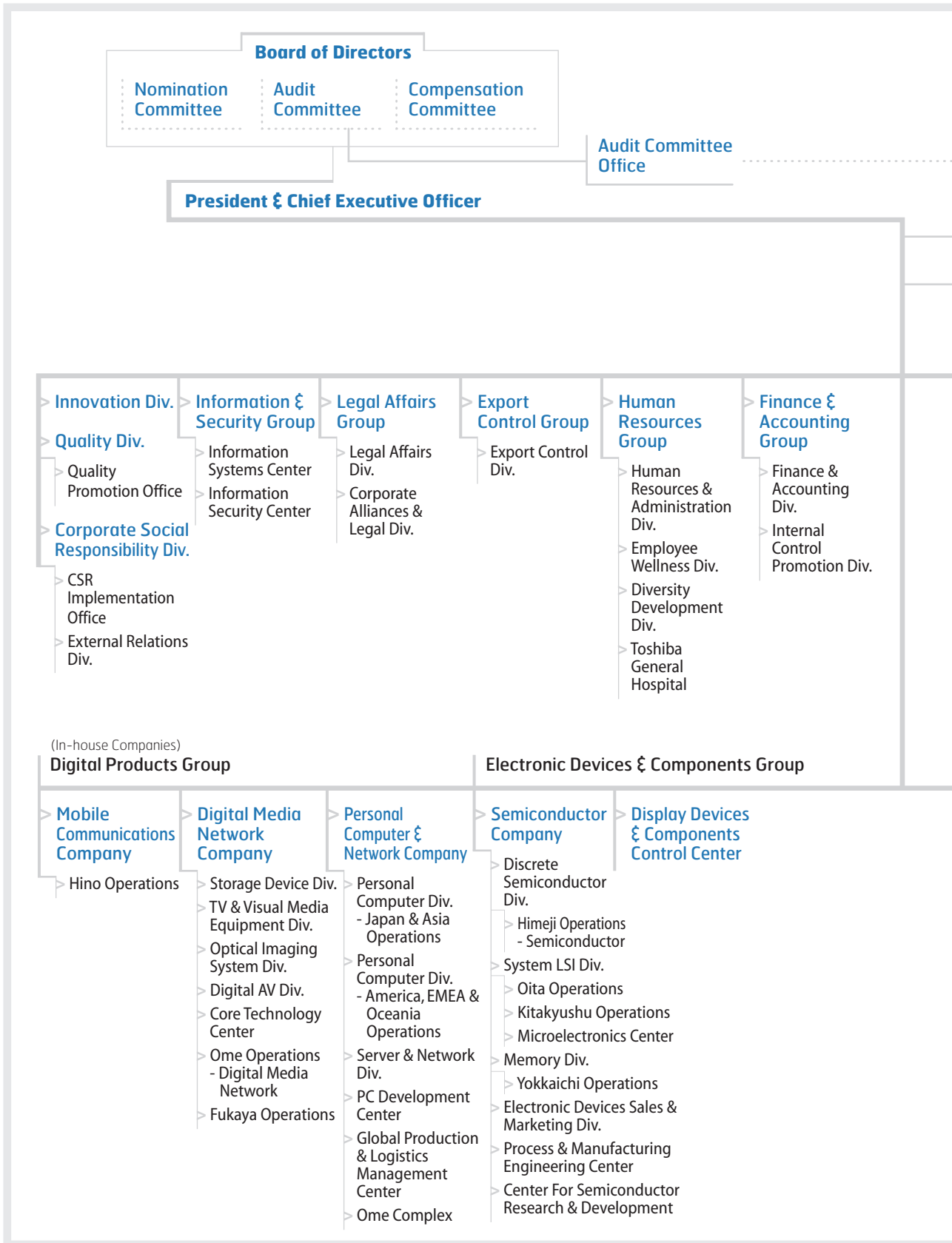
The aggregate annual maturities of long-term debt, excluding those of capital lease obligations, are as follows:

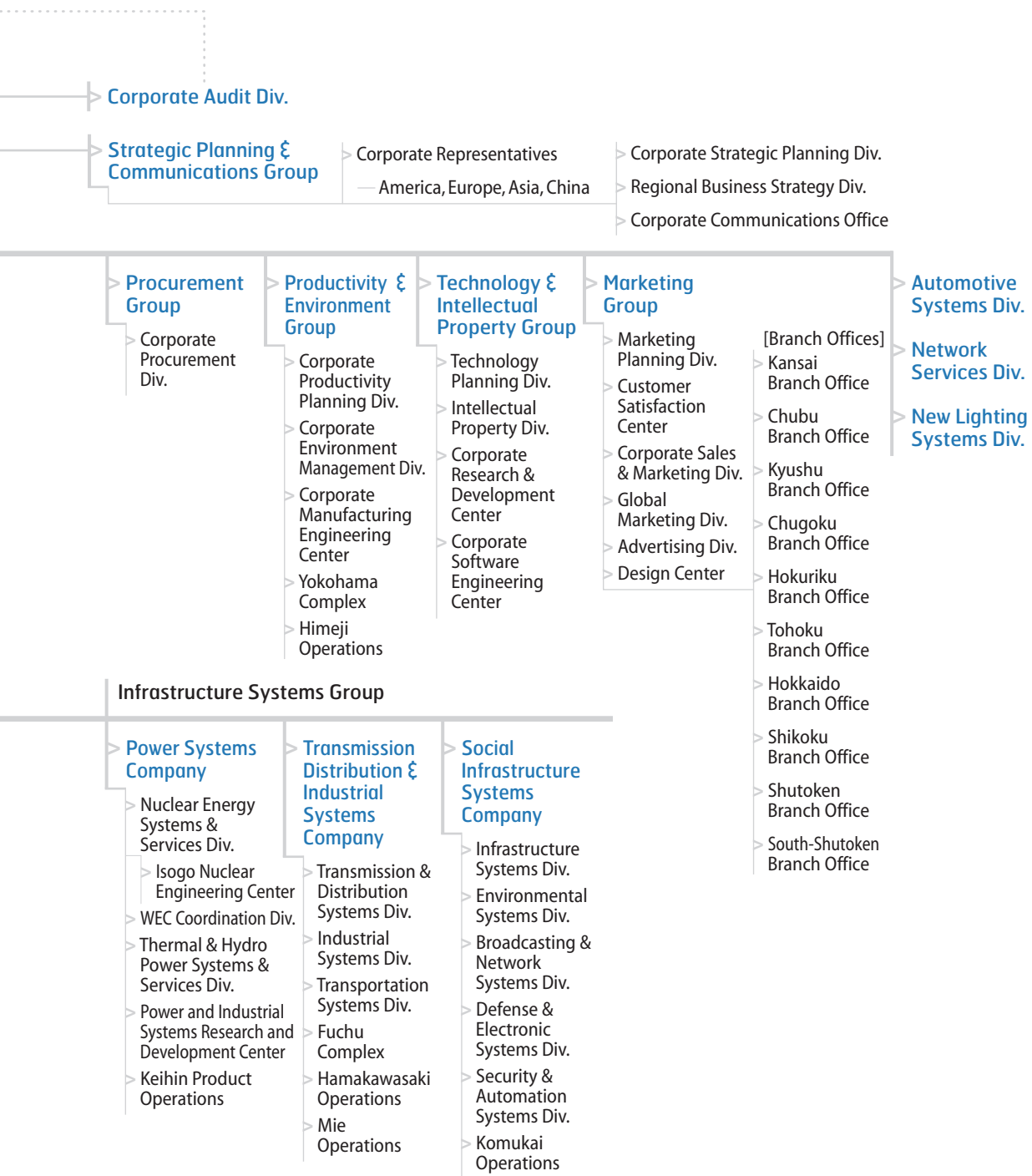
(Millions of yen)

	As of March 31, 2007	As of March 31, 2008
'08/3	¥ 116,290	¥ —
'09/3	220,692	246,675
'10/3	228,506	227,674
'11/3	174,608	177,452
'12/3	119,558	116,731
'13/3 and thereafter	184,498	—
'13/3	—	126,051
'14/3 and thereafter	—	59,903
Total	¥1,044,152	¥ 954,486

For more information on corporate bond and ratings, please visit our IR web site at
<http://www.toshiba.co.jp/about/ir/en/stock/bond.htm>

Organization Chart





(As of June 25, 2008)

Overseas Offices

EUROPE

Moscow

AFRICA

Johannesburg

MIDDLE EAST

Baghdad

Overseas Subsidiaries & Affiliates

NORTH AMERICA

Canada

- Toshiba of Canada, Ltd.
- Toshiba TEC Canada Inc.

U.S.A.

- Toshiba America, Inc.
- Toshiba America Capital Corporation
- Toshiba America Research, Inc.
- Toshiba America Information Systems, Inc.
- Toshiba America Consumer Products, L.L.C.
- Toshiba International Corporation
- Toshiba America Nuclear Energy Corporation
- ReGENco L.L.C.
- Hydro Power Service, L.L.C.
- ST Inverter America, Inc.
- Toshiba America Electronic Components, Inc.
- Toshiba America Medical Systems, Inc.
- Toshiba Nuclear Energy Holdings (US) Inc.
- Westinghouse Electric Company L.L.C.
- Toshiba TEC America Retail Information Systems, Inc.
- Toshiba America Business Solutions, Inc.
- Harison Toshiba Lighting (U.S.A.), Inc.

LATIN AMERICA

Mexico

- Toshiba de Mexico, S.A. de C.V.
- Toshiba Electromex, S.A. de C.V.
- GE Toshiba Turbine Components de Mexico S.R.L de C.V.

Venezuela

- Toshiba de Venezuela C.A.

Brazil

- Toshiba Representacao Comercial do Brasil Ltda.
- Semp Toshiba Amazonas S.A.
- T and S Servicos Industrias Ltda.
- Toshiba Electronics do Brasil Ltda.
- Toshiba do Brasil, S.A.
- Toshiba Transmissao e Distribuicao do Brasil Ltda.
- Toshiba Medical do Brasil Ltda.

EUROPE

UK

- Toshiba of Europe Ltd.
- Toshiba International Finance (UK) Plc.
- Toshiba Research Europe Ltd.
- Toshiba Information Systems (UK) Ltd.
- Toshiba International (Europe) Ltd.
- Toshiba TEC U.K. Imaging Systems Ltd.
- Toshiba Medical Systems Ltd.
- Toshiba Carrier UK Ltd.

Sweden

- Toshiba TEC Nordic AB

The Netherlands

- Toshiba International Finance (Netherlands) B.V.
- Toshiba TEC Netherlands Retail Information Systems B.V.
- Toshiba Medical Systems Europe B.V.

Belgium

- Toshiba TEC Europe Retail Information Systems S.A.
- Toshiba Medical Systems NV/SA

Germany

- Toshiba Europe GmbH
- Toshiba Electronics Europe GmbH
- Toshiba TEC Germany Imaging Systems GmbH
- Toshiba Medical Systems GmbH

France

- Toshiba Systèmes (France) S.A.
- Schneider Toshiba Inverter S.A.S.
- Schneider Toshiba Inverter Europe S.A.S.
- Toshiba TEC France Imaging Systems S.A.
- Toshiba TEC Europe Imaging Systems S.A.
- Toshiba Medical France S.A.
- Toshiba Lighting Products (France) S.A.

Austria

- STI Power Drives GmbH
- Toshiba Medical Systems GmbH

Switzerland

- Toshiba TEC Switzerland AG
- Toshiba Medical Systems AG (Switzerland)

Poland

- Toshiba Television Central Europe Sp. z o. o.
- Toshiba TEC Poland S.A.
- TEC Polska Sp. z o. o.

Italy

- Toshiba TEC Italia Imaging Systems S.P.A.
- TEC Italia, S.R.L.
- Toshiba Medical Systems S.R.L.

Spain

- Toshiba Medical Systems S.A.

Russia

- LLC Toshiba Digital Media Network CIS
- Toshiba RUS LLC
- ZAO Toshiba Medical Systems

AFRICA

Egypt

- Toshiba El Araby Home Appliances Marketing Company

MIDDLE EAST

U.A.E.

- Toshiba Gulf FZE

Kuwait

- Toshiba Power Systems (Kuwait) Co. W.L.L.

ASIA

The People's Republic of China

- Toshiba China Co., Ltd.
- Toshiba Dalian Co., Ltd.
- Toshiba Hangzhou Co., Ltd.
- Hangzhi Machinery & Electronics Co., Ltd.
- Dalian Toshiba Television Co., Ltd.
- Toshiba Storage Device (Shanghai) Co., Ltd.
- Toshiba Visual Imaging Systems (Shenzhen) Ltd.
- Changzhou Toshiba Equipment (Hangzhou) Co., Ltd.
- Toshiba Personal Computer & Network (Shanghai) Co., Ltd.
- Ningbo Toshiba Huatong Switchgear Co., Ltd.
- Guangzhou Toshiba Baiyun Electrical Equipment Co., Ltd.
- Dalian Toshiba Locomotive Electric Equipment Co., Ltd.
- Toshiba Baiyun Vacuum Interrupters (Jinzhou) Co., Ltd.
- Changzhou Toshiba Transformer Co., Ltd.
- Henan Pinggao Toshiba High-Voltage Switchgear Co., Ltd.
- Zhuhai Xujizhi Power System Automation Co., Ltd.
- Langfang EPRI Toshiba Arrester Co., Ltd.
- Toshiba Hydro Power (Hangzhou) Co., Ltd.
- Toshiba Xingyi Control System (Xian) Co., Ltd.
- Guangzhou Toshiba Baiyun Control System Engineering Co., Ltd.
- Dalian Toshiba Broadcasting Systems Co., Ltd.
- Toshiba Electronics Management (China) Co., Ltd.
- Toshiba Electronics (Shanghai) Co., Ltd.
- Toshiba Electronics (Shenzhen) Co., Ltd.
- Toshiba Semiconductor (Wuxi) Co., Ltd.
- Tsorong Xiamen Xiangyu Trading Co., Ltd.
- Toshiba Electronics (Dalian) Co., Ltd.
- Toshiba TEC Information Systems (Shenzhen) Co., Ltd.
- Toshiba Elevator Shenyang Co., Ltd.
- Toshiba Elevator China Co., Ltd.
- Toshiba Medical Systems (China) Co., Ltd.
- Toshiba Products & Services (Shanghai) Co., Ltd.
- Toshiba HA Sales (Nanhai) Co., Ltd.
- Toshiba HA Manufacturing (Shenzhen) Co., Ltd.
- Toshiba HA Manufacturing (Nanhai) Co., Ltd.
- Toshiba Refrigerator (Xi'an) Co., Ltd.
- T.G. BATTERY Co., (China) Ltd.
- Fuzhou TLT Lighting Co., Ltd.
- Toshiba Lighting & Display Systems (Shanghai) Co., Ltd.
- Toshiba Lighting (Beijing) Co., Ltd.
- Shenzhen Shenzhi Precision Parts Co., Ltd.
- Harison Toshiba Lighting (Kunshan) Co., Ltd.
- Toshiba Consumer & Lighting Products Trading (Shanghai) Co., Ltd.
- Guangdong Meizhi Compressor Ltd.
- Guangdong Meizhi Precision Manufacturing Co., Ltd.
- Guangdong Midea Air-Conditioning Equipment Co., Ltd.

- Guangdong Midea Commercial Air-Conditioning Equipment Co., Ltd.
- Guangdong Midea Group Wuhu Air-Conditioning Equipment Co., Ltd.
- Guangdong Midea Group Wuhan Air-Conditioning Equipment Co., Ltd.
- Toshiba Carrier Airconditioning Sales (Shanghai) Co., Ltd.

Korea

- Toshiba Electronics Korea Corporation
- Toshiba Digital Media Network Korea Corporation
- Toshiba TEC Korea Co., Ltd.
- Toshiba Elevator Korea, Inc.
- Harison Engineering (Korea) Co., Ltd.
- Kumho HT Autonix Corporation

Taiwan

- Taiwan Toshiba International Procurement Corporation
- Toshiba Information, Industrial and Power Systems Taiwan Corporation
- Toshiba Digital Media Network Taiwan Corporation
- Toshiba Memory Semiconductor Taiwan Corporation
- Toshiba Electronics Taiwan Corporation
- Harison Toshiba Lighting Taiwan Co., Ltd.

Hong Kong SAR

- Toshiba Hong Kong Ltd.
- Toshiba Electronics Asia, Ltd.
- Toshiba International Procurement Hong Kong Ltd.
- Toshiba TEC (H.K.) Logistics & Procurement Ltd.
- Toshiba Home Appliances (H.K.) Logistics & Procurement Ltd.
- T.G. BATTERY Co., (Hong Kong) Ltd.
- Wako Electric (Far East) Co., Ltd.
- Toshiba Lighting Hong Kong Ltd.

Philippines

- Toshiba Information Equipment (Philippines), Inc.
- Toshiba Electronics Philippines, Inc.

Vietnam

- Toshiba Vietnam Consumer Products Co., Ltd.
- Toshiba Software Development (Vietnam) Co., Ltd.
- Toshiba Vietnam Home Appliances Co., Ltd.

Thailand

- Toshiba Thailand Co., Ltd.
- Toshiba Semiconductor (Thailand) Co., Ltd.
- Toshiba Electronics Service (Thailand) Co., Ltd.
- Toshiba Consumer Products (Thailand) Co., Ltd.
- Thai Toshiba Electric Industries Co., Ltd.
- Thai Toshiba Fluorescent Lamp Co., Ltd.
- Thai Toshiba Lighting Co., Ltd.
- Toshiba Lighting Components (Thailand) Ltd.
- Toshiba Carrier (Thailand) Co., Ltd.

Malaysia

- Toshiba Sales & Services Sdn. Bhd.
- Toshiba Electronics Malaysia Sdn. Bhd.
- Toshiba Electronics Trading (Malaysia) Sdn. Bhd.
- TOS Energy Malaysia Sdn. Bhd.
- TIM Electronics Sdn. Bhd.
- M S Elevators Engineering Sdn. Bhd.
- M S Elevators Sdn. Bhd.

Singapore

- Toshiba Capital (Asia) Ltd.
- Toshiba Asia Pacific Pte., Ltd.
- Toshiba Data Dynamics Pte., Ltd.
- Toshiba Singapore Pte., Ltd.
- Toshiba Electronics Asia (Singapore) Pte., Ltd.
- Toshiba TEC Singapore Pte., Ltd.
- Toshiba Medical Systems Asia Pte., Ltd.
- Toshiba Consumer Marketing (Singapore) Pte., Ltd.
- AFPD Pte., Ltd.

Indonesia

- P.T. Nusantara Energy Solution
- P.T. Toshiba Consumer Products Indonesia
- PT. Toshiba Visual Media Network Indonesia
- P.T. TEC Indonesia

India

- Toshiba India Private Ltd.
- Toshiba Embedded Software India Private Ltd.

OCEANIA

Australia

- Toshiba International Corporation Pty., Ltd.
- Toshiba (Australia) Pty., Ltd.
- Toshiba TEC Australia Pty., Ltd.

(As of April 1, 2008)

Consolidated Subsidiaries / Affiliated Companies Accounted for by the Equity Method

Consolidated Subsidiaries

DOMESTIC

- Device Link, Inc.
- Harison Toshiba Lighting Corporation
- Iwate Toshiba Electronics Co., Ltd.
- Joint Fuel Co., Ltd.
- Kaga Toshiba Electronics Corporation
- Mobile Broadcasting Corporation
- NuFlare Technology, Inc.*
- Toshiba Building Co., Ltd.
- Toshiba Capital Corporation
- Toshiba Carrier Airconditioning Systems Corporation
- Toshiba Carrier Corporation
- Toshiba Consumer Marketing Corporation
- Toshiba Denzai Marketing Co., Ltd.
- Toshiba Device Corporation
- Toshiba Elevator and Building Systems Corporation
- Toshiba HA Products Co., Ltd.
- Toshiba Home Technology Corporation
- Toshiba Industrial Products Sales Corporation
- Toshiba Information Equipments Co., Ltd.
- Toshiba Lighting & Technology Corporation
- Toshiba Logistics Corporation
- Toshiba LSI Package Solutions Corporation
- Toshiba Matsushita Display Technology Co., Ltd.
- Toshiba Medical Systems Corporation
- Toshiba Plant Systems & Services Corporation*
- Toshiba Solutions Corporation
- Toshiba TEC Corporation*
- A&T Battery Corporation

257 companies in total including the above 28.

*Listed company in stock market

OVERSEAS

- AFPD Pte., Ltd.
- Changzhou Toshiba Transformer Co., Ltd.
- Dalian Toshiba Television Co., Ltd.
- Harison Engineering (Korea) Co., Ltd.
- Harison Toshiba Lighting (Kunshan) Co., Ltd.
- Northern Virginia Semiconductor L.L.C.
- Taiwan Toshiba International Procurement Corporation
- Toshiba (China) Co., Ltd.
- Toshiba America Business Solutions, Inc.
- Toshiba America Capital Corporation
- Toshiba America Consumer Products, L.L.C.
- Toshiba America Electronic Components, Inc.
- Toshiba America Information Systems, Inc.
- Toshiba America Medical Systems, Inc.
- Toshiba America MRI, Inc.
- Toshiba America, Inc.
- Toshiba Capital (Asia) Ltd.
- Toshiba Consumer Products (Thailand) Co., Ltd.
- Toshiba Dalian Co., Ltd.
- Toshiba Digital Media Network Taiwan Corporation
- Toshiba Electronics Asia, Ltd.
- Toshiba Electronics Europe GmbH
- Toshiba Electronics Korea Corporation
- Toshiba Electronics Malaysia Sdn. Bhd.
- Toshiba Electronics Taiwan Corporation
- Toshiba Europe GmbH
- Toshiba HA Manufacturing (Nanhai) Co., Ltd.
- Toshiba Hydro Power (Hangzhou) Co., Ltd.
- Toshiba Information Equipment (Philippines), Inc.
- Toshiba Information Systems (UK) Ltd.
- Toshiba Information, Industrial and Power Systems Taiwan Corporation
- Toshiba International Corporation
- Toshiba International Finance (Netherlands) B.V.
- Toshiba International Finance (UK) Plc.
- Toshiba International Procurement Hong Kong, Ltd.
- Toshiba Medical Systems Europe B.V.
- Toshiba Nuclear Energy Holdings (UK) Ltd.
- Toshiba Nuclear Energy Holdings (US) Inc.
- Toshiba of Canada, Ltd.
- Toshiba Samsung Storage Technology Korea Corporation
- Toshiba Semiconductor (Wuxi) Co., Ltd.
- Toshiba Systèmes (France) S.A.
- Toshiba TEC Europe Imaging Systems S.A.
- Toshiba TEC France Imaging Systems S.A.
- Toshiba TEC U.K. Imaging Systems Ltd.
- Toshiba Television Central Europe Sp. z o. o.
- Toshiba Transmission and Distribution Brazil Ltd.
- TSB Nuclear Energy Investment UK Ltd.
- TSB Nuclear Energy Investment US Inc.
- Westinghouse Electric Company L.L.C.

293 companies in total including the above 50.

Affiliated Companies Accounted for by the Equity Method

DOMESTIC

- Flash Alliance, Ltd.
- Flash Partners, Ltd.
- Ikegami Tsushinki Co., Ltd.*
- NEC Toshiba Space Systems, Ltd.
- Nishishiba Electric Co., Ltd.*
- Shibaura Mechatronics Corporation*
- Topcon Corporation*
- Toshiba Finance Corporation
- Toshiba Housing Loan Service Corporation
- Toshiba Machine Co., Ltd. *
- Toshiba Medical Finance Co., Ltd.
- Toshiba Mitsubishi-Electric Industrial Systems Corporation

82 companies in total including the above 12.

*Listed company in stock market

OVERSEAS

- Guangdong Midea Air-Conditioning Equipment Co., Ltd.
- Guangdong Midea Commercial Air-Conditioning Equipment Co., Ltd.
- Guangdong Midea Group Wuhan Air-Conditioning Equipment Co., Ltd.
- Guangdong Midea Group Wuhu Air-Conditioning Equipment Co., Ltd.
- Guangdong Meizhi Compressor Ltd.
- Henan Pinggao Toshiba High-voltage Switchgear Co., Ltd.
- Schneider Toshiba Inverter S.A.S.
- Semp Toshiba Amazonas S.A.
- TM GE Automation Systems L.L.C.
- Toshiba Carrier (Thailand) Co., Ltd.
- Toshiba Carrier UK Ltd.

111 companies in total including the above 11.

(As of March 31, 2008)

Stock / Shareholders Information

Common Stock Price Trends

	'04/3	'05/3	'06/3	'07/3	'08/3
Common stock price (¥, fiscal year)					
High	541	576	815	842	1,185
Low	303	379	416	652	649
Nikkei average (¥)	11,715.39	11,668.95	17,059.66	17,287.65	12,525.54
Number of shares issued (Millions of shares)	3,219	3,219	3,219	3,219	3,237
Market capitalization (¥ Billion)	1,519.4	1,442.1	2,201.8	2,533.4	2,155.9
Earnings per share—Basic (EPS) (¥)	8.96	14.32	24.32	42.76	39.46
Earnings per share—Diluted (EPS) (¥)	8.96	13.52	22.44	39.45	39.59
Annual Dividends per share (¥)	3	5	6.5	11	12
Payout ratio (%) (Consolidated)	33.5	34.9	26.7	25.7	30.4
Number of shareholders	483,591	479,808	454,849	411,723	375,115
Price-to-earnings ratio (PER) (Times)	52.7	31.3	28.13	18.41	16.88
Price-to-cash flows ratio (PCFR) (Times)	5.4	5.0	6.6	5.9	4.2
Price-to-book value ratio (PBR) (Times)	2.0	1.8	2.2	2.3	2.1

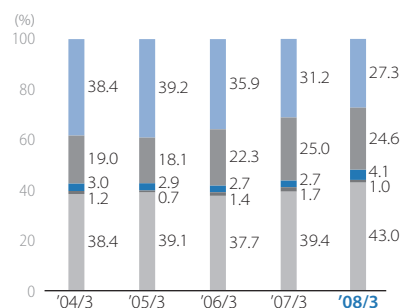
Note: Common stock price is based on the Tokyo Stock Exchange, Inc. market quotation.

Distribution of Shareholders

(Percentage of total voting rights)

(As of March 31)

	'04/3	'05/3	'06/3	'07/3	'08/3
■ Individuals and others in Japan	38.4%	39.2%	35.9%	31.2%	27.3%
■ Overseas investors	19.0	18.1	22.3	25.0	24.6
■ Companies in Japan	3.0	2.9	2.7	2.7	4.1
■ Securities companies in Japan	1.2	0.7	1.4	1.7	1.0
■ Financial institutions in Japan	38.4	39.1	37.7	39.4	43.0



Major Shareholders

(As of March 31, 2008)

	Percentage of total voting rights
The Master Trust Bank of Japan, Limited (trust accounts)	8.0%
Japan Trustee Service Bank, Limited (trust accounts)	5.2
The Dai-ichi Mutual Life Insurance Company	3.6
Nippon Life Insurance Company	3.4
Japan Trustee Service Bank, Limited (trust accounts 4)	2.2
NIPPONKOA Insurance Company, Limited	1.6
Sumitomo Mitsui Banking Corporation	1.6
Mizuho Corporate Bank, Limited	1.6
JP Morgan Chase Bank 380055	1.5
State Street Bank and Trust Company	1.5

Corporate History

Governance structure

Significant events

	<p>1875 Hisashige Tanaka opened a telegraph equipment factory (later Shibaura Engineering Works Co., Ltd.) in Shinbashi, Tokyo.</p> <p>1890 Ichisuke Fujioka and Shoichi Miyoshi established Hakunetsusha & Co., Ltd. (later Tokyo Electric Company), in Kyobashi, Tokyo.</p> <p>1939 Tokyo Electric Company merged with Shibaura Engineering Works Co., Ltd. and established Tokyo Shibaura Electric Co., Ltd.</p> <p>1978 Released the first Japanese word processor. Changed name to Toshiba Corporation.</p> <p>1985 Developed 1Mb DRAM. Introduced the world's first laptop PCs.</p> <p>1991 Developed 4Mb NAND Flash EEPROM.</p>
<p>Introduced corporate executive officer system.</p>	<p>1995 Developed the DVD high-density optical disc.</p> <p>1998</p>
<p>Introduced in-house company system.</p>	<p>1999</p> <p>2000 Released SD Card and 1.8-inch HDD.</p>
	<p>2001 Released "01 Action Plan." Commercialized the world's first HDD/DVD video recorder. Commenced joint development of Cell, the next-generation processor, with Sony Computer Entertainment Inc. and IBM Corporation.</p>
<p>Adopted the Company with Committees system and introduced Corporate Social Responsibility Division.</p>	<p>2002 Withdrew from commodity DRAM business. Formed a joint venture with Matsushita Electric Industrial Co., Ltd. for LCDs.</p> <p>2003 Home Appliance, IT-Solution and Medical System businesses transferred and integrated with subsidiaries.</p>
	<p>2004 Joined the United Nations' Global Compact. Developed the world's smallest direct methanol fuel cell (DMFC). Released a 64 multi-slice CT system.</p>
<p>Introduced Takeover Defensive Measures.</p>	<p>2005 Developed 8Gb NAND Flash memory.</p> <p>2006 Westinghouse Group joined the Toshiba Group (acquired shares of Westinghouse from British Nuclear Fuels (BNFL)). Developed 16Gb NAND Flash memory.</p>
	<p>2007 Shipped steam turbines with cumulative total output of 150GW. Developed 320 slices Dynamic Volume CT system which can capture complete image of the heart or brain in only one rotation. Achieved cumulative output of 200 million HDDs. Achieved cumulative sales of 60 million notebook PCs.</p>