

TOSHIBA

**FY2025
Consolidated Business Results**

Toshiba Corporation

May 15, 2026

Highlights

Operating income continued the strong performance shown in Q1-Q3.
ROS at 8.1% and net income both set record highs for a full fiscal year.

	FY2024	FY2025	Difference
Net sales	3,513.9	3,709.1	+195.2
Operating income (before provisions, etc.)	253.9	394.0	+140.1
ROS	7.2%	10.6%	+3.4%pt
Provisions, etc. ^{*1}	-55.4	-93.2	-37.8
Operating income	198.5	300.8	+102.3
ROS	5.6%	8.1%	+2.5%pt
Non-operating income	179.8	2,412.9	+2,233.1
Income related to Kioxia ^{*2} (included)	106.8	2,277.0	+2,170.2
Income before income taxes	378.3	2,713.7	+2,335.4
Net income	279.0	1,967.3	+1,688.3
EBITDA ^{*3}	338.3	481.8	+143.5
EBITDA margin	9.6%	13.0%	+3.4%pt
Free cash flows ^{*4}	203.4	1,064.7	+861.3
Cash flows from operating activities	270.5	328.3	+57.8
Cash flows from investing activities	-67.1	736.4	+803.5
Average exchange rate during the fiscal year (US\$)	153 yen	150 yen	-3 yen

(Yen in billions)

* The Group's financial statements are based on US-GAAP.

*1 Analysis of project costs, etc. *2 Kioxia Holdings Corporation *3 EBITDA = Operating income + Depreciation + Goodwill impairment

*4 Free cash flows exclude the impact of restricted cash and a loan to the parent company

Comment on FY2025 Consolidated Business Results

Operating income increased by approximately 50% YoY, and solid performances by core businesses and continued strengthening of profitability resulted in an ROS of 8.1%, the company's highest ever.

Net income reached a record high, supported by gains from sales and the valuation of Kioxia shares.

Koji Ikeya, Corporate Officer and Corporate Senior Executive Vice President, made the following comment on the FY2025 Consolidated Business Results.

- Net sales increased YoY, and **operating income increased by approximately 50%, and net income was close to seven times higher, significant YoY increases. Both ROS, at 8.1%, and net income were the highest ever recorded.**
- Operating income **remained strong** from Q3, **with solid performances in Energy businesses, including Transmission and Distribution, in the HDD business, driven by growing demand for data centers, and in Infrastructure businesses, including Defense, Railways and Social Systems.** Contributions also came from continued good performances in the **Semiconductor Manufacturing Equipment business, Elevator business and Digital Solutions businesses.** The impact of U.S. tariffs continued to be felt, but Retail & Printing **minimized their impact by continuing price reviews and structural reforms.** Additional provisions for some projects were made after further risk analysis. We will continue to exercise thorough risk management.
- Net income **increased to 1,967.3 billion yen, almost seven times higher than in the previous year, on solid performances in core businesses,** and profit from the sales and valuation of shares of Kioxia, etc.
- **Progress in strengthening the profitability of core businesses and controlling rises in fixed costs has been steady, and the ROS was 8.1%, the highest we have ever recorded.** We will further strengthen and expand our profitability base to reach an ROS of 10% in FY2026.

Supplementary Explanation on FY2025 Consolidated Business Results

Category	Explanation
Net sales	<ul style="list-style-type: none">Net sales increased YoY on good performances by HDD, Infrastructure, and Semiconductor Manufacturing Equipment, etc., despite decreases in Retail & Printing, etc. (+5.6% YoY).
Operating income	<ul style="list-style-type: none">While Retail & Printing saw a decrease caused by cost increases from U.S. tariffs and postponed investments by customers, Energy and Infrastructure recorded solid performances, and higher operating income on higher sales in HDD, along with improved operating income in Defense, Railways, Elevators, and Semiconductor Manufacturing Equipment, resulted in a significant YoY increase in operating income of approximately 50%. (FY2024: 198.5 billion yen → FY2025: 300.8 billion yen)Additional provisions were made, primarily due to further cost analysis on some projects.
Net income	<ul style="list-style-type: none">A significant YoY increase, close to seven times higher than last year, reflects profit from the sales and valuation of shares in Kioxia and the sales of shares in some other businesses. (FY2024: 279.0 billion yen → FY2025: 1,967.3 billion yen)
FCF	<ul style="list-style-type: none">Improved cash flows from investing activities, on profit from the sales of shares in Kioxia and some other businesses, and improvements in EBITDA, etc., resulted in a significant YoY increase in free cash flows (+861.3 billion yen)
Orders received and order backlog	<ul style="list-style-type: none">Orders received remained strong, mainly in Energy. Order backlog saw a YoY increase due to an increase in orders for Energy and Infrastructure , and was the highest recorded since FY2018, when the current disclosure started.

Regarding the Implementation of Leveraged Loan Refinancing

In addition to the improvement in the profitability of core businesses, cash flows improved rapidly on profit from the sales of shares in Kioxia, leading to significant progress in debt repayment. Existing loan agreements were terminated and new loan agreements have been entered into with a syndicate of banks.

- Leveraged loans originally arranged at privatization were refinanced with loans on more favorable terms at the end of March 2026 .
 - Debt has been significantly reduced from the time of borrowing in 2023
 - Interest rate terms have been improved
 - Contractual restrictions have been relaxed

Koji Ikeya, Corporate Officer and Corporate Senior Executive Vice President, made the following comment.

The refinancing has reduced funding costs, strengthened the overall financial stability of Toshiba Group and enhanced management flexibility, **creating an environment that enables more agile investment and management decision-making. We will execute a disciplined investment strategy, carefully assessing investment effectiveness while maintaining clear prioritization** for the medium- to long-term growth outlined in Toshiba's Revitalization Plan.

Forward-looking Statements

- This presentation contains forward-looking statements concerning plans, strategies, and the performance of Toshiba Corporation and its consolidated subsidiaries.
- 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.
- 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 figures are consolidated totals of FY2025, unless otherwise stated.
- FY2025 results are unaudited figures, as of May 15, 2026.

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