

# **TOSHIBA**

**Leading Innovation >>>**

---

# **FY2012 Consolidated Business Results**

**Makoto Kubo**

**Representative Executive Officer and  
Corporate Executive Vice President**

**TOSHIBA CORPORATION**

**May 8, 2013**

# Forward-looking Statements

---

- This presentation contains forward-looking statements concerning Toshiba Group'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.
- As a global entity, operating a wide range of businesses in countries and regions with widely different market environments, Toshiba wishes to caution that actual results may differ materially from our expectations due to 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's fiscal year runs from April 1 to March 31.
- All figures are consolidated totals for the 12 months of fiscal year 2012, unless otherwise indicated.
- The company changed the structure of its internal organization in fiscal year 2012. Prior period data relating to the consolidated segment information has been reclassified to conform with the current classification.

# Key Points of FY2012

- Social Infrastructure saw higher sales on healthy performances in Thermal Power Systems, overseas Nuclear Power Systems and Elevators and Medical Systems, and a solid performance by Social Infrastructure Systems including Landis+Gyr. However, net sales decreased YoY\*, mainly due to lower sales in Digital Products and Electronic Devices and the transfer of the LCD business.
  - **Net Sales: 5,800.3 billion yen (YoY: -300.0 billion yen)**
- All segments saw higher operating income YoY. Social Infrastructure recorded its highest ever operating income. However, the transfer of LCD business resulted in a slight decrease in overall operating income.

Income before income taxes and noncontrolling interests and Net income increased YoY, supported by the effect of improved currency exchange and asset reduction, despite the acceleration of structural reform for long term profitability.

  - **Operating Income: 194.3 billion yen (YoY: -8.4 billion yen)**
  - **Income before income taxes and noncontrolling interests: 155.6 billion yen (YoY: +10.0 billion yen)**
  - **Net Income: 77.5 billion yen (YoY: +7.4 billion yen)**
- The D/E ratio decreased to 142%, reflecting an increase in shareholder's equity due to the effect of yen depreciation, despite strategic acquisitions of IBM's retail store business and additional shares in Westinghouse. (YoY: -1%)

\* YoY: year-on-year comparison

# FY2012, Overall

(¥ billions, except earnings (losses) per share)

	FY12	FY11	Difference
			vs. FY11
Net Sales	5,800.3	6,100.3	-300.0
Operating Income (loss)	194.3	202.7	-8.4
%	3.4%	3.3%	0.1%
Income (loss) from continuing operations, before income taxes and noncontrolling interests	155.6	145.6	10.0
%	2.7%	2.4%	0.3%
Net Income (loss)*	77.5	70.1	7.4
%	1.3%	1.1%	0.2%
Earning (losses) per share attributable to shareholders of the Company**	¥18.31	¥16.54	¥1.77

\* "Net income (loss)" refers to Net income (loss) attributable to shareholders of the Company hereinafter.

\*\* "the Company" refers to Toshiba Corporation hereinafter.

# FY2012, by Segment

(¥ billions)

Net Sales	FY12	FY11	Differnece
			vs.FY11
Digital Products	1,432.7	1,661.0	-228.3
Electronic Devices	1,335.3	1,436.9	-101.6
Social Infrastructure	2,564.2	2,412.8	151.4
Home Appliances	591.5	575.3	16.2
Others	310.7	504.9	-194.2
Total	5,800.3	6,100.3	-300.0

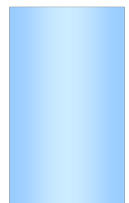
Operating Income (Loss)	FY12	FY11	Differnece
			vs.FY11
Digital Products	-24.4	-27.2	2.8
%	-1.7%	-1.6%	-0.1%
Electronic Devices	91.4	75.4	16.0
%	6.8%	5.2%	1.6%
Social Infrastructure	135.9	129.1	6.8
%	5.3%	5.4%	-0.1%
Home Appliances	2.4	2.1	0.3
%	0.4%	0.4%	0.0%
Others	-11.8	21.2	-33.0
%	-3.8%	4.2%	-8.0%
Total	194.3	202.7	-8.4
%	3.4%	3.3%	0.1%

# Overview, FY2012 Results

(¥ billions)

[ ] = Year-on-year comparison

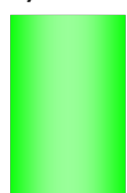
6,398.5



6,100.3



5,800.3



(-5%)

## ■ Lower Sales

Higher sales in Social Infrastructure and Home Appliances, but lower sales in Digital Products and Electronic Devices.

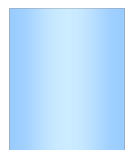
Net Sales

10

11

12

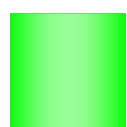
240.3



202.7



194.3



(-8.4)

## ■ Lower Operating Income

Higher operating income in all segments, but a lower overall result due to the the transfer of the LCD business.

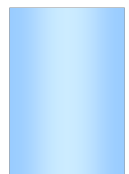
Operating Income (loss)

10

11

12

137.8



70.1



77.5



(+7.4)

## ■ Higher Net Income

Higher net income due to improved currency exchange, despite accelerated structural reforms.

Net Income (loss)

10

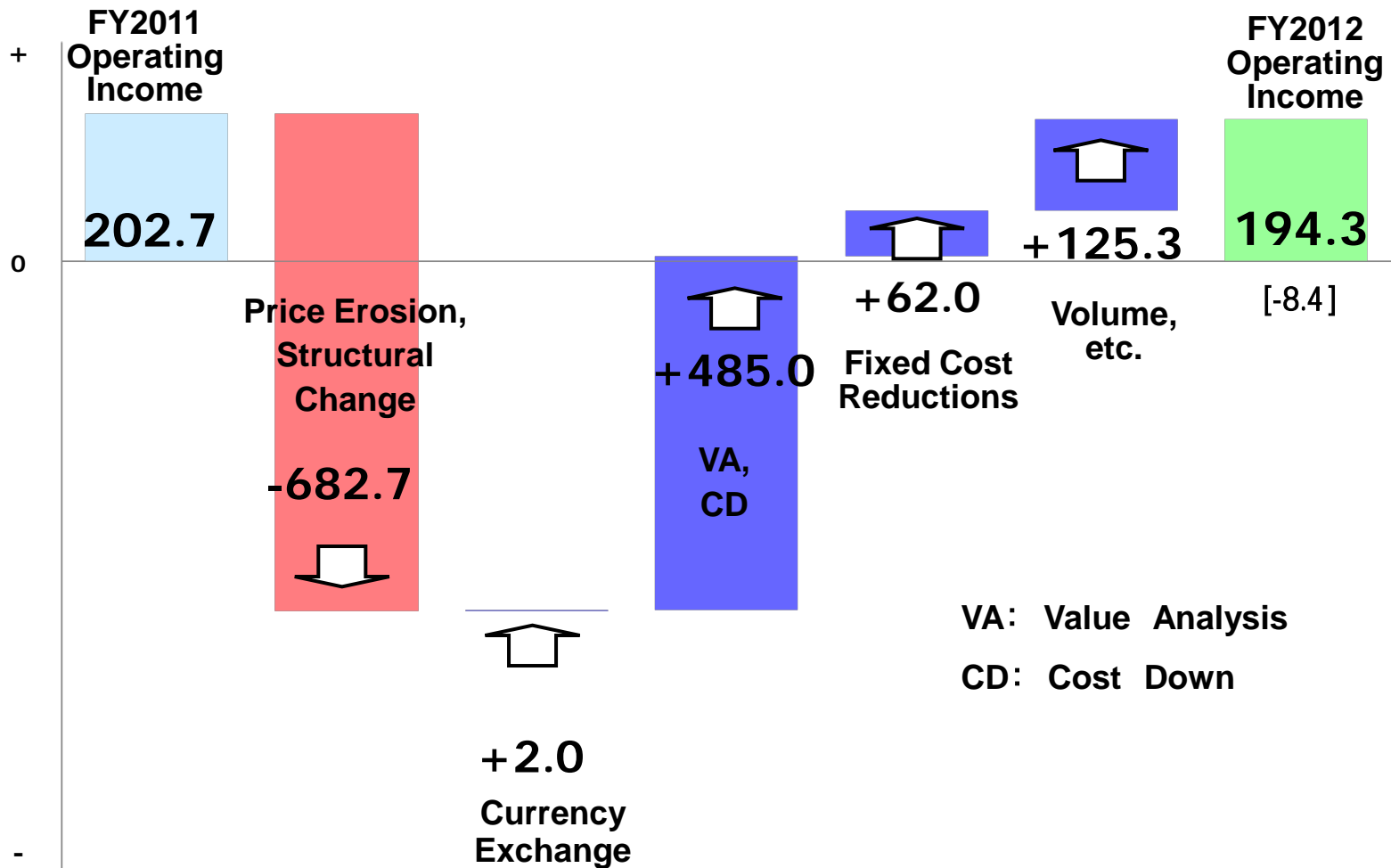
11

12

# Operating Income (Loss) Analysis, FY2011 and FY2012

(¥ billions)

[ ] = Year-on-year comparison



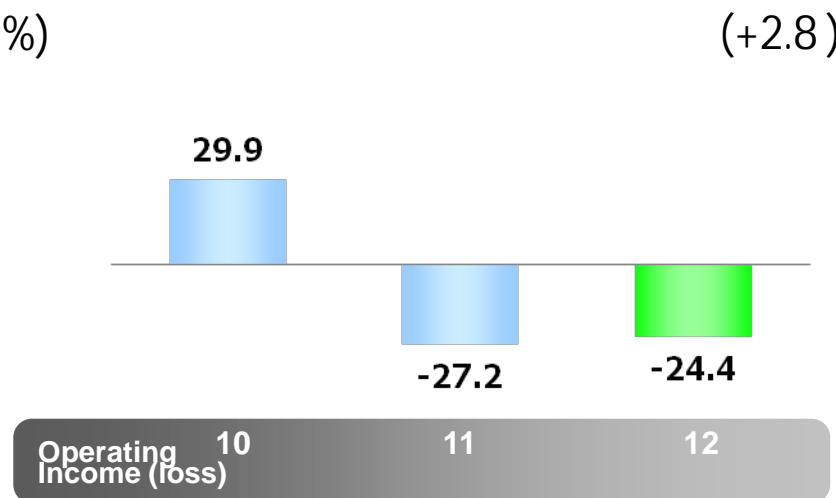
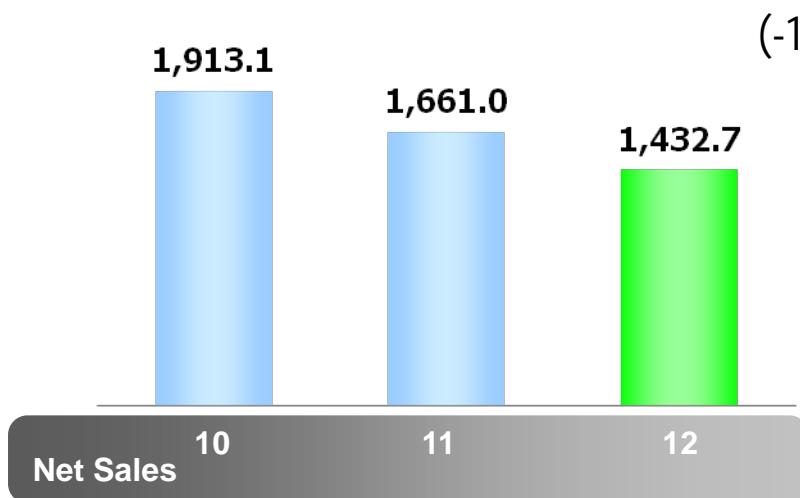
VA: Value Analysis

CD: Cost Down

# Digital Products, FY2012

(¥ billions)

[ ] = Year-on-year comparison



■ Lower sales reflected lower demand for PCs and a fall-off in demand for LCD TVs in Japan.

■ LCD TVs recorded a loss for the second consecutive year due to further fall-off in demand, despite structural reform. PCs secured profit but also saw lower operating income.

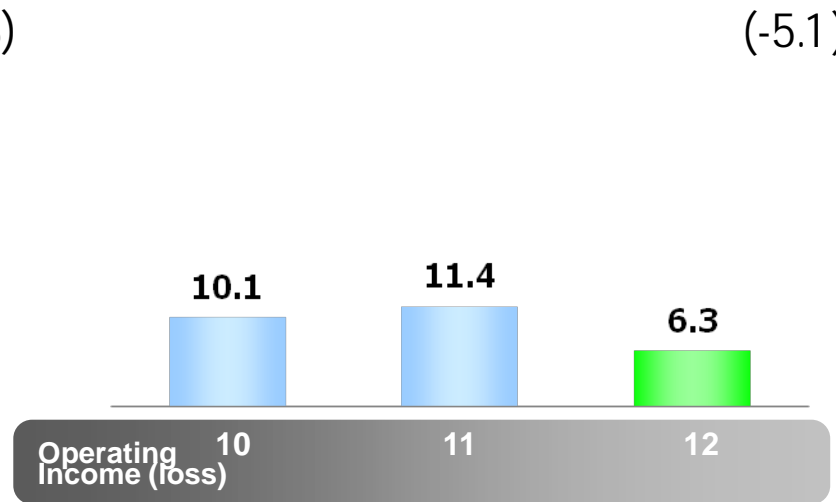
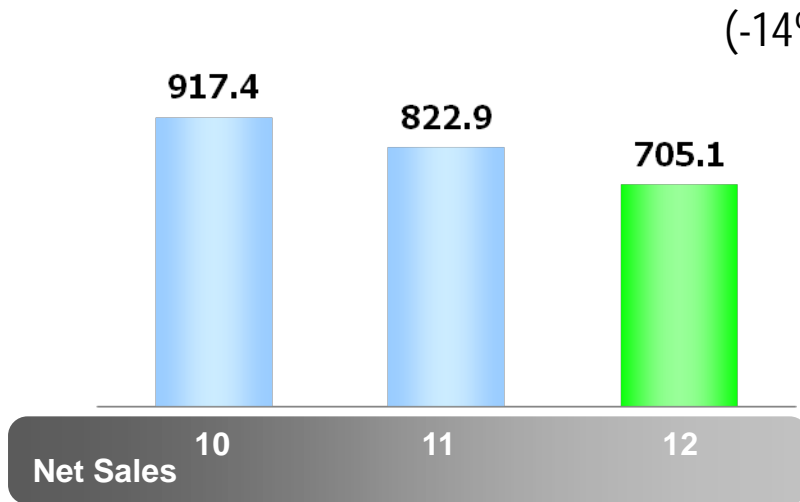
■ Retail Information and Office Equipment recorded higher operating income reflecting positive effects from the acquisition of IBM's retail business.



# PC Business, FY2012

(¥ billions)

[ ] = Year-on-year comparison



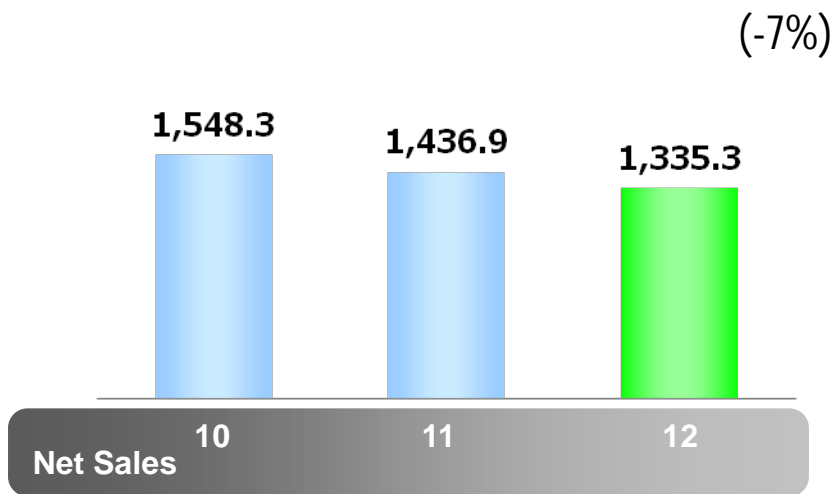
■ PCs saw sales decline on lower unit sales as demand declined in the United States, despite a solid performance in Japan

■ Although lower on reduced sales, operating income was positive as a result of continued success in cutting costs.

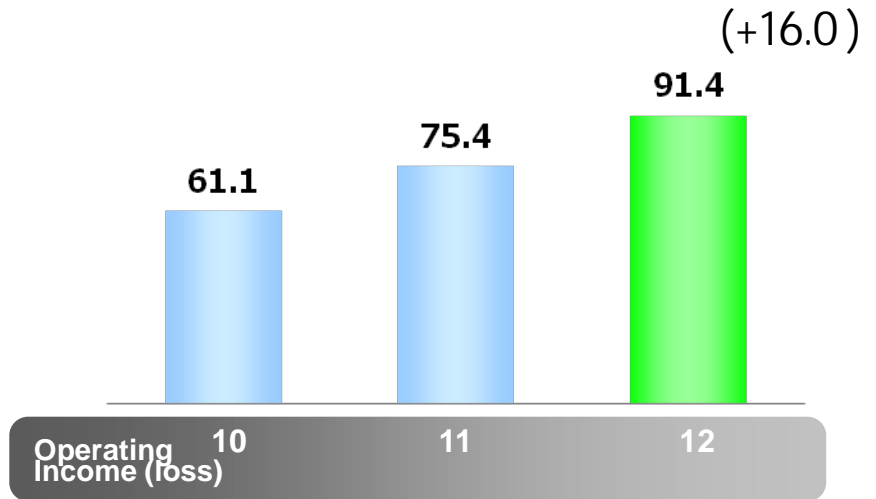
# Electronic Devices, FY2012

(¥ billions)

[ ] = Year-on-year comparison



- Lower sales mainly reflected lower demand for Discretes and System LSIs, despite a recovery in demand for Memories.



- Higher operating income reflected the positive effect of production adjustment, increased sales of high value added products and structural reform in System LSIs.
- Storage Products secured profit despite lower demand for PCs.

\* Prior year data relating LCDs has been reclassified from Electronic Devices to Others.

# Semiconductor & Storage Products Business Results Breakdown

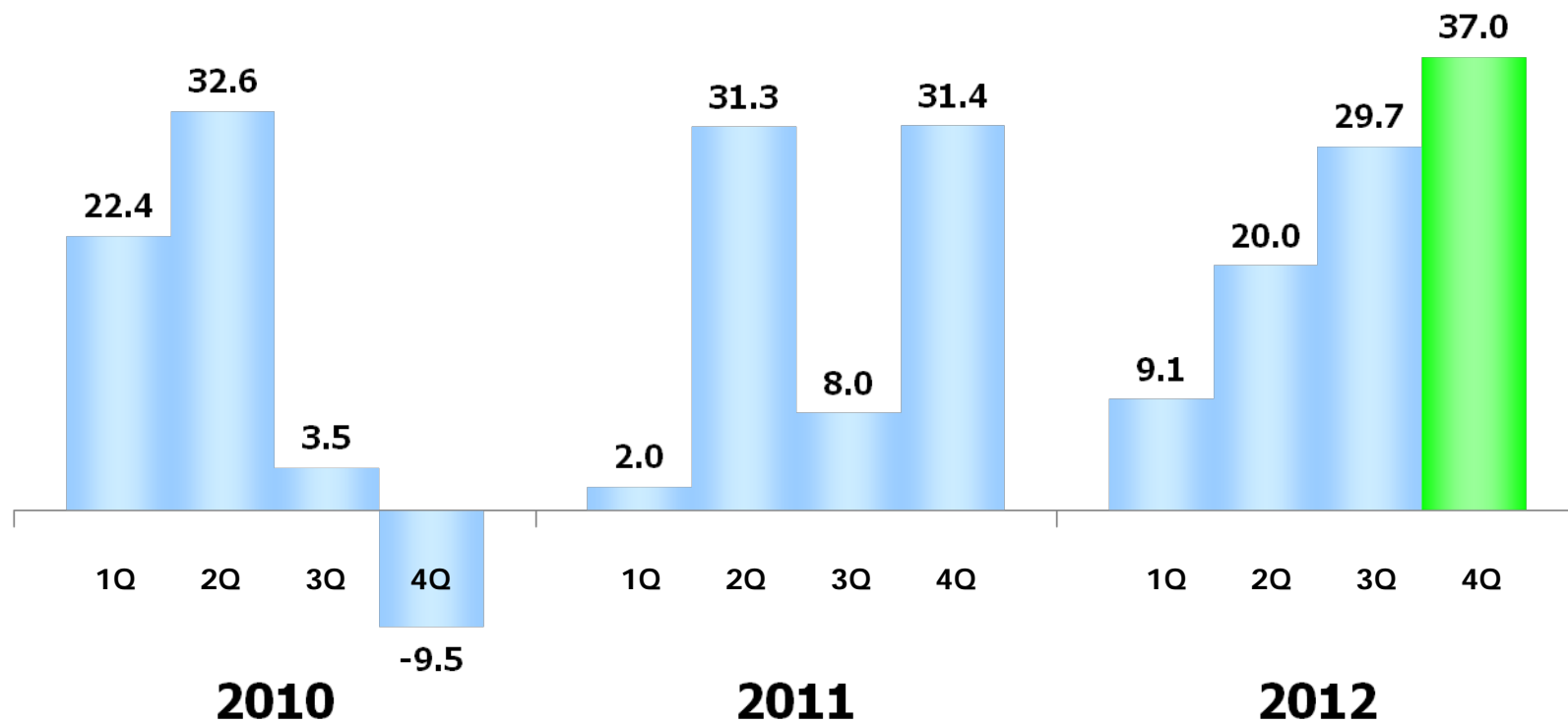
(¥ billions)

Net Sales	FY12	FY11	vs. FY11
Discrete	150.7	168.2	-17.5
System LSI	223.2	262.5	-39.3
Memory	529.0	549.5	-20.5
Semiconductor Total	902.9	980.2	-77.3
Storage Products	395.2	395.9	-0.7

Operating Income (loss)	FY12	FY11	vs. FY11
Semiconductor & Storage Products Total	95.8	72.7	23.1

# Semiconductor & Storage Products Business Quarterly Trend in Operating Income (loss)

(¥ billions)



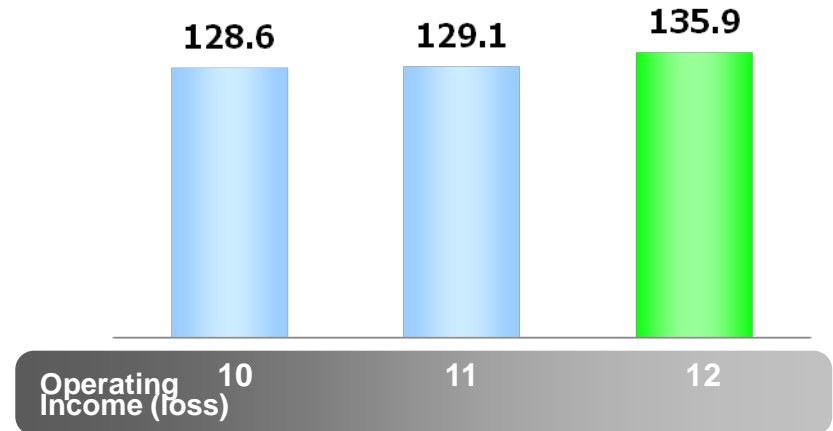
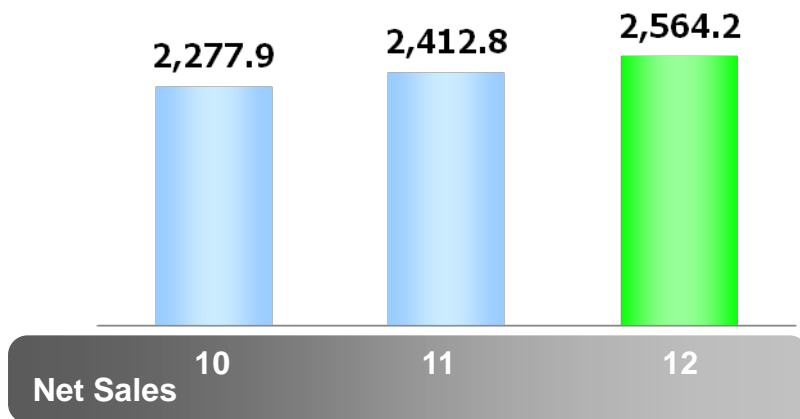
# Social Infrastructure, FY2012

(¥ billions)

[ ] = Year-on-year comparison

(+6%)

(+6.8)



■ Positive results from expansion in Thermal Power Systems in Japan and overseas and in Nuclear Power Systems overseas. Solid performances in Photovoltaic Systems, Social Infrastructure Systems, including Landis+Gyr, Elevators and Medical Systems also made positive contributions.

■ The segment's highest ever operating income reflected a healthy performance in Thermal Power Systems, and higher operating income from Photovoltaic Systems, Landis+Gyr, Transmission and Distribution Systems, Elevators and Medical Systems, despite decreased sales in Nuclear Power Systems in Japan.

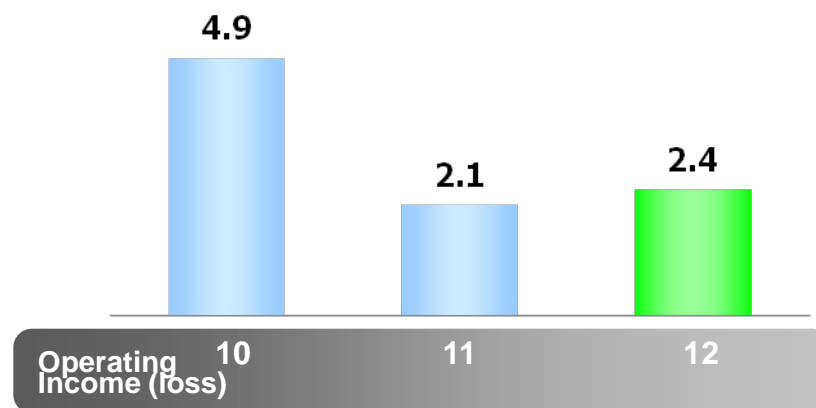
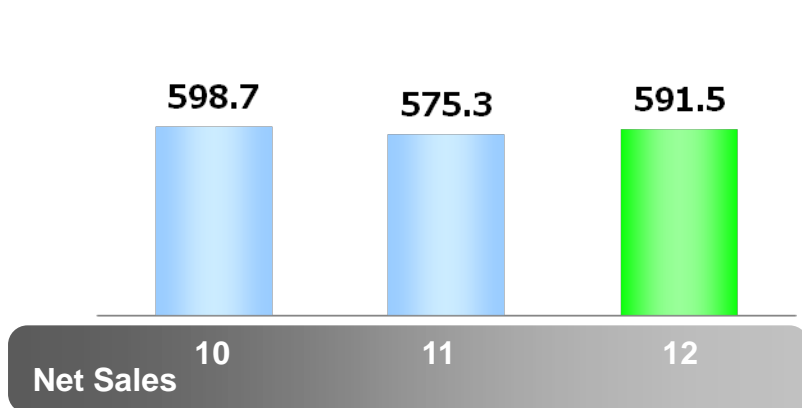
# Home Appliances, FY2012

(¥ billions)

[ ] = Year-on-year comparison

(+3%)

(+0.3)



■ Higher sales reflected a continuing solid performance in LED Lighting and Industrial Air-conditioning. Higher sales in White Goods also contributed.

■ Operating income increased as a result of higher operating income in LED Lighting, despite lower operating income in White Goods, which was affected by the impact of currency exchange shifts.

# Non-Operating Income (Loss) and Expenses

(¥ billions)

	FY12	FY11	Difference
			vs. FY11
Net financial loss	-20.3	-21.1	0.8
Foreign exchange income (loss)	8.2	-15.9	24.1
Income (loss) on sales of fixed assets	6.2	7.3	-1.1
Equity in earning of affiliates	21.6	17.0	4.6
Structural reform costs	-59.7	-21.4	-38.3
Others	5.3	-23.0	28.3
Total	-38.7	-57.1	18.4

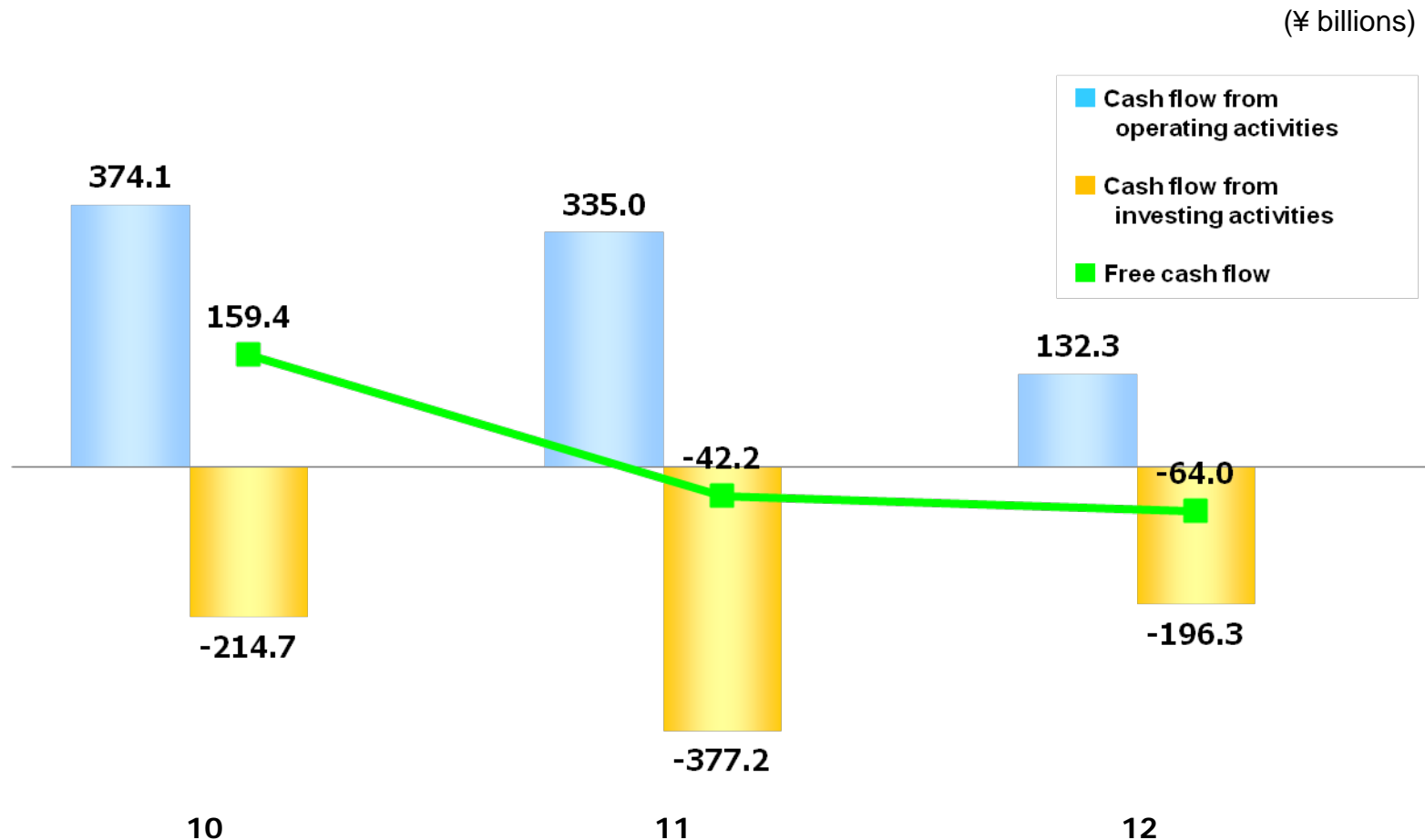
# Income Tax and Net Income (Loss) Attributable to Noncontrolling Interests

(¥ billions)

	FY12	FY11	Difference
			vs. FY11
Income (loss) from continuing operations, before income taxes and noncontrolling interests	155.6	145.6	10.0
Income Tax	-59.9	-64.2	4.3
Income (loss) from discontinued operations, before noncontrolling interests	0.0	-1.3	1.3
Net Income (loss) attributable to noncontrolling interests	-18.2	-10.0	-8.2
Net Income (loss)	77.5	70.1	7.4



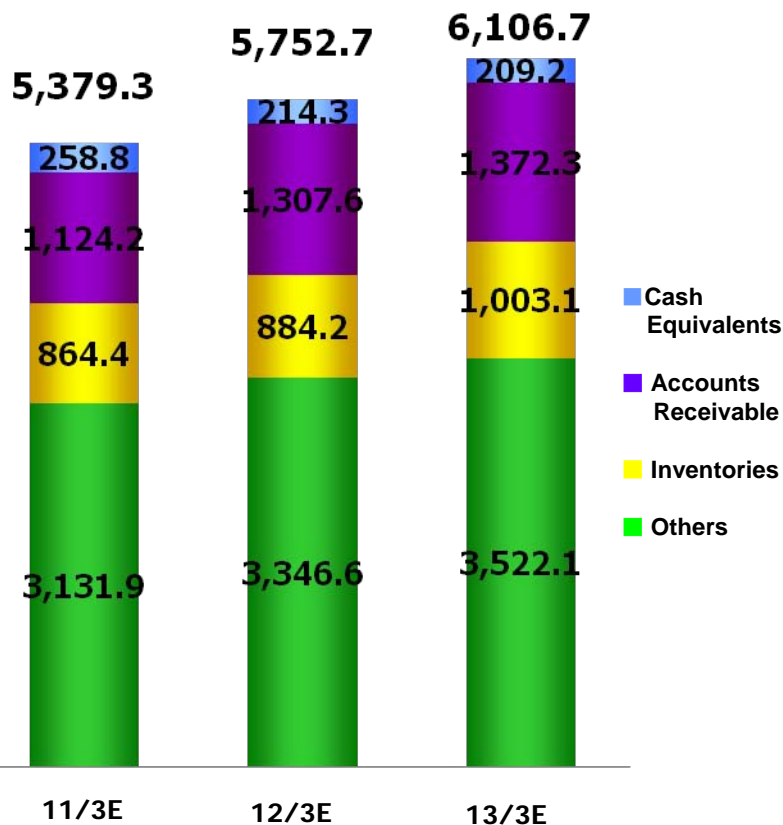
# Cash Flows, FY2012



- The cash used to acquire additional shares in Westinghouse (approximately 125 billion yen) is not included in free cash flow but in financial cash flow.

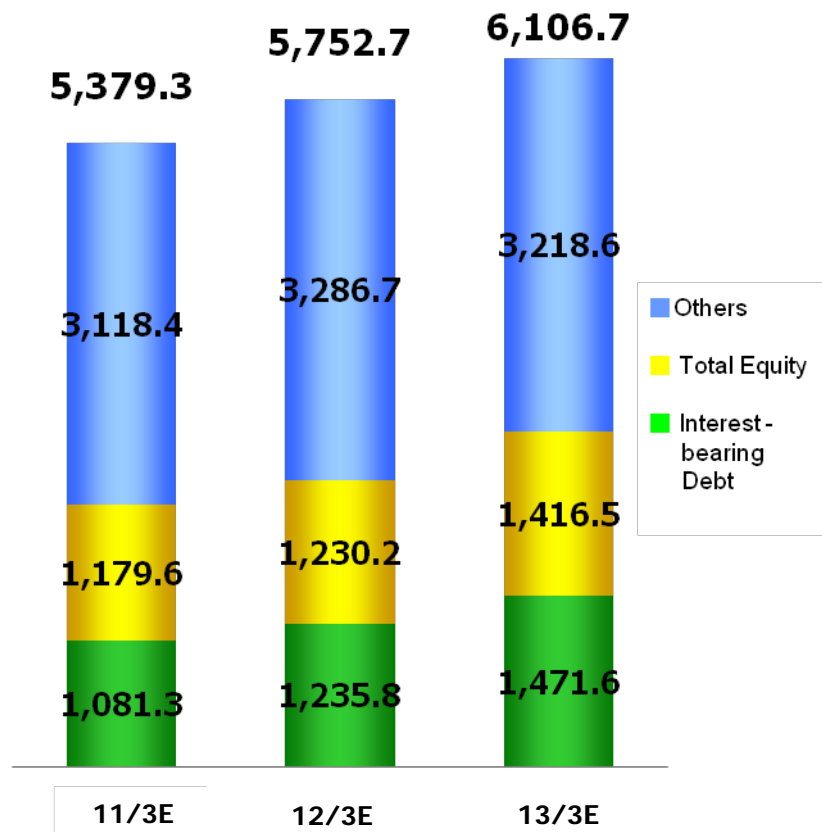
# Consolidated Balance Sheets

## Assets



## Liabilities and Equity

(¥ billions)



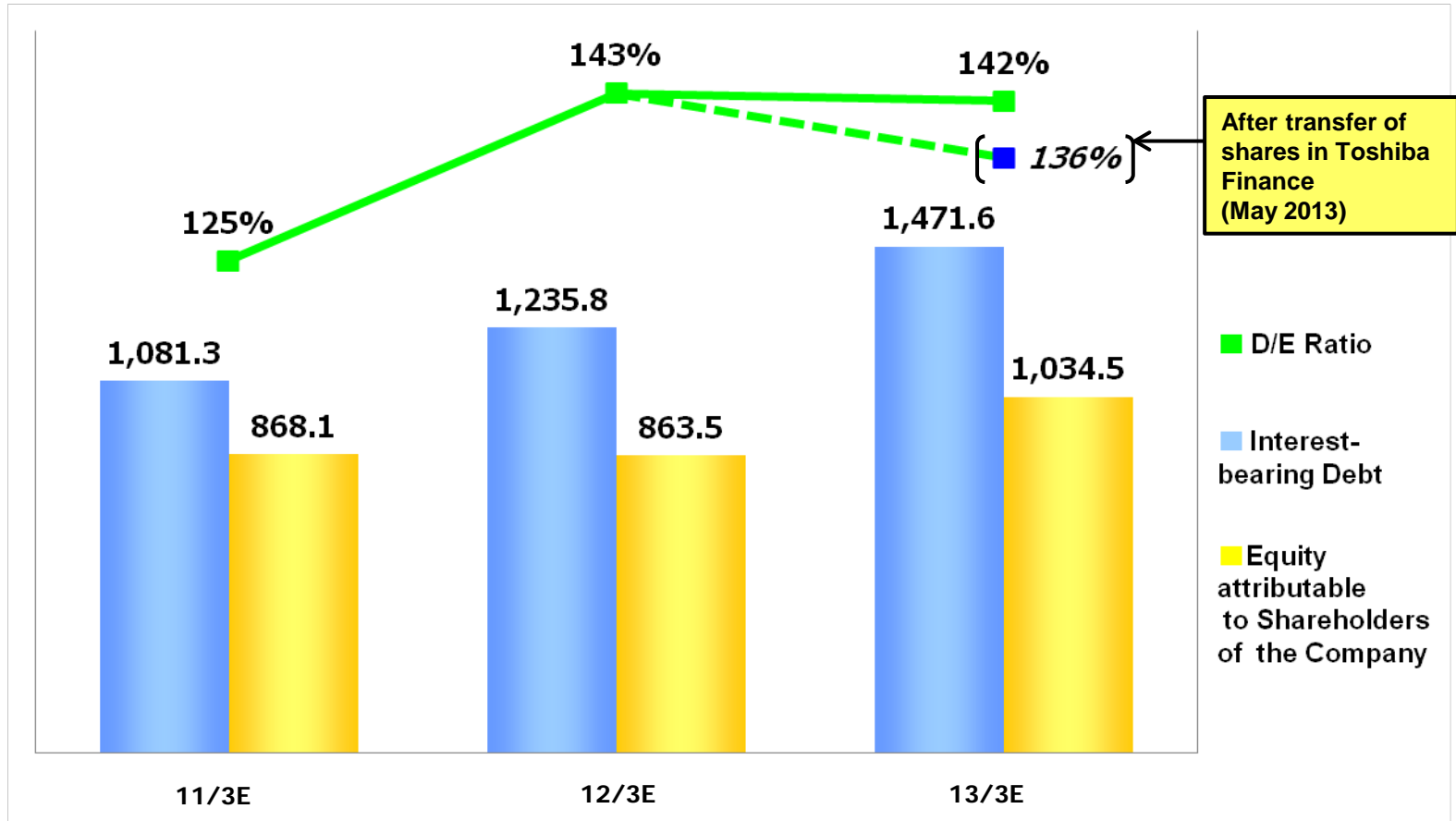
# Total Equity

(¥ billions)  
[ vs. 12/3E ]

	13/3E	12/3E	Difference
Common Stock	439.9	439.9	0.0
Additional paid-in capital	404.4	401.1	3.3
Retained earnings	635.6	592.0	43.6
Accumulated other comprehensive loss	-443.9	-568.0	124.1
Treasury stock	-1.5	-1.5	0.0
Equity attributable to shareholders of the Company	1,034.5	863.5	171.0
Equity attributable to noncontrolling interests	382.0	366.7	15.3
Total equity	1,416.5	1,230.2	186.3
Equity attributable to shareholders of the Company / Total asset ratio	16.9%	15.0%	1.9%

# DE Ratio

(¥ billions)



# FY2013 Forecast, Overall

(¥ billions, except earnings (losses) per share)

	FY13	FY12	Difference
			vs. FY12
Net Sales	6,100.0	5,800.3	299.7
Operating Income (loss)	260.0	194.3	65.7
%	4.3%	3.4%	0.9%
Income (loss) from continuing operations, before income taxes and noncontrolling interests	200.0	155.6	44.4
%	3.3%	2.7%	0.6%
Net Income (loss)	100.0	77.5	22.5
%	1.6%	1.3%	0.3%
Earnings (losses) per share attributable to shareholders of the Company	¥23.61	¥18.31	¥5.30

# FY2013 Forecast by Segment

(¥ billions)

Net Sales	FY13	FY12	Difference
			vs. FY12
Digital Products	1,500.0	1,432.7	67.3
Electronic Devices	1,480.0	1,335.3	144.7
Social Infrastructure	2,820.0	2,564.2	255.8
Home Appliances	660.0	591.5	68.5
Others	300.0	310.7	-10.7
Total	6,100.0	5,800.3	299.7

Operating Income (Loss)	FY13	FY12	Difference
			vs. FY12
Digital Products	25.0	-24.4	49.4
%	1.7%	-1.7%	3.4%
Electronic Devices	130.0	91.4	38.6
%	8.8%	6.8%	2.0%
Social Infrastructure	170.0	135.9	34.1
%	6.0%	5.3%	0.7%
Home Appliances	10.0	2.4	7.6
%	1.5%	0.4%	1.1%
Others	-20.0	-11.8	-8.2
%	-6.7%	-3.8%	-2.9%
Total	260.0	194.3	65.7
%	4.3%	3.4%	0.9%

\* Total include eliminations of following intersegment transaction

FY12 Sales: -434.1 billion yen; Operating Income: 0.8 billion yen

FY13 Sales: -660.0 billion yen; Operating Income: -55.0 billion yen

---

# TOSHIBA

Leading Innovation >>>