



FY2020 Consolidated Business Results

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Forward-looking Statements

- This presentation contains forward-looking statements concerning future plans, strategies, and the performance of Toshiba Corporation (hereinafter “Toshiba” or “the Company”) and its consolidated subsidiaries (hereinafter “Toshiba Group” or “the Group”).
- These forward-looking statements are not historical facts; rather, they are based on management’s assumptions and beliefs in light of the economic, financial, and other data currently available.
- Since Toshiba Group promotes business in various market environments in many countries and regions, its activities are subject to a number of risks and uncertainties that, without limitation, relate to economic conditions, worldwide mega-competition in the electronics business, customer demand, foreign currency exchange rates, tax rules, regulations, and other factors. Toshiba therefore wishes to caution readers that actual results might differ from the expectations. Please refer to the annual securities report (*Yuukashoken houkokusho*) and the quarterly securities report (*Shihanki houkokusho*) for detailed information on Toshiba Group’s business risk. Both the annual securities report and the quarterly securities report are issued in Japanese only.
- Toshiba Group’s fiscal year (FY) runs from April 1 to March 31. H1 refers to the first six months (April–September); H2 refers to the latter six months (October–March); Q1 refers to the first quarter (April–June); Q2 refers to the second quarter (July–September); Q3 refers to the third quarter (October–December); and Q4 refers to the fourth quarter (January–March).
- All numbers are consolidated totals for the fiscal year 2020, unless otherwise stated.
- Results in segments have been reclassified to reflect the current organizational structure as of March 31, 2021, unless otherwise stated.
- 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 financial conditions, results of operation and cash flow do not include the impact of Kioxia.

Key Points

- **FY2020 operating income decreased by 5.6 billion yen and FY2020 net income improved by 44.0 billion yen, vs. previous forecast announced on February 12**

- Operating income (loss)

Previous forecast 110.0 billion yen → FY2020 Actual 104.4 billion yen (vs. previous forecast -5.6 billion yen)

- Net income (loss)

Previous forecast 70.0 billion yen → FY2020 Actual 114.0 billion yen (vs. previous forecast +44.0 billion yen)

- **YoY free cash flow significantly improved**

- Including onetime factors FY2019 -264.7 billion yen → FY2020 38.5 billion yen (YoY +303.2 billion yen)

- Excluding onetime factors FY2019 -62.8 billion yen → FY2020 26.3 billion yen (YoY +89.1 billion yen)

- **Amount of orders received steadily increased (YoY +2%)**

- **Dividend increased by 60 yen vs. previous year**

- Interim dividend: 10 yen, year-end dividend: 70 yen, total 80 yen (increased by 30 yen vs. previous forecast)

Agenda

- 01 Overall Business Results**
- 02 Business Results by Segment**
- 03 Supplementary Information**
- 04 FY2021 Forecast**
- 05 Forecast by Functional Business Segment**
- 06 Financial Management Policy and Dividend**

01

Overall Business Results



Overview of Business Results

FY2020 Actual

Difference

(Yen in billions)

Net sales

3,054.4

-335.5

Operating income (loss)

104.4

-26.1

ROS

3.4%

-0.4%pt

EBITDA

189.6

-20.5

Net income (loss)

114.0

228.6

ROE

10.8%

-

ROIC *

11.3%

-

Free cash flow

38.5

303.2

* ROIC= (Net income (loss) - Net income (loss) attributable to noncontrolling interests - Interest expenses x (1 - Tax rate) / (Net interest-bearing debt + Net assets)

The ROIC announced on Feb.12 was 8.9%, which was calculated with a formula:

ROIC= Income (Loss) before income taxes and noncontrolling interests x (1 - Tax rate) / (Net interest-bearing debt + Net assets)

FY2020 Income (Loss) Items

Lower sales mainly due to the impact of COVID-19, but YoY net income significantly increased

(Yen in billions, except earnings (losses) per share)

(↗): Better

(↘): Worse

	FY2019	FY2020	vs. forecast announced on Jun. 5	Difference	Contributing Factors	FY2020/Q4	Difference
Net sales	3,389.9	3,054.4	-15.6	-335.5	(↘) Impact of COVID-19 -283.8 (FY19 -51.8 → FY20 -335.6) Impact of exchange rate changes -29.9	954.9	+23.6
Growth rate			-1%	-10%			+3%
Operating income (loss)	130.5	104.4	-5.6	-26.1	(↗) Procurement reform +21.4, Sales reform +3.8, Restructuring +14.8, Decrease in fixed costs, etc. +16.8	80.4	+12.4
ROS	3.8%	3.4%	-0.2%pt	-0.4%pt	(↘) Impact of COVID-19 -76.2 (FY19 -20.3 → FY20 -96.5) Restructuring cost -6.7 (FY19 -10.8 → FY20 -17.5) Impact of exchange rate changes -4.5	8.4%	+1.1%pt
EBITDA ^{*1}	210.1	189.6	-5.4	-20.5		102.0	+15.8
EBITDA margin	6.2%	6.2%	-0.2%pt	+0.0%pt		10.7%	+1.4%pt
Income (loss) before income taxes	-47.5	153.5	+33.5	+201.0	(↗) Loss from the transfer of LNG Business +89.2 (FY19 -89.2) Change in equity earnings (losses) from Kioxia +61.3 (FY19 Actual -66.7 → FY20 Actual -5.4) Proceeds from sale of securities of Toshiba Logistics Corporation +25.8	80.2	+21.7
Net income (loss)	-114.6	114.0	+44.0	+228.6		70.4	+39.4
Earnings (losses) per share attributable to shareholders of the Company	-236.39 yen	251.25 yen		+487.64 yen		155.05 yen	+86.72 yen

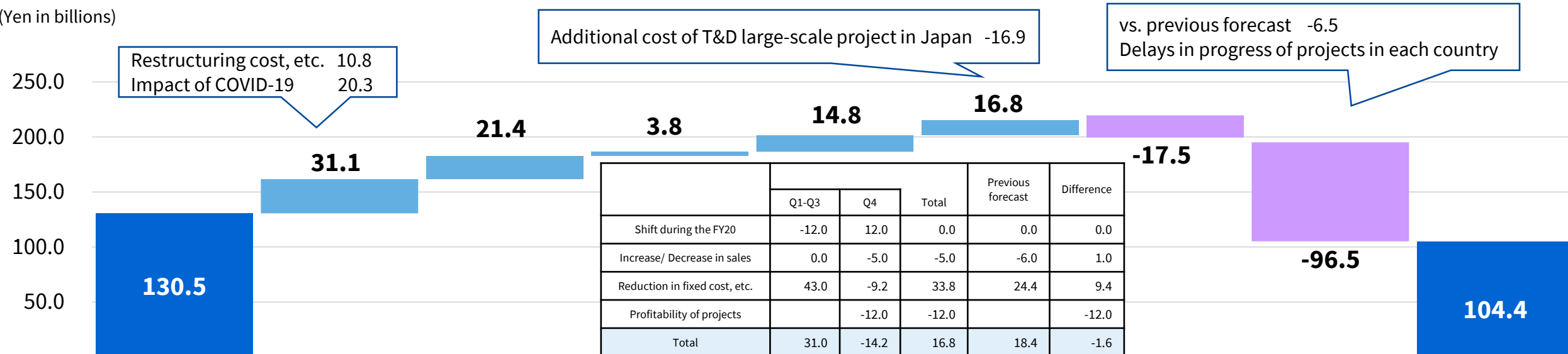
* "SL": Solutions

*1 EBITDA = Operating income (loss) + Depreciation

Operating Income (Loss), FY2019 to FY2020 Analysis

Strengthened earning power and reduction of fixed costs contributed to offsetting the impact of COVID-19

(Yen in billions)



Q1-Q3	62.5	7.3	14.6	2.7	7.4	31.0	-12.3	-89.2	24.0
Q4	68.0	23.8	6.8	1.1	7.4	-14.2	-5.2	-7.3	80.4
Total	130.5	31.1	21.4	3.8	14.8	16.8	-17.5	-96.5	104.4
vs. forecast on June 5, 2020	0.0	0.0	+0.4	-0.2	+0.8	-2.6	+2.5	-6.5	-5.6
vs. forecast on Feb 12, 2021	0.0	0.0	+0.4	-0.2	-0.2	-1.6	+2.5	-6.5	-5.6

FY2019 Actual

FY2019
Restructuring cost
etc., Impact of
COVID-19

Procurement
reform

Sales reform

Restructuring

Others*

Restructuring cost
etc.

Impact of
COVID-19

FY2020 Actual

* Increase/Decrease in sales, Differences in the sales mix,
Increase/Decrease in fixed costs, etc.

Impact of COVID-19 (impact on FY2020/Q4 performance)

Decreased Impact of COVID-19

Business Segment	Major Reasons	Financial Impact FY20/Q4	FY20
Building	Postponement of projects, and Delays in installation work, etc.	-4.7 B yen	-17.2 B yen
Retail & Printing	Decreased demand of MFP and POS system, and Restriction of sales activities, etc.	-3.7 B yen	-21.3 B yen
Energy System	Postponement of projects, and Delays in installation work, etc.	-2.0 B yen	-7.7 B yen
Infrastructure System	Decreased demand of industrial business etc., Shift of sales due to construction schedule in the social system business etc.	+0.4 B yen	-6.4 B yen
Devices & Storage	Semiconductor production equipment: Shift of sales from FY2020/H1	+3.5 B yen	-36.3 B yen
Other Segments		-0.8 B yen	-7.6 B yen
Total		-7.3 B yen (FY20/Q1 -49.3 B yen → FY20/Q2 -20.9 B yen → FY20/Q3 -19.0 B yen)	-96.5 B yen

Non-operating Income (Loss)

YoY non-operating income (loss) increased due to improved equity earnings (losses) from Kioxia, and the loss on transfer of the LNG Business in the comparative period

(Yen in billions)

	FY2019	FY2020	Difference
Net financial income (loss)	-1.1	-1.8	-0.7
Foreign exchange income (loss)	-4.7	-0.6	+4.1
Income (loss) on sale or disposal of fixed assets	-2.1	-2.9	-0.8
Income (loss) on sale of securities	1.3	^{*1} 25.8	+24.5
Settlement costs of lawsuits	-9.9	-1.6	+8.3
Equity in earnings (losses) of affiliates	-59.0	6.0	^{*2} +65.0
Others	^{*3} -102.5	^{*4} 24.2	+126.7
Total	-178.0	49.1	+227.1

^{*1} Price adjustment in relation to the transfer of Toshiba Client Solutions Co., Ltd. (currently Dynabook Inc.) etc.: 7.1
Earnings from the sale of Toshiba Logistics Corporation: 16.6

^{*2} Change in equity earnings (losses) from Kioxia: +61.3
(FY2019 Actual -66.7 → FY2020 Actual -5.4)

^{*3} Loss from the transfer of LNG Business
(FY2019 -89.2)

^{*4} Gain from the sales of securities of Toshiba Logistics Corporation 9.2
Gain from the securities 13.8

- Toshiba is not involved in the management of Kioxia and cannot comment on its business performance on its behalf. Accordingly, those details are not discussed herein.

FY2020 Cash Flow/Balance Sheet Items

(Yen in billions)

	FY2019	FY2020	Difference	Contributing Factors
Free cash flows	-264.7	38.5	+303.2	(↗): Impact of onetime factors in previous year, Improved working capital, etc.
	2020/3E	2021/3E	Difference	Contributing Factors
Equity attributable to shareholders of the Company	939.8	1,164.5	+224.7	(↗) Net income (loss) +114.0 Pension liability adjustments +114.5
Shareholders' equity ratio	27.8%	33.3%	+5.5%pt	(↘) Impact of acquisition of 3 listed subsidiaries' shares to become wholly owned subsidiaries -8.9, Dividend -9.1
Net interest-bearing debt *	18.2	-7.8	-26.0	(↗) Free cash flows +38.5 Decreased leases liabilities due to the sale of Toshiba Logistics Corporation, etc.
Net debt-to-equity ratio	2%	-1%	-3.0%pt	(↘) Impact of acquisition of 3 listed subsidiaries' shares to become wholly owned subsidiaries -33.6
Net interest-bearing debt *	-140.5	-131.1	+9.4	
Net debt-to-equity ratio (Excluding operating leases liabilities)	-15%	-11%	+4.0%pt	
Exchange rate(US\$) as of the period-end	109 yen	111 yen	+2 yen	

* A negative in the Net interest-bearing debt amounts indicates a net cash position, whereby cash and cash equivalents exceeds interest-bearing debt.

Free Cash Flows

Both CF from operating activities and free cash flows improved from previous year

(Yen in billions)

		FY2019	FY2020	Difference
	Cash flows from operating activities	-142.1	145.1	+287.2
	Cash flows from investing activities	-122.6	-106.6	+16.0
	Free cash flows	-264.7	38.5	+303.2
(Reference)				
Onetime factors *	Cash flows from operating activities	* ¹ -201.9	* ² -17.4	+184.5
	Cash flows from investing activities	0.0	* ³ 29.6	+29.6
	Free cash flows	-201.9	12.2	+214.1
Cash flows excluding onetime factors *	Cash flows from operating activities	59.8	162.5	+102.7
	Cash flows from investing activities	-122.6	-136.2	-13.6
	Free cash flows	-62.8	26.3	+89.1

EBITDA → CF from operating activities

EBITDA	189.6
Payment of	
Loss making projects	-3.9
Tax	-52.1
Others* ⁴	+28.9
CF from operating activities	162.5

*This is treated as an index for in-house management only, and the impact of exchange rate changes is treated differently from free cash flows in the Consolidated Statements of Cash Flows.

*¹ Loss from the transfer of LNG Business, Impact of trade term improvements on behalf of subcontractors, Payment shift

*² Impact of trade term improvements on behalf of subcontractors

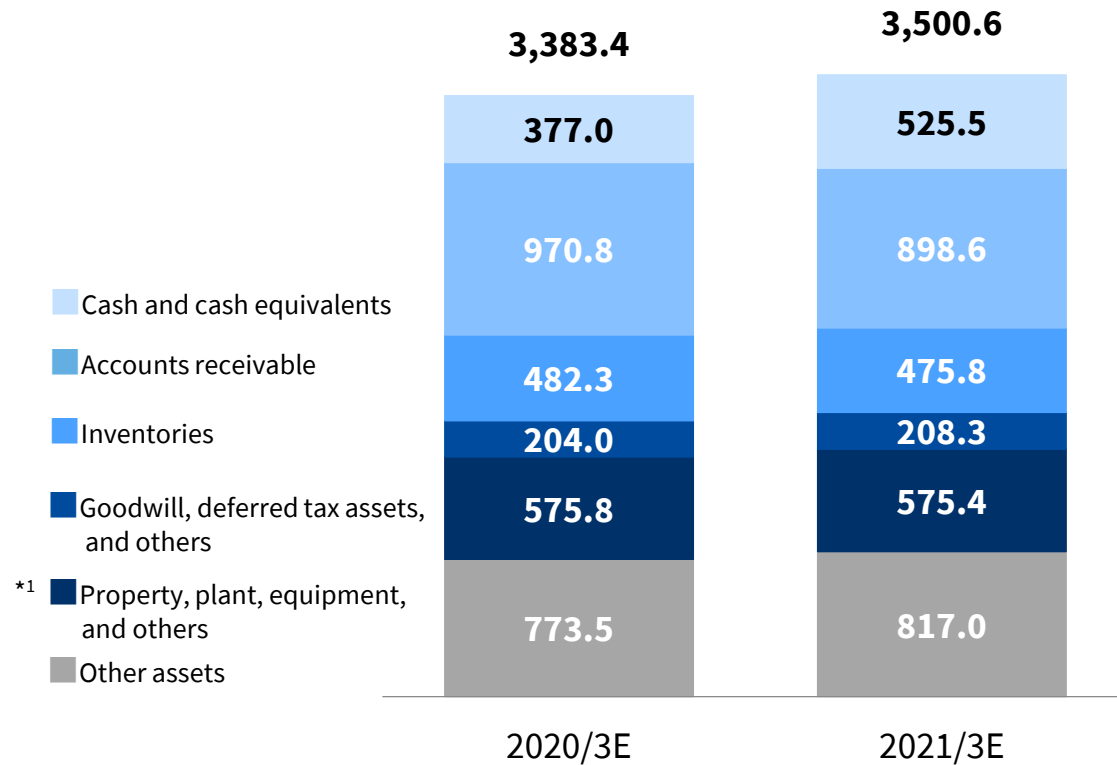
*³ Impact of the transfer of Toshiba Logistics Corporation, Partial transfer of marketable securities, Price adjustment in relation to the transfer of Toshiba Client Solutions Co., Ltd. (currently Dynabook Inc.) etc.

*⁴ Mainly improvement of working capital

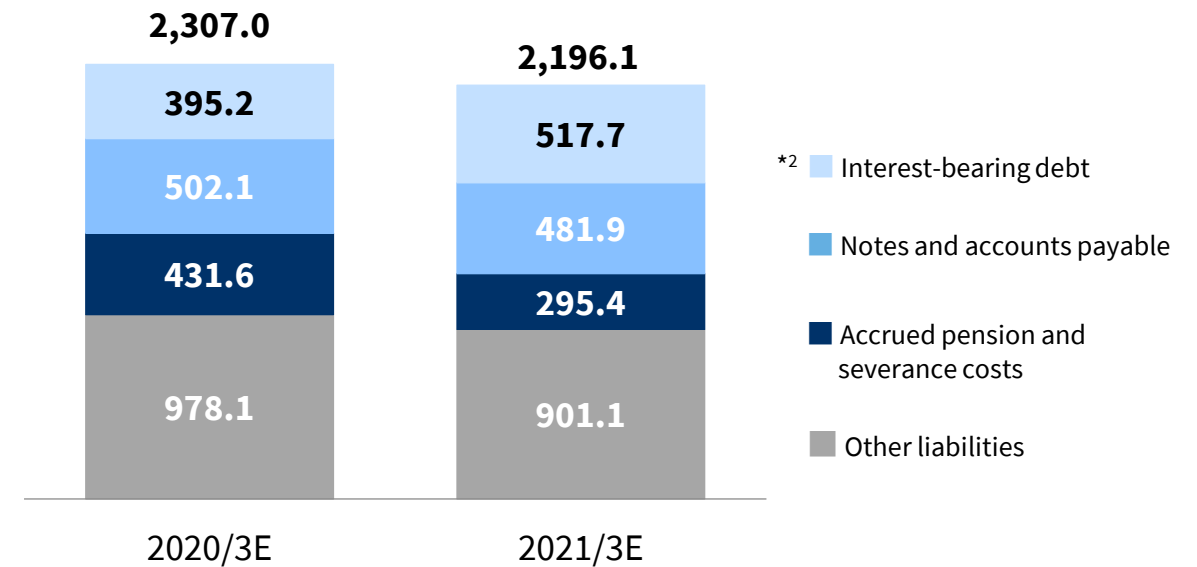
Balance Sheet

(Yen in billions)

Assets



Liabilities



FY2020 Detailed Items

(Yen in billions, except earnings (losses) per share)

	FY2019	FY2020	Difference
Net sales	3,389.9	3,054.4	-335.5
Operating income (loss)	130.5	104.4	-26.1
Non-operating income (loss)	-178.0	49.1	+227.1
Income (loss) from continuing operations, before income taxes and noncontrolling interests	-47.5	153.5	+201.0
Tax expenses	-35.2	-13.8	+21.4
Net income (loss) from continuing operations, before noncontrolling interests	-82.7	139.7	+222.4
Net income (loss) from discontinued operations before noncontrolling interests	-13.8	-7.7	+6.1
Net income(loss) attributable to noncontrolling interests	-18.1	-18.0	+0.1
Net income (loss)	-114.6	114.0	+228.6
Earnings (losses) per share attributable to shareholders of the Company	-236.39 yen	251.25 yen	+487.64 yen
Free cash flows	-264.7	38.5	+303.2
	2020/3E	2021/3E	Difference
Equity attributable to shareholders of the Company	939.8	1,164.5	+224.7
Shareholders' equity ratio	27.8%	33.3%	+5.5%pt
Net assets	1,076.4	1,304.5	+228.1
Net interest-bearing debt	18.2	-7.8	-26.0
Net debt-to-equity ratio	2%	-1%	-3.0%pt
Exchange rate(US\$) as of the period-end	109 yen	111 yen	+2 yen

02

Business Results by Segment



FY2020 Consolidated Business Results by Segment

(Yen in billions)

		FY2019	FY2020	Difference	growth rate	vs. previous forecast announced on Feb.12	FY2020/Q4	Difference
Energy Systems & Solutions	Net sales	568.8	493.2	-75.6	-13%	+3.2	189.7	+29.8
	Operating income (loss)	31.8	10.8	-21.0		-10.2	17.0	-3.9
	ROS	5.6%	2.2%	-3.4%pt		-2.1%pt	9.0%	-4.1%pt
Infrastructure Systems & Solutions	Net sales	735.0	670.9	-64.1	-9%	-19.1	246.1	-12.4
	Operating income (loss)	47.7	49.1	+1.4		-1.9	37.6	+6.1
	ROS	6.5%	7.3%	+0.8%pt		-0.1%pt	15.3%	+3.1%pt
Building Solutions	Net sales	570.1	545.2	-24.9	-4%	+5.2	153.4	+6.9
	Operating income (loss)	29.1	23.7	-5.4		-4.3	5.8	-3.8
	ROS	5.1%	4.3%	-0.8%pt		-0.9%pt	3.8%	-2.8%pt
Retail & Printing Solutions	Net sales	490.4	410.6	-79.8	-16%	+10.6	113.1	-6.2
	Operating income (loss)	14.5	2.0	-12.5		-2.0	5.2	+5.0
	ROS	3.0%	0.5%	-2.5%pt		-0.5%pt	4.6%	+4.4%pt
Electronic Devices & Storage Solutions	Net sales	745.6	711.3	-34.3	-5%	+1.3	194.5	+22.3
	Operating income (loss)	13.4	12.5	-0.9		+0.5	5.2	+4.5
	ROS	1.8%	1.8%	-0.0%pt		+0.1%pt	2.7%	+2.3%pt
Digital Solutions	Net sales	252.4	221.7	-30.7	-12%	+1.7	70.4	-6.9
	Operating income (loss)	16.8	19.9	+3.1		-0.1	10.8	+1.6
	ROS	6.7%	9.0%	+2.3%pt		-0.1%pt	15.3%	+3.4%pt
Others	Net sales	321.5	245.6	-75.9	-24%	-18.5	53.9	-25.2
	Operating income (loss)	-29.8	-21.5	+8.3		+12.4	-2.7	+3.6
Eliminations	Net sales	-293.9	-244.1	+49.8		-	-66.2	+15.3
	Operating income (loss)	7.0	7.9	+0.9		-	1.5	-0.7
Total	Net sales	3,389.9	3,054.4	-335.5	-10%	-15.6	954.9	+23.6
	Operating income (loss)	130.5	104.4	-26.1		-5.6	80.4	+12.4
	ROS	3.8%	3.4%	-0.4%pt		-0.2%pt	8.4%	+1.1%pt

Energy Systems & Solutions Results Breakdown

(Yen in billions)

		FY2019	FY2020	Difference	Contributing Factors	FY2020/Q4	Difference
Energy Systems & Solutions	Net sales	568.8	493.2	-75.6	Impact of exchange rate changes: -5.6 Impact of COVID-19: -35.4	189.7	+29.8
	Operating income (loss)	31.8	10.8	-21.0	Impact of exchange rate changes: +0.1,	17.0	-3.9
	ROS	5.6%	2.2%	-3.4%pt	Restructuring +0.2, Impact of COVID-19: -6.9	9.0%	-4.1%pt
	FCF by segment		37.8				
Nuclear Power Systems	Net sales	140.0	157.6	+17.6	(↗) Higher sales due to difference in progress of projects to enhance safety measures	85.4	+22.9
	Operating income (loss)	16.2	17.0	+0.8	(↗) Higher operating income due to higher sales	21.5	+8.3
	ROS	11.6%	10.8%	-0.8%pt		25.2%	+4.1%pt
Thermal & Hydro Power Systems	Net sales	222.5	171.1	-51.4	(↘) Lower sales in thermal power projects in Japan and overseas construction projects, etc.	49.5	-1.7
	Operating income (loss)	3.5	3.9	+0.4	(↗) Increased operating income due to reduction of unprofitable projects	2.1	-3.7
	ROS	1.6%	2.3%	+0.7%pt	(↘) Lower operating income due to lower sales	4.2%	-7.1%pt
Transmission & Distribution Systems	Net sales	217.6	168.6	-49.0	(↘) Transmission & Distribution Systems, Renewable energy business (PV)	56.2	+9.1
	Operating income (loss)	18.4	-4.8	-23.2	(↘) Lower operating income due to unprofitable projects, Lower operating income due to lower sales	-3.8	-10.6
	ROS	8.5%	-2.8%	-11.3%pt		-6.8%	-21.2%pt
Others	Net sales	-11.3	-4.1	+7.2		-1.4	-0.5
	Operating income (loss)	-6.3	-5.3	+1.0		-2.8	+2.1

- Free cash flows by segment are treated as an index for in-house management only, and the impact of exchange rate changes is treated differently from free cash flows in the Consolidated Statements of Cash Flows.

Infrastructure Systems & Solutions Results Breakdown

Building Solutions

(Yen in billions)

		FY2019	FY2020	Difference	Contributing Factors	FY2020/Q4	Difference
Infrastructure Systems & Solutions	Net sales	735.0	670.9	-64.1	Impact of exchange rate changes: -2.8 Impact of COVID-19: -20.6	246.1	-12.4
	Operating income (loss)	47.7	49.1	+1.4	Impact of exchange rate changes: ±0.0,	37.6	+6.1
	ROS	6.5%	7.3%	+0.8%pt	Restructuring: +1.7, Impact of COVID-19: -5.9	15.3%	+3.1%pt
	FCF by segment		26.3				
Public Infrastructure	Net sales	423.2	397.7	-25.5	(▼) Lower sales in the social systems business	168.5	+1.8
	Operating income (loss)	41.4	40.7	-0.7	(▼) Lower operating income due to lower sales in the social systems business	32.4	+2.9
	ROS	9.8%	10.2%	+0.4%pt	(↗) Improved profitability due to changes in project mix and reduction of fixed cost	19.2%	+1.5%pt
Railways and Industrial Systems *1	Net sales	382.9	334.8	-48.1	(▼) Lower sales in the industrial system business	96.3	-16.0
	Operating income (loss)	6.3	8.4	+2.1	(▼) Lower operating income due to lower sales in the industrial system business	5.2	+3.2
	ROS	1.6%	2.5%	+0.9%pt	(↗) Improved profitability due to changes in project mix and reduction of fixed cost	5.4%	+3.6%pt
Others	Net sales	-71.1	-61.6	+9.5		-18.7	+1.8
Building Solutions					Impact of exchange rate changes: -2.7, Impact of COVID-19: -50.1		
	Net sales	570.1	545.2	-24.9	(↗) Elevator and escalator (Oversea) (▼) Elevator and escalator (Japan), Lighting, Air conditioning	153.4	+6.9
	Operating income (loss)	29.1	23.7	-5.4	Impact of exchange rate changes: +0.3, Restructuring: +2.1, Impact of COVID-19: -15.2	5.8	-3.8
	ROS	5.1%	4.3%	-0.8%pt	(↗) Elevator and escalator (Overseas), Lighting (▼) Elevator and escalator (Japan), Air conditioning	3.8%	-2.8%pt
	FCF by segment		29.0				
Elevator		232.9	225.5	-7.4			
Lighting	Net sales	132.8	121.9	-10.9			
Air Conditioning		208.1	201.1	-7.0			

*1 Including loss from closed businesses

• Free cash flows by segment are treated as an index for in-house management only, and the impact of exchange rate changes is treated differently from free cash flows in the Consolidated Statements of Cash Flows.

Electronic Devices & Storage Solutions Results Breakdown

(Yen in billions)

		FY2019	FY2020	Difference	Contributing Factors	FY2020/Q4	Difference
Electronic Devices & Storage Solutions	Net sales	745.6	711.3	-34.3	Impact of exchange rate changes: -14.4 Impact of COVID-19: -94.5	194.5	+22.3
	Operating income (loss)	13.4	12.5	-0.9	Impact of exchange rate changes: -5.0, Restructuring: +3.5, Impact of COVID-19: -24.4	5.2	+4.5
	ROS	1.8%	1.8%	-0.0%pt		2.7%	+2.3%pt
	FCF by segment		-8.7				
Semiconductor ^{*1}	Net sales	295.8	313.3	+17.5	(↗) (N) Shift of sales from FY2019	89.3	+18.6
	Operating income (loss)	1.3	13.7	+12.4	(↗) (N) Higher operating income due to higher sales	6.5	+9.4
	ROS	0.4%	4.4%	+4.0%pt	(↗) (S) Restructuring	7.3%	+11.4%pt
HDDs & Others ^{*2}	Net sales	449.8	398.0	-51.8	(↘) (H) Deterioration of operation rate in factories (Q1)	105.2	+3.7
	Operating income (loss)	12.1	-1.2	-13.3	(↘) (H) Lower operating income due to lower sales	^{*3} -1.3	-4.9
	ROS	2.7%	-0.3%	-3.0%pt	(↘) Increased cost due to restructuring	-1.2%	-4.7%pt

*1 Including sales of discrete semiconductors, systems LSIs, and NuFlare Technology, Inc.

*2 Including sales of HDDs, Materials & Devices, and resale of memory products etc.

*3 Including restructuring cost -3.5 billion yen

(D): Discrete semiconductors

(S): System LSIs

(N): NuFlare Technology

(H): HDDs

(R): Resale of memory products

- Free cash flows by segment are treated as an index for in-house management only, and the impact of exchange rate changes is treated differently from free cash flows in the Consolidated Statements of Cash Flows.

Retail & Printing Solutions

Digital Solutions

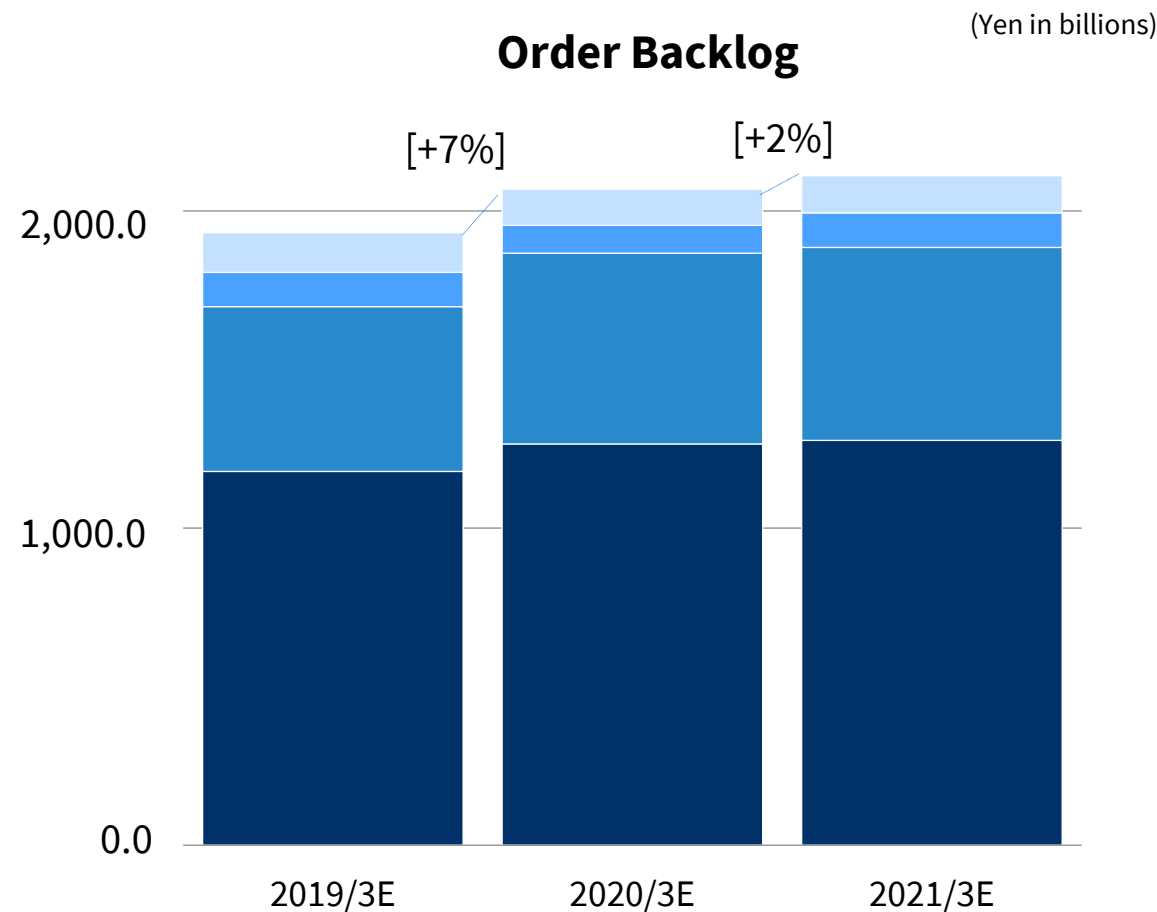
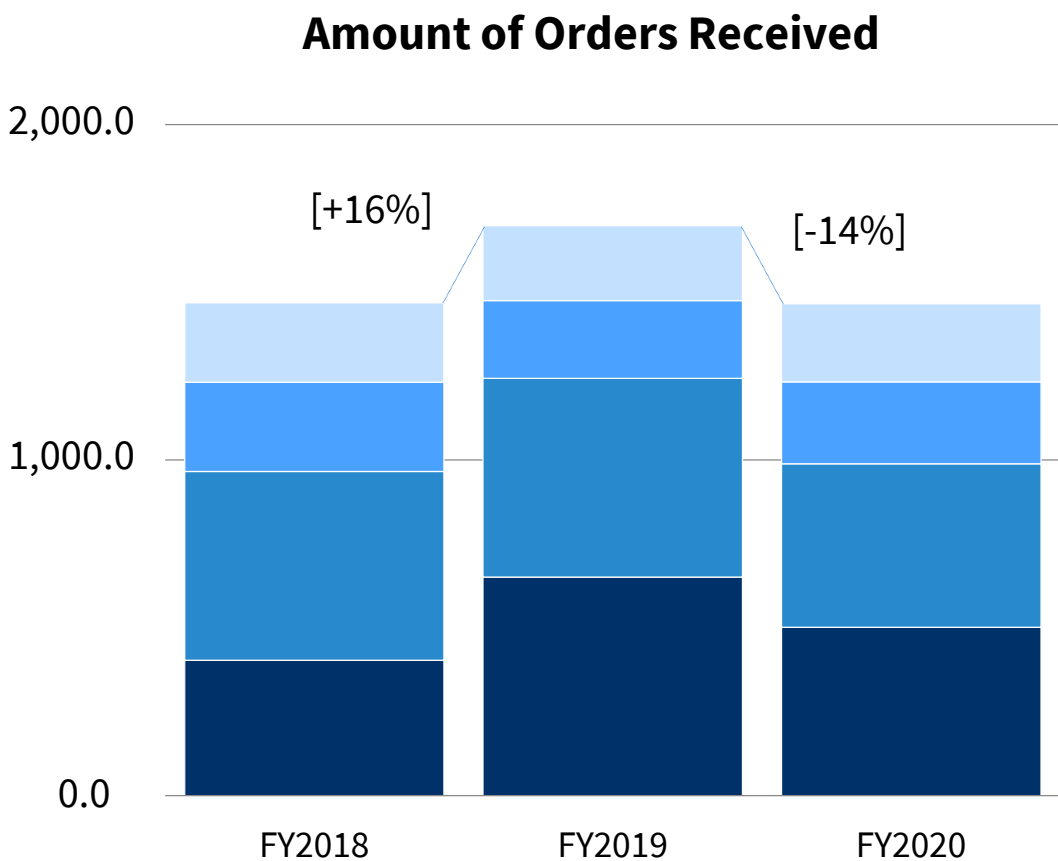
(Yen in billions)

		FY2019	FY2020	Difference	Contributing Factors	FY2020/Q4	Difference
Retail & Printing Solutions	Net sales	490.4	410.6	-79.8	Impact of exchange rate changes: -4.4 Impact of COVID-19: -57.1 (▼) (R) Lower sales (▼) (P) Lower sales	113.1	-6.2
	Operating income (loss)	14.5	2.0	-12.5	Impact of exchange rate changes: +0.1, Restructuring: +5.9, Impact of COVID-19: -16.4 (▼) (R) Lower operating income	5.2	+5.0
	ROS	3.0%	0.5%	-2.5%pt	(▼) (P) Lower operating income	4.6%	+4.4%pt
	FCF by segment		1.5				
					(R): Retail business (P): Printing business		
		FY2019	FY2020	Difference	Contributing Factors	FY2020/Q4	Difference
Digital Solutions	Net sales	252.4	221.7	-30.7	Impact of exchange rate changes: ±0.0, Impact of COVID-19: -22.3 (▼) Decreased demand due to market slowdown of IT services in Japan, Impact of the sale of business in affiliates	70.4	-6.9
	Operating income (loss)	16.8	19.9	+3.1	Impact of exchange rate changes: ±0.0 Restructuring: +0.9, Impact of COVID-19: -6.2 (↗) Reduction of fixed cost,	10.8	+1.6
	ROS	6.7%	9.0%	+2.3%pt	Increased operating income due to reduction of unprofitable projects	15.3%	+3.4%pt
	FCF by segment		7.1				

- Free cash flows by segment are treated as an index for in-house management only, and the impact of exchange rate changes is treated differently from free cash flows in the Consolidated Statements of Cash Flows.

Amount of Orders Received, Order Backlog

Amount of orders received remains consistent in comparison to previous years
and order backlog steadily increased



■ Elevator (Building SL)
■ Digital SL
■ Infrastructure Systems & SL
■ Energy Systems & SL

- “SL”: Solution
- Energy Systems & Solutions order backlog for FY2018 excludes projects that have now been canceled.
- Amount of orders received and Order backlog is a metric for in-house management only, and it differs from remaining performance obligations, which are disclosed in the annual securities report (*Yuukashoken hokokusho*).
- Historical results up until FY2018 have been restated to reflect the FY2019 organizational structure.

03

Supplementary Information



Equity Earnings (Losses) from Kioxia

(Yen in billions)

	Equity earnings (losses)	Impact of PPA included	Impact of blackout included	Excluding special factors
FY2019				
Q1 Actual	-38.1	-8.0	-9.6	-20.5
Q2 Actual	-23.2	-7.9	-0.1	-15.2
Q3 Actual	-9.6	-8.1	0.3	-1.8
Q4 Actual	4.2	-7.6		11.8
FY2020				
Q1 Actual	1.1	-7.5		8.6
Q2 Actual	1.7	-7.8		9.5
Q3 Actual	-4.5	-7.8		3.3
Q4 Actual	-3.7	-7.6		3.9

[Forecast]

Toshiba does not receive any information related to forecast of equity earnings (losses) by Kioxia. Only the actual results of Kioxia will be explained as part of the consolidated business results.

➔ The FY2021 forecast is disclosed for reference only, which does not include any forecasted equity earnings (losses) of Kioxia.

- Toshiba is not involved in the management of Kioxia (formerly Toshiba Memory) and cannot comment on its business performance on its behalf. Accordingly, other than the above results, its business performance is not discussed.

(Reference) Bit Growth and change in ASP

	Bit Growth (vs. the previous quarter)	ASP (vs. the previous quarter)
FY2019		
Q1 Actual	Increased lower-single digit %	Decreased mid-10% range
Q2 Actual	Increased lower-20% range	Decreased mid-single digit %
Q3 Actual	Increased higher-single digit %	Increased mid-single digit %
Q4 Actual	Increased lower-single digit %	Increased mid-single digit %
FY2020		
Q1 Actual	Decreased lower-single digit %	Increased lower-single digit %
Q2 Actual	Increased mid-20% range	Decreased higher-single digit %
Q3 Actual	Increased lower-single digit %	Decreased higher-single digit %
Q4 Actual	Increased mid-single digit %	Decreased higher-single digit %

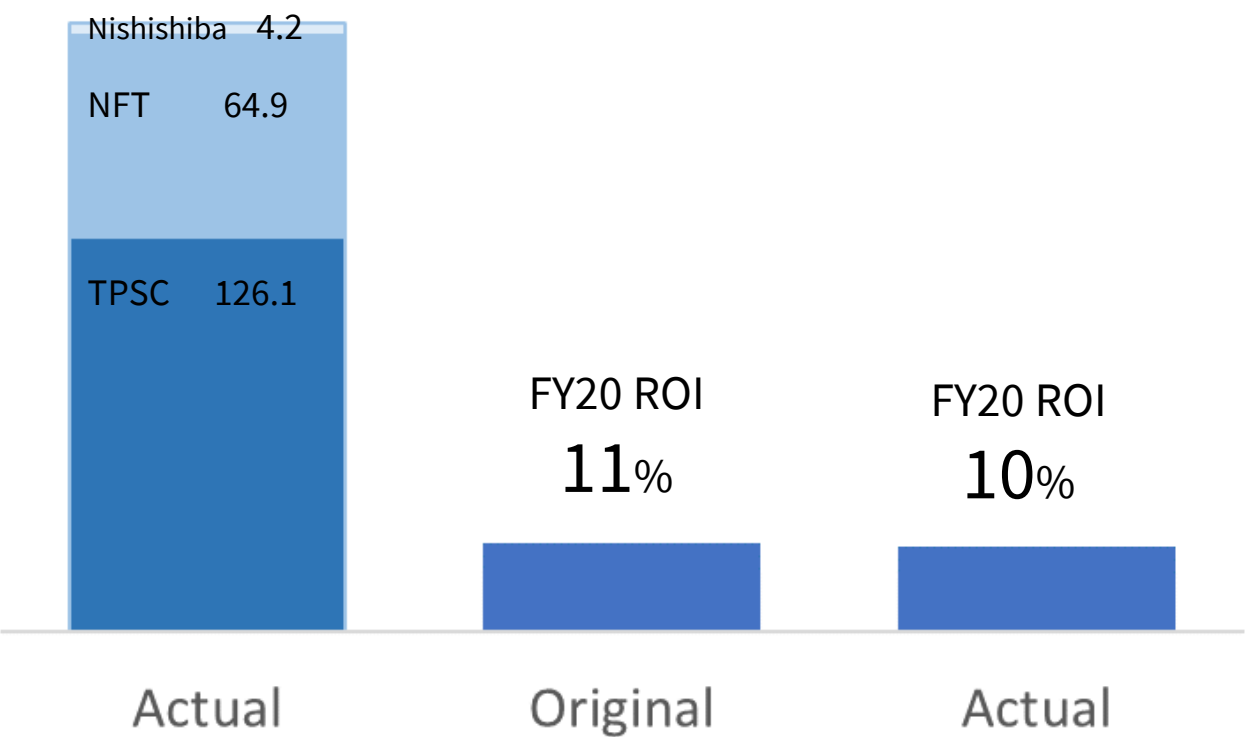
Data provided by Kioxia

Privatization of Listed Subsidiaries

FY20 ROI reached the level as originally planned though there was adverse impact of COVID-19

Amount of Investment

195.2 Billion Yen



Major indicators			
	ROI(*)	EPS (in Yen per Share)	
		FY20 Actual	Vs. original plan
Total	10%	+30	±0
TPSC	9%	+16	-2
NFT	14%	+13	+2
Nishishiba	7%	+1	±0

• Improvement on net income by the privatization, divided by amount of investment excluding net cash etc. which was originally vested in non-controlling interest
NFT: NuFlare Technology, Inc.
TPSC: Toshiba Plant Systems & Services Corporation

04

FY2021 Forecast



Overall

(Yen in billions)

	FY2020 Actual	FY2021 Forecast	Difference
Net sales	3,054.4	3,250.0	+195.6
Growth rate			+6.0%
Operating income (loss)	104.4	170.0	+65.6
ROS	3.4%	5.2%	+1.8%pt
EBITDA	189.6	265.0	+75.4
EBITDA margin	6.2%	8.2%	+2.0%pt
Income (loss) from continuing operations before income taxes and noncontrolling interests *	153.5	160.0	+6.5
Net income (loss) *	114.0	110.0	-4.0
ROE *	10.8%	9.8%	-1.0%pt
ROIC *1	11.3%	9.8%	-1.5%pt
Free cash flows	38.5	40.0	+1.5

	2021/3E Actual	2022/3E Forecast	Difference
Equity attributable to shareholders of the *	1,164.5	1,070.0	-94.5
Shareholders' equity ratio	33.3%	30.6%	-2.7%pt
Net interest-bearing debt *	-7.8	170.0	+177.8
Net debt-to-equity ratio	-1%	16%	+17%pt
Exchange rate(US\$) as of the period-end	111 yen	105 yen	-6 yen

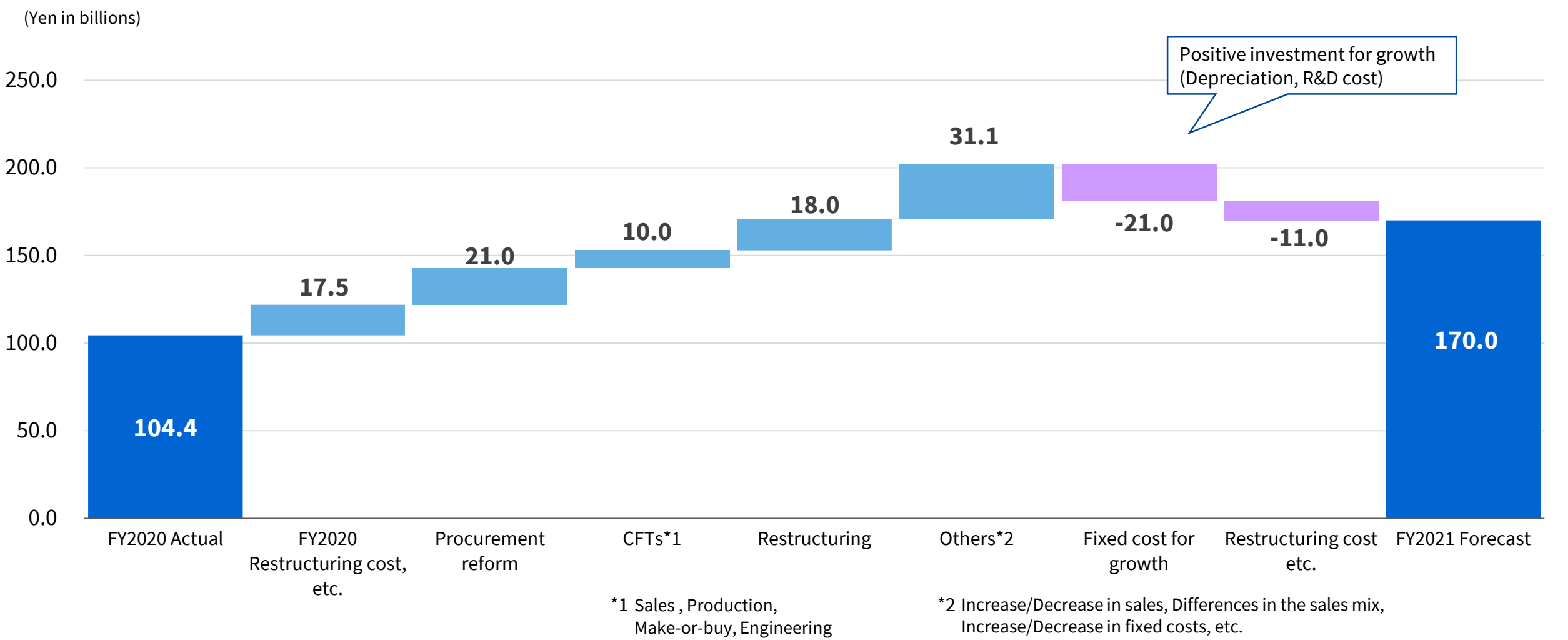
- The FY2021 forecast is disclosed for reference only, which does not include any forecasted equity earnings (losses) of Kioxia.

This is estimated value after implementing shareholder returns, which is FY2020 year-end dividend and 150 billion yen worth of additional shareholder returns

*1 ROIC= (Net income (loss) - Net income (loss) attributable to noncontrolling interests - Interest expenses x (1 - Tax rate) / (Net interest-bearing debt + Net assets)

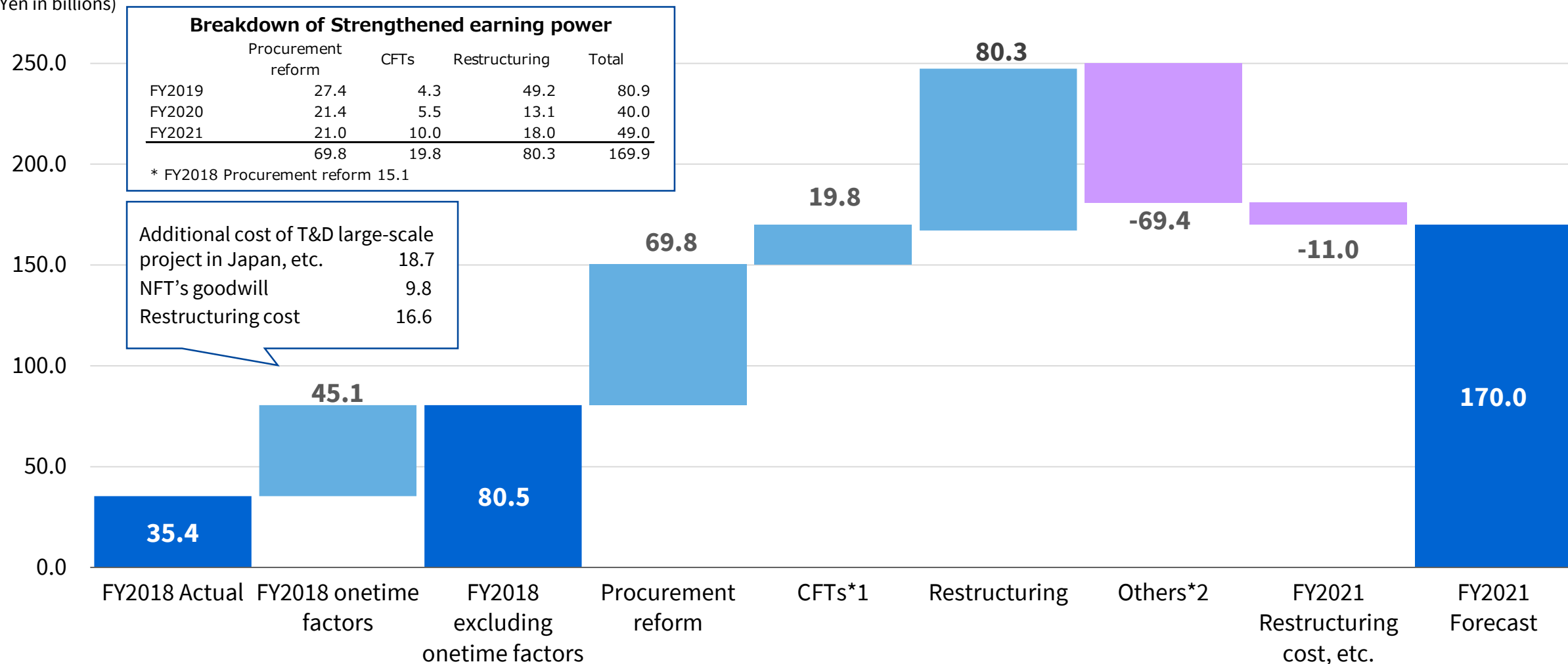
Operating Income (Loss), FY2020 to FY2021 Analysis

Target of FY2021 is 170.0 billion yen by strengthening earning power and increasing sales



Operating Income (Loss), FY2018 to FY2021 Analysis

(Yen in billions)



*1 Sales, Production, Make-or-buy, Engineering

*2 Increase/Decrease in sales, Differences in the sales mix, Increase/Decrease in fixed costs, etc.

Forecast by segment

(Yen in billions)

		FY2020 Actual	FY2021 Forecast	Difference	growth rate
Energy Systems & Solutions	Net sales	493.2	560.0	+66.8	+14%
	Operating income (loss)	10.8	30.0	+19.2	
	ROS	2.2%	5.4%	+3.2%pt	
Infrastructure Systems & Solutions	Net sales	654.6	680.0	+25.4	+4%
	Operating income (loss)	47.8	49.0	+1.2	
	ROS	7.3%	7.2%	-0.1%pt	
Building Solutions	Net sales	545.2	590.0	+44.8	+8%
	Operating income (loss)	23.7	38.0	+14.3	
	ROS	4.3%	6.4%	+2.1%pt	
Retail & Printing Solutions	Net sales	410.6	430.0	+19.4	+5%
	Operating income (loss)	2.0	20.0	+18.0	
	ROS	0.5%	4.7%	+4.2%pt	
Electronic Devices & Storage Solutions	Net sales	711.3	790.0	+78.7	+11%
	Operating income (loss)	12.5	55.0	+42.5	
	ROS	1.8%	7.0%	+5.2%pt	
Digital Solutions	Net sales	221.7	240.0	+18.3	+8%
	Operating income (loss)	19.9	21.0	+1.1	
	ROS	9.0%	8.8%	-0.2%pt	
Others, Eliminations	Net sales	17.8	-40.0	-57.8	
	Operating income (loss)	-12.3	-43.0	-30.7	
Total	Net sales	3,054.4	3,250.0	+195.6	+6%
	Operating income (loss)	104.4	170.0	+65.6	
	ROS	3.4%	5.2%	+1.8%pt	

* The actual business results of FY2020 have been reclassified from Others to Infrastructure Systems & Solutions, but this is unaudited information and subject to change.

05

Forecast by Functional Business Segment



Concept of Segment Classification

Basic Concept

- Business units are disaggregated to the smallest unit where ROIC is available.
- Infrastructure services business is defined as those businesses where service related business (renewal, repair, maintenance, and operation) constitute more than 50% of its core basis OP of FY20.
- Structural reform/monitoring businesses are segregated to Others.

Segment Classification

	Devices/Products	Infrastructure Systems	Infrastructure Services	Data Services/ New business	Others
Energy Systems & Solutions		Nuclear Power	Nuclear Power	New Tech.	
	Thermal & Hydro	Construction Plant Thermal Power	Services Thermal Power	Hydro Power	
	T&D and Others	PV	Wind power	Grid	Power generation
Infrastructure Systems & Solutions				VPP	Hydrogen Energy
	Public Infrastructure	Defense & Electronic Systems	Social Systems		
			Security & Automation		
Building Solutions	Railways and Industrial systems	Industrial systems	Railway systems, others		
	Elevator	Growth market	Mature market		
	Lighting	Industrial light sources	General lighting		
Electronic Devices & Storage Solutions		HVAC			
	Semiconductors				
	HDDs and Others				
Retail & Printing Solutions		Industrial peripherals	Retails		Printing
Digital Solutions	Built-in M/W etc.		SI, Maintenance	Data Sol	
Others	Batteries			TDC	μRNA, etc.
					Adjustment, etc.

Current Status and Forecast by Functional Business Segment

(Yen in billions)

Functional Business Segment		FY2019	FY2020	FY2021	Difference FY21-FY20
Infrastructure Services	Net sales	1,353.9	1,251.5	1,311.7	+60.2
	Operating income (ROS)	122.7 (9%)	101.4 (8%)	110.6 (8%)	+9.2 (+0%)
	EBITDA	138.8	109.6	131.7	+22.1
	ROIC	28%	30%	29%	-1%
Infrastructure Systems	Net sales	765.8	658.9	738.2	+79.3
	Operating income (ROS)	11.8 (2%)	7.9 (1%)	30.9 (4%)	+23.0 (+3%)
	EBITDA	26.6	28.9	43.6	+14.7
	ROIC	4%	5%	10%	+5%
Devices/Products	Net sales	1,047.9	977.0	1,082.8	+105.8
	Operating income (ROS)	19.8 (2%)	26.3 (3%)	71.6 (7%)	+45.3 (+4%)
	EBITDA	42.5	54.5	104.3	+49.8
	ROIC	6%	8%	17%	+9%
Others	Net sales	222.3	167.0	117.3	-49.7
	Operating income (ROS)	-23.8	-31.2	-43.1	-11.9
Total	Net sales	3,389.9	3,054.4	3,250.0	+195.6
	Operating income (ROS)	130.5 (4%)	104.4 (3%)	170.0 (5%)	+65.6 (+2%)
	EBITDA	210.1	189.6	265.0	+75.4
	ROIC	Negative	11%	10%	-1%

- ROIC= (Net income (loss) - Net income (loss) attributable to noncontrolling interests - Interest expenses x (1 - Tax rate) / (Net interest-bearing debt + Net assets)
- Shareholdings in Kioxia is included in Others. ROIC numbers by segment in FY2019 are adjusted to compare with FY2020, such as impact on pre-deposit, loss-making contracts and Subcontract Act.
- The above forecast by Functional Business Segment represents unaudited pro forma figures that are different to the disclosed Business Segments.

06

Financial Management Policy and Dividend

Shareholder Returns

FY2020 Year-end dividend

Increased by 30 yen

vs. previous forecast announced on Feb.12

Net income 114.0 B yen

Excluding equity in earnings (losses) of Kioxia **119.4 B yen**

× Dividend payout ratio more than **30%** more than **35.8 B yen**

— Interim dividend **4.5 B yen**

= Expected year-end dividend more than **31.3 B yen**
(69 yen/share)

Year-end dividend 70 yen

(+ Interim dividend 10 yen, **Annual Total 80yen**)

Additional shareholder returns

Shareholder returns of **150.0 B yen** decided
(Specific schedule and method will be decided in early June)

① Equity attributable to shareholders of
the Company in 2021/3E **1,164.5 B yen**

② Adequate capital level in 2021/3E
approx. 980.0 B yen
(Verification by taking account of risk assets,
contingent liabilities and business portfolio etc.)

①-② **approx. 184.5 B yen**
— Year-end dividend (70 yen/share) **31.8 B yen**

Additional shareholder returns
150.0 B yen

The forecast of 2022/3E after implementing shareholder returns is within
range of the financial discipline
Net Debt/Equity 16%, Net Debt/EBITDA 64%

Appendix

Capital Expenditure (Commitment Basis)

(Yen in billions)

Capital Expenditure (Commitment Basis)	FY2019 Actual	FY2020 Actual	FY2020/Q4 Actual	Major Items in FY2020/Q4
Energy Systems & Solutions	14.4	9.4	2.9	
Infrastructure Systems & Solutions	16.5	15.9	8.4	Investment in power supply equipment of railway system
Building Solutions	18.8	12.4	3.4	
Retail & Printing Solutions	7.5	4.3	0.7	
Electronic Devices & Storage Solutions	33.6	37.8	18.1	Investment in increased production of power semiconductors
Digital Solutions	2.2	1.3	0.4	
Others	14.4	30.5	5.4	
Total	107.4	111.6	39.3	
Investments and loans	6.4	10.1		

Capital Expenditure (Commitment Basis)

(Yen in billions)

Capital Expenditure (Commitment Basis)	FY2020 Actual	FY2021 Forecast
Energy Systems & Solutions	9.4	23.0
Infrastructure Systems & Solutions	15.9	24.0
Building Solutions	12.4	19.0
Retail & Printing Solutions	4.3	9.0
Electronic Devices & Storage Solutions	37.8	64.0
Digital Solutions	1.3	4.0
Others	30.5	37.0
Total	111.6	180.0
Investments and loans	10.1	10.0

Forecast by segment

		FY2019	FY2020	Difference	(Yen in billions)				
		FY2019	FY2020	Difference	FY2019 Core Basis	FY2020 Restructuring Cost, etc.	FY2020 Impact of COVID-19	FY2020 Core Basis	Difference Core Basis
Energy Systems & Solutions	Net sales	568.8	493.2	-75.6	571.3		-37.9	531.1	-40.2
	Operating income (loss)	31.8	10.8	-21.0	33.4	-2.3	-7.7	20.8	-12.6
	ROS	5.6%	2.2%	-3.4%pt	5.8%			3.9%	-1.9%pt
Infrastructure Systems & Solutions	Net sales	735.0	670.9	-64.1	737.8		-23.4	694.3	-43.5
	Operating income (loss)	47.7	49.1	+1.4	48.7		-6.4	55.5	+6.8
	ROS	6.5%	7.3%	+0.8%pt	6.6%			8.0%	+1.4%pt
Building Solutions	Net sales	570.1	545.2	-24.9	578.9		-58.9	604.1	+25.2
	Operating income (loss)	29.1	23.7	-5.4	31.7		-17.2	40.9	+9.2
	ROS	5.1%	4.3%	-0.8%pt	5.5%			6.8%	+1.3%pt
Retail & Printing Solutions	Net sales	490.4	410.6	-79.8	503.3		-70.0	480.6	-22.7
	Operating income (loss)	14.5	2.0	-12.5	20.7	-7.7	-21.3	31.0	+10.3
	ROS	3.0%	0.5%	-2.5%pt	4.1%			6.5%	+2.4%pt
Electronic Devices & Storage Solutions	Net sales	745.6	711.3	-34.3	769.4		-118.3	829.6	+60.2
	Operating income (loss)	13.4	12.5	-0.9	30.8	-6.9	-36.3	55.7	+24.9
	ROS	1.8%	1.8%	-0.0%pt	4.0%			6.7%	+2.7%pt
Digital Solutions	Net sales	252.4	221.7	-30.7	252.8		-22.7	244.4	-8.4
	Operating income (loss)	16.8	19.9	+3.1	19.0	-0.4	-6.3	26.6	+7.6
	ROS	6.7%	9.0%	+2.3%pt	7.5%			10.9%	+3.4%pt
Others	Net sales	321.5	245.6	-75.9	322.1		-4.4	250.0	-72.1
	Operating income (loss)	-29.8	-21.5	+8.3	-29.7	-0.2	-1.3	-20.0	+9.7
Eliminations	Net sales	-293.9	-244.1	+49.8	-293.9			-244.1	+49.8
	Operating income (loss)	7.0	7.9	+0.9	7.0			7.9	+0.9
Total	Net sales	3,389.9	3,054.4	-335.5	3,441.7		-335.6	3,390.0	-51.7
	Operating income (loss)	130.5	104.4	-26.1	161.6	-17.5	-96.5	218.4	+56.8
	ROS	3.8%	3.4%	-0.4%pt	4.7%			6.4%	+1.7%pt

Energy Systems & Solutions Results Breakdown

(Yen in billions)

		FY2019	FY2020	Difference	FY2019 Core Basis	FY2020 Core Basis	Difference Core Basis
Energy Systems & Solutions	Net sales	568.8	493.2	-75.6	571.3	531.1	-40.2
	Operating income (loss)	31.8	10.8	-21.0	33.4	20.8	-12.6
	ROS	5.6%	2.2%	-3.4%pt	5.8%	3.9%	-1.9%pt
Nuclear Power Systems	Net sales	140.0	157.6	+17.6	140.0	162.2	+22.2
	Operating income (loss)	16.2	17.0	+0.8	16.2	17.9	+1.7
	ROS	11.6%	10.8%	-0.8%pt	11.6%	11.0%	-0.6%pt
Thermal & Hydro Power Systems	Net sales	222.5	171.1	-51.4	224.7	190.3	-34.4
	Operating income (loss)	3.5	3.9	+0.4	4.2	9.3	+5.1
	ROS	1.6%	2.3%	+0.7%pt	1.9%	4.9%	+3.0%pt
Transmission & Distribution Systems	Net sales	217.6	168.6	-49.0	217.9	182.4	-35.5
	Operating income (loss)	18.4	-4.8	-23.2	18.5	-1.4	-19.9
	ROS	8.5%	-2.8%	-11.3%pt	8.5%	-0.8%	-9.3%pt
Others	Net sales	-11.3	-4.1	+7.2	-11.3	-3.8	+7.5
	Operating income (loss)	-6.3	-5.3	+1.0	-5.5	-5.0	+0.5

- Core Basis means operating income (loss) which is disclosed in the annual securities report and the quarterly securities report, excluding restructuring cost, etc. and impact of COVID-19.

Infrastructure Systems & Solutions Results Breakdown

Building Solutions

		FY2019	FY2020	Difference	FY2019 Core Basis	FY2020 Core Basis	Difference Core Basis	(Yen in billions)
Infrastructure Systems & Solutions	Net sales	735.0	670.9	-64.1	737.8	694.3	-43.5	
	Operating income (loss)	47.7	49.1	+1.4	48.7	55.5	+6.8	
	ROS	6.5%	7.3%	+0.8%pt	6.6%	8.0%	+1.4%pt	
Public Infrastructure	Net sales	423.2	397.7	-25.5	424.1	401.3	-22.8	
	Operating income (loss)	41.4	40.7	-0.7	41.5	41.6	+0.1	
	ROS	9.8%	10.2%	+0.4%pt	9.8%	10.4%	+0.6%pt	
Railways and Industrial Systems *1	Net sales	382.9	334.8	-48.1	384.8	354.6	-30.2	
	Operating income (loss)	6.3	8.4	+2.1	7.2	13.9	+6.7	
	ROS	1.6%	2.5%	+0.9%pt	1.9%	3.9%	+2.0%pt	
Others	Net sales	-71.1	-61.6	+9.5	-71.1	-61.6	+9.5	
Building Solutions								
	Net sales	570.1	545.2	-24.9	578.9	604.1	+25.2	
	Operating income (loss)	29.1	23.7	-5.4	31.7	40.9	+9.2	
	ROS	5.1%	4.3%	-0.8%pt	5.5%	6.8%	+1.3%pt	
Elevator		232.9	225.5	-7.4	235.8	235.3	-0.5	
Lighting	Net sales	132.8	121.9	-10.9	135.6	140.5	+4.9	
Air Conditioning		208.1	201.1	-7.0	211.2	231.6	+20.4	

*1 Including loss from closed businesses

• Core Basis means operating income (loss) which is disclosed in the annual securities report and the quarterly securities report, excluding restructuring cost, etc. and impact of COVID-19.

Electronic Devices & Storage Solutions Results Breakdown

(Yen in billions)

		FY2019	FY2020	Difference	FY2019 Core Basis	FY2020 Core Basis	Difference Core Basis
Electronic Devices & Storage Solutions	Net sales	745.6	711.3	-34.3	769.4	829.6	+60.2
	Operating income (loss)	13.4	12.5	-0.9	30.8	55.7	+24.9
	ROS	1.8%	1.8%	-0.0%pt	4.0%	6.7%	+2.7%pt
Semiconductor ^{*1}	Net sales	295.8	313.3	+17.5	309.7	343.6	+33.9
	Operating income (loss)	1.3	13.7	+12.4	11.5	28.9	+17.4
	ROS	0.4%	4.4%	+4.0%pt	3.7%	8.4%	+4.7%pt
HDDs & Others ^{*2}	Net sales	449.8	398.0	-51.8	459.7	486.0	+26.3
	Operating income (loss)	12.1	-1.2	-13.3	19.3	26.8	+7.5
	ROS	2.7%	-0.3%	-3.0%pt	4.2%	5.5%	+1.3%pt

*1 Including sales of discrete semiconductors, systems LSIs, and NuFlare Technology, Inc.

*2 Including sales of HDDs, Materials & Devices, and resale of memory products etc.

- Core Basis means operating income (loss) which is disclosed in the annual securities report and the quarterly securities report, excluding restructuring cost, etc. and impact of COVID-19.

Energy Systems & Solutions Results Breakdown

(Yen in billions)

		FY2020 Actual	FY2021 Forecast	Difference	growth rate
Energy Systems & Solutions	Net sales	493.2	560.0	+66.8	+14%
	Operating income (loss)	10.8	30.0	+19.2	
	ROS	2.2%	5.4%	+3.2%pt	
Power Generation Systems	Net sales	328.7	369.3	+40.6	+12%
	Operating income (loss)	20.9	25.8	+4.9	
	ROS	6.4%	7.0%	+0.6%pt	
Nuclear Power Systems		157.6	167.6	+10.0	
Thermal & Hydro Power Systems	Net sales	171.1	201.7	+30.6	
Transmission & Distribution Systems	Net sales	168.6	196.4	+27.8	+16%
	Operating income (loss)	-4.8	11.7	+16.5	
	ROS	-2.8%	6.0%	+8.8%pt	
Others	Net sales	-4.1	-5.7	-1.6	
	Operating income (loss)	-5.3	-7.5	-2.2	

Infrastructure Systems & Solutions Results Breakdown

Building Solutions

(Yen in billions)

		FY2020 Actual	FY2021 Forecast	Difference	growth rate
Infrastructure Systems & Solutions	Net sales	654.6	680.0	+25.4	+4%
	Operating income (loss)	47.8	49.0	+1.2	
	ROS	7.3%	7.2%	-0.1%pt	
Public Infrastructure	Net sales	397.7	390.0	-7.7	-2%
	Operating income (loss)	40.7	37.0	-3.7	
	ROS	10.2%	9.5%	-0.7%pt	
Railways and Industrial Systems	Net sales	318.5	350.0	+31.5	+10%
	Operating income (loss)	7.1	12.0	+4.9	
	ROS	2.2%	3.4%	+1.2%pt	
Others	Net sales	-61.6	-60.0	+1.6	
Building Solutions	Net sales	545.2	590.0	+44.8	+8%
	Operating income (loss)	23.7	38.0	+14.3	
	ROS	4.3%	6.4%	+2.1%pt	
Elevator		225.5	228.2	+2.7	+1%
Lighting	Net sales	121.9	135.7	+13.8	+11%
Air Conditioning		201.1	226.0	+24.9	+12%

*1 Including loss from closed businesses

Electronic Devices & Storage Solutions Results Breakdown

(Yen in billions)

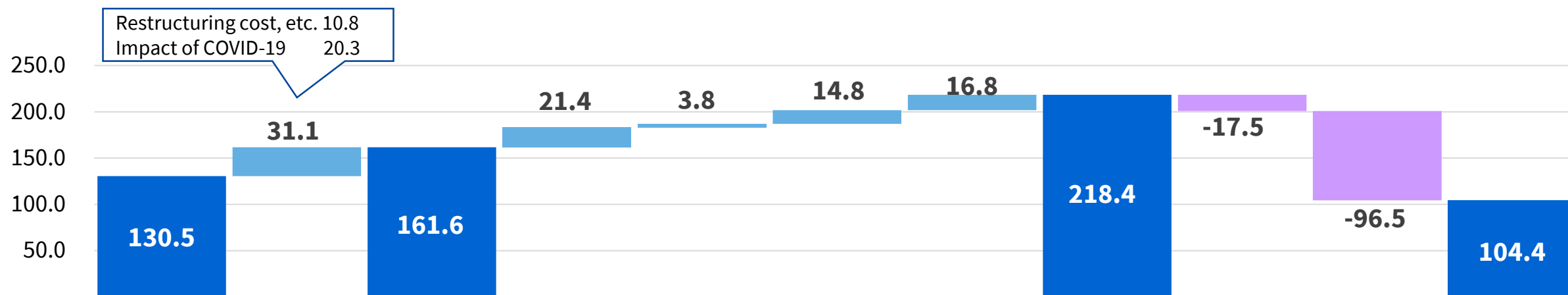
		FY2020 Actual	FY2021 Forecast	Difference	growth rate
Electronic Devices & Storage Solutions	Net sales	711.3	790.0	+78.7	+11%
	Operating income (loss)	12.5	55.0	+42.5	
	ROS	1.8%	7.0%	+5.2%pt	
Semiconductor ^{*1}	Net sales	313.3	330.0	+16.7	+5%
	Operating income (loss)	13.7	31.0	+17.3	
	ROS	4.4%	9.4%	+5.0%pt	
HDDs & Others ^{*2}	Net sales	398.0	460.0	+62.0	+16%
	Operating income (loss)	-1.2	24.0	+25.2	
	ROS	-0.3%	5.2%	+5.5%pt	

*1 Including sales of discrete semiconductors, systems LSIs, and NuFlare Technology, Inc.

*2 Including sales of HDDs, Materials & Devices, and resale of memory products.

Operating Income (Loss), FY2019 to FY2020 Analysis

(Yen in billions)

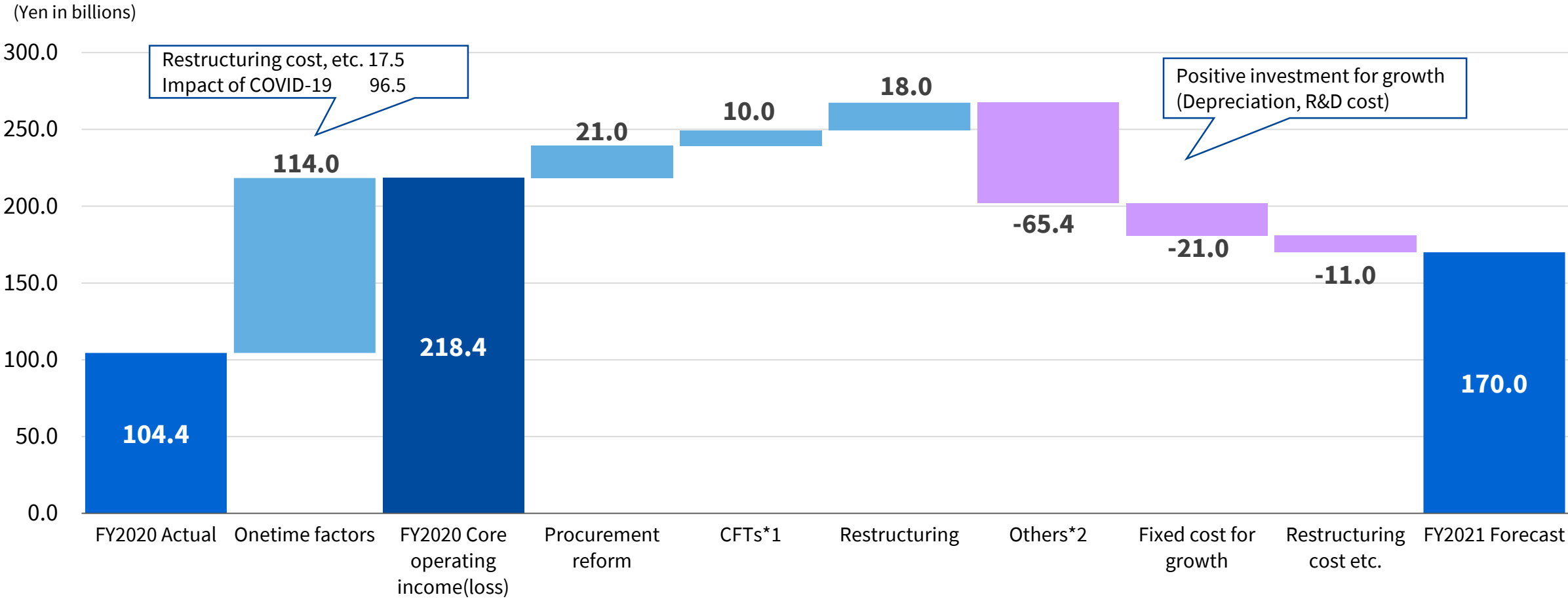


Q1-Q3	62.5	7.3	69.8	14.6	2.7	7.4	31.0	125.5	-12.3	-89.2	24.0
Q4	68.0	23.8	91.8	6.8	1.1	7.4	-14.2	92.9	-5.2	-7.3	80.4
Total	130.5	31.1	161.6	21.4	3.8	14.8	16.8	218.4	-17.5	-96.5	104.4
vs. forecast on June 5, 2020	0.0	0.0	0.0	+0.4	-0.2	+0.8	-2.6	-1.6	+2.5	-6.5	-5.6
vs. forecast on Feb 12, 2021	0.0	0.0	0.0	+0.4	-0.2	-0.2	-1.6	-1.6	+2.5	-6.5	-5.6

FY2019 Actual Restructuring cost etc., Impact of COVID-19 FY2019 Core operating income(loss) Procurement reform Sales reform Restructuring Others* FY2020 Core operating income(loss) Restructuring cost, etc. Impact of COVID-19 FY2020 Actual

* Increase/Decrease in sales, Differences in the sales mix, Increase/Decrease in fixed costs, etc.

Operating Income (Loss), FY2020 to FY2021 Analysis



*1 Sales , Production, Make-or-buy, Engineering

*2 Increase/Decrease in sales, Differences in the sales mix, Increase/Decrease in fixed costs, etc.

• Core Basis means operating income (loss) which is disclosed in the annual securities report and the quarterly securities report, excluding restructuring cost, etc. and impact of COVID-19.

TOSHIBA