

Business Results for Fiscal Year 2003

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Forward-looking Statements

- This presentation contains forward-looking statements concerning Toshiba's future plans, strategies and performance.
- These forward-looking statements are not historical facts, rather they represent assumptions and beliefs based on economic, financial and competitive data currently available.
- Furthermore, they 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 may differ materially from our expectations.

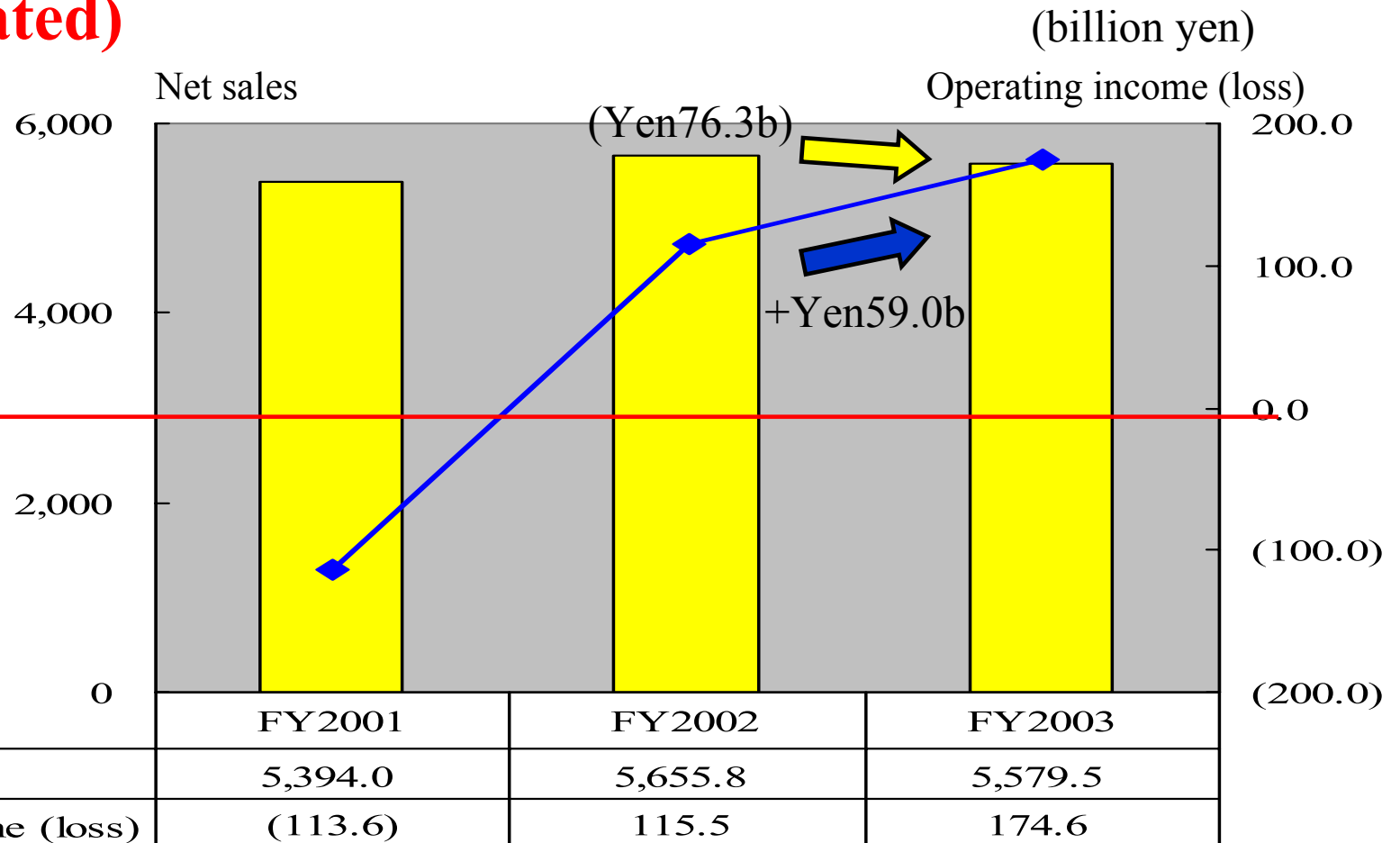
Outline (consolidated)

(billion yen)

	FY 2003	FY2002	FY2001	FY03 vs FY02	
Net sales	5,579.5	5,655.8	5,394.0	(76.3)	99%
Operating income (loss)	174.6	115.5	(113.6)	59.0	151%
Income (loss) before income taxes, minority interest and equity in earnings of affiliates	145.0	53.1	(376.7)	91.9	273%
Net income (loss)	28.8	18.5	(254.0)	10.3	156%
Basic earnings per share (Yen)	8.96	5.75	(78.91)	3.21	

Note: Toshiba's fiscal years run from April 1 to March 31.

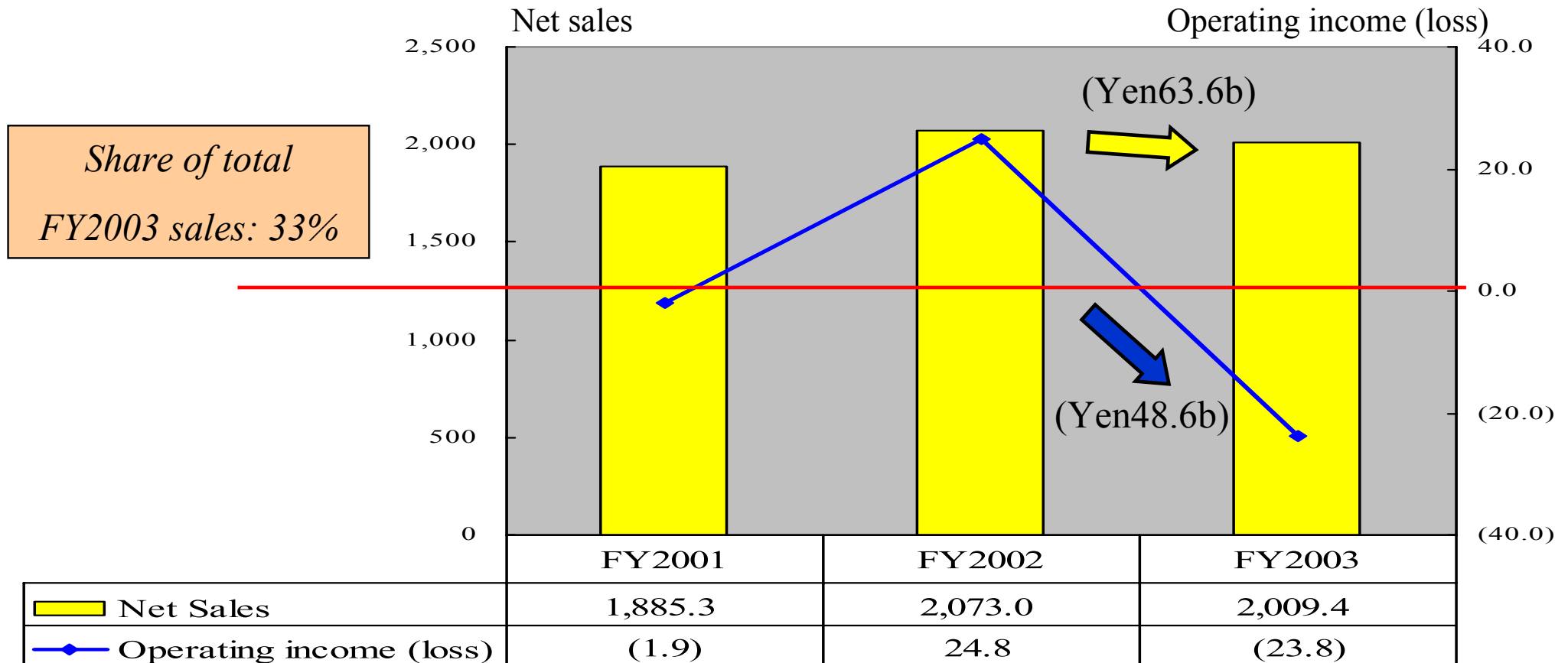
Total (consolidated)



- Transfer of businesses to non-consolidated amounted to 176.0 billion yen.
- Electronic Devices enjoyed significant growth in net sales and operating income thanks to semiconductors, but Digital Products suffered a major decline due to deterioration of the PC business.
- A 48.9 billion yen gain from “Daiko Henjo” was included in operating income.

Digital Products (consolidated)

(billion yen)



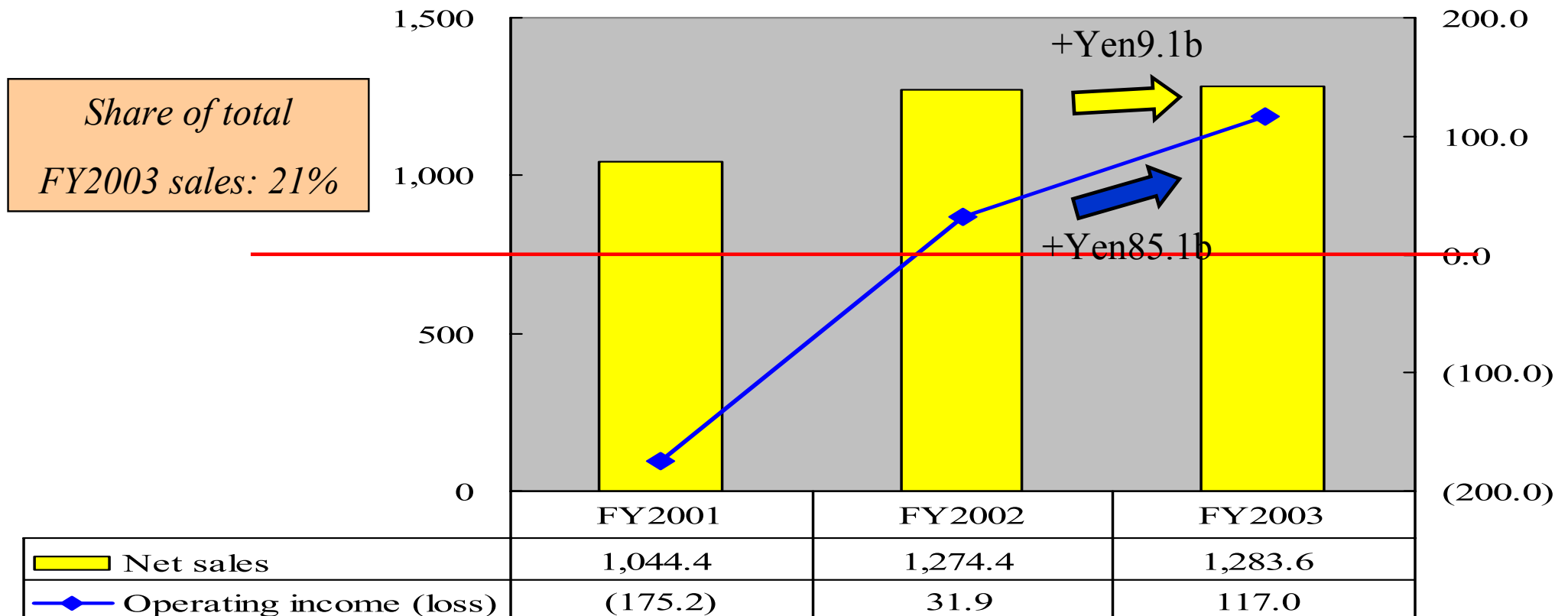
- Net sales of PCs were 696.0 billion yen, 44.0 billion lower, YoY. Unit sales increased, but market price erosion resulted in lower net sales and profitability.
- Net sales of visual equipment business fell on a fall in sales of projection TVs in overseas markets and a delay in launching flat panel display TVs in Japan.

Electronic Devices (consolidated)

(billion yen)

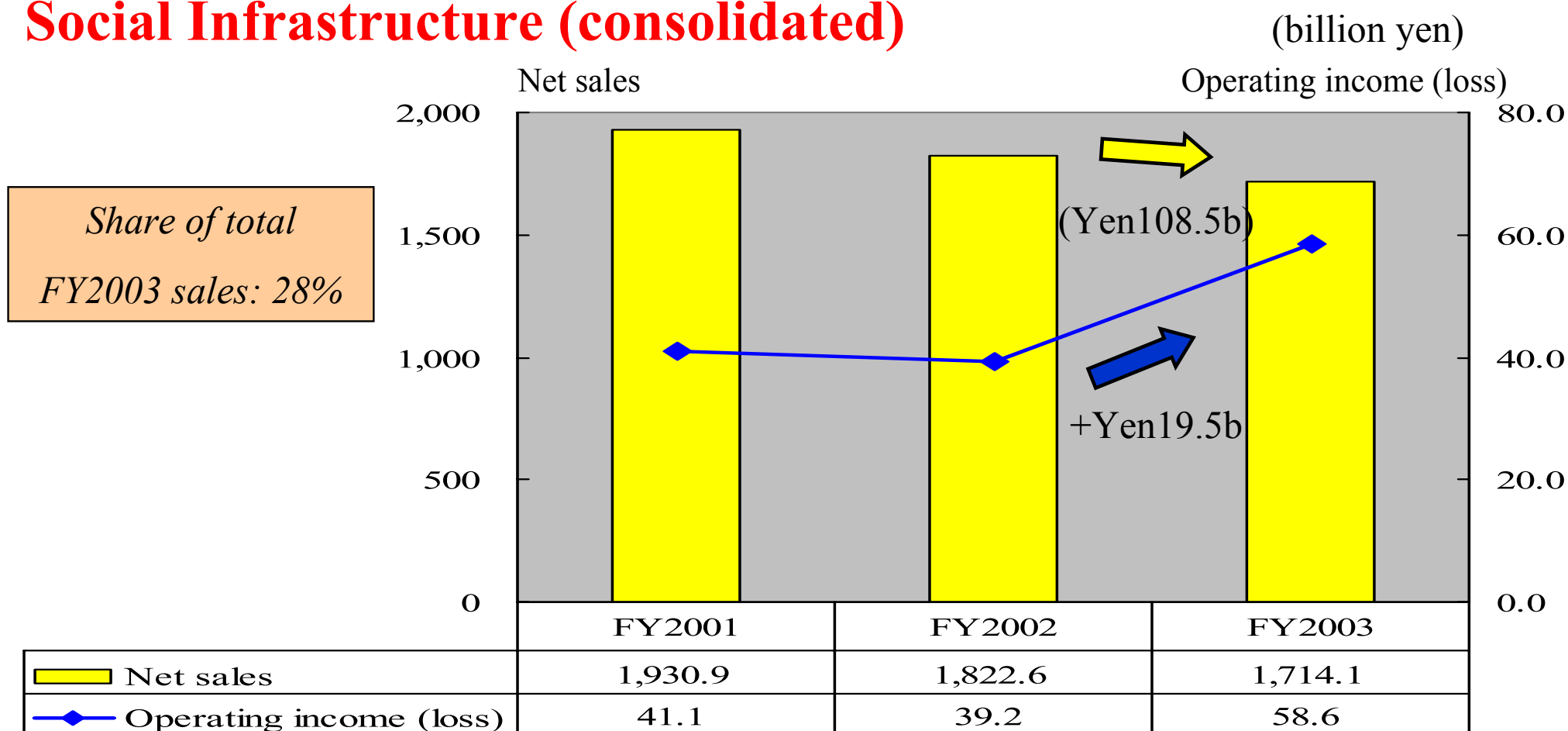
Net sales

Operating income (loss)



- In Semiconductors, NAND flash memories and MCPs for camera phones sold well. Discrete sales were healthy.
- In LCDs, sales of low temperature polysilicon TFTs grew significantly in the small- and mid-sized panel markets. Business in the 2H was in the black. We are confident of continued profitability in fiscal 2004.

Social Infrastructure (consolidated)



- Net sales of Infrastructure and Power Systems & Services were down to 857.4 billion yen, mainly due to the business transfer -62.0 billion yen. An allowance for loss of a thermal power plant overseas was taken into consideration in the operating income.
- Medical business saw good sales of multi-slice CTs and other new equipment, both in Japan and overseas.

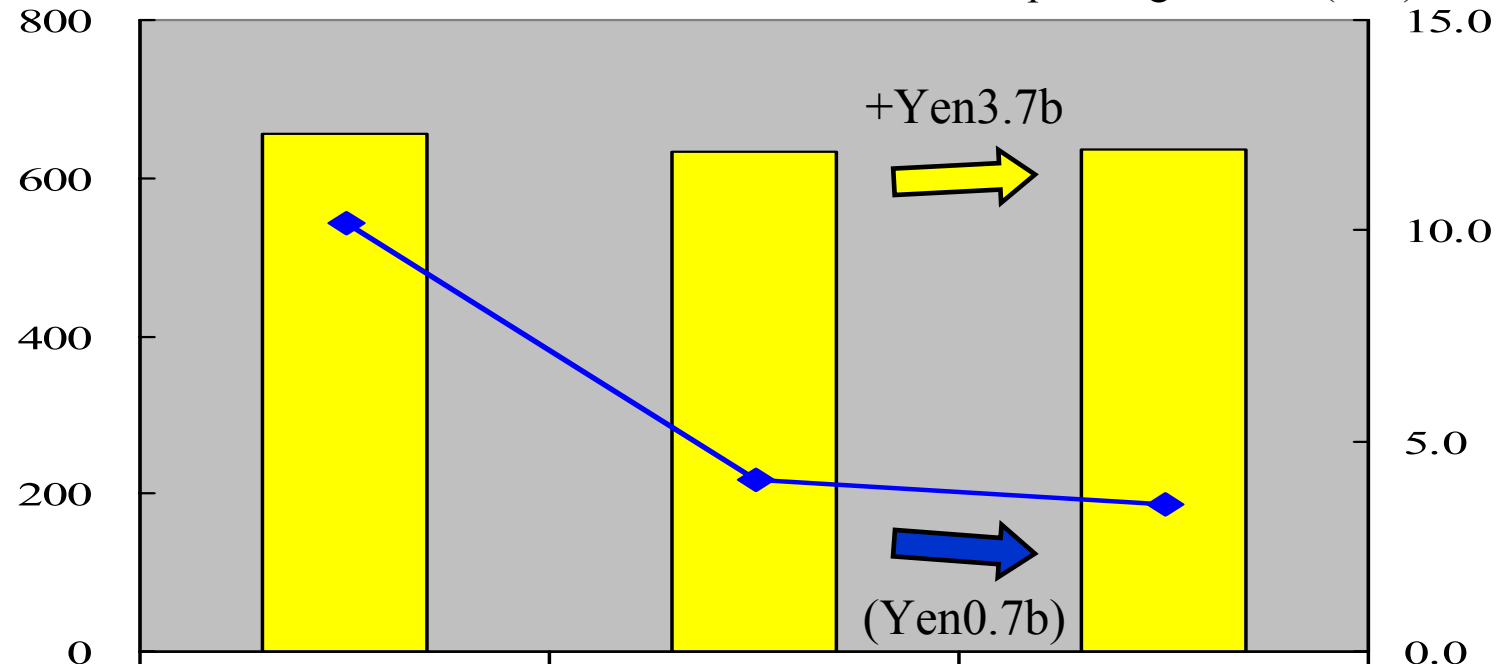
Home Appliances (consolidated)

(billion yen)

Net sales

Operating income (loss)

Share of total
FY2003 sales: 10%

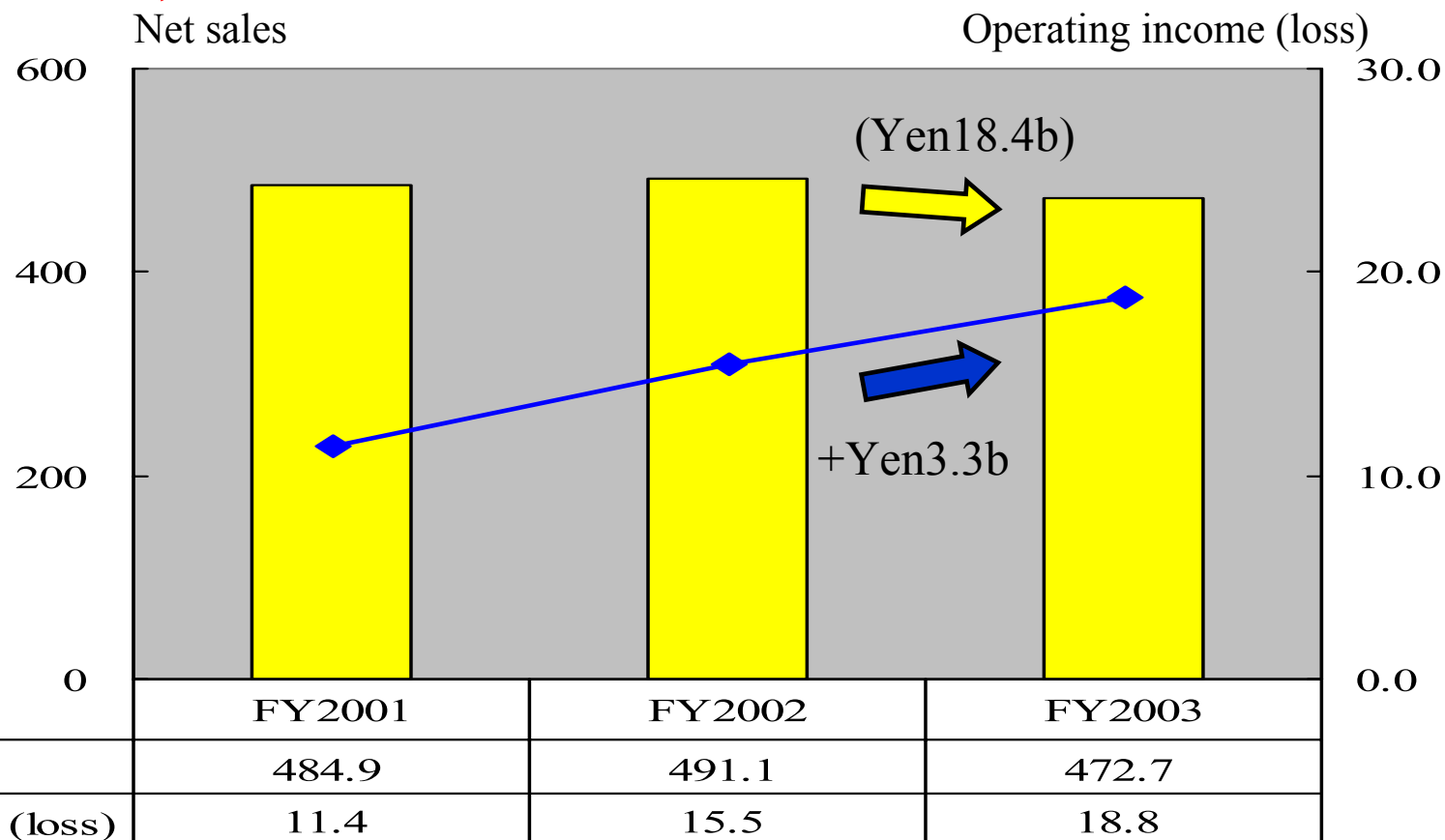


Net sales	655.7	633.6	637.3
Operating income (loss)	10.2	4.1	3.5

• An unusually short, cool summer in Japan undermined sales of air-conditioners, but lighting systems and other businesses offset the fall.

Others (consolidated)

(billion yen)

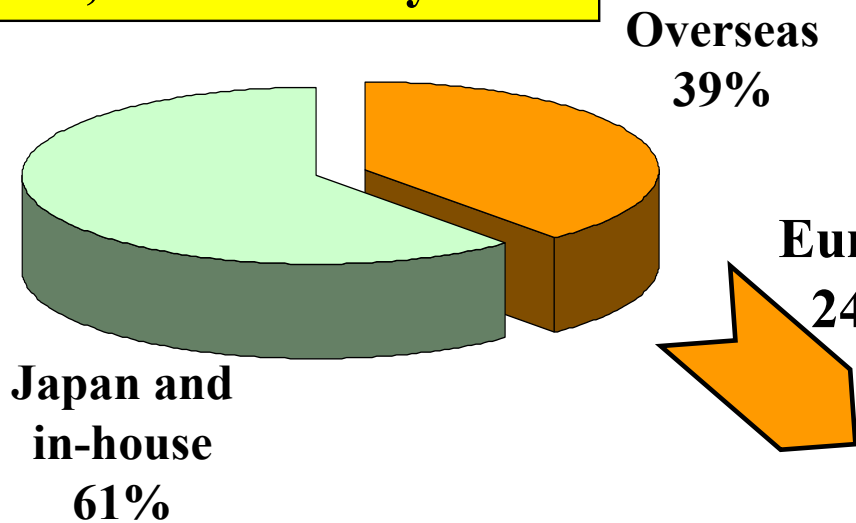


Share of total
FY2003 sales: 8%

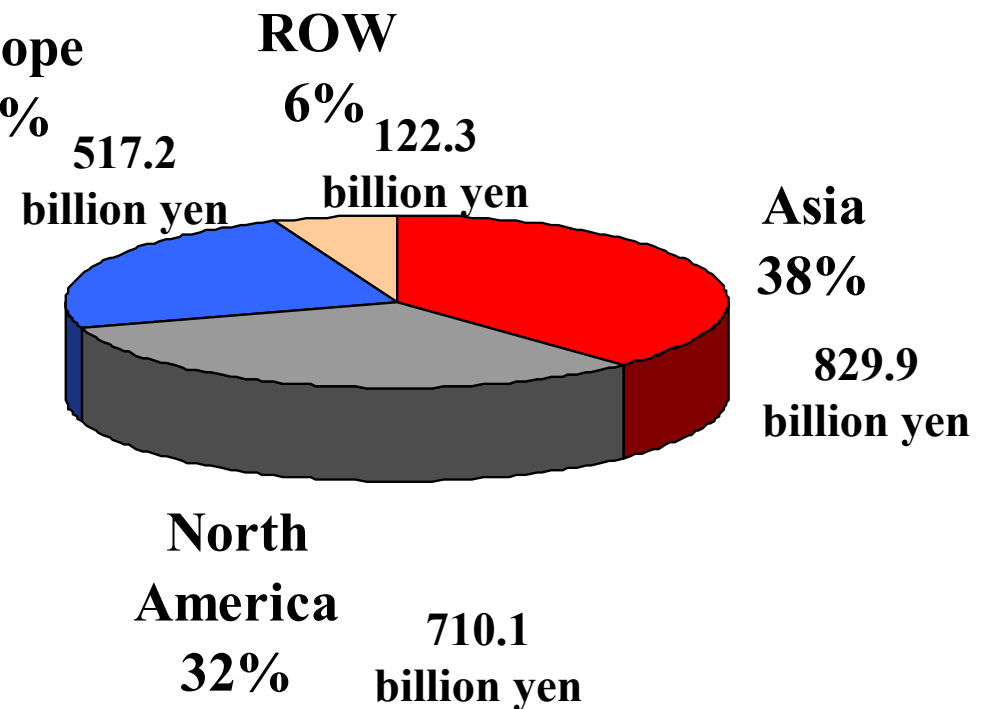
• Shibaura Mechatronics was removed from consolidated results. It is now an affiliate, accounted for by the equity method.

Overseas sales (consolidated)

**FY2003 Total net sales:
5,579.5 billion yen**



**FY2003 Overseas sales:
2,179.6 billion yen**



Consolidated Statement of Operations (billion yen)

	FY2003 (Apr.1.03 -Mar.31,04) (A)	FY2002 (Apr.1.02 -Mar.31, 03) (B)	(A)-(B)	(A)/(B)	
Net Sales	5,579.5	5,655.8	(76.3)	99 %	Reflects transfer and non-consolidation of businesses with sales of 176 billion yen.
Cost of sales	4,075.3	4,146.5	(71.1)	98	
Gross margin	1,504.2	1,509.3	(5.1)	100	Gains from “Daiko Henjo” reduced SG&A by 48.9 billion yen.
Selling, general and administrative	1,329.6	1,393.8	(64.2)	95	
Operating income (loss)	174.6	115.5	59.0	151	Operating income was affected by market price erosion -500 billion yen. But cuts in procurement costs and increased sales minimized the impact.
Non-operating income (a)	98.8	79.3	19.5	125	
Non-operating expense (b)	128.4	141.7	(13.3)	91	
(a) + (b)	(29.6)	(62.4)	(32.9)	-	
Income (loss) before income taxes, minority interest and equity in earnings of affiliates	145.0	53.1	91.9	273	
Income taxes	102.2	48.5	53.7	211	
Minority interest in income (loss) of consolidated subsidiaries	(4.7)	11.3	(16.0)	-	
Equity in earnings of affiliates	(9.3)	2.6	(11.9)	-	
Net income (loss)	28.8	18.5	10.3	156	

Consolidated Balance Sheets

(billion yen)

	as of Mar. 31, 2003	as of Mar. 31, 2003	(A)-(B)
Assets			
Current assets	2,352.4	2,621.2	(268.8)
(Inventories)	629.0	629.7	(0.6)
Long-term receivables	21.8	27.1	(5.3)
Long-term finance receivables, net	29.9	260.4	(230.5)
Investments	389.3	396.0	(6.8)
Property, plant and equipment	1,118.2	1,199.3	(81.0)
Other assets	550.6	734.9	(184.3)
Total assets	4,462.2	5,238.9	(776.7)
Liabilities and shareholders' equity			
Current liabilities	2,192.6	2,618.8	(426.1)
Accrued pension and severance costs	601.6	951.0	(349.4)
Long-term debt and other liabilities	777.2	922.1	(144.9)
Minority interest in consolidated subsidiaries	135.8	175.9	(40.1)
Shareholders' equity	755.0	571.1	183.9
Total liabilities and shareholders' equity	4,462.2	5,238.9	(776.7)

Long- and short-term finance receivables were reduced significantly, as Toshiba Finance was eliminated from Toshiba Group.

Thanks to "Daiko Henjo", accrued pension and severance costs and minimum pension liabilities were much reduced, while equity was improved.

Consolidated Statements of Cash Flows


(billion yen)

	FY2003 (Apr.1.03 -Mar.31,04) (A)	FY2002 (Apr.1.02 -Mar.31, 03) (B)	(A)-(B)
Cash flows from operating activities	322.7	271.6	51.1
Cash flows from investing activities	(189.5)	(148.0)	(41.5)
Net cash flow	133.2	123.6	9.6
Cash flows from financing activities	(132.7)	(159.7)	27.0
Effect of exchange rate changes on cash and cash equivalents	(8.3)	(7.2)	(1.1)
Net increase in cash and cash equivalents	(7.8)	(43.3)	35.5
Cash and cash equivalents at beginning of the period	327.1	370.4	(43.3)
Cash and cash equivalents at end of the period	319.3	327.1	(7.8)

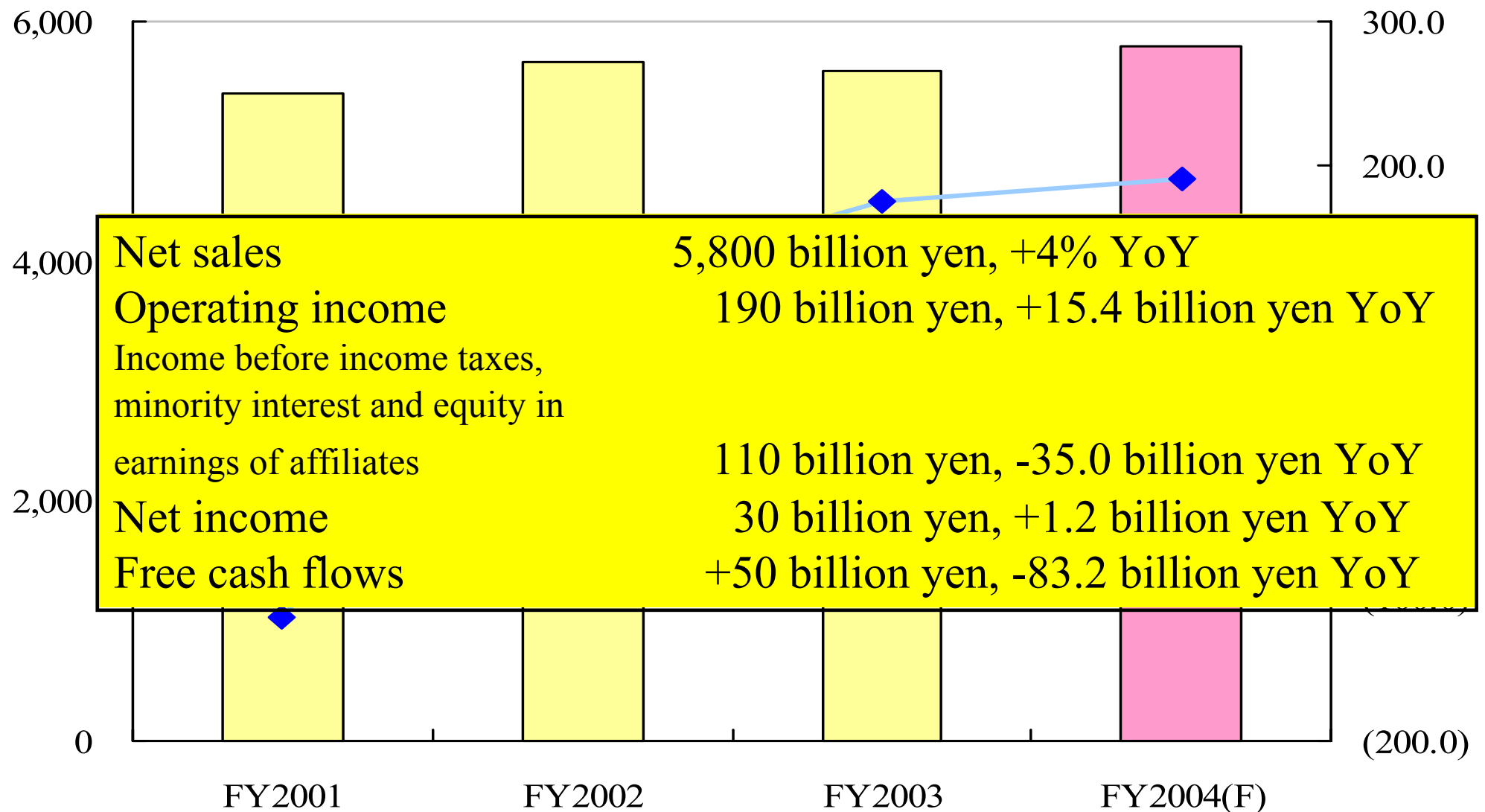
Lease back and gains from sale of DRAM production equipment, etc. was included in fiscal 2002.

Net income increased, and the restructuring charges decreased.

Outlook for FY2004

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- Japan: Corporate performance sees steady recovery, but consumer spending has not attained full-scale recovery.
 - Overseas: Digital consumer markets worldwide see healthy growth, thanks to major events such as the Olympic Games in Athens.
 - Potentially destabilizing factors in the global economy, such as the Iraqi situation, have not been eliminated.

FY2004 Forecast



FY2004 Forecast by segment (1)

- Digital Products

Net sales: 2,240 billion yen, +230.6 billion yen YoY

Operating income: 25 billion yen, +48.8 billion yen YoY

Launch new PCs and flat panel display TVs to meet expanding digital consumer market, and enhance profitability.

- Electronic Devices

Net sales: 1,370 billion yen, +86.4 billion yen

Operating income: 110 billion yen, -7 billion yen YoY

Maintain profitability in addressing the expanding digital consumer market and other new markets. In semiconductor, expected slow down of the market in 2H of fiscal 2004 has to be taken into consideration. The LCD business is expected to return to the black.

FY2004 Forecast by segment (2)

- Social Infrastructure

Net sales: 1,740 billion yen, +25.9 billion yen YoY

Operating income: 45 billion yen, -13.6 billion yen YoY

Harsh business conditions continue in Japan. Penetrate overseas markets and improve profitability.

- Home Appliances

Net sales: 670 billion yen, +32.7 billion yen YoY

Operating income: 5 billion yen, +1.5 billion yen

Launch new products continuously, and penetrate the Asian markets.

- Others

Net sales: 370 billion yen, -102.7 billion yen YoY

Operating income: 5 billion yen, -13.8 billion yen YoY

<http://www.toshiba.co.jp/about/ir/index.htm>