

CSR Report

Corporate Social Responsibility

2011



Basic Commitment of the Toshiba Group

We, the Toshiba Group companies, based on our total commitment to people and to the future, are determined to help create a higher quality of life for all people, and to do our part to help ensure that progress continues within the world community.

1. Commitment to People

We endeavor to serve the needs of all people, especially our customers, shareholders, and employees, by implementing forward-looking corporate strategies while carrying out responsible and responsive business activities. As good corporate citizens, we actively contribute to further the goals of society.

2. Commitment to the Future

By continually developing innovative technologies centering on the fields of Electronics and Energy, we strive to create products and services that enhance human life, and which lead to a thriving, healthy society. We constantly seek new approaches that help realize the goals of the world community, including ways to improve the global environment.

Toshiba Group Slogan

**Committed to People,
Committed to the Future. TOSHIBA**

Framework of Toshiba Group's Management Philosophy

Basic Commitment of the Toshiba Group

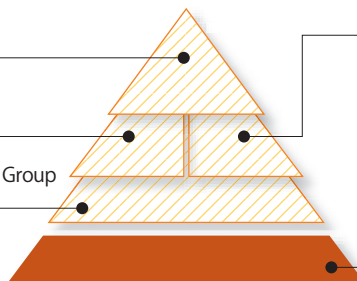
Toshiba Group's mission

Toshiba Group Management Vision

A set of values and targets shared throughout Toshiba Group

Toshiba Group Standards of Conduct

Standards of conduct to which everyone in Toshiba Group is required to adhere



Toshiba Brand Statement

UN Global Compact*

Responsibilities as a global enterprise

* UN Global Compact: A voluntary corporate citizenship initiative concerning human rights, labor, the environment, and anti-corruption proposed by the former UN Secretary-General Kofi Annan in 1999 at the World Economic Forum. Toshiba joined the UN Global Compact in 2004

Toshiba Group's Corporate Philosophy emphasizes respect for people, creation of new value, and contribution to society. The Group slogan—"Committed to People, Committed to the Future. TOSHIBA."—expresses the essence of our corporate philosophy.

We recognize that it is our corporate social responsibility (CSR) to put our philosophy and slogan into practice in our day-to-day business activities. In doing so, we accord the highest priority to human life and safety and to compliance.

Toward Realizing the Corporate Philosophy

Toshiba Group's Integrity

Meet our responsibilities to society

Proactively contribute to solutions to social issues such as climate change through business activities









Secure sound management and finances

Ensure sound management by according the highest priority to human life and safety and to compliance so that Toshiba continues to be trusted by society

Toshiba Group strives to constantly act with unshakable integrity and aims to continue to be trusted as a "corporate citizen of planet Earth"

In CSR management, Toshiba Group emphasizes the keyword "integrity" with the above two connotations and ultimately seeks to fulfill its responsibilities toward a wide range of stakeholders.

Major Stakeholders and Toshiba Group's Responsibilities

Major Stakeholders	Key Responsibilities
Customers  <p>With its wide range of products—from home appliances, digital products, and electronic devices to social infrastructure systems—Toshiba Group has a diverse range of customers, including individual and corporate customers as well as government and public bodies.</p>	<ul style="list-style-type: none"> ● Providing safe, secure products and services that offer great value ● Providing appropriate product information ● Creating environmentally conscious products and services ● Enhancing customer satisfaction ● Offering excellent customer relations and support ● Managing customer information appropriately ● Promoting universal design
Shareholders/Investors  <p>Toshiba has approximately 459,000 shareholders. Of the 4.24 billion shares issued, 38.1% of the voting rights are held by financial institutions, 31.3% by individuals and others, and 24.7% by foreign corporations (as of March 31, 2011).</p>	<ul style="list-style-type: none"> ● Disclosing information in a timely and appropriate way ● Providing an appropriate return of profits ● Maintaining and enhancing corporate value ● Responding to the needs of SRI organizations
Suppliers  <p>Toshiba Group has approximately 4,000 suppliers in Japan and 1,000 suppliers overseas (as of March 31, 2011).</p>	<ul style="list-style-type: none"> ● Selecting suppliers fairly and engaging in fair trading practices ● Offering open business opportunities ● Providing support for CSR-based management
Employees  <p>Around 200,000 people work for Toshiba Group at 498 companies, including approx. 120,000 employees working in Japan and approx. 80,000 employees overseas (as of March 31, 2011).</p>	<ul style="list-style-type: none"> ● Conducting fair assessment and treatment ● Respecting human rights and diversity ● Optimizing human resources and promoting their growth ● Supporting diverse working styles ● Maintaining and enhancing skills and capabilities ● Ensuring occupational health and safety
Local communities  <p>Toshiba Group has major business sites in over 30 countries worldwide. In carrying out our business operations, we respect the cultures, history, and customs of people in each region.</p>	<ul style="list-style-type: none"> ● Respecting different customs and cultures ● Engaging in corporate citizenship activities in local communities ● Preventing accidents and disasters at business sites ● Supporting neighboring communities in case of a disaster
Government/Authorities  <p>Toshiba Group operates worldwide. Governments and public bodies of many countries are also our customers.</p>	<ul style="list-style-type: none"> ● Providing support to solve diverse global issues ● Collaborating on our priority areas of corporate citizenship
NPOs/NGOs  <p>We cooperate with and draw on the strengths of NPOs and NGOs on areas such as the environment, human rights, and social contributions, and always endeavor to engage in constructive dialogue with them.</p>	<ul style="list-style-type: none"> ● Complying with laws and regulations ● Paying taxes ● Supporting government policies toward solving social issues
Global environment  <p>In striving to become of the world's foremost eco-companies, we are promoting business activities in harmony with the global environment.</p>	<ul style="list-style-type: none"> ● Mitigating climate change ● Reducing waste discharges ● Reducing release of chemicals

Note: The word "integrity" means 1. the quality of being honest and having strong moral principles; 2. (formal) the state of being whole and not divided (Oxford Advanced Learner's Dictionary)

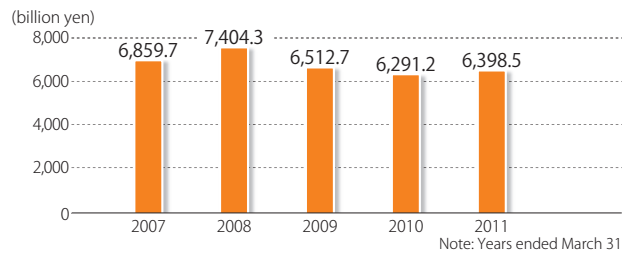
Toshiba Group Business Overview

Company Overview (as of March 31, 2011)

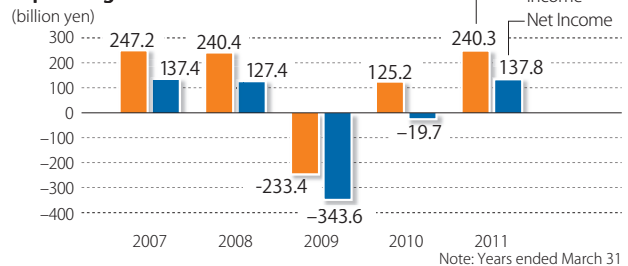
Company name	Toshiba Corporation
Headquarters address	1-1, Shibaura 1-chome, Minato-ku, Tokyo
Founded	July 1875
Paid-in capital	439.9 billion yen
Consolidated net sales	6,398.5 billion yen
Number of employees	202,638 (consolidated)
CSR-related international charters/guidelines Toshiba endorses	<ul style="list-style-type: none"> United Nations Global Compact Global Reporting Initiative (GRI)
Number of shareholders	459,114
Number of shares issued	4,237,600,000 shares
Number of consolidated subsidiaries	498 (200 in Japan, 298 overseas)
Number of affiliates accounted for by the equity method	202
Stock exchange listings	Tokyo, Osaka, Nagoya and London
Membership in CSR-related organization	<ul style="list-style-type: none"> Business for Social Responsibility (BSR) Council for Better Corporate Citizenship (CBCC) Electronic Industry Citizenship Coalition (EICC)

Financial Results (Consolidated)

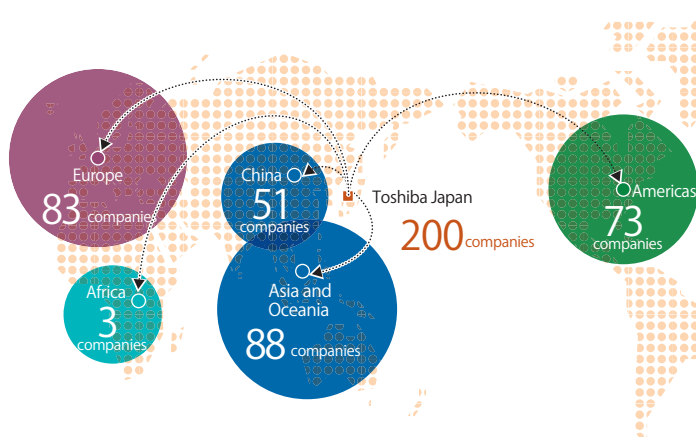
Net Sales



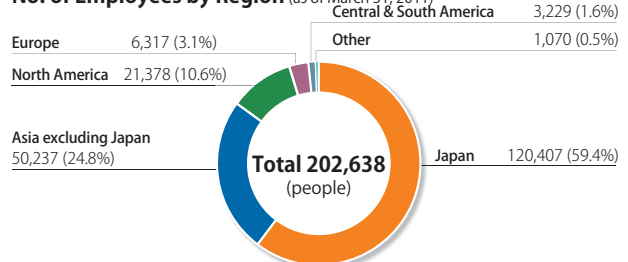
Operating Income & Net Income



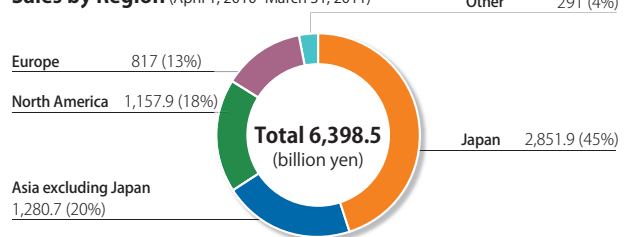
Business Structure (numbers in the map indicate overseas consolidated subsidiaries)



No. of Employees by Region (as of March 31, 2011)



Sales by Region (April 1, 2010–March 31, 2011)



Distribution of Economic Value to Stakeholders

Consolidated financial results for FY2010 indicate increases in net sales and operating income compared to the last fiscal year and also an increase in distribution to shareholders and the government/authorities.

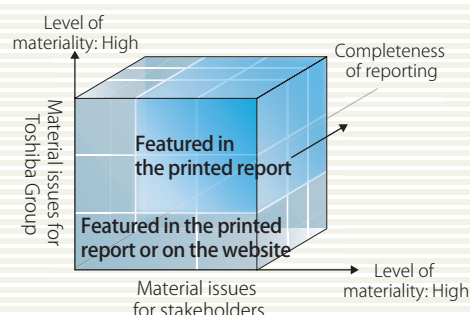
Stakeholders	Amount distributed (billion yen)	Amount distributed (billion yen)	Calculation method
	FY2010	FY2009	
Suppliers	6,158.2	6,264.4	Cost of sales; and selling, general and administrative costs
Employees	270.0	257.4	Data limited to Toshiba Corp. (figure derived by multiplying the total number of Toshiba Corp. employees by their average annual compensation, as mentioned in the Financial Reports)
Shareholders	17.6	5.7	"Dividends paid" on the cash flow statement
Creditors	32.3	35.7	"Interest" included in costs and expenses on the income statement
Government/Authorities	40.7	29.7	Income taxes
Society	3.0	2.7	Expenditure for corporate citizenship activities* (See p.49)
Environment	50.4	54.3	Environment-related expenditure* Equals environmental costs in environmental accounting. For details, see the following website: http://www.toshiba.co.jp/env/en/management/account.htm
Within company	129.4	-19.7	Amount of net income minus dividends paid

* Amounts distributed to society and to the environment are also included in those distributed to suppliers and employees

Editorial Policy

Our efforts to report on the priority issues for our stakeholders and those for Toshiba Group

In editing the CSR Report, we examine and take into consideration the issues material for both our stakeholders as well as the Group, then verify the results using a Toshiba-specific index for determining materiality. Based on this, we have edited this CSR Report 2011 with the two new features described below. In addition to the CSR Report, Toshiba Group also publishes the Annual Report, the Environmental Report, and the Social Contributions Activities Report and provides the latest information on the corporate website (see p.51).



Report

Describes the status of Toshiba Group's actions and recovery support in the aftermath of the Great East Japan Earthquake

This report summarizes the measures that were being undertaken as of the end of May 2011 under the supervision of the special task force headquarters.

- Major assistance activities
- Situation at major production facilities
- Measures to reduce electricity consumption at Toshiba Group
- Toshiba's measures to help restore power systems infrastructure
- Measures to realize a sustainable society using low-carbon power generation technologies

Annual Activity and Performance Report

Describes our ISO26000 initiatives aimed at strengthening CSR management

This report summarizes our initiatives aimed at incorporating ISO 26000 into our CSR management.

- Assessment of the status of CSR practices by corporate divisions
- Confirmation of the status of CSR practices with relevant companies
- Establishment of Key Performance Indicators (KPIs)

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Organizations covered in this report

In principle, the Toshiba Group (Toshiba Corporation and its 498 consolidated subsidiaries in Japan and overseas) are covered in this report, but individual entities are indicated in cases where information does not pertain to the Toshiba Group.

Note: "Toshiba" in this report refers to Toshiba Corporation.

Reporting period

This report focuses on the results of activities in FY2010 (from April 1, 2010 to March 31, 2011), but also includes some activities continuing from the past as well as more recent ones.

Significant change during the reporting period

As of October 1, 2010, Toshiba Corporation transferred its mobile phone business to a new company (Fujitsu Toshiba Mobile Communications Limited), with 80.1% of this new company's stocks being allotted to Fujitsu Ltd.

Publication

Current issue: August 2011 (next issue scheduled for August 2012; previous issue was August 2010)

Reference Guidelines

Global Reporting Initiative (GRI)
Sustainability Reporting Guidelines (G3)
Environmental Reporting Guidelines (FY2007 Version), Ministry of the Environment of Japan
Environmental Accounting Guidelines 2005, Ministry of the Environment of Japan
ISO 26000:2010, *Guidance on Social Responsibility*

Disclaimer

This report contains plans and strategies for the future of Toshiba, as well as predictions and prospects regarding our performance. Such information is based on our determinations and convictions made based in accordance with the facts and information currently available to us.

CEO Commitment

We will constantly strive to act with unshakable integrity, to establish a position as one of the world's foremost eco-companies, and to contribute to the future of a sustainable planet Earth.



Doing Our Utmost to Support Recovery from the Great East Japan Earthquake

First of all, I would like to express my deepest condolences to the families of those who lost their lives as a result of the Great East Japan Earthquake and my sympathies to those who continue to suffer from its aftereffects. Ever since the earthquake on March 11, Toshiba Group has been making collective efforts to support recovery from the earthquake and its aftermath.

Our top priority is to support the restoration of Japan's social infrastructure. Immediately after the earthquake, we set up an emergency task force that has been working around the clock to ensure the safety of the Fukushima Nuclear Power Stations. As of May 23, the task force consisted of 1,900 members, including some personnel from Toshiba's subsidiaries and overseas partner companies. Around 400 members of the task force are currently toiling to secure the plant. As a company engaged in the development of nuclear power generation systems, we realize the serious implications of this nuclear power plant accident, so our highest priority is to stabilize the situation. We have been making every effort to strengthen emergency and long-term measures to ensure the safety of existing nuclear power plants.

We have also deployed a team to restore thermal power plants and damaged transmission and distributions systems, as well as to resume operation of facilities under regular inspection as soon as possible. We are doing our utmost to help restore approximately 10,000 MW of power supply by this year's summer peak period (particularly during July to August).

As part of our relief and recovery efforts, we have also decided to make a donation equivalent to one billion yen. For instance, we have provided electric home appliances, PCs, photovoltaic systems, and ultrasound diagnostic equipment to evacuation

sites, local community centers, and medical care institutions. In order to support the recovery of the affected areas, we will formulate medium- and long-term measures aimed at creating employment, including supporting electrical appliance store owners and donating fishing boats.

Promoting CSR as Part of Toshiba Group Basic Management Policy and Acting with Unshakable Integrity

Since my appointment as President and CEO of Toshiba, I have consistently emphasized the need for unshakable integrity in promoting CSR management.

The term integrity embodies two meanings. First of all, it refers to meeting our responsibilities to society. Accordingly, through our business operations, we seek to address various global issues regarding energy, the environment, health care, and the use of digital networking technology, thereby contributing to the future of a sustainable planet Earth.

Second, it also refers to securing sound management and finances. To this end, we place the highest priority on human life,

Basic Management Policies

Aim to be a global leader

Allocate resources to strategic business areas

Continue to accelerate globalization
Set up ambitious goals for innovation and speed its pace

Push forward with CSR management

safety, and compliance in all areas of our business. Also, learning from the experience we gained during and in the aftermath of the March 11 earthquake and tsunami, we will strengthen our business continuity capabilities, and by working toward securing a strong financial footing with a stable revenue base, we will endeavor to retain the trust of all our stakeholders.

As our financial performance for FY2010 returned to the level achieved prior to the Lehman crisis, we revised our FY2011 management policy by shifting our target from “returning to the path of sustained growth with steadily higher profit” to “aiming to be a global leader.” Through CSR-oriented management, we will strive to further improve our corporate competitiveness.

Promoting Three “Green” Initiatives to Become One of the World’s Foremost Eco-companies

Of all the social issues facing the world today, Toshiba Group is particularly committed to addressing energy security issues and environmental challenges, such as climate change.

In response to these global issues, we are developing initiatives guided by three key concepts: Greening of Process, Greening of Products, and Greening by Technology.

Greening of Process refers to initiatives aimed at minimizing environmental impacts through improved efficiency of manufacturing processes. We are implementing all available measures to improve air-conditioning efficiency and save energy for manufacturing equipment and lighting at our new rechargeable battery factory in Niigata, Japan, which commenced production in February 2011, and at the new semiconductor fab at our Yokkaichi Operations in Japan, scheduled for completion in July 2011. We aim to keep CO₂ emissions below 60%* of the level of FY1990, by continuing to pursue initiatives such as the power-saving measures we adopted in the aftermath of the earthquake.

Secondly, through our initiatives for Greening of Products, we will continue to create environmentally friendly products that are assessed from three perspectives: mitigation of climate change, effective use of resources, and management of chemicals. By 2020, we aim to achieve an annual reduction of 34.8 million tons in CO₂ emissions through promoting the use of energy-saving products, such as TVs and PCs with a “peak-shift” function, an eco-chip for zero standby power, and LED lighting systems.

Thirdly, through our Greening by Technology initiatives, we will promote the commercialization of high-efficiency thermal power generation technology and carbon capture and storage (CCS) technology, as well as the development of next-generation nuclear reactors that provide even greater safety. We will also enhance initiatives for the development of renewable energy sources, such as hydro, solar, geothermal, and wind power, in order to contribute to ensuring a stable supply of energy and realizing a low-carbon society. In our smart community initiatives geared toward creating new environmentally friendly communities, we will play a leading role in the development of comprehensive, integrated system solutions for future communities, including power supply, water and sewerage, transportation, health, information and security systems.

We believe that biodiversity is an essential element of a sustainable society and consider the conservation of biodiversity to be a significant issue for environmental management, along with the mitigation of climate change. Consequently, we have conducted biodiversity assessments at our various production sites, in addition to providing education to our employees.

Through our efforts to effectively implement these initiatives, we hope to establish a position as one of the world’s foremost eco-companies.

* The figure does not take into account that, in the wake of the Great East Japan Earthquake, there may have been a deterioration in the CO₂ emission coefficient for electricity.

Accelerating the Globalization of Management and Promoting Diversity

In FY2010, our overseas sales accounted for 55% of Toshiba Group’s total sales, and we will continue to accelerate our global business expansion. The development of products and services that cater to the needs of mature developed countries as well as rapidly growing emerging countries requires working closely with people in each market. In doing this, we will emphasize the promotion of diversity through measures such as the deployment of local human resources in top-level positions at our overseas subsidiaries, thereby fostering their development, and the employment of non-Japanese people at our headquarters in Japan. We seek to strategically manage diversity as a means of spurring innovation and providing a competitive advantage.

Meeting Our Stakeholders’ Expectations

In 2004, Toshiba signed the UN Global Compact, a move that reflects our commitment to act in accordance with the universal principles concerning human rights, labor standards, the environment, and anti-corruption. Our commitment does not end there, however, as we also expect our suppliers to support the principles of the Global Compact. To meet our commitment, we will continue to strive to promote CSR management in accordance with global standards, such as by taking a leading role in enhancing our practices based on the newly developed ISO 26000.

Toshiba Group will continue to provide our stakeholders with information on our management, as well as products and services, in a timely and appropriate way, and will continue to pursue transparent corporate activities that respond to stakeholder needs. We will operate as a corporate citizen of planet Earth that not only contributes to the global environment but also respects diverse histories, cultures, and customs of different countries.

As we do so, I ask for your continued support and cooperation.



Norio Sasaki

Director, President and CEO
Toshiba Corporation

The above message describes our earthquake recovery efforts as of the end of May 2011.

Report

Toshiba Group's Measures in Response to the Great East Japan Earthquake

We offer our deepest condolences to all victims of the Great East Japan Earthquake of March 11, 2011, and extend our sympathy to all those who continue to suffer its aftereffects as they strive to rebuild their lives.

Immediately after the earthquake, Toshiba established an integrated control center headed by the president & CEO and has since continued to make every effort to support recovery. As part of our assistance activities, we have decided to provide a donation equivalent to one billion yen. Furthermore, we have cooperated in and supported securing the integrity of the Fukushima Nuclear Power Stations and have helped resolve power shortages.

This CSR report summarizes the actions we had taken as of the end of May 2011. Information on our subsequent measures will be communicated via our website.

 <http://www.toshiba.co.jp/information/message.html>

1

Major assistance activities

1 Provision of home appliances and PCs

We have donated TV sets, washer dryers, refrigerators, toasters, radio cassette recorders, batteries, diagnostic ultrasound systems, etc., to housing provided for the victims, evacuation sites, and medical centers in the most seriously affected areas (i.e. the prefectures of Aomori, Iwate, Miyagi, and Fukushima), as well as in other areas of the country (e.g. the prefectures of Chiba, Okinawa, Hiroshima, Okayama, and Fukuoka). We also provided around 500 PCs to help establish internet connections at evacuation sites and to assist organizations engaged in relief activities. In addition, we have offered 50,000 energy-saving, long-life LED lamps to each affected prefecture.

2 Provision of relief supplies such as food, water, and other basic necessities

We have provided evacuation sites in Iwate, Miyagi, and Fukushima Prefectures with drinking water, tea, food, blankets, toilet paper, and other goods stored in our warehouses against emergencies.



Relief supplies provided to Soma City, Fukushima Prefecture

3 Provision of photovoltaic systems

Toshiba has provided evacuation sites, temporary public housing, and other facilities with sets of photovoltaic systems, storage batteries, and home appliances to meet the needs of 100 households. As of the end of May, these products had been installed at four evacuation sites in Miyagi Prefecture.



Photovoltaic system installed at an evacuation center in Miyagi Prefecture

4 Provision of next-generation OLED lighting

We plan to provide 100 units of OLED (organic light-emitting diode) lamps (newly developed in FY2011), 4,000 AAA alkaline batteries and 100 solar-powered rechargeable batteries. OLED lamps will be effectively used as reading lights and portable lights at evacuations sites and in areas where electric power is in short supply because they consume very little power and can also be used with alkaline as well as rechargeable batteries.



The OLED lamp emits soft light that is easy on the eyes.

5 Provision of fishing boats and other measures to maintain employment

Toshiba plans to donate funds to purchase 26 small fishing boats through a fishermen's cooperative in Miyagi Prefecture, contributing to the employment of persons engaged in fisheries and working at local shipbuilding yards. In addition, as a measure to help the affected owners of electric appliance stores, we plan to offer places to do business, lend vehicles for use in sales and maintenance activities, and dispatch support personnel to assist them. We are also considering providing jobs by expanding the workforce at our call centers.

6 Sale of specialty products from the affected areas at Toshiba facilities

Toshiba has organized fairs to sell specialty products from Iwate, Miyagi, Aomori, and other prefectures at the stores of its head office (Tokyo) and other business sites. Products worth approximately two million yen were sold at the fair held to sell Iwate Prefecture's specialty items.



Iwate Prefecture specialty fair held at the head office store

7 Provision of company facilities

Bathing facilities at the dormitory of Kitashiba Electric Co., Ltd., our subsidiary in Fukushima City, were opened to affected people in the neighborhood. Shuttle bus services were also provided to transport people to the facilities.

8 Fund raising among employees

In cooperation with the labor unions, Toshiba Group raised funds from its employees in Japan. Our employees from overseas subsidiaries also donated funds and sent many warm messages.

2 Situation at major production facilities

1 Restoration of production bases

Iwate Toshiba Electronics Co., Ltd., a semiconductor manufacturing subsidiary located in Kitakami City, Iwate Pref., suspended its operations immediately after the earthquake, but resumed partial production in mid-April. In order to minimize the impact on customers, Toshiba has started to provide support at alternative production facilities, such as Oita Operations, Himeji Operations-Semiconductor, and Kaga Toshiba Electronics Corp. Toshiba Mobile Display Co., Ltd., located in Fukaya City, Saitama Pref., resumed partial production at its LCD manufacturing line in late March, and resumed full operation at the end of April. The company is supplying some products from Ishikawa Works, the company's other production facility in Ishikawa Pref. Among other production bases in the Tohoku Region, Kitashiba Electric Co., Ltd. and Kawamata Seiki Co., Ltd. in Fukushima Prefecture were also affected by the earthquake and had to suspend their operations temporarily, but resumed production by the end of March. Toshiba Group has taken various measures to minimize the effects of the disaster on customers.

2 Securing procurement parts and support for affected suppliers

Many of our component suppliers, mainly those located in the disaster-struck areas of the Tohoku Region, suffered damage. Immediately after the disaster, Toshiba Group used all possible means to secure parts and materials, such as investigations of available inventories (including channel inventories), negotiations with suppliers to switch production to locations outside the affected region, and acceleration of the use of substitutes. We have made every effort to secure parts and materials to minimize the impact on production. Toshiba Group is also supporting the earliest recovery of suppliers with damaged manufacturing facilities by supplying necessary emergency power supply equipment and components. We will continue to assist suppliers in their efforts to return to normal business operations.

3 Measures to reduce electricity consumption at Toshiba Group

1 Reducing power consumption

Since immediately after the earthquake, Toshiba Group has implemented every possible power-saving measure including removing some fluorescent lamps and reducing the operating hours of air conditioning at its business sites, stopping some elevators, shifting production from daytime to nighttime, advising employees to adopt summer business dress code much earlier than usual, and closing or shortening the opening hours of the Toshiba Science Museum.


During the hours of peak power consumption in the summer (particularly during July to August), Toshiba Group will take power-saving measures to reduce power consumption in line with the Japanese government's policy. Starting in June 2011, it will introduce a real-time power consumption monitoring system at its major operation bases. Other plans currently under consideration include rolling summer holidays, shifting some servers outside the areas served by Tokyo Electric Power Company, Inc. (TEPCO) and Tohoku Electric Power Company, Inc., and allowing some design and development employees to work at home temporarily. Furthermore, each facility will implement such measures as utilizing and enhancing in-house power generation systems to reduce electricity consumption at peak power demand times.

2 Introducing ways of cutting electricity consumption for home electronic products on Toshiba's website

Toshiba has posted information on its website to suggest ways of cutting electricity consumption for home electronic products such as PCs, TV sets, refrigerators, air-conditioning systems, and washer dryers.

For instance, electricity consumption for PCs can be reduced by putting the computer in power-saving mode or driving it with batteries, while that for refrigerators can be reduced by adjusting the temperature to suit the season or not overstocking it. For air-conditioning systems, power can be saved by cleaning the filters frequently, and in particular, it can be saved by about 10% by setting the temperature 1 °C lower in heating mode and 1 °C higher in cooling mode.

Information (in Japanese only) on the above tips to cut electricity consumption can be accessed via the "Customer Support" page or the "Toshiba's Activities in the Aftermath of the Great East Japan Earthquake" page on Toshiba's website.

 <http://www.toshiba.co.jp/csqa/contact/support/info/setsuden.htm>
(Japanese only)
(Ways of cutting electricity consumption for home electronic products)

1 Cooperation and support to help maintain the integrity of the Fukushima Nuclear Power Stations

Developing solutions 24/7 and dispatching engineers

Immediately after the earthquake, Toshiba formed a task force at the company's Tokyo headquarters and Isogo Nuclear Engineering Center in Yokohama in order to address the incidents at the Fukushima Daiichi Nuclear Power Station. The team gathers and analyzes information around the clock and monitors developing solutions.

Following requests from the Japanese government and TEPCO, operator of the Fukushima power plants, Toshiba dispatched nuclear engineers to TEPCO's head office and the Fukushima Daiichi and Daini Nuclear Power Stations. These personnel have been providing vital technical support and developing solutions. Toshiba has also dispatched its engineers to the Onagawa Nuclear Power Station of Tohoku Electric Power Company, Inc.

Forming a 1,900-member team in cooperation with our US subsidiary and other partners

As of May 23, with the cooperation of Westinghouse Electric Company (our US subsidiary), the Shaw Group (our ABWR plant partner), Babcock & Wilcox Company (a leading U.S. provider of a broad range of power technologies and services), and Exelon Nuclear Partners (a division of Exelon Generation Company LLC, the operator of the largest number of nuclear power plants in the U.S.), around 1,900 engineers have been working to deal with the accident. A total of 1,200 Toshiba employees had worked at the Fukushima sites, with an average of about 400 employees working daily at the sites on a rotating basis.

Providing and delivering materials and equipment for recovery

In addition to providing audible alarm pocket-size dosimeters, Toshiba has delivered electric motors for cooling water pumps, batteries, submersible pumps, transformers, distribution switchboards, power cables, and other items of equipment to TEPCO. Moreover, through Toshiba, Westinghouse Electric Company has delivered military-use unmanned helicopters and management services for monitoring fuel pools.

Submission of a comprehensive management plan

At TEPCO's request, together with Westinghouse Electric Company, the Shaw Group, Babcock & Wilcox, and Exelon Nuclear Partners, Toshiba submitted a comprehensive management plan including short-term action plans for maintaining safety such as cold shutdown and mid- to long-term plans for fuel extraction, debris removal, disposal of radioactive waste, and environmental monitoring.

Implementing activities for stabilization

In accordance with TEPCO's roadmap toward restoration from the accident, with the cooperation of other overseas companies, Toshiba has drawn up a plan for a processing facility for handling the accumulated radioactive water and has started implementing the plan.

In addition, Toshiba has developed a gamma camera capable of measuring radiation dose rates and visualizing measurement results, and a self-propelled crawler that can climb over debris and handle differences in level while carrying the camera. These devices have been used to understand the work environment inside the reactor building at the Fukushima Daiichi Nuclear Power Station.



Gamma camera used at the Fukushima Daiichi Nuclear Power Station to measure radiation dose rates

2 Providing support with a view to resolving the power supply shortage in the Tohoku and Kanto Regions

As the Japanese government and electric power companies are striving to resolve the widespread power supply shortage in the Tohoku and Kanto Regions, Toshiba Group has formed a task force of over 200 employees at Toshiba Corp.'s headquarters, and at the electric power companies' requests, the task force is giving priority to supporting recovery efforts.

Support activities include providing assistance to restore as soon as possible TEPCO's and Tohoku Electric Power's damaged thermal power plants and devastated power transmission and distribution systems, including substations and switchyards; dispatching engineers to these facilities and providing early supplies of parts and repair parts in order to restore operation of thermal power plants currently undergoing periodic maintenance; and bringing back on line some mothballed thermal power plants. In addition, Toshiba is cooperating in the installation of gas turbine power generators as an emergency power supply. Through these efforts, Toshiba Group will contribute to the recovery of some 10,000 MW of generating capacity by the peak power consumption period in the summer of 2011 in the service areas of TEPCO and Tohoku Electric Power.

Toshiba Group will continue its efforts to provide all required assistance, including technical support, facility inspection, maintenance and repair, and the early provision of necessary parts and components.

Measures to realize a sustainable society using low-carbon power generation technologies

Promotion of renewable energy

In addition to making thermal power generation more efficient and improving the safety of nuclear power in response to future review of safety standards, Toshiba Group will work to promote various kinds of renewable energy.

Solar power generation

In terms of solar power generation, Toshiba Group has delivered mega solar power generation systems to electric power companies in Japan. Plans call for Tohoku Electric Power Company, Inc. to start the operation of its Hachinohe Solar Power Station by the end of FY2011. With an annual generating capacity of approximately 1.5 MW, which is sufficient for around 500 households, a reduction in CO₂ emissions of approximately 800 tons each year is expected.



Tohoku Electric Power's Hachinohe Solar Power Station

Hydroelectric power generation

Toshiba Group has delivered hydroelectric power generation systems to companies in more than 40 countries worldwide. In 2005, it established a manufacturing base in China to meet the country's brisk demand for electric power. We also supply large-capacity hydroelectric power generation systems to help meet the needs of various other countries.

Geothermal power generation

In April 2011, Toshiba International Corporation Pty. Ltd., our Australian subsidiary, won an order for the Te Mihi geothermal power generation project in New Zealand. We aim to supply geothermal power generation systems to a wider range of countries, including emerging economies, to help meet the growing demand for electric power and to contribute to mitigating global warming.



Iceland's Hellisheidi geothermal power plant, which uses Toshiba's power generation system

Wind power generation

In the area of wind power generation, Toshiba Group will form a business alliance with Unison Co., Ltd., a South Korean manufacturer of wind power equipment, to jointly develop and sell direct-drive as well as high-efficiency wind turbines.

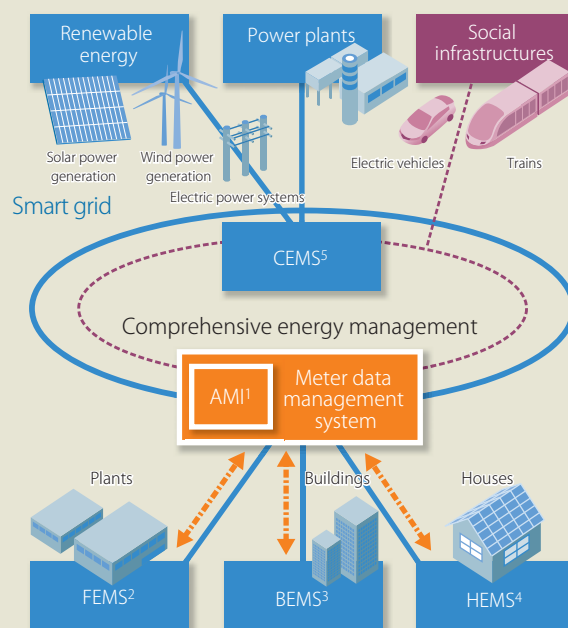
Promotion of Smart Community Projects

In its effort to help build new communities that conserves energy while improving the comfort, convenience and safety of its residents, Toshiba is fully utilizing cloud computing systems to deliver integrated solutions that encompass power and water supply, as well as systems for sewerage, transportation, health care, and information and security.

In May 2011, Toshiba entered into a definitive agreement to acquire the entire equity of Landis+Gyr AG, a company based in Switzerland and a global leader in energy management solutions for utilities. With this recent acquisition, Toshiba further expands its presence in the smart community arena and will continue contributing to help build sustainable societies mainly through smart community pilot projects in various countries worldwide.

Toshiba Group's concept of smart community

Toshiba Group will help realize smart communities through the integrated use of its energy management technologies, smart meters, infrastructure systems and various other equipment.



- 1 Advanced Metering Infrastructure
Landis+Gyr globally develops AMI business, which is indispensable to smart grids.
- 2 Factory Energy Management System
- 3 Building Energy Management System
- 4 Home Energy Management System
- 5 Community Energy Management System

(See "The Environment: Greening by Technology" on p.37)

Toshiba Group Businesses and Responsibilities

Contributing to society through our four business domains

Solutions for shortage of energy, water, and food supplies



- Meeting the rapidly growing needs of emerging countries spurred by economic growth
- Providing a stable supply of resources required to maintain life in poverty-stricken areas

Reducing environmental impacts

- Mitigating climate change and environmental risks
- Contributing to energy saving, recycling, and prevention of the depletion of resources



Global issues addressed by Toshiba Group



Measures to deal with declining birthrate and aging population

Securing human resources and improving social welfare

Improvement in medical care and education

Ensuring the equality of opportunities and fair access



Advanced use of information and communication technology

- Bridging the digital divide
- Ensuring information security, preventing cyber-terrorism, etc.
- Promotion of digital networks

Business

Social Infrastructure

We contribute to meeting globally growing demand for electric power and mitigate climate change by promoting highly efficient thermal power systems, nuclear energy systems and renewable energy systems such as hydroelectric and solar power systems. In addition to providing safe, convenient elevators, we contribute to improving healthcare through the most advanced diagnostic imaging systems.



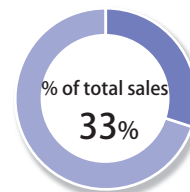
Electronic Devices

We provide products that leverage cutting-edge technology, including semiconductors such as NAND flash memories and liquid crystal displays.



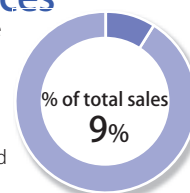
Digital Products

We offer products with high environmental performance such as energy-saving LCD TVs, super-lightweight notebook PC model, and enterprise SSDs.



Home Appliances

We will use our technology in the areas of motors, cooling systems, compressors, etc. to offer top quality products in Japan, while overseas we will develop products with functional and energy-efficient features designed to meet the needs of different local communities.



Note: Pie graphs indicate the percentage of consolidated total sales and percentage of total employees for each business domain in FY2010.
(Total sales include 5% from businesses other than those mentioned above; total employees include 9.5% from corporate divisions and other businesses)

Toshiba Group provides various products and services globally in the following four domains: digital products, electronic devices, social infrastructure, and home appliances. As part of its business activities, Toshiba Group strives to identify the concerns of its stakeholders and fulfill its responsibilities to help resolve social issues.

Main Products	Potential Benefits	Solutions
 <p>Turbine for thermal power generation</p>  <p>Solar power-generation testing systems</p>  <p>High-speed, high-resolution CT scanner</p>  <p>Elevators for Tokyo Sky Tree® (Image by courtesy of Tobu Railway Co., Ltd. and Tobu Tower Sky Tree Co., Ltd.)</p>	<ul style="list-style-type: none"> ● Stable power supply ● Stable operation of plant and equipment ● Reduction of CO₂ emissions ● Improvement of energy efficiency ● High-level support for medical services 	<p>Pursuit of the best energy mix</p> <ul style="list-style-type: none"> • Development of technology that utilizes thermal, nuclear, hydro, solar, and other types of power in the most balanced manner <p>Establishment and improvement of business continuity plans (BCPs)</p> <ul style="list-style-type: none"> • Establishment of organizational structures and mechanisms to ensure quick responses in the event of emergencies or crises and early recovery from them <p>Realization of a smart community</p> <ul style="list-style-type: none"> • Integrated management of all elements including power generation, water supply and sewerage systems, transportation and health care, and information and security <p>Contribution to preventive treatment</p> <ul style="list-style-type: none"> • Development of diagnostic imaging systems to help in the early detection of diseases, reduction in the time required for diagnosis to alleviate the burden on patients, and development of medical equipment models that have proved widely popular
 <p>SmartNAND using 24-nm process technology</p>  <p>Power devices</p>  <p>Low-temperature polysilicone TFT liquid crystal displays</p>	<ul style="list-style-type: none"> ● Reduction of environmental impact of manufacturing ● Contribution to the high-tech information society through high product performance 	<p>Pursuit of green factories</p> <ul style="list-style-type: none"> • Energy saving for clean rooms and manufacturing equipment; reduction in the amount of chemical substances used, waste generation and water consumption; and resource saving for products <p>Supporting large volume data storage</p> <ul style="list-style-type: none"> • Meeting the growing demand for data storage devices through the supply of NAND flash memories and SSDs
 <p>LCD TV</p>  <p>Blu-ray disc recorder</p>  <p>Notebook PC</p>  <p>Tablet PC</p>  <p>Hard disk drive</p>	<ul style="list-style-type: none"> ● Improvement of customer satisfaction ● Enhancement of product eco-efficiency ● Recycling ● Appropriate advertising and communication of information ● Digital inclusion* 	<p>Emphasis on the voice of customers (VOC)</p> <ul style="list-style-type: none"> • Improvements through customer satisfaction surveys, upgrading of call centers, and product development that meets regional needs <p>Product development in pursuit of environmental performance</p> <ul style="list-style-type: none"> • Product designs that contribute to energy and resource saving, as well as to reduced chemical substance usage and easier recycling • Global expansion of recycling systems <p>Compliance with advertising standards and pursuit of ease of understanding</p> <ul style="list-style-type: none"> • Compliance with the industry's and Toshiba's own standards, and continuous improvement of instruction manuals, etc. <p>Promotion of digital networks</p> <ul style="list-style-type: none"> • Development of reasonably priced PCs and provision of TV sets with built-in batteries
 <p>Air conditioner</p>  <p>Washer dryer</p>  <p>LED light</p>  <p>Refrigerator</p>	<p>* A society in which digital technology is widely accepted by and benefits each of its members.</p>	

Strengthening CSR management based on the principles of ISO 26000

Toshiba signed the United Nations Global Compact in 2004 and has since taken steps to pursue CSR management in line with global standards.

For last year's report, Toshiba Group CSR Report 2010, we aligned our reporting with the seven core subjects of the ISO/DIS 26000 Draft International Standard. In FY2010, in order to further strengthen our CSR management, we launched initiatives to integrate ISO 26000 into our overall management practices.



The Seven Core Subjects of ISO 26000



Organizational Governance

Organizational governance



Human Rights

Due diligence, Human rights risk situations, Avoidance of complicity, Resolving grievances, Discrimination and vulnerable groups, Civil and political rights, Economic, social, and cultural rights, Fundamental principles and rights at work



Labor Practices

Employment and employment relationships, Conditions of work and social protection, Social dialogue, Health and safety at work, Human development and training in the workplace



The Environment

Prevention of pollution, Sustainable resource use, Climate change mitigation and adaptation, Environmental protection, biodiversity, and restoration of natural habitats



Fair Operating Practices

Anti-corruption, Responsible political involvement, Fair competition, Promoting social responsibility in the value chain, Respect for property rights



Consumer Issues

Fair marketing, factual and unbiased information, and fair contractual practices, Protecting consumers' health and safety, Sustainable consumption, Consumer service, support, and complaint and dispute resolution, Consumer data protection and privacy, Access to essential services, Education and awareness



Community Involvement and Development

Community involvement, Education and culture, Employment creation and skills development, Technology development and access, Wealth and income creation, Health, Social investment

Note: Core subjects and issues are based on the International Standard ISO26000:2010, *Guidance on Social Responsibility*

The Ten Principles of the United Nations Global Compact

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labor Standards

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labor;
- Principle 5: the effective abolition of child labor; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

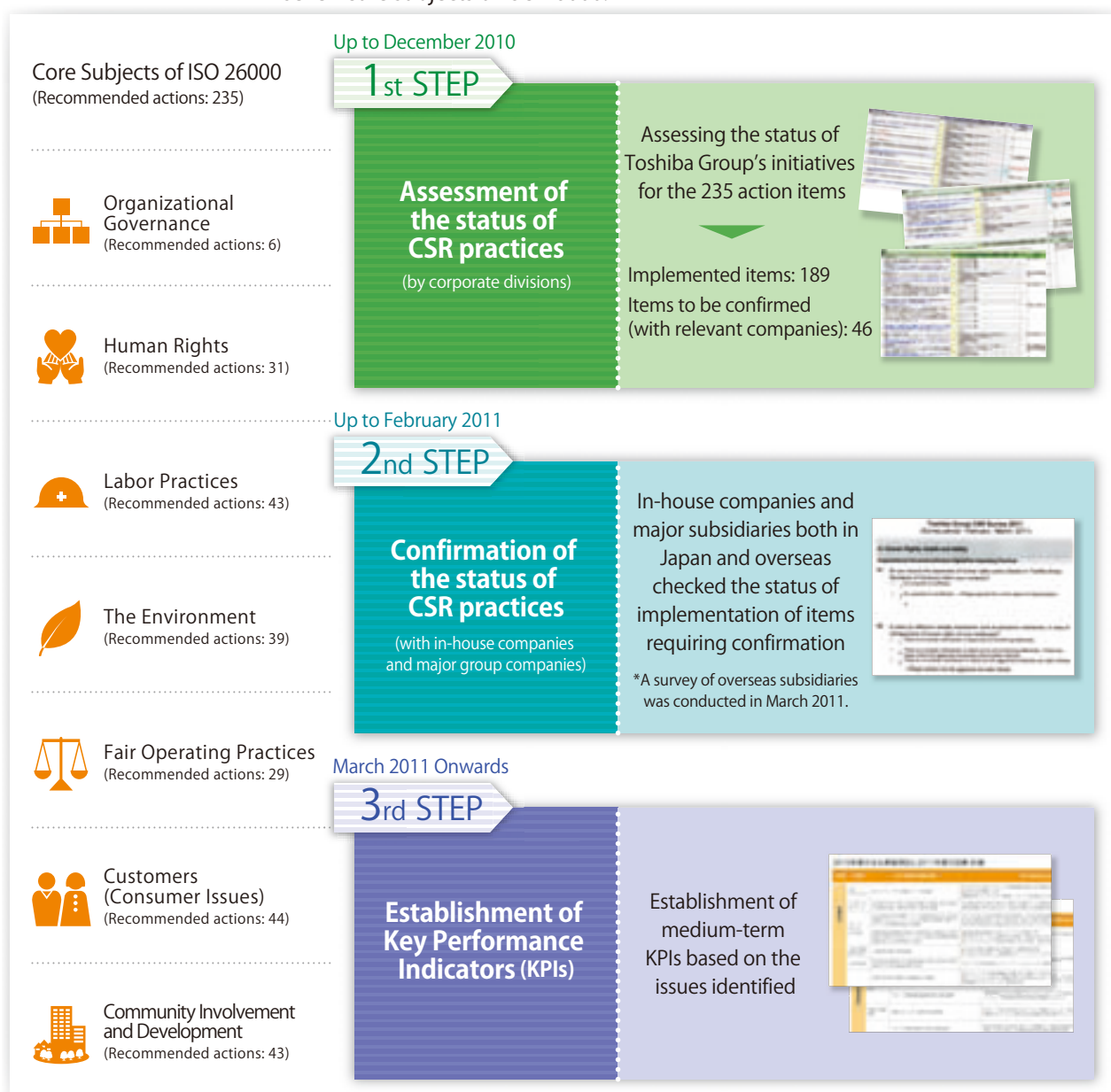
Verifying that the status of the Group's CSR practices are consistent with the "recommended actions" section under each of the seven core subjects

We worked together with Craig Consulting to establish 235 company-specific recommended actions based on the "Related Actions and Expectations" section under each of the seven core subjects of ISO 26000. We rephrased the expressions so as to make them more contextual and comprehensible to the relevant divisions and companies in our Group.

Toshiba's Steps

Staying ahead of global standards in an effort to pursue advanced CSR management

1. The CSR Report 2010, issued in June 2010, adopted a reporting format based on ISO 26000 items.
2. From October 2010 onwards, Toshiba verified the status of its CSR practices against the seven core subjects of ISO 26000.



Up to December 2010

1st STEP

Assessment by corporate divisions



Working together with Craig Consulting



Assessment sheet for the 235 action items

The implementation status of the 235 action items was first assessed by the CSR Division and then reassessed by other corporate divisions

The CSR Implementation Office, which is under the control of the CSR Division, assessed progress in the implementation of the 235 action items at Toshiba Group. In order to make such assessments external and objective, we explained to the consulting firm the progress we had made in implementing the 235 items one by one to determine the objectivity of our assessments.

Four grades of assessment were conducted: (1) Action taken, (2) No action taken, (3) Confirmation required from relevant companies, and (4) Not applicable. Action taken items were further assessed based on the following scale of implementation: (A) Toshiba Group worldwide (five points), (B) Toshiba Corp. and group companies in Japan (four points), and (C) Toshiba Corp. (three points).

Furthermore, based on these assessments, all items were reassessed together with related corporate divisions including the Legal Affairs Division, Diversity Development Division, and Corporate Environment Management Division. As a result, the 235 items were classified into two categories: 189 items which were already in place and 46 items which required confirmation with relevant companies.

Examples of assessments

- [Item] Environment: Adaptation to climate change
Measuring, recording, and reporting significant greenhouse gas emissions using methods stipulated by internationally accepted standards wherever possible.
- ▼
- [Assessment] Five points (highest) were given because GHG data is managed and disclosed for all Toshiba in-house companies and subsidiaries.
- [Item] Human rights: Due diligence
Organizational policy toward human rights, which provides meaningful guidance to parties within, and those closely connected with, the organization.
- ▼
- [Assessment] Three points were given because although the policy was implemented at the corporate level, the status of implementation at in-house companies and subsidiaries required confirmation.

"We expect Toshiba to prioritize the issues identified and develop a medium-term plan to address the issues."

We have worked closely with Toshiba Group since August 2010 on their initiative to integrate ISO 26000 standards. In the future, we hope that Toshiba Group will continue this initiative by taking the following steps to ensure that they become a company that employs advanced global CSR management practices.

The first step is to prioritize the issues identified in these assessments and address them by developing an action plan spanning a period of three years. The second involves engaging in dialogues with stakeholders on these issues.

We believe that by carrying out these initiatives in a steadfast manner, Toshiba Group will be able to not only further strengthen its CSR management, but also contribute to the sustained growth of the Group itself and society as a whole.

Message from
an interested party



Mitsuo Ogawa
Representative Director
Craig Consulting

2nd STEP

Up to February 2011

Confirmation with in-house companies and major group companies

Establishing medium-term KPIs based on the issues identified

In this step, we checked the items requiring confirmation (as identified in the first step) with our in-house companies and major group companies.

As a result, we were able to determine which areas requiring further attention, such as the area of community involvement and development (which implies more than mere social contribution activities). In addition, we were able to recognize the need to reinforce our existing framework for initiatives related to the supply chain, particularly with regard to determining the evaluation criteria for observance of human rights in the supply chain.



Working with relevant companies to check the implementation status of the items to be confirmed

Important issues to be addressed

- 1 Clearly identify and implement initiatives for community involvement and development
- 2 Establish a framework for the protection of human rights and management of labor condition in the supply chain

We establish KPIs for essential CSR items each year, and based on the issues identified in this process, we aim to establish medium-term KPIs and work toward achieving them.

"We expect Toshiba Group to actively communicate information on its processes and initiatives."

Prior to the publication of ISO 26000:2010, *Guidance on social responsibility*, in FY2010, Toshiba Group had begun taking steps to align its practices with the ISO 26000 standards. Accordingly, it has since assessed its CSR practices against the seven core subjects of these standards and identified issues to be addressed. Based on the outcome of this assessment, it has also established a policy of establishing KPIs to address areas that require further attention. At present, although many Japanese companies are greatly interested in introducing ISO 26000-based CSR practices, they find it difficult to develop specific steps to take advantage of the guidance. We hope that Toshiba Group will actively communicate information on its current initiatives so as to help promote the widespread use of these standards. Even if Toshiba Group has not yet produced specific improvements, it is important to disclose the process behind its initiatives.

ISO 26000 also recommends actions with regard to issues such as supply chains, human rights, and community involvement and development—issues that are difficult for companies to address if bound by conventional ways of thinking. It may be challenging to address these issues in the short run, but we hope that Toshiba Group will take gradual steps to do so by identifying issues through dialogues with stakeholders and by closely working with local communities.

Message from an expert



Kaori Kuroda

Co-Director
CSO Network Japan

3rd STEP

Establishing Toshiba Group KPIs

Major Achievements in FY2010 and Targets & Plans for FY2011

Core Subjects	Sub-items	Targets and Plans for FY2010	Major Achievements in FY2010
Organizational governance	CSR Management	Promote the implementation of high-priority CSR themes by all in-house companies	<ul style="list-style-type: none"> Checked progress every three months with the Chief CSR Officers of all in-house companies Held the CSR Conference in December Initiated meetings on integrity topics at each workplace in Japan (three times since July 2010)
	Corporate Governance	Promote transparent corporate governance based on appropriate information disclosure in accordance with the revised Cabinet Office Ordinance on Disclosure of Corporate Affairs, and based on the supervision of independent directors	Reported items newly required to be disclosed (in accordance with the revised Cabinet Office Ordinance on Disclosure of Corporate Affairs) in Annual Report, etc. Supervision was carried out by the board, which also includes independent directors (independency notification filed at the Tokyo Stock Exchange)
	Dialogue with Stakeholders	Enhance communication with analysts and investors worldwide on the Group's management policies and strategies to promote their understanding of the policies and strategies	<ul style="list-style-type: none"> Held an explanatory session in May 2011 on yearly management policies addressed by the President (video accessible via the corporate website) Published our Shareholder Newsletter (three times in FY2010) Dispatched letters announcing dividends (twice in FY2010) Held meetings with investors worldwide (cumulative total: approx. 950 meetings) Held an IR event for individual investors to explain the company's LED lighting business
Human rights/Labor practices	Respect for Human Rights and Prohibition of Discrimination	Continue to organize human rights enlightenment programs	<ul style="list-style-type: none"> Provided human rights education for new recruits and for employees at the time of promotion and appointment to managerial positions Held human rights lectures on power harassment during the CSR Month in December
	Development of Human Resources	Improve the education system for employees working at overseas subsidiaries and training programs appropriate for all employees worldwide	Conducted education on topics such as innovation leadership and project management as part of global integrated training program
	Promotion of Diversity	Foster a corporate culture that allows employees to accept and respect diversity	<ul style="list-style-type: none"> Positioned diversity as part of Toshiba Group's management strategy and communicated the message internally and externally Appointed a Chief Diversity Officer to expand diversity initiatives and increase the Group's collective strength Upgraded diversity education for managers
		Hire a larger number of foreign employees	Expanded our global recruitment program for directly hiring graduates from overseas universities and provided various training programs to help them adjust to their work environment
		Achieve the statutory employment rate of people with disabilities (1.8%) for all group companies in Japan	Achieved the employment rate of 1.92% in Toshiba Corp. (2.24% in case of group companies in Japan) as of April 2011, surpassing the statutory employment rate
	Support for Diverse Work Styles	Continue to provide employment to older employees in line with their motivation and abilities	Continued the implementation of employment extension system
		Implement initiatives to reduce overtime work	Introduced systems for visualizing work hours, such as the system for work record notification (which automatically sends an e-mail to each employee and their superior to inform them of their work record) and the system for work record display (which displays the current work record by using the three colors of a traffic signal to draw attention to overtime work hours)
	Occupational Health and Safety	Develop a work environment and a corporate culture that allows employees to freely choose work styles in accordance with individual life circumstances	<ul style="list-style-type: none"> Established "Kirame-kids," a day care center, at Toshiba's Yokohama Complex (April 2011) Held trial seminars on family care
		Establish a safe working environment (obtain OHSAS 18001 certification for 116 companies after taking into account one new certification and one merger)	Maintained OHSAS certification for 111 consolidated manufacturing subsidiaries by the end of FY2010 (after taking into account four new certifications, five mergers, two production terminations, and two exclusions from consolidated accounting)
		Collect data worldwide on safety-related indicators (for 42 overseas consolidated subsidiaries with OHSAS certification)	Collected data on the number of occupational accidents resulting in absence from work (absence for at least one day), the total number of working hours, etc., from 41 overseas subsidiaries subject to OHSAS. The frequency of occupational accidents (see Note) in 2009 was 1.52 (for Toshiba Group in Japan it was 0.17 in 2009). Note: (1 million hours × no. of occupational accidents resulting in a one-day or longer absence from work between Jan. to Dec. 2009) / total no. of working hours
The environment	Enhancement of Environmental Management	Develop standards to provide priority support for employees with a high risk of cerebrovascular and cardiovascular diseases	<ul style="list-style-type: none"> Established standards for restricting the length of work of employees at high risk of developing cerebrovascular or cardiovascular disease through a project to develop measures for high-risk employees Reviewed the re-work assistance program for employees absent from work on account of mental disorders through a mental health project; held seminars for managers and employees promoted to new positions
		Provide mental healthcare to facilitate return to work after long absence; and develop measures to better manage work schedules	
	Creation of Environmentally Conscious Products (ECPs)	Continue to promote measures based on the Environmental Vision 2050	Achieved the target of improvement in overall environmental efficiency
		Enhance activities to conserve biodiversity	<ul style="list-style-type: none"> Implemented measures based on the Toshiba Group Biodiversity Guidelines, such as biodiversity assessments of representative business sites, wastewater management using the whole effluent toxicity (WET) method, and the use of the life cycle impact assessment method based on endpoint modeling (LIME) to assess the impact of each product on the environment
		Increase the ratio of sales of ECPs to 60%	Surpassed the target by achieving a sales ratio of 70%—target attained due to the progress in improving social infrastructure products with a long product development cycle
		Develop 15 new Excellent ECPs	Surpassed the target by developing 16 new Excellent ECPs—target achieved by expanding the lineups of products with the highest level of environmental performance, such as PCs and air-conditioning systems
	Environmentally Conscious Business Processes	Eliminate all the 15 specified hazardous substances contained in products (100% free from such substances)	Achieved the target, with 100% of products free of 15 specified hazardous substances—attained one of the goals of the Fourth Environmental Action Plan as it was confirmed that all shipped products did not contain any of the specified hazardous substances
		Achieve 6.3 million tons of CO ₂ emissions control effects through ECPs	Failed to achieve the target—achieved only 4 million tons of CO ₂ emissions reduction effects through ECPs due to the global economic decline since 2008; however, reductions in CO ₂ emissions increased by 600,000 tons compared to the previous year
		Reduce energy-derived CO ₂ emissions per unit production by 45%	Achieved the target by reducing energy-derived CO ₂ emissions per unit of production by 48%—target achieved by implementing energy-saving measures in a systematic way
		Reduce the release of chemicals by 50%	Failed to achieve the target, with a 28% reduction in the amount of chemicals discharged—failed to achieve this target due to a delay in taking measures to reduce discharges at certain business sites where facility investments were not made
Promotion of Environmental Communication	Increase the expansion rate for the quantity of recycling of end-of-use products to 160%		Achieved the target, with the quantity of end-of-use products recycled at 283%—target attained due to replacement demand in Japan resulting from the extension of the eco-point system up to the end of March 2011 and due to an increase in the quantity of end-of-use products collected in Europe and North America
		Reduce water intake per production unit by 9%	Achieved the target by reducing water intake per unit production by 29%—promoted water reuse through introduction of wastewater treatment and collection equipment
Promotion of Environmental Communication	Continue to promote environmental initiatives via Environmental Report and corporate website		<ul style="list-style-type: none"> Won the Environmental Minister's Award for Environmental Reporting of Mitigation Measures for Global Warming at the 14th Environmental Communication Awards Received Special Award (Environmental Report category) at Toyo Keizai's 14th Environmental and Sustainability Report Awards
		Adopt a strategic approach to environmental advertising and publicity; highlight environmental policies and activities at exhibitions	Engaged in proactive promotion of Toshiba Group's environmental initiatives at exhibitions in Japan and overseas (including the 20th Toshiba Group Environmental Exhibition, Eco-Products 2010, 7th Eco-Products International Fair in India, and Interactive Fair for Biodiversity)

Achievement level: ◎ Surpassed target (*120% or above); ○ Achieved; △ Not achieved

	Achievement level	Numeric value			Page No.	Targets and Plans for FY2011
		Target	Result	Unit		
	○	100*	100*	%	P21–22	Promote the implementation of high-priority CSR themes by all relevant Toshiba Group companies
	○	100*	100*	%	P23	Continue to disclose appropriate information in accordance with the revised Cabinet Office Ordinance on Disclosure of Corporate Affairs, step up the role of indirect governance, and ensure appropriate operation of the board of directors
	○	100*	100*	%	P24	Enhance communication with analysts and investors worldwide on the Group's management policies and strategies to promote their understanding of the policies and strategies
	○	100*	100*	%		Continue to conduct the employee satisfaction survey, organize forums that provide an opportunity for employees to directly interact with the president, promote top executives' interactions with employees through their visits to manufacturing sites, and hold periodic meetings with various stakeholders
	○	100*	100*	%	P25–29	Continue to organize human rights enlightenment programs
	○	100*	100*	%		Upgrade educational programs and ensure their effective implementation
	○	100*	100*	%		Create an environment that enables employees to play an active role irrespective of gender, nationality, disabilities, and age 1) Support the employment of female employees by providing training and other opportunities 2) Step up recruitment from overseas universities, hire employees from a wider range of foreign countries, and improve educational programs 3) Continue to maintain the rate of employment of people with disabilities at group companies in Japan above the statutory level of 1.8%
	○	100*	100*	%		
	○	1.8	1.92	%		
	○	100*	100*	%		
	○	100*	100*	%		« Continue to periodically obtain data on work hours and to promote each workplace's initiatives to reduce overtime « Continue to provide work-style innovation training
	○	100*	100*	%		Develop specific measures to support employees engaged in family care so as to help them handle both work and family life
	○	111	111	No. of companies	P30	Make all-out efforts to identify and control hazards that cause serious accidents (Reduce unacceptable risks on the risk assessment scale to zero for Toshiba Group, Japan)
	○	100*	100*	%		Reduce the frequency of absences from work by promoting safety measures at overseas subsidiaries
	○	100*	100*	%		« Provide high-risk employees with priority support tools as part of the measures to prevent lifestyle-related diseases (cerebrovascular and cardiovascular diseases) « Review the re-work assistance program for employees absent from work on account of mental disorders as part of mental health measures
	○	2.0	2.26	Factor	P31–38	Step up efforts to implement measures for achieving the Environmental Vision 2050 and emphasize Toshiba Group's environmental initiatives
	○	100*	100*	%		Promote biodiversity conservation programs through regional cooperation with production sites
	○	60	70	%		Increase the ratio of sales of ECPs to 70%
	○	15	16	No. of products		Develop 20 new Excellent ECPs
	○	100	100	%		Continue to eliminate all the 15 specified hazardous substances contained in products (100% free from such substances)
	△	6.3	4.0	M tons		Achieve 6.8 million tons of CO ₂ emissions control effects through ECPs
	○	45	48	%		Reduce energy-derived CO ₂ emissions per unit production by 44% (Promote energy-saving and other activities based on analysis of the effects of the Great East Japan Earthquake)
	△	50	28	%		Reduce the release of chemicals by 52%
	◎	160	283	%		Increase the expansion rate for the quantity of recycling of end-of-use products to 170%
	◎	9	29	%		Reduce water intake per production unit by 9.5%
	◎	100*	100*	%		Continue to promote the environmental initiatives via Environmental Report and corporate website
	○	100*	100*	%		Adopt a strategic approach to environmental advertising and publicity; promote environmental policies and activities at exhibitions

* Target for qualitative indicators set at 100%. Evaluation for remarkable progress: ◎ (120% or above); for targets achieved: ○ (100% up to 120%); and for targets not achieved: △ (below 100%)

3rd STEP

Establishing Toshiba Group Key Performance Indicators (KPIs)

Major Achievements in FY2010 and Targets & Plans for FY2011

Core Subjects	Sub-items	Targets and Plans for FY2010	Major Achievements in FY2010
Fair operating practices	Risk Management and Compliance	Enhance measures by means such as using self-audits to ensure compliance with the guidelines at Toshiba Group worldwide	Implemented self-audits system based on the "Policy on Competitor Contacts" and the "Policy on Interactions with Public Officials"
		Enhance measures for risk management and ensuring compliance at overseas subsidiaries	Held seminars at overseas subsidiaries taking regional characteristics into account
		Continue to develop educational programs for risk management and compliance, such as programs tailored to employees in different positions and e-learning	<ul style="list-style-type: none"> Provided educational programs for different positions such as new employees and newly appointed managers Provided e-learning training for all employees on an ongoing basis
	Fair Competition and Trading Practices	Improve the "greenness" level of suppliers based on the acquisition of ISO 14001 or equivalent	<p>Achieved a "greenness" level of 93.9% for priority suppliers in FY2010—sum of 84% for Rank S suppliers and 9.9% for Rank A suppliers</p> <p>*In FY2009, the rate was 93.8%—sum of 81% for Rank S suppliers and 12.8% for Rank A suppliers</p>
		Continue to reinforce the audit system to ensure compliance with rules regarding procurement at relevant companies	Implemented a project (based on 10 themes) to improve procurement processes at business sites; edited guidelines for business system establishment on procurement; provided education on compliance with prevailing rules on procurement (attendance: 12,674)
Customers	Information Security Management	Continue to promote information security management	<ul style="list-style-type: none"> Provided some 170,000 employees, including those of group companies, with education in information security and protection of personal data Conducted self-audits on information security at 194 group companies in Japan and 213 overseas
	Protection of Intellectual Property	Continue to take measures against counterfeit products and to protect brands	Worked with local regulatory authorities to promote activities aimed at eradicating counterfeit products and registered with customs offices in a wider range of countries; in FY2010, took action for the largest-ever number of incidents that involved counterfeit products
		Reinforce risk management regarding intellectual properties and continue to provide intellectual property education	Promoted the establishment of related regulations to ensure appropriate software management at group companies; Toshiba and its group companies conducted education and self-audits to ensure appropriate software management
	Quality Assurance and Safety	Increase awareness of the Electrical Appliance and Material Safety Law and conduct audits to ensure compliance (increase attendance rate for education on the law)	Provided e-learning courses on the Electrical Appliance and Material Safety Law to employees in Japan and Japanese employees at overseas subsidiaries (eligibility: approx. 103,000 employees; attendance: 99.9%)
		Enhance efforts to ensure product quality	<ul style="list-style-type: none"> Formulated plans for conducting surveys aimed at enhancing capabilities to improve quality and undertook such surveys Visited overseas subsidiaries (three in Thailand and three in China) to confirm the status of product quality Visited three manufacturing sites in Japan and held quality review meetings to reinforce manufacturing
		Continue to promote training on quality management for personnel in charge (Develop training courses to support improvement in the level of quality)	<ul style="list-style-type: none"> Trained the first batch of 20 FMEA instructors and had these instructors start conducting internal training Offered 22 kinds of training courses on quality, with the participation of 785 employees
	Dealing with Product Accidents	Continue to ensure 100% disclosure of product accident information based on the Consumer Products Safety Law	<ul style="list-style-type: none"> Disclosed information on 57 cases in the list of serious product accidents at Toshiba's corporate website—21 cases in which it was suspected that the accident was attributed to the product and 36 cases in which it was not confirmed whether the accident was attributed to the product Disclosed information on all serious product accidents related to Toshiba products, with the announcement being made by the Consumer Affairs Agency on Toshiba's corporate website
	Enhancing Customer Satisfaction & Product and Service Improvement Based on VOC	Raise the level of self-audits to improve customer satisfaction	Revised self-audit items related to CS promotion in accordance with ISO 26000 and conducted self-audits accordingly—findings revealed the need to conduct more frequent awareness-raising programs and disclose more information to customers
		<ul style="list-style-type: none"> Enhance the satisfaction of individual customers with regard to after-sales services (call center and repair services) Implement joint education programs for Toshiba Group's field engineers in various regions of Japan 	<ul style="list-style-type: none"> Visited each call center to improve the quality of service and implemented thorough improvement measures based on the results of benchmark surveys; increased service personnel and ensured thorough parts supply management without delay in order to provide swifter repair services Established the Toshiba Group CS Service Committee, which has close ties with the local community. Held 17 joint training sessions for field engineers in 14 cities, with an attendance of more than 250 field engineers
		Organize internal telephone response contests periodically and participate in contests organized by external organizations	<ul style="list-style-type: none"> Organized the telephone response contest in February 2011, with the participation of 22 operators from 17 call centers The three best contestants in the FY2010 competition participated in the contests sponsored by Nippon Telegraph and Telephone Users Association, one of whom received the jury's special award at the southern Tokyo contest
		Develop assessment indicators for instruction manuals for home electronic products and continue to participate in the Japan Manual Contest	<ul style="list-style-type: none"> Assessed the level of improvement of instruction manuals by periodic VOC surveys. Established a system to develop improvement measures and assessment sheets, and implemented the system on a continuous basis Participated in the Japan Manual Contest 2010 and won the excellence award in the first category of usage manuals for our Digital MFPs Quick Start Guide
Community involvement and development	Corporate Citizenship Activities	<ul style="list-style-type: none"> Provide e-learning training for new recruits (attendance rate of at least 95%) Promote product development incorporating the suggestions of actual users, including UD advisors (at least five products) 	<ul style="list-style-type: none"> Provided e-learning training for new recruits (attendance rate of 98.7%) Assessed ten products in consultation with UD advisors
		Continue to promote Group-wide corporate citizenship activities, such as science education, disassembly workshops, the 1.5 Million Tree-planting Project, and the Pink Ribbon Campaign (target participation: more than 3,000 employees)	A total of 2,873 employees participated—failed to achieve the goal as events scheduled for March were cancelled due to the Great East Japan Earthquake
	Support in the Aftermath of Disasters	Continue to promote regional corporate citizenship activities (target participation: more than 90,000 employees)	More than 118,000 employees from 223 Toshiba Group companies worldwide participated at 1,290 events
		Continue to provide appropriate relief support to areas affected by disasters	Provided relief aid to five disaster-affected areas (floods and landslides in Pakistan, China, India, and other regions; floods in Australia and southeastern Brazil; the earthquake in New Zealand, and the Great East Japan Earthquake)

Achievement level: ◎ Surpassed target (*120% or above); ○ Achieved; △ Not achieved

	Achievement level	Numeric value			Page No.	Targets and Plans for FY2011
		Target	Result	Unit		
	○	100*	100*	%	P39–40	Implement various compliance measures at Toshiba Group worldwide
	○	100*	100*	%		
	○	100*	100*	%		Continue to provide compliance education
	○	100*	100*	%	P41	Continue to manage CSR in the supply chain (take more appropriate steps in response to the issue of conflict minerals)
	○	100*	100*	%		Continue to strengthen systems to audit compliance in Group-wide procurement (implement audit programs for group companies)
	○	100*	100*	%	P42	Promote information security management on an ongoing basis
	○	100*	100*	%		Take measures against counterfeit products and protect brands on an ongoing basis
	○	100*	100*	%		Continue to enforce risk management regarding intellectual properties and to promote intellectual property education
	○	99.5	99.9	%	P43–44	Promote education on the Electrical Appliance and Material Safety Law and continue to conduct audits to ensure compliance with the law (increase the rate of course attendance)
	○	100*	100*	%		Enhance efforts to ensure product quality (utilize the feedback of the external quality survey, i.e., JUSE Quality Management Level Research; compare the items of the survey with our internal quality survey so as to form a common database)
	○	100*	100*	%		Continue to provide training for personnel in charge of quality management (Analyze the outcome of quality education and identify the status of global personnel upgrading programs)
	○	100	100	%		Remain committed to 100% disclosure of information on product accidents based on the Consumer Product Safety Law
	○	100*	100*	%	P45–46	Improve satisfaction levels of individual customers with regard to after-sales services
	○	100*	100*	%		
	○	100*	100*	%		Improve the quality of telephone response at call centers for corporate clients (provide thorough training to all personnel)
	○	100*	100*	%		Enhance customer satisfaction with regard to products and after-sales services in the markets of Asia and emerging economies
	◎	100*	120*	%		◎ Share internal UD examples with the relevant divisions (at least 12 cases) ◎ Conduct UD evaluations mainly in consultation with UD advisors (at least ten cases)
	△	3,000	2,873	Persons	P47–50	Continue to promote Group-wide corporate citizenship activities, such as science education, disassembly workshops, the 1.5 Million Tree-planting Project, and the Pink Ribbon Campaign (target participation: more than 3,000 employees)
	◎	90,000	118,000	Persons		Continue to promote regional corporate citizenship activities (target participation: more than 100,000 employees)
	○	100*	100*	%		Provide appropriate relief support at disaster-stricken areas (Relief aid to victims of the Great East Japan Earthquake)

* Target for qualitative indicators set at 100%. Evaluation for remarkable progress: ◎ (120% or above); for targets achieved: ○ (100% up to 120%); and for targets not achieved: △ (below 100%)



Organizational Governance

Major progress and achievements in FY2010

Verifying CSR practices and KPIs in light of ISO 26000

▶ P.13

Holding workplace meetings on integrity as part of measures to promote CSR-related awareness among employees

▶ P.22

CSR Management

Positioning CSR as an integral part of management policy

In carrying out its business activities, Toshiba Group considers promotion of CSR management as one of its basic management policies. The key word in the promotion of CSR management is integrity.

Toshiba Group's Integrity

1. Meet our responsibilities to society
Proactively contribute to solutions to social issues such as climate change through business activities
2. Secure sound management and finances
Ensure sound business management by according the highest priority to human life and safety and to compliance so that Toshiba continues to be trusted by society.

Establishment of key performance indicators (KPIs) based on the outcome of a CSR Governance Committee meeting

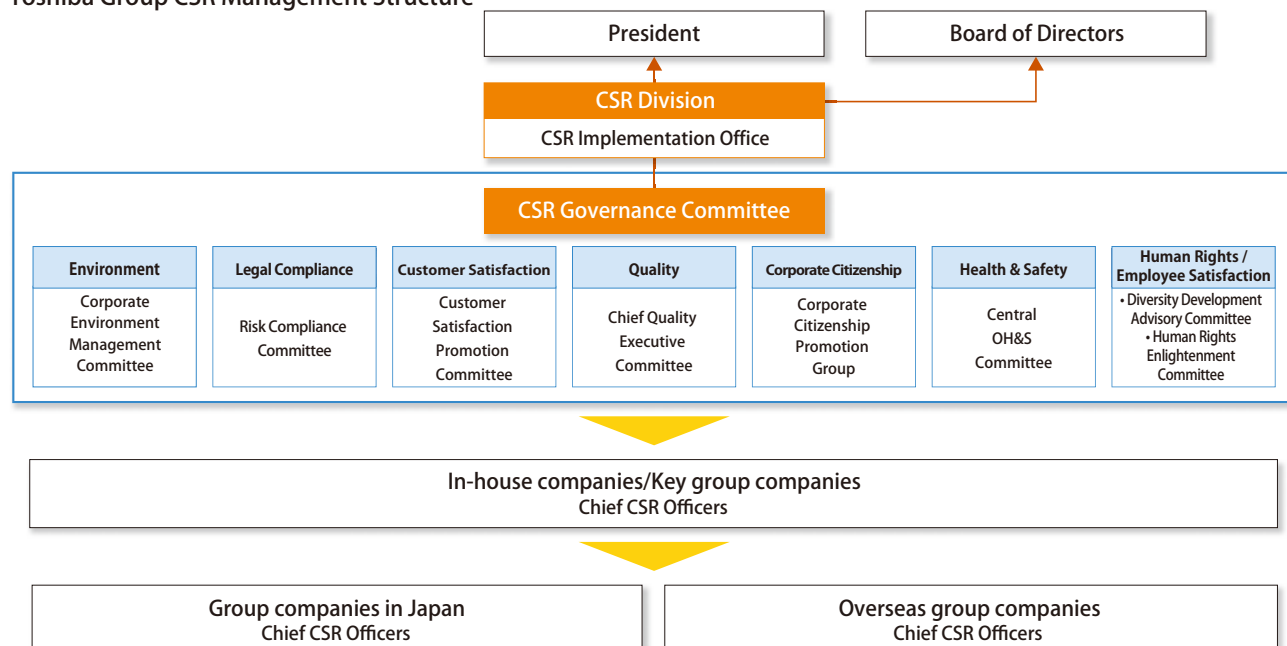
The CSR Governance Committee, consisting of the Corporate Senior Executive Vice President, who heads the CSR Division, and the executives concerned, holds meetings, with the attendance of the President, in order to discuss and determine Toshiba Group CSR Action Policies. Based on the policies determined, the Corporate Environment Management Committee, Risk Compliance Committee, Customer Satisfaction Promotion Committee, and other relevant committees (see the chart below) formulate and implement action plans for the topics corresponding to their responsibilities.

As part of their business activities, in-house companies, business sites, and group companies in Japan and overseas appoint their own Chief CSR Officers. To discuss CSR progress and issues, the CSR Division holds a monthly meeting called the Corporate CSR Meeting, which is attended by representatives from CSR-related divisions such as human resources, diversity, environment, and procurement.

Promoting CSR awareness throughout the year

In order to enhance CSR awareness among all Toshiba Group employees and encourage them to put it into practice, the President explains the Group's policy with regard to CSR management on various occasions, such as at explanatory sessions at the beginning of the half-year terms in April and October, in his address for the company's anniversary, and in his New Year's greeting. These messages are also communicated to our subsidiaries in Japan and overseas through appropriate channels and also via in-house newsletters. In addition, Toshiba educates employees working in different job positions, such as new employees and newly appointed managers, and provides e-learning throughout the year on various CSR topics such as environment, information security, engineers' ethics, and human rights.

Toshiba Group CSR Management Structure



Toshiba Group designates December as its CSR month

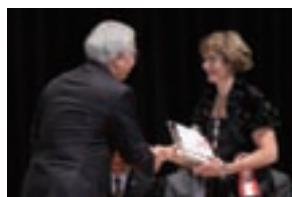
Toshiba Group has designated December as its CSR Month since FY2006. During this month, we assess our CSR initiatives and hold a variety of events, such as the Group-wide CSR Conference and other events at our companies and business sites focusing on social contribution and other CSR activities.

In order to allow each and every employee to conduct self-assessments of their CSR awareness and practices, we provided e-learning from November 2010 to January 2011 on topics such as export control, information security, protection of personal data, engineers' ethics, copyright, and the Electrical Appliance and Material Safety Law. In addition to holding workplace meetings focusing on integrity, we asked our in-house companies and major group companies to conduct self-assessments of their CSR activities in accordance with ISO 26000 (see p. 13).

On December 8, we held our annual CSR Conference, which was attended by some 700 participants, including executive officers and labor union representatives. At the Conference, a ceremony was held to commend the teams that demonstrate outstanding practices with regard to health and safety, environmental initiatives, and social contribution. The winning teams also shared examples of their outstanding CSR efforts.



CSR Month poster



Commendation ceremony at the CSR Conference

Monitoring CSR progress throughout global operations

In management audits performed by the Corporate Audit Division, we monitor the progress of activities regarding priority issues throughout the Group.

In FY2010, Toshiba Group assessed and checked the progress of its CSR initiatives and KPIs* against the ISO 26000-recommended items (see p. 13).

We conduct annual CSR surveys of our overseas consolidated subsidiaries to assess matters such as human rights and labor standards based on the ten principles of the UN Global Compact.

We confirm compliance with our environmental guidelines through the implementation of internal environmental audits. Similarly, to ensure compliance with anti-corruption guidelines, our Legal Affairs Division provides appropriate instructions directly to those concerned at overseas subsidiaries. In addition, CSR-related items are included in the annual employee awareness survey in order to keep track of the Group's CSR progress.

In order to ensure that Toshiba Group's policies and plans are properly implemented, we also monitor the progress of company activities through quarterly reports submitted to the President as well as interviews with Chief CSR Officers of in-house companies and group companies conducted by the CSR Implementation Office prior to holding the semi-annual CSR Governance Committee. The CSR Governance Committee reports on progress in major KPIs established by divisions such as Legal Affairs and Human Resources.

* Key Performance Indicator

Workplace Meetings Focusing on Integrity

In order to promote the concept of integrity throughout our entire organization, in FY2010 we initiated workplace meetings focusing on integrity for all our employees in Japan. During that fiscal year, we held these meetings three times at each workplace, with the participation of a cumulative total of 240,000 employees.

Three topics were offered for discussion at each meeting, and the participants discussed the one most relevant to their workplace

for around 30 minutes. Major topics taken up during the year included illegal software copying, harassment, mental health, business etiquette, and engineers' ethics.

Unlike conventional one-way education, this kind of workplace meeting aims to improve the workplace climate by encouraging each and every employee to be aware of integrity issues and to freely express their opinions. We will continue to hold these meetings in FY2011.



Aiming to enhance management mobility and transparency

Notification has been filed regarding all outside directors as being independent directors stipulated in the Securities Listing Regulations of the Tokyo Stock Exchange.

Along with these activities, the Audit Committee normally draws on field surveys conducted by the Corporate Audit Division for detailed information. Though the Audit Committee obtains reports on the results of audits conducted by the Corporate Audit Division, it also conducts its own audits if deemed necessary.

In addition, Toshiba Group has created an organization for the internal control reporting system and assessed the effectiveness of internal controls over financial reporting. We will continue our efforts to properly manage the internal control system regarding financial reporting.

Executive officers receive basic compensation based on their ranks and service compensation calculated according to their duties; 40% to 50% of the service compensation fluctuates from zero (non-payment) to double depending upon the year-end performance of the division for which the executive officer is responsible or that of Toshiba Corporation. In June 2006, Toshiba abolished the system of granting retirement benefits to directors and executive officers.

The diagram illustrates the corporate governance structure of a public company, centered around the **General Meeting of Shareholders** at the top. Below it is the **Board of Directors/Directors**. The **Board of Directors/Directors** has several key relationships:

- General Meeting of Shareholders:** The Board reports to the shareholders and is appointed/dismissed by them. The Board also submits proposals to the shareholders.
- CEO (President) and Executive Officers:** The Board appoints/dismisses them and receives reports from them. The CEO oversees the **Divisions**.
- Divisions:** The Board supervises the divisions and receives audit reports from them.
- Nomination Committee:** Composed of 1 internal director and 2 outside directors, it nominates candidates for the Board.
- Audit Committee:** Composed of 2 internal directors and 3 outside directors, it audits the Board and the CEO/Executive Officers.
- Compensation Committee:** Composed of 2 internal directors and 3 outside directors, it determines compensation for directors and executive officers.
- Corporate Audit Division:** It audits the divisions and reports to the Audit Committee.

The diagram uses color-coded arrows to represent different types of interactions: solid orange for appointment/dismissal and reporting, dashed orange for nomination and proposal submission, solid blue for supervision, and dashed blue for audit and cooperation.

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Dialogue with Stakeholders

Engaging in dialogue with stakeholders

In order to ensure a sound and just CSR management, we engage in dialogue with a wide range of stakeholders, including shareholders, investors, customers, employees, suppliers, and local communities.

Enhancing communication with shareholders through appropriate information disclosure

Toshiba publishes its Shareholder Newsletter, featuring quarterly financial results and topics, and reports on progress of measures taken in accordance with its management policies. In FY2010, Toshiba announced an interim dividend of two yen per share and a year-end dividend of three yen per share. We dispatched letters to our shareholders to inform them of these decisions as matters of utmost interest to them. We also maintain a corporate investor relations website that includes an online version of our Shareholder Newsletter. These actions have enabled us to establish closer communication with shareholders by providing them with appropriate information in printed form as well as via our website.

Providing opportunities for direct dialogue between employees and top management

We also provide opportunities for management and employees to exchange views directly with each other. During "Top Executive Innovation Visit," an event held since 2005, top executives tour

production sites and actively exchange views with employees engaged in various activities. During FY2010, our top management conducted more than 60 such visits to production sites in Japan and overseas.

Reflecting voice of customers in our policies

At Toshiba Group, all those concerned, including top executives, have access to information on customers' complaints, opinions, and requests about our products and services obtained through our daily sales and repair services, and via telephone or the internet, with a view to improving the quality of our products and repair services (see p. 45-46).



Toshiba PC customer support

Explaining CSR management to suppliers

Toshiba Group periodically holds meetings to explain its procurement policy to major suppliers. At these meetings, in addition to explaining the strategy for each of our business domains and the new businesses on which we are focusing, we ask that suppliers actively manage their CSR, such as by paying attention to issues including human rights, occupational safety and health, and environmental protection in the supply chain. In addition, we distribute the Toshiba Group Procurement Policy to all our suppliers and encourage them to promote CSR management (see p. 41).

Examples of dialogue with each stakeholder

Stakeholders	Major contacts for dialogue	Examples of dialogue in FY2010
Customers	Customer Satisfaction Division	The personnel concerned with CS promotion share customer opinions and requests obtained through sales activities, phone calls, and email concerning products and services to ensure that they are reflected in improvements in product quality and repair services.
Shareholders	Legal Affairs Division/Corporate Communications Office	Promoting interactive communication through general meetings of shareholders and publication of Shareholder Newsletter
Investors	Corporate Communications Office	Providing information to investors appropriately by holding meetings to explain management policy and financial results
Suppliers	Procurement Division	Exchanging views with suppliers at meetings to explain procurement policy and as part of daily procurement activities including business negotiations in order to promote CSR procurement
Employees	Innovation Promotion Division	Expressing opinions of employees directly to top management during top executives' visits to business sites (i.e. Top Executive Innovation Visits)
	Human Resources and Administration Division/Diversity Development Division	Soliciting opinions and requests of employees by organizing employee forums and helping to resolve any grievances by providing counseling services
Local communities	Each company and business site	Improving environmental management by communicating information about the Group's environmental activities to local residents through plant tours and other communication programs
NPOs and NGOs	Corporate Environment Management Division, CSR Implementation Office	Reflecting feedback from environmental NGOs in promoting our environmental management by holding periodic stakeholder dialogues with them



Human Rights and Labor Practices

Major progress and achievements in FY2010

Introduction of a system for visualizing working hours

▶ P.28

Improving mental health strategies in line with developments in the international labor market

▶ P.30

Respect for Human Rights and Prohibition of Discrimination

Respect for human rights

The "Toshiba Group Standards of Conduct" stipulates adherence to all relevant laws and regulations, respect for fundamental human rights, and prohibition of discriminatory treatment, child labor and forced labor. It requires that respect be accorded to diverse values, individuality, and privacy of individuals, prohibits discriminatory behavior based on race, religion, gender, nationality, disability, age, or sexual orientation, and prohibits physical abuse, sexual harassment, abuse of power, and any other actions that disregard the dignity and individuality of others.

Human rights education initiative led by the Employee Wellness Division

Toshiba Group strives to be a discrimination-free organization in which employees enjoy optimal job satisfaction, based on our policy of respecting fundamental human rights and the diverse values of individuals and prohibiting discriminatory treatment; and foster an awareness of human rights among our employees through the activities of the Employee Wellness Division.

Education on human rights is provided to new recruits and to employees at the time of promotion, including those promoted to managerial positions. In December every year during Human Rights Week, Toshiba holds a Human Rights Week Memorial Lecture at the Toshiba headquarters in Japan, as a Toshiba Group CSR month event. In FY2010, the lecture addressed the issue of power harassment, and was attended by about 150 officers in charge of administrative affairs, human resource management, etc. Lectures on human rights and other activities to raise awareness are conducted at each business site as well. For example, our Fuchu Complex (Japan) provided human rights training to around 360 managers and the like.

Supporting the United Nations Global Compact

Toshiba supports the principles of the United Nations Global Compact and ensures fundamental labor rights to its employees.

In the labor agreement concluded with the Toshiba Labor Union, Toshiba also stipulates the union rights, such as the right to association and the right to collective bargaining.

Protecting human rights throughout our supply chain

Having recognized the importance of implementing our human rights policy not only among Toshiba Group employees but also throughout our supply chain, we have urged our suppliers to respect human rights in their business activities in accordance with our supplier code of conduct "Supplier Expectations." Their compliance is monitored through the CSR survey (see p. 41).

Support for the Use of Conflict-Free Minerals

For humanitarian reasons, Toshiba Group's policy is to not use raw materials, such as gold, tantalum, tungsten and tin, mined in the Democratic Republic of the Congo and adjoining countries experiencing armed conflict. If we discover the use of conflict minerals in any materials, parts or components that we procure, we will immediately cease procurement. In FY2010, we provided training on conflict minerals to concerned divisions in Toshiba Group and started to survey our suppliers on use or non-use of such minerals in items that are integrated into our semiconductors, hard disk drives, and liquid crystal displays.

Stable Employment

Valuing human resources as our greatest assets

The Toshiba Group Human Resources Management Policy regards human resources as Toshiba's greatest asset and stipulates that employees should be provided with various opportunities to enable them to realize their unlimited potential, and to encourage them to develop their skills and maximize their value. Based on this Policy, we ensure that labor conditions conform to the relevant laws and regulations. Furthermore, having established the action guidelines for stable employment, which were accepted by both labor and management, we are carrying out business activities in line with the spirit of these guidelines.



Visit our official website for other detailed information.

http://www.toshiba.co.jp/csr/en/human_rights/index.htm
<http://www.toshiba.co.jp/csr/en/labor/index.htm>

Human Resources Management Policy (extract)

Human Resources are the Most Valuable Assets

- We provide employees with opportunities to realize their potential and encourage them to develop their capabilities and maximize their value.

Utilization and Development of Human Resources

- We endeavor to match the right person with the right assignment to make the best use of human resources.

Wherever We Operate, We're Mindful of Social Mores

- We respect human rights and ensure that decisions within the business are made using objective criteria; no discrimination is tolerated against any sector in society (e.g. on grounds of gender, race, age, nationality, religion, thought or disability). Wherever we operate in the world, we comply with applicable laws and regulations and respect local customs, culture and social mores.

Toshiba Group Employees (as of March 31, 2011)

Region	No. of employees	Business domain	No. of employees
Japan	120,407	Digital Products	51,555
North America	21,378	Electronic Devices	28,454
Europe (including Russia)	6,452	Social Infrastructure	81,011
Central & South America	3,229	Home Appliances	22,471
China	23,629	Others	15,295
Asia & Oceania	27,485	Common to the Group	3,852
Middle East	58		
Total	202,638	Total	202,638

Promoting labor-management dialogue

We provide various opportunities to promote labor-management dialogue in order to facilitate labor-management relations and corporate business activities. Labor and management have agreed that important matters such as business plans, business performance, and major organizational reforms must be periodically explained to the labor union, and that some other matters such as any change in labor conditions must be discussed in advance between labor and management.

Human Resources Development

Cultivating global human resources with intercultural communication skills

Based on Toshiba's corporate philosophy, Toshiba Group emphasizes the importance of cultivating well-rounded global human resources who have a deep cross-cultural understanding and the ability to perform their jobs through direct communication with stakeholders around the world.

In an effort to develop such human resources, we offer country and/or region-specific education programs such as "Toshiba Value Education" to cultivate the desired attitude and mindset fostered over the course of Toshiba's history and "Liberal Arts Training" to develop well-rounded individuals who can embrace diversity, and global-integrated training programs such as "Innovation Leaders Program" targeted at future leaders of Toshiba Group companies around the world.



Participants in a global-integrated training program

Using full-fledged systems to support employee career development

Toshiba supports the career development of each employee in an effort to maximize their current and future job performance. We have well-developed career development systems in place. For instance, the performance management system gives each employee a semi-annual opportunity to review with their superior their job performance over the past six months and to discuss the job objectives for the next six months. The career design system allows each employee to share their medium-term goals for skill development as well as their planned means of developing and utilizing the skills. In addition, each employee is given an annual opportunity to review their long-term career development plan with their superior.

We also have career development systems to allow employees to build their careers autonomously instead of the company deciding their career paths for them. For example, the internal job posting system allows each employee to apply for personnel transfer in order to fill a vacant post announced by a division. The internal FA system enables each employee to apply for personnel transfer to a division of their choice.



Human Rights and Labor Practices

Promotion of Diversity

Promoting diversity as a management strategy

The maximization of the capabilities and strengths of diverse employees is critical for active innovation and corporate growth. Based on this belief, Toshiba Group has positioned the promotion of diversity as one of its management strategies. The president has, in his start-of-term addresses to employees and at "Kirameki Forum" for employees (which also features experts from outside the company), spoken directly on the importance of diversity. We have established a dedicated division, the Diversity Development Division, with the aim of promoting diversity by taking measures including improvement of the personnel management system.



President Sasaki, advocating diversity as a management strategy at an internal forum (the 11th Kirameki Forum)

Recruiting more non-Japanese employees

As part of our diversity promotion program, we are increasing the recruitment of non-Japanese employees.

Since 2006, we have conducted our "global recruitment" program in an effort to directly recruit students graduating from foreign universities. To facilitate their adaptation to life and work in Japan, we provide a wide range of life-related assistance as well as work-related support such as providing each non-Japanese employee with a mentor who provides them with guidance based on a tailor-made job skill improvement plan.

Supporting employees with disabilities

As of April 1, 2011, Toshiba Corp. had 502 employees with disabilities, accounting for 1.92% of the overall workforce. Of the 139 Group-wide companies, 136 have already achieved the statutory employment ratio of people with disabilities. We are striving for Group-wide achievement of this statutory target.

We have also made efforts to improve the work environment for employees with disabilities. In FY2010, we established a network connecting seven divisions engaged in supporting people with disabilities, including the Human Resources and Administration Division and Toshiba Design Center. This network has enabled us to devise and implement comprehensive measures to support such employees.

Employment Ratio of People with Disabilities

(%)

	June 2009	June 2010	April 2011
Toshiba Corp.	1.88	1.86	1.92
Toshiba group companies in Japan	2.22	2.21	2.24

Nikkei Woman of the Year 2011

At the Woman of the Year 2011 Award Ceremony, which was held by Nikkei Woman¹ and supported by the Cabinet Office (Japan), Rieko Fukushima, a Senior Research Scientist at the Multimedia Laboratory in Toshiba's Corporate Research & Development Center, was awarded the Grand Prize. She was commended for her achievements as the team leader who led the development of glasses-free 3D displays and also as a role model for working mothers seeking to balance career and family.

Her invention of a natural, easy-to-watch 3D display also won the 21st Century Invention Prize at the 2010 National Invention Award Ceremony.²

Ms. Fukushima's achievements have greatly contributed to the future development of the display market while she has become a role model to Toshiba Group employees, inspiring them to fur-

ther develop and advance their careers.

- ¹ Nikkei Woman: A popular Japanese magazine for career women
- ² This is the top prize awarded to an invention that is expected to contribute to the creation of a 21st-century society.

Award winner's comment



The prize winner, Rieko Fukushima (to the left), and her family

I find myself very lucky to have a supportive family and a nondiscriminatory workplace where women are found to be capable of doing important work. It was very satisfying as a researcher to be involved in the entire process from the developmental stage to the mass production stage. This prize has encouraged me to strive further in research activities.

Toshiba Initiative:

Toshiba With to promote employment of people with disabilities

Toshiba With was established in February 2005 as a special subsidiary which, in accordance with Toshiba's basic policy, aims to employ people with disabilities. It was named "With" in the hope of creating an environment where people with and without disabilities can live and work together. Currently, 25 employees, most of whom have intellectual disabilities, are working at five business sites of Toshiba Group.



Employees of Toshiba With engaged in printing and bookbinding tasks

Toshiba Initiative:

Sign language lessons

Toshiba Group has many employees with impaired hearing. In order to facilitate smooth communication in the workplace, we have been providing employees with a monthly sign language lesson, "Toshiba sign language club," since FY2009.

Participants are placed in suitable classes according to their level of sign language skills. In the classes, employees with impaired hearing serve as instructors, teaching sign language and other communication techniques in order to deepen understanding of hearing disabilities.



An employee with impaired hearing teaching sign language

Extending employment of older employees

In order to promote diversity and counter the declining birth rate and aging population in Japan, we have established a system to extend employment of older employees.

Under this system, any employee wishing to continue working for Toshiba Group (in Japan) even after the retirement age of 60 can remain employed up to the age of 65. This system has provided many older employees with opportunities to continue their jobs.

Support for Diverse Work Styles

Promoting work-style innovation

Work-style innovation (WSI) refers to a campaign aimed at creating a positive spiral, where employees work very hard and efficiently and also make the most of their private lives to rejuvenate and improve themselves so that they can add higher value to their work. In connection with this, Toshiba Group has been promoting a work-style reform through the following two approaches: the self-management approach, taken by each employee, and the team management approach, led by a team leader. We have also been conducting a campaign with the catchphrase "Enjoy your work!", for which we have created a related web page on our intranet as a way of letting employees learn from the experiences of top managers and co-workers.

Toshiba Initiative:

Issuance of Kirameki Times

As part of our awareness-raising activities regarding diversity and WSI, we issue a quarterly internal newsletter called the "Kirameki Times." This Japanese-English bilingual newsletter



Kirameki Times

carries messages including from the president and other executive officers, offering examples of the implementation of WSI.

Toshiba Initiative:

Introduction of a system for visualizing working hours

In order to promote WSI, it is necessary to accurately monitor the work hours of each employee. For this purpose, in FY2009, Toshiba introduced a system that, by displaying the work hours of each employee on their computer, enables working hours to be visually monitored. In FY2010, we introduced the systems for work record notification and work record display, in order to make employees and their superiors pay constant attention to work hours.

The work record notification system automatically sends an e-mail to each employee and their superior to inform them of their work record. The work record display system uses the three traffic light colors (red, yellow and green) to classify each employee's current work record, thereby drawing attention to overtime work hours. This system supports the visualization of work hours.



Human Rights and Labor Practices

Supporting employees' work and childcare

Toshiba Group strives to enhance the flexibility and scope of systems that allow employees to change their working styles according to their personal circumstances.

Toshiba has supported the concept of work-life balance since the 1990s, implemented various measures based on the Next Generation Education and Support Promotion Act since FY2005, and established support systems that exceed the statutory requirements.

Systems to Support Diverse Work Styles and Employee Participation (Toshiba Corp.)

System	Period	FY2009	FY2010
Childcare leave	Until the child is 3 years old, even if the spouse is not working	Male: 13	Male: 11
		Female: 272	Female: 269
Paternity leave	Up to 5 days including the day of birth within 2 weeks of the birth	Male: 360	Male: 356
Familycare leave	Up to 365 days per person requiring nursing	Male: 10	Male: 5
		Female: 4	Female: 3
Short-time shift	For childcare: Until the child finishes grade three of elementary school For nursing care: Up to 3 years per person requiring nursing care	Male: 3	Male: 8
		Female: 371	Female: 399

Toshiba Initiative:

Establishment of our internal childcare center "Kirame-kids"

In an effort to support the work-life balance of employees, we opened an internal childcare center named "Kirame-kids Yokohama" on the premises of one of our business sites, Yokohama Complex, in April 2011. The center began operation with 18 children aged 0 to 4. Its flexible childcare services such as two-day-a-week care, three-day-a-week care, and temporary care can meet the needs of working mothers as well as working fathers. The center, with a large garden and abundant greenery, provides a full-time high-quality childcare service in a relaxed atmosphere. We plan to provide various preschool education programs as well.



Handmade signboard



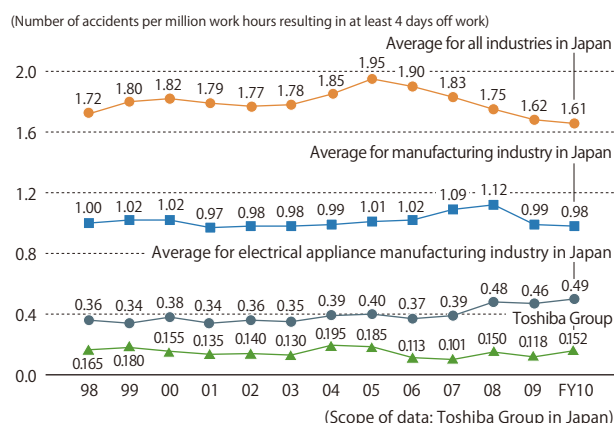
Internal childcare center "Kirame-kids Yokohama"

Occupational Health and Safety

Prioritizing employee health and safety as a top management issue

Based on our "Commitment to People," the basic commitment of the Toshiba Group, we have been striving to ensure the health and safety of our employees. As a result, the frequency of work-related accidents of Toshiba Group in Japan is much lower than the national average for the manufacturing industry. Over the past few years, however, the rate of work-related accidents has shown only minor fluctuations, with no signs of further decline. In FY2010, a fatal work-related accident occurred at one of our group companies in Japan. To prevent recurrence of such an accident, we are reviewing our measures to identify, reduce, and manage risks of all kinds of occupational accidents of varying severity as well as trying to raise awareness of risks by educating employees about human behavioral characteristics.

Rate of Work-related Accidents



Toshiba Initiative:

Health and Safety Association of the Toshiba Ome Complex wins Minister of Health, Labor and Welfare Prize in FY2010

The Toshiba Ome Complex established the Cooperative Association of Occupational Health and Safety jointly with other group companies of Toshiba in the complex, the cooperative companies permanently stationed in the complex, and the companies outside the complex (65 companies as of April 2010). As a result of the Association's 34 years of continuous efforts including the provision of medical checkups, education programs, and tours to reputable business sites in addition to its initiative for integrating risk assessment into regular business practice based on the annual activity plan, the rate of work-related accidents of each member company has been on the decline.

In FY2010, the Association was honored with the Minister of Health, Labor and Welfare Prize for these activities and notable achievements.

Group-wide efforts to obtain certification for occupational health and safety management system

For global integration of the health and safety management activities of Toshiba Group, we began efforts in FY2007 to introduce OHSAS 18001, an international certification standard for occupational health and safety management system, to all Group-wide manufacturing consolidated subsidiaries, all of which obtained the certification by the end of FY2008.

Consequently, we have started managing the data of work-related accidents of overseas group companies, which have remained slightly higher than the rates of group companies in Japan. We will further improve the management system in order to raise the level of health and safety management of overseas group companies.

Consolidated Subsidiaries with OHSAS 18001 Certification



Note: As of the end of March 2011

Various measures to maintain and improve employees' physical and mental health

Toshiba Group strives to raise employees' awareness of the importance of health and takes various measures to maintain their physical and mental health.

With a view to promoting standardization and greater efficiency of medical checkups and followup measures, we introduced a system that centrally manages the results of medical checkups and medical interviews for the purpose of using the data to implement effective measures such as the provision of health guidance and education.

In addition to health education provided at each business site, we provide various services designed to help each employee improve their quality of life. These services include the provision of physical as well as mental health counseling by telephone as well as in person. These health-related services have been provided in cooperation with the Toshiba Health Insurance Association.

Employees assigned to work overseas have to cope with drastic lifestyle changes, so it is important to ensure that such employees can perform their work without unnecessary health concerns. To

this end, we are implementing various measures to improve the health management system for them and their accompanying families, such as arranging for a hospital and ambulance service in the event of an emergency and offering overseas medical service visits whereby an industrial health specialist periodically visits and consults with these employees.



An industrial health specialist on an overseas medical service visit

Toshiba Initiative:

Management of health risks through priority assistance programs and creation of a health-and-safety-conscious workplace

● Devising measures to support high-risk employees through multiple projects

Toshiba Group has established multiple project teams consisting of industrial doctors, public health nurses, and other nurses sent from various Toshiba companies in order to enhance the health management system and implement various measures to maintain and improve employee health. In FY2010, we discussed measures to be taken for employees who require priority health management assistance.

Through the project aimed at high-risk employees, we have established internal standards specifically for employees at a higher risk of developing cerebrovascular or cardiovascular disease and, based on the judgment of work classification, we have been providing each high-risk employee with appropriate work management support and priority health assistance.

Meanwhile, through the mental health project, we have been reviewing the re-work assistance program, which sets out the steps for a smooth return of employees to work, and have been preparing a manual for depression to deal with the increasingly diversified symptoms of depression.

● Promoting communication by encouraging employees to pay attention and talk to their co-workers

Employees are encouraged to pay attention to their co-workers and talk to them in order to detect any unusual signs that imply poor health. This practice has become the norm in the workplace. In order to raise health and safety awareness at each workplace, we have been promoting communication by holding periodic informal workplace meetings.

The Environment

Major progress and achievements in FY2010

Assessment of biodiversity at production sites

▶ P.32

Certification of 16 Excellent ECPs

▶ P.36

Environmental Vision and Management

Toshiba Group's Basic Policy for the Environment

Based on the recognition that it is our responsibility to maintain the health of the global environment as an irreplaceable asset for future generations, Toshiba contributes to the development of a sustainable society by promoting environmental activities designed to realize a world that is low carbon, recycling based and environmentally harmonious.

Promoting Environmental Management

Toshiba considers environmental stewardship to be one of management's primary responsibilities and promotes environmental activities in harmony with economic activities. Toshiba assesses the impacts of its business activities, products and services on the environment, including with regard to biodiversity, and specifies objectives and targets with respect to the reduction of environmental impacts and prevention of pollution. Toshiba strives to continuously improve environmental management through internal audits and reviews of activities. Toshiba complies with all laws and regulations, industry guidelines it has endorsed, and its own standards concerning the environment. Toshiba strives to enhance the awareness of all its employees with respect to the environment and requires that they make a practical contribution to the environment through their work. Toshiba operates globally, and accordingly, promotes environmental activities throughout Toshiba Group.

Providing Environmentally Conscious Products and Services and Reducing Their Environmental Impact through Business Activities

Toshiba recognizes that natural resources are finite and implements vigorous environmental measures to promote their effective and practical use in terms of both products and business processes. Toshiba develops and provides environmentally conscious products and services which contribute to the reduction of environmental impacts throughout their life cycles.

Toshiba strives to reduce the environmental impacts of all business processes, encompassing design, manufacturing, logistics, sale, and disposal, with a particular focus on the prevention of global warming, efficient utilization of resources and control of chemical substances.

As a Corporate Citizen of Planet Earth

Toshiba contributes to society through its environmental activities, which include the development and provision of excellent, environmentally conscious technologies and products and cooperation with society at large and with local communities.

Toshiba is committed to maximizing disclosure and transparency in communication with stakeholders and society at large in order to facilitate mutual understanding.

Revised June 1, 2010

Promoting the three "Greens" based on our Environmental Vision 2050

In order to evolve as one of the world's foremost eco-companies, Toshiba Group's Environmental Vision 2050 aims to realize a world where people can lead affluent lives in harmony with the Earth. The Group uses an indicator to measure overall environmental efficiency by taking into consideration harmony with the Earth as well as value creation, and aims to increase overall eco-efficiency tenfold by 2050 compared to the 2000 level.

In order to achieve this goal, we are promoting initiatives aimed at reducing the environmental impact of all our products and business activities, from the perspective of the mitigation of climate change, the efficient use of resources, and the management of chemicals, based on the concept of the three "Greens": Greening of Process, Greening of Products, and Greening by Technology. We have organized regional environmental divisions in Europe, the United States, China, and Asia-Oceania in order to promote our environmental management at the global level.



The three "Greens" and the management supporting them



Initiatives for Biodiversity Conservation

Promoting initiatives for biodiversity conservation in three major areas

Toshiba Group's corporate activities not only benefit from eco-systems, but also affect them in various ways. Given this, in our environmental management, we place high priority on the conservation of biodiversity, which is the foundation of ecosystems, and promote environmental initiatives through our products, production sites, and social contributions. In FY2010, we also introduced biodiversity initiatives in our supply chain.

Through our products: Developing products designed to contribute to conserving biodiversity

At Toshiba Group, we assess the impact of products on biodiversity using the life-cycle impact assessment method based on endpoint modeling (LIME), which is designed to comprehensively assess environmental impact from four different perspectives: 1. human health, 2. biodiversity, 3. social assets, and 4. primary production.

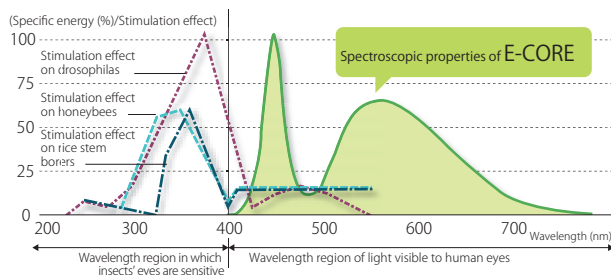
Toshiba products designed to contribute to conserving biodiversity

● LED lighting

LED lighting is designed to avoid emitting ultraviolet rays and attracting insects, thus reducing disturbance to ecosystems.

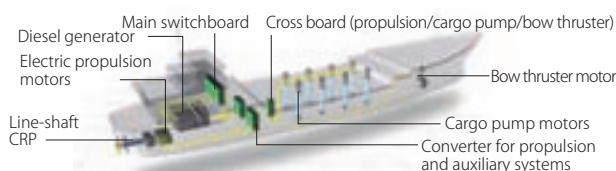


Spectroscopic properties of E-CORE, our LED lamp model designed to reduce UV radiation



● Electric propulsion system for ship

Electric propulsion system replaces main engine with motors and inverters in order to reduce vibration and impact on marine life.



Integrated control system used multiple inverters for electric propulsion system for chemical tanker

Through our production sites: Developing ecosystem networks in collaboration with local communities

In collaboration with outside experts, Toshiba Group has conducted quick assessments of biodiversity potential in areas surrounding our production sites. These assessments were made to evaluate the environmental potential of wooded areas and river systems located within a 2-km radius of each site in order to examine how our production sites can contribute to the development of local ecosystem networks through land use.

In FY2010, we conducted assessments at 14 sites in Japan and one site in the Philippines. We assessed wooded areas on a five-level scale and categorized the characteristics of biodiversity into four different types. In FY2011, we will choose characteristic sites based on the results of these assessments and select the species to be protected, including indigenous or rare species in surrounding areas. We aim to create ecosystem networks in the future in collaboration with local stakeholders.

Assessment Results for Three Production Sites and Preliminary Measures Taken for Biodiversity Conservation

Toshiba Fuchu Complex (Tokyo, Japan)

Landscape type: Densely populated residential area on a plateau	Characteristics: Area with many wooded regions and rivers
Measures taken for biodiversity conservation: Protection of an indigenous dandelion species (<i>Taraxacum platycarpum</i>) growing on the factory premises	

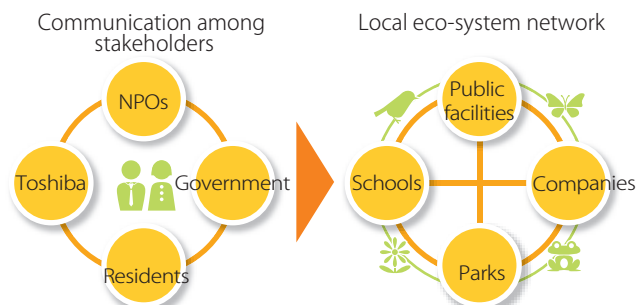
Toshiba Yokohama Complex (Kanagawa, Japan)

Landscape type: Reclaimed industrial area	Characteristics: Area with many wooded regions and rivers
Measures taken for biodiversity conservation: Protection of a rare damselfly species (<i>Sympetrum risi</i>) and other rare species inhabiting the local lagoon	

Kaga Toshiba Electronics Corporation (Ishikawa, Japan)

Landscape type: Woodland on a hill	Characteristics: Area with many wooded regions and rivers
Measures taken for biodiversity conservation: Survey on northern goshawks and other rare species inhabiting the surrounding areas	

Local ecosystem networks created in collaboration with stakeholders



Through social contributions: Continuing efforts to create forests

Toshiba employees are working to promote the 1.5 Million Tree-planting Project (see p. 50).



The Environment

Action Plan for FY2010 and Actual Results

Achievement of the overall eco-efficiency target for FY2010

Toshiba Group uses the degree of improvement in eco-efficiency generally known as the "Factor" as the indicator of improvement in its environmental management. This is calculated by dividing the value of products offered by the assessment of environmental impact. The overall eco-efficiency is calculated by combining product eco-efficiency and business process eco-efficiency. In FY2010, product eco-efficiency increased by 2.44 times over the 2000 level, exceeding the target (2.2 times) due to improvements in product value and reductions in environmental impact mainly in the area of digital products and devices. Meanwhile, due to an increase in sales resulting from improvements in recycling and economic conditions, business process eco-efficiency increased by 1.55 times over the 2000 level, also exceeding the target (1.2 times). Accordingly, overall eco-efficiency increased by 2.26 times over the 2000 level, enabling us to achieve our target (2 times).

Aiming to achieve the final targets of the Fourth Environmental Action Plan* for FY2012

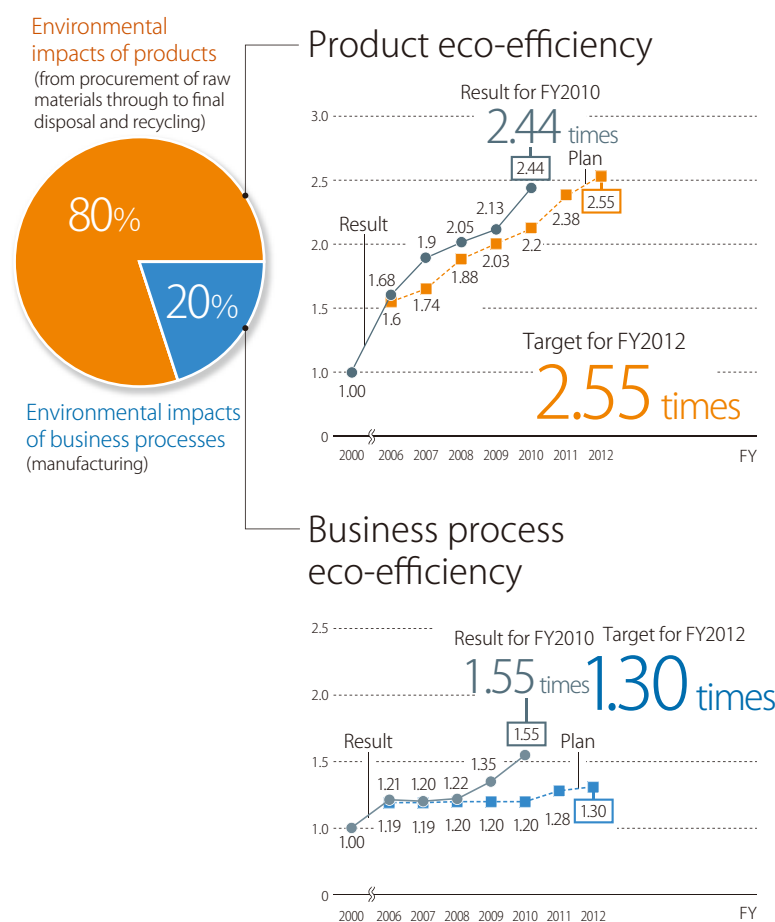
In our Fourth Environmental Action Plan, we have developed indicators to assess improvements in product eco-efficiency from the viewpoint of the development of environmentally conscious products. We have also developed indicators to assess improvements in business processes from three perspectives: the mitigation of climate change, the efficient use of resources, and the management of chemicals.

In FY2010, we achieved three out of four target items with regard to products and seven out of nine target items with regard to business processes. In particular, sixteen products were certified as Excellent ECPs, surpassing our targets (see p. 36). Meanwhile, we were unable to achieve our targets regarding reduction in CO₂ emissions as a result of the slow recovery in sales in our social infrastructure business since the Lehman crisis. However, there have been improvements from last fiscal year in terms of business processes, despite delays in progress toward achieving zero-waste emissions at overseas production sites in countries with underdeveloped systems and infrastructures for recycling.

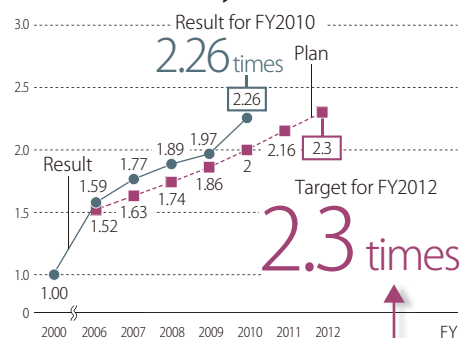
In FY2011, we will adopt measures to increase the sales of Excellent ECPs and support overseas recycling companies in order to achieve our final targets for FY2012.

* In FY2011, the Voluntary Environmental Plan was renamed the Environmental Action Plan.

Progress of overall eco-efficiency

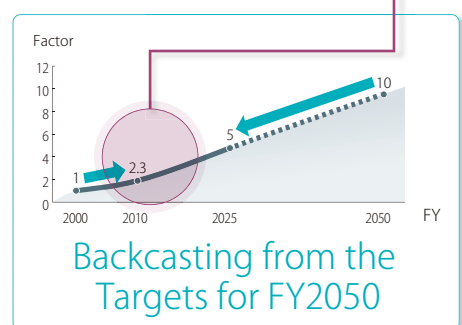


Progress of overall eco-efficiency



If these two eco-efficiency targets are achieved, overall eco-efficiency (2.3 times) will be accomplished as follows:

$$\begin{aligned} &\text{Product eco-efficiency (2.55 times)} \times 0.8 + \\ &\text{Business process eco-efficiency (1.3 times)} \times 0.2 = \\ &\text{Overall eco-efficiency (2.3 times)} \end{aligned}$$



The Fourth Environmental Action Plan: Target Achievement Level

	Indicator	Unit	FY2010 Plan	FY2010 Results	Evaluation ⁵	FY2011 Plan	FY2012 Plan
Enhancement of Product Eco-efficiency							
Creation of Environmentally Conscious Products (ECPs)	Percentage of ECPs to net sales	%	60	70	○	70	80
	Number of Excellent ECPs	products	15	16	○	20	25
	15 specified chemicals contained in products ^{1,2}	%	100	100	○	100	100
	CO ₂ emissions reductions through Eco Products	M tons	6.3	4.0	△	6.8	7.3
Business Process Innovation							
Mitigation of Climate Change	Reduction of energy-derived CO ₂ emissions (compared with FY1990) ³ [Rate to net production output]	%	45	48	○	44	47
	Manufacturing sites in Japan	%	45	51	○	44	47
	Reduction of greenhouse gas emissions (other than CO ₂) [Total emissions]	%	36	68	◎	37	38
	Reduction of CO ₂ emissions associated with product logistics in Japan [Rate to net production output]	%	40	47	○	42	44
Management of Chemicals	Reduction of total emissions of chemicals to air and water [Total emissions]	%	50	28	△	52	54
Efficient Use of Resources	Reduction in the total amount of waste generated [Rate to net production output]	%	20	32	◎	22	24
	Sites achieving zero emissions of waste ⁴	%	100	71	△	100	100
	Increase in the amount of recycling of end-of-use products (compared with FY2001)	%	160	283	◎	170	180
	Reduction in water intake [Rate to net production]	%	9	29	◎	9.5	10

Note: Unless otherwise specified, the targets are based on comparison with FY2000 and cover manufacturing and non-manufacturing sites worldwide. Net production output means: Nominal output (Japan + overseas) / Corporate goods price index (electrical equipment) announced by the Bank of Japan for each year (index for 1990 is 1); and is used for the purpose of evaluating activities.

1 15 substance groups subject to restriction: [1] bis (tributyl tin) oxide (TBTO), [2] tributyl tins (TBTs), triphenyl tins (TPTs), [3] polychlorinated biphenyls (PCBs), [4] polychlorinated naphthalenes (PCNs with 3 or more chlorines), [5] short-chain chlorinated paraffins, [6] asbestos, [7] azo colorants, [8] ozone-depleting substances, [9] radioactive substances, [10] cadmium and its compounds, [11] hexavalent chromium compounds, [12] lead and its compounds, [13] mercury and its compounds, [14] polybrominated biphenyls (PBBs), and [15] polybrominated diphenyl ethers (PBDEs). (Detailed definitions and specific applications to be excluded are specified separately.)

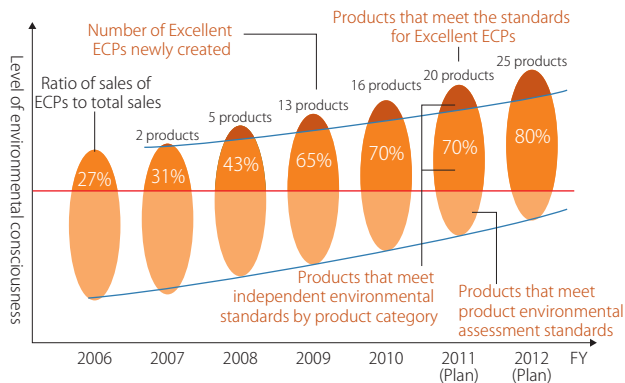
2 Total sales of products that do not contain any of these 15 specified chemical substances are used when the percentage of certain products to total sales is given.

3 3.51 t-CO₂/10-thousand kWh is used for the power factor in Japan, and GHG Protocol data is used overseas.

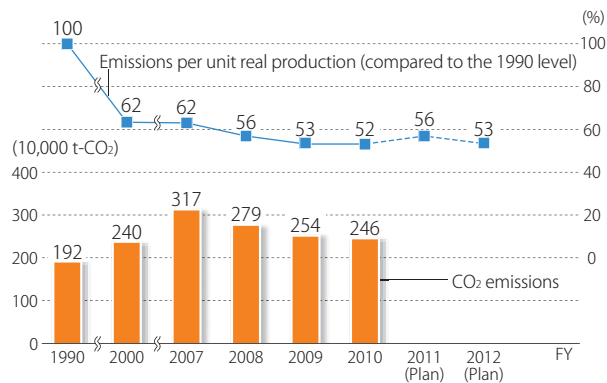
4 Toshiba Group's definition of "zero emissions" of waste is that the amount of landfill waste after treatment is equivalent to less than 0.5% for manufacturing sites and 1.0% for non-manufacturing sites of the total amount of by-products and other items generated (total amount of waste discharged) as a result of business activities (excluding the sites with restrictions under laws and administrative guidance).

5 Evaluation: ◎ Targets surpassed (120% & above); ○ Targets reached (100% & above but below 120%); △ Targets not reached (below 100%)

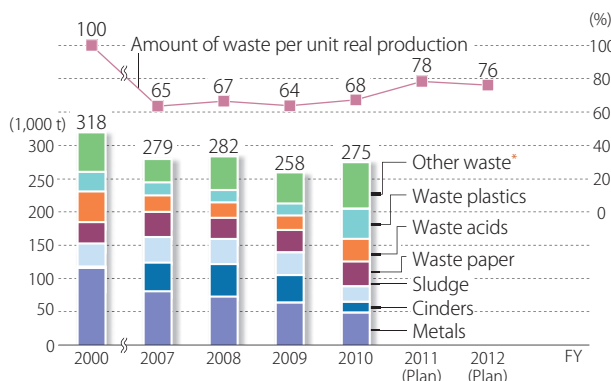
Products: Targets for the Creation of Excellent ECPs and ECPs and Actual Results



Business Processes: Energy-derived CO₂ Emissions, Total Amounts, and Emissions Per Unit Production

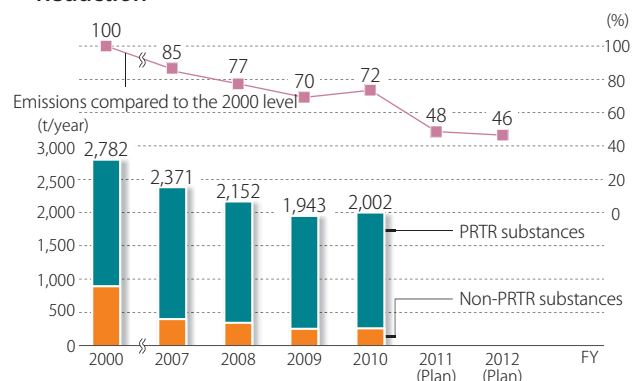


Business Processes: Total Amount of Waste Generated



*Other waste: waste oil, scrap wood, scrap glass, specified hazardous industrial waste, etc.

Business Processes: Emissions of Chemicals Requiring Reduction





Greening of Process (Environmentally Conscious Manufacturing)

Aiming to achieve the world's lowest level of environmental impact

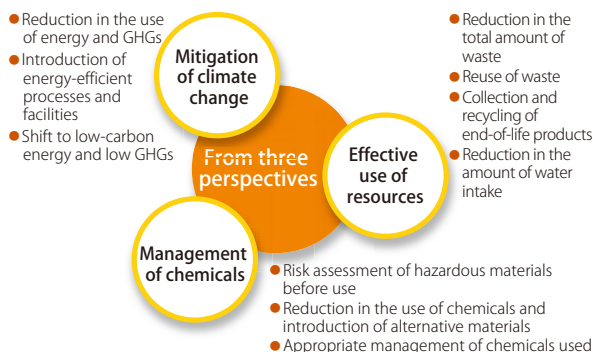
An increase in production in response to growing demand involves an increase in the consumption of energy and resources. Manufacturers are thus faced with the challenge of controlling increases in energy consumption.

As a manufacturer producing a wide range of products in factories around the world, Toshiba Group is working to minimize the increase in environmental impacts resulting from increased production, from the perspective of mitigation of climate change, management of chemical substances, and efficient use of resources. More specifically, we have been focusing our efforts on semiconductor factories, whose greenhouse gas (GHG) emissions account for approximately half our total emissions, in order to contribute to achieving Japan's goal of reducing total greenhouse gas emissions by 25% by 2020, compared to the 1990 level.

In order to promote efficient use of resources, we are working to achieve our zero-emission goal in all our production sites by reducing the amount of waste generated and recycling it.

With regard to the management of chemical substances, we are working to replace hazardous chemicals with alternative substances and eliminate their use in order to reduce hazardous chemical emissions.

Greening of Process from three perspectives



Reducing greenhouse gas emissions based on detailed medium- and long-term reduction plans

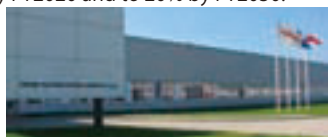
As a result of reducing SF₆ (sulfur hexafluoride) used for gas insulated transformers and installation of removal systems for GHGs other than CO₂ at semiconductor fabs, GHG emissions decreased by about half in FY2000 compared to the 1990 level. From FY2001, however, emissions continued to increase due to the construction of new buildings and increased production at semiconductor fabs, reaching a peak in FY2007. Although emissions are expected to further increase in the future due to production recovery, we will continue to implement energy-saving measures to minimize the increase. Meanwhile, due to the effects of the Great East Japan Earthquake, CO₂ emissions caused by power consumption are likely to increase. Therefore, we will formulate detailed medium- and long-term emission reduction plans in response to the effects of the earthquake and the government's energy policies.

Toshiba Initiative:

Use of hydroelectric power at TTCE

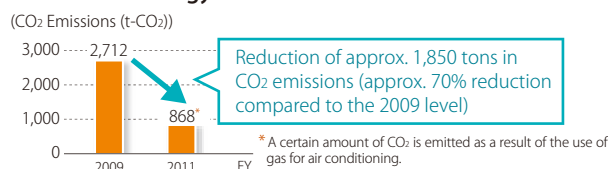
Toshiba Television Central Europe Sp. z o.o. (TTCE) in Poland is our major production facility that manufactures LCD TVs for the European market. The Polish government is implementing its plan to shift to renewable energy with the aim of raising the percentage of renewable energy to 15% by FY2020 and to 20% by FY2030.

In January 2011, in order to support this government policy, TTCE completely switched to renewable



energy (i.e. hydroelectric power) for its total annual consumption of approximately 3 million kWh of electricity.

Reduction in CO₂ Emissions by the Switchover to Renewable Energy



Comments from a person in charge



“ We will further promote our energy conservation activities. ”

Karolina Konczynska
Environmental Assistant, General Affairs and Personnel Department
Toshiba Television Central Europe Sp. z o.o.

Our company is promoting various energy conservation initiatives aimed at realizing the efficient use of renewable energy. In order to further reduce CO₂ emissions, we will also analyze gas consumption in our cooling and heating systems. We aim to create a factory that has the trust of local residents by actively announcing our environmental activities to people both inside and outside our company.



Visit our official website for other detailed information.

<http://www.toshiba.co.jp/csr/en/env/index.htm>

<http://www.toshiba.co.jp/env/en/index.htm> (Environmental Management website)

Greening of Products

(Environmentally Conscious Products)

Aiming to achieve the highest level of environmental performance for all products

As the demand for social infrastructure products and the use of home appliances in emerging and developing countries are increasing considerably, significant increases are expected in power consumption and CO₂ emissions. In order to support convenient and comfortable lifestyles while at the same time minimizing CO₂ emissions, Toshiba Group is doing its utmost to achieve the highest level of environmental performance for all products that we develop. Environmental conscious products (ECPs) are developed through the procedures shown below. In FY2010, there was an increase in the number of products with outstanding environmental performance, resulting in 16 products being certified as Excellent ECPs.

1. Product planning stage

Setting "eco-targets," which specify the conditions required to achieve the highest level of environmental performance

2. Development and design stage

Assessing whether product designs meet ECP standards with regard to the mitigation of climate change, the effective use of resources, and the management of chemicals

3. Product approval stage

Confirming whether products have achieved the eco-targets and meet ECP standards, and certifying products with the highest level of environmental performance (at the time of launch) as Excellent ECPs

Products Certified as Excellent ECPs in FY2010

- Mobile notebook PC: dynabook R730
- AV notebook PC: Qosmio V65
- Business notebook PC: Satellite K45
- LED TV models: 47RE1, 55F1, and 46F1
- Home air-conditioner: JDR series
- Washer dryer: TW-Z9100
- BD/DVD player: BDX 1100 series
- 2.5-inch hard disk drive: MK7559GSXP
- LED mini krypton bulb: LDA5N-E17
- Heat pump system: Universal Smart X
- Industrial air conditioner: Super Module Multi-i
- Open showcase: SF-453DP-LSN-SA
- Ultrasound diagnostic system: Aplio™ MX
- Permanent magnet synchronous motor (PMSM) for railroad cars
- Others



Toshiba Initiative:

Development of the Portégé®R830, an environmentally conscious notebook PC designed for both office and mobile use

The year 2010 marks the 25th anniversary since Toshiba introduced the world's first notebook PC. We are proud to have launched the Portégé®R830, an environmentally conscious notebook PC, with cutting-edge performance at an affordable price, made possible by our cumulative technological know-how and powers of innovation.

The Portégé®R830 is a high-performance notebook PC equipped with a larger LCD and a faster CPU than the Portégé®R600, its predecessor. We have achieved a world-class notebook PC that is ultra-thin and light but with a 13.3" LCD and integrated optical device. It also provides outstanding energy-saving performance thanks to its LED-backlit display and power control system.

The Portégé® R830 has earned the EPEAT®* Gold rating from the US Environmental Protection Agency.



Environmental characteristics of the Portégé®R830

- **Energy-saving:** Equipped with LED backlighting and a solid state drive
- **Resource-saving:** Downsizing of magnesium casing and printed circuit boards
- **Chemical management:** Use of mercury-free LCD and main circuit boards with no halogen or antimony compounds

* EPEAT: Electronic Product Environmental Assessment Tool

Comments from a person in charge



“We have received favorable reviews from many customers in the United States.”

Mona Pal

Director of Channel Marketing, Environmental Programs, Cause Marketing
Toshiba America Information Systems, Inc.

The Portégé® R830 has received highly favorable reviews in the US for its environmental performance and, in particular, for its light weight and long battery life. In order to gain customers' trust, it is important to develop products from their perspective and reflect their feedback in products. The Portégé®R830 is one of the achievements of such development.



The Environment

Greening by Technology

(Energy and Environmental Technologies)

Contributing to the development of infrastructure that provides a stable power supply and reduces CO₂ emissions

More and more efforts are being made to mitigate climate change throughout the energy industry, including power generation and distribution. Using the technological expertise accumulated over the past years, Toshiba Group will contribute to providing a stable power supply and mitigating climate change. In particular, we are focusing on developing a smart grid, which is attracting public attention as the next-generation power supply network, and to this end, we have established a research building to conduct demonstration experiments. Our goal is to create systems for a smart community, including water and sewage systems as well as transportation systems.

Toshiba Initiative:

A smart-grid research building established at Toshiba Fuchu Complex

Efforts are being made by electric power utilities and electrical device manufacturers to develop technologies and products required for smart grids. As part of such efforts, Toshiba established a research building at its Fuchu Complex in November 2010 in order to conduct demonstration experiments on smart grids.

The feature of this research building is that there are experimental facilities for both the supply and demand of power. These facilities make it possible to conduct experiments by creating a power supply system that connects multiple power sources via distribution network to an experiment unit equivalent to a residential district with 300 homes, and by enabling the inside of individual buildings and homes to be simulated. Experiments can be conducted under different conditions by changing the amount of power generated from natural energy sources or changing the amount of power consumed in homes and buildings, thereby enabling us to experiment with the Energy Management System (EMS), which provides the key to smart grids.

Toshiba is working on a number of experimental projects in cooperation with electric power utilities and house manufacturers in Japan and overseas.



Optimizing the balance between power supply and demand

A smart grid is an energy management system designed to connect a number of dispersed power sources such as solar or wind power facilities and storage batteries to homes, factories, buildings, and other power consumers (end users) via a power and communication network. It analyzes and predicts power demand and power generation in different locations by using telecommunications technology and provides power from the most appropriate source to the areas of demand.

A smart grid enables us to make effective use of natural energy and to provide a stable power supply. It also provides a visual system for monitoring energy consumption, thereby helping to achieve effective use of energy so as to reduce CO₂ emissions.



The status of experiments is displayed in real time on monitors in the research building. In experiments with power supply networks connecting multiple districts, the status of power supply control depending upon the amount of power consumed in each district can be confirmed through monitors.



Facilities in the research building enable users to make assessments by using electrical appliances that are actually used in homes. This makes it possible to check power consumption for each appliance and the state of solar power generation in real time in order to demonstrate how to make efficient use of electricity.

Comments from a person in charge



“ We are conducting research that covers whole processes from power stations through to consumers. ”

Toru Kuriyama

Senior Manager, Power System Solution and Distribution System R&D Dept.
Power and Industrial Systems Research and Development Center, Toshiba Corp.

Smart grid technology is used to optimize the balance between power supply and demand. Toshiba aims to provide comprehensive energy solutions, including EMS-related products and storage batteries, thereby covering both the supply and consumption aspects.



Visit our official website for other detailed information. <http://www.toshiba.co.jp/csr/en/env/index.htm>

<http://www.toshiba.co.jp/env/en/index.htm> (Environmental Management website)

Environmental Communication

Working together with our stakeholders to promote environmental management

With a view to promoting open environmental management, Toshiba Group takes an active part in providing information to our stakeholders that facilitates communication with them and helps to develop mutual understanding and collaboration.

Actively participating in exhibitions held in countries around the world

Toshiba Group actively participates in environmental exhibitions held in countries around the world.

In FY2010, we participated at various exhibitions held in Japan, Asia, Europe, and the United States and widely advertised Toshiba Group's environmental initiatives. We also held the 20th Toshiba Group Environmental Exhibition, which had around 4,500 visitors.



Eco-products International Fair 2011 (India)



The 20th Toshiba Group Environmental Exhibition

Major exhibitions in which Toshiba participated (FY2010)

Exhibition period	Exhibition name
February 2011	Eco-products International Fair 2011 (India)
January 2011	The 20th Toshiba Group Environmental Exhibition (Toshiba Headquarters Building, Tokyo, Japan)
January 2011	2011 International CES (U.S.A.)
December 2010	Eco-Products 2010 (Tokyo, Japan)
October 2010	Interactive Fair for Biodiversity (Aichi, Japan)
September 2010	IFA Berlin International Consumer Electronics Trade Fair (Germany)

Developing environmental communication activities worldwide

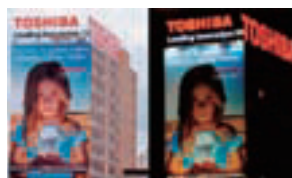
We are promoting various communication activities in order to communicate Toshiba Group's activities to a wide range of stakeholders, including local communities in areas around Toshiba's production facilities and offices, as well as schools, customers, companies, and students, and to discuss environmental problems together.



United States: Set up Toshiba booth at the Earth Day event in New York



China: Received commendation from Henan Province for our advanced environmental practices



Europe: Installed Europe's first signboard that uses solar panels in Paris



Asia: Supporting a Solar Lantern Project in India



Japan: Held the Toshiba Youth Conference for a Sustainable Future 2010

Providing information through environmental reports and websites

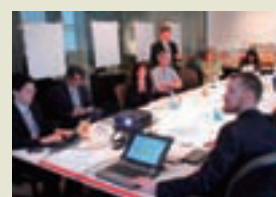
Since FY1998, Toshiba Group has been publishing annual reports in order to provide information on our environmental policies and practices. The Environmental Report 2010 won several awards, including an award at the 14th Environmental Communication Awards (see p. 54). We also provide information in a timely manner on our environmental management website and eco style website (see p. 52).

Holding stakeholder dialogue periodically

In order to reflect our stakeholders' opinions and feedback in our environmental management, Toshiba Group holds stakeholder dialogues periodically.

In the United States, we invite members of environmental NGOs and SRI research organizations to hold stakeholder dialogue once every two years. In January 2011, we held the third stakeholder dialogue in the United States. We received valuable comments about Toshiba Group's activities in the United States and

our environmental reporting. We also hold many stakeholder dialogue sessions in Japan, China, and Thailand. Through these stakeholder dialogue sessions, we will continue to reflect stakeholders' feedback in our activities.



Stakeholder dialogue in the US



Fair Operating Practices

Major progress and achievements in FY2010

Fostering a compliance-oriented culture through workplace meetings ▶ P.40

Conducting supplier-related CSR surveys for outsourced manufacturers of Toshiba-brand products ▶ P.41

Risk Management and Compliance

Ensuring compliance worldwide

At Toshiba, throughout our worldwide operations, we strive to ensure compliance with laws and regulations, social and ethical norms, and internal rules. According top priority to human life and safety and to compliance in everything we do underpins our commitment to promoting business activities through fair competition and serving the interests of customers to the best of our ability.

We consider thorough adherence to the Toshiba Group Standards of Conduct (SOC), which embodies the Basic Commitment of the Toshiba Group, to be the foundation of our compliance. Thus we are working toward the SOC becoming an integral part of the entire Toshiba Group.

Every year, priority themes regarding compliance are established and promoted in light of business circumstances. By implementing a Plan-Do-Check-Action (PDCA) cycle of self-assessment, not only at each in-house company but also at group companies worldwide, we are stepping up our efforts to ensure compliance.

Establishing a compliance system

In order to ensure thorough compliance at Toshiba, a board member is assigned the responsibility of overseeing compliance.

We have also established a system in which, if a serious noncompliance incident occurs, we swiftly consider how to deal with it and take the necessary action.

Furthermore, we endeavor to reinforce compliance by closely examining ways to prevent SOC violations and the recurrence of similar incidences through cooperation among the relevant divisions.

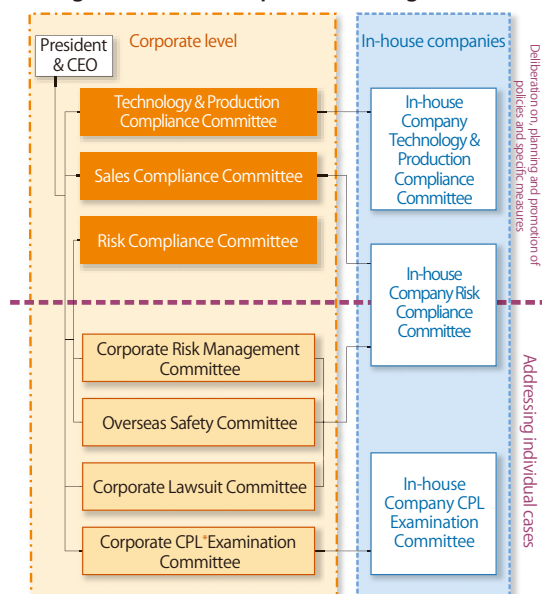
Compliance education appropriate to the circumstances of individual regions

With a view to ensuring compliance with the SOC, Toshiba Group provides various education programs such as education based on the needs of different organizational levels and job functions, as well as seminars on compliance topics for top executives. We also provide e-learning for all employees on a continual basis.

For overseas subsidiaries, we have developed e-learning materials in English with a view to preventing serious SOC violations such as the formation of cartels and bribery. As a first step, we have been offering such e-learning to our subsidiaries in North America. In addition, the Group is focusing on employee education by upgrading and utilizing educational materials such as the production of an English version of the SOC.

We also provide education appropriate to the characteristics of individual regions to prevent the recurrence of similar SOC violations in each region (as in the past). We have been promoting initiatives that suit the circumstances of individual regions.

Risk Management and Compliance Management Structure



* CPL is an abbreviation combining CL (contractual liability) and PL (product liability).



Compliance education for personnel stationed overseas

Effective use of the whistleblower system

In January 2000, Toshiba established a whistleblower system to collect internal information on SOC violations, particularly those concerning laws and regulations, and to deal with wrongdoing through a self-rectification system. Under this system, the employees can report an incident and seek advice mainly via e-mail or telephone. In April 2006, Toshiba also set up a supplier whistleblower system to receive reports from suppliers and business partners so as to prevent SOC violations by employees in charge of procurement and order placements for construction works, etc.

By putting in place systems to receive reports from inside and outside the company, Toshiba anticipates that the system will play a role in deterring SOC violations as well as self-rectification. Toshiba Group companies have also introduced a similar whistleblower system.

Training and education to promote rigorous compliance

In light of the penalties imposed for violations and their grave impact on future business activities, Toshiba has been making vigorous efforts to prevent cartelization, bid rigging, and bribery. In FY2010, the company continued to step up its initiatives to ensure thorough compliance.

Specifically, the initiatives involve Toshiba Group companies in Japan and overseas performing self-audits based on two Toshiba-developed guidelines, one on antitrust and the other on anti-bribery with respect to foreign public officials. Through these audits, Toshiba Group aims to identify the compliance level at the companies concerned and to provide thorough compliance education.

Furthermore, in advance of the enforcement of the UK Bribery

Act (scheduled for July 2011), which stipulates the prohibition of bribery to private citizens as well as public officials, Toshiba is working with local lawyers to review its current anti-bribery guidelines in consideration of the guidelines issued by the UK Ministry of Justice.

Toshiba promotes rigorous compliance with various business-related laws and regulations chiefly by upgrading educational materials, providing education, effectively utilizing databases that contain relevant information, and performing periodic self-audits.

Appropriate measures in response to violations

In the event of a major noncompliance incident, Toshiba investigates all facts to identify the cause of the violation, takes the facts seriously, makes every effort to prevent recurrence, and imposes appropriate disciplinary sanctions on the offenders. It handles such violations rigorously and discloses information in a proper and timely manner as necessary.

Action taken for SOC violations in FY2010

With respect to a system project delivered to a certain government agency, an employee of our group company was found to be engaging in inappropriate dealings with public service personnel. Taking this incident seriously, the company formed a special project to reform its workplace climate. It also provided education to all employees on specific standards of conduct that take business practices into consideration. It is rather regrettable that this incident has occurred in spite of the various measures taken to eliminate SOC violations. However, learning from this incident, the Group is making further efforts to ensure thorough compliance once again.

Fostering a compliance-oriented culture through workplace meetings

Toshiba Group places the highest priority on "life, safety, and compliance" as part of its CSR management. Each workplace holds meetings to raise the awareness of each and every employee with regard to compliance matters, so as to make compliance an integral part of the corporate culture.

These meetings aim to prevent SOC violations by encouraging managers and employees to discuss various problems that are likely to arise in the workplace and to share their thoughts with each other in order to create a work environment where they can easily seek advice on all kinds of problems. In FY2010, meetings were held on topics such as bribery, drunk driving and employee etiquette.

In addition, having created a database to compile information

about the implementation status of the meetings as well as by soliciting the frank opinions of employees via their workplace managers, we are now able to monitor the level of compliance awareness at each workplace and to develop new measures in the future.



Meeting at which participants actively exchange opinions



Fair Operating Practices

Fair Competition and Trading Practices

Employee education and internal audits to ensure sound procurement

We believe that ensuring compliance in transactions with suppliers is a fundamental requirement for building sound partnerships with them. To that end, Toshiba Group provides compliance education for employees working in the Corporate Procurement Division and conducts surveys regarding transactions with suppliers in order to prevent noncompliances.

Whistleblower system for suppliers and business partners

We have set up a whistleblower system for business partners, called Clean Partner Line. We have been notifying our business partners of this system and are requesting them to make use of it to report any issues regarding noncompliance and unfair trading practices that involve Toshiba Group employees so that such concerns can be promptly resolved.

Free and fair competition in accordance with prevailing regulations

Toshiba Group strives to ensure that its business activities are carried out in accordance with not only prevailing laws and regulations but also sound business customs and social norms. We provide guidelines on compliance with antitrust laws and other regulations and conduct business through free and fair competition based on these guidelines. We regard information as important assets and use appropriate methods to manage confidential and personal information concerning third parties obtained through our business activities.

Managing CSR in the Supply Chain

Sharing our management know-how with suppliers worldwide

Toshiba Group continues to ensure that its suppliers are also committed to improving working conditions and reducing their environmental impacts.

We also believe that in addition to proper management of working hours and wages, ensuring improved communication between workers and managers, and paying attention to occupational health and safety and to the environment in areas around factories will boost employee morale and contribute to

an improvement in work efficiency.

Accordingly, Toshiba Group will continue to share its management know-how acquired through experience with suppliers worldwide, particularly those in emerging economies.

Performing audits of outsourced manufacturers of Toshiba-brand products

Toshiba performed CSR-related audits at 17 manufacturing bases of 16 China-based companies to which it had outsourced the assembly of finished products under the Toshiba brand.

The audit findings showed that each company employed a suitable management system with regard to holding dialogues with employees, improving employee welfare, and pursuing environmental initiatives through evaluations by third-party organizations or acquisition of third-party certification. We also checked the companies' compliance with labor regulations, the status of CSR management in their supply chain and asked them to make improvements as necessary.

Major survey items during the audit of outsourced Toshiba-brand manufacturers

Status of CSR management at the companies audited

Labor disputes, communication with employees, labor agreements and working hours, workplace safety, employee health conditions, and environmental initiatives such as the acquisition of ISO14001 certification

Status of CSR management with regard to the supply chain of the companies audited

Adoption of CSR policy that encompasses consideration for human rights, labor conditions, and the environment; communication of the CSR policy to suppliers and their status of compliance with the policy; and compliance with laws and regulations concerning plant wastewater and air emissions

Assessing the greenness level for suppliers to ensure environmentally conscious procurement

With regard to suppliers' environmental activities, Toshiba Group assesses the greenness level (company-specific criteria) in compliance with ISO 14001. In choosing suppliers, the Group gives priority to higher ranked suppliers and constantly asks its other suppliers to improve their greenness level.

Greenness level for suppliers in FY2010

(%)

Rank S	Rank A	Rank B	Lower than Rank B
84.0	9.9	4.1	2.0

Note: Rank S (excellent), Rank A (good), and Rank B and lower than Rank B (improvements requested)

Information Security Management

Appropriate management of all corporate information worldwide

Toshiba regards all information managed by the company as important assets and adopts a policy to manage all important corporate information as confidential information and to ensure that the information is not inappropriately disclosed, leaked, or used.

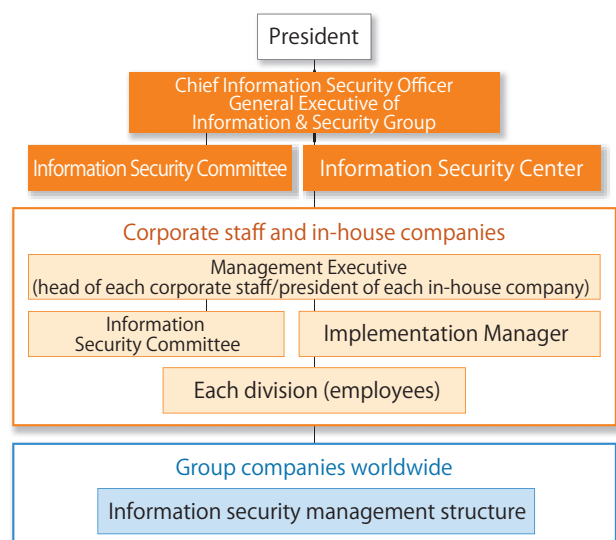
Improving information security structure through inspections and audits

Toshiba considers the autonomous implementation of a PDCA cycle by each division as vital for the appropriate management of personal data and other confidential information. Self-audits conducted annually by all Toshiba divisions play a pivotal role in this PDCA cycle. Each division checks its compliance with internal rules, formulates its own plan for improvement, and reports results. Such initiatives are being implemented in Toshiba Group companies worldwide. In FY2010, in addition to Toshiba Corp., 194 group companies in Japan and 213 group companies overseas conducted self-audits.

Providing yearly education on information security

Toshiba provides education on information security and on protection of personal data to all employees on an annual basis in order to ensure adherence with internal rules. In FY2010, nearly 170,000 Toshiba Group employees received such education through e-learning and other educational programs.

Toshiba Group Information Security Management Structure



Recognizing the importance of personal data protection

Toshiba was quick to recognize the importance of the protection of personal data, and in 2000 established the Toshiba Personal Data Protection Program based on JIS Q 15001, a management system standard in Japan, and in 2001 obtained the Privacy Mark certification from the Japan Institute for Promotion of Digital Economy and Community. Toshiba strives for continual improvement on management system.



Toshiba adopts the principle of obtaining personal data directly from customers only after obtaining their approval to use the data for explicitly specified reasons. All personal data, including data on employees and job applicants obtained with prior approval for purpose of use, is strictly managed.

Protection of Intellectual Property

Protecting our rights and respecting the rights of others

Toshiba Group's policy with regard to intellectual property rights is to comply with laws and regulations associated with those rights, protect the results of intellectual activities with intellectual property rights and make extensive use of those rights, and respect the legitimate intellectual property rights of third parties. This policy is stipulated in the Toshiba Group Standards of Conduct.

As part of this policy, for example, we are working with the regulatory authorities of each country to eliminate counterfeit products that damage the Toshiba brand.

Conducting education on copyright issues

With the widespread use of the Internet, opportunities to browse through third-party copyrighted works have been increasing, enabling anybody to easily copy others' works such as computer software. Under these circumstances, there is an increasing need to prevent the unauthorized use of copyrighted works. In view of this, we are striving to strengthen our management system, including the education of top executives and employees at Toshiba and its subsidiaries in Japan and overseas.

Customers

Major progress and achievements in FY2010

Participation in the JUSE Quality Management Level Research

▶ P.43

Upgrading education to enhance satisfaction with after-sales services

▶ P.45

Universal design advisor system expanded to include non-Japanese employees

▶ P.46

Quality Assurance and Safety

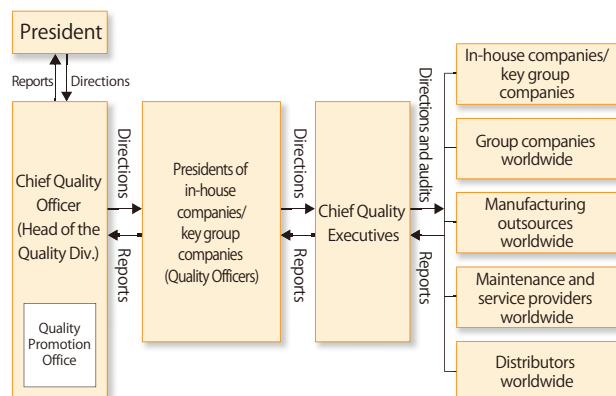
Striving to establish a global quality control structure and ensure product quality and safety

Under the global quality control structure, the Chief Quality Officer is responsible for quality control throughout the Group, while Chief Quality Executives are in charge of quality control within in-house companies and key group companies. The Chief Quality Officer convenes periodic meetings to develop policies and discuss quality control measures with the Chief

Toshiba Group Quality Control Policy

1. We engage in quality assurance from the customers' point of view.
2. We observe relevant laws and contracts and respect the rights of customers and third parties.
3. We maintain quality systems aimed at achieving 100% quality.
4. We ensure that all of our departments and all of our employees act on this Quality Control Policy.
5. We aim for essential improvement by investigating the root causes of process failures.

Quality Promotion Structure



Quality Executives who are responsible for providing guidance and conducting audits of factories, suppliers, maintenance, and service companies and manufacturing outsourcees worldwide to enhance the quality level throughout product life cycles, from development and production through to final disposal.

In addition, we established the Toshiba Quality Training System to foster personnel who can contribute to quality improvement at all concerned divisions. We develop and promote education programs to improve awareness on quality management depending upon the requirements of each division, as well as to improve skills on reliability techniques and quality control methods.

Based on the Basic Policy on Product Safety*, we are committed to ensuring the safety of our products. In order to eliminate product accidents and ensure customer safety, we comply with the prevailing safety-related laws and regulations and proactively disclose full information to customers.

* Toshiba Group Basic Policy on Product Safety

<http://www.toshiba.co.jp/csr/en/customer/safety.htm>

Initiatives to enhance capabilities to ensure product quality in the market

In order to ensure that customers associate Toshiba with quality, we are engaged in an activity called "Design for Quality (DFQ)" to improve our quality management system. We are promoting the visualization of all processes from product design to mass production and, furthermore, of quality assurance in the market. In particular, Toshiba exchanges and shares information on the quality of procured products among other companies in the Group with the aim of establishing a quality control process that utilizes knowledge of quality control failures.

Emphasizing on-site quality control inspections and participation in third-party quality evaluations

In order to improve product quality, it is necessary to analyze factory processes and remove defective factors. In addition to the close examination, evaluation, and testing of each process, Toshiba is strengthening its awareness of hidden problems and reviews them proactively so that it can detect latent risks and take measures swiftly even after product shipment, in response to the opinions of customers.

We also actively participate in an annual survey called "JUSE (Union of Japanese Scientists and Engineers) Quality Management Level Research." In the sixth survey in FY2010, Toshiba ranked fourth and was recognized as an excellent company.

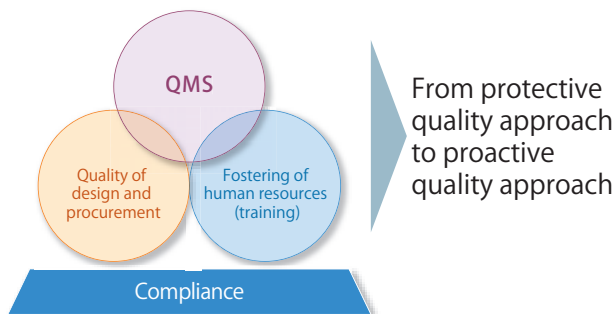


Excellent company award for quality management

Promoting initiatives aimed at enhancing capabilities to ensure product quality

In order to maintain standards for quality products, Toshiba Group is working to enhance its capabilities to ensure quality by adopting a proactive approach to quality rather than the conventional protective one. More specifically, of the four main pillars of quality listed below, we focus on improving the Quality Management System (QMS), not simply obtaining ISO 9001 certification but also improving the system by means of raising the quality of design and procurement, the root cause of losses, as well as by enhancing the training of personnel who can support the development of the system. Compliance is the foundation for all these activities.

Four pillars to enhance quality capabilities



In order to enhance its capabilities to ensure product quality, Toshiba Group is promoting failure mode and effects analysis (FMEA) mainly for design work as one of its DFQ initiatives for preventing defective designs. In FY2010, in order to further reinforce FMEA activities, we formed a working group to exchange information obtained from these activities and trained 20 instructors to make FMEA an integral part of our all four business domains. In FY2010, Toshiba Corp., with the cooperation of Toshiba China Co., Ltd., provided training to a total of 57 quality personnel with a view to strengthening quality personnel globally. The topics covered in this training included "Basic knowledge to improve the quality of procurements" (Guangzhou) and "Basic knowledge for quality innovations (basics of QMS)" (Guangzhou and Hangzhou).

Training personnel in charge of quality assurance

In order to foster personnel that are capable of taking charge of quality assurance, we develop and implement quality training programs for employees in all divisions related to product life cycles on methods of analyzing the causes of product accidents and preventing them. We also provide compliance training and e-learning on the Electrical Appliance and Material Safety Law at a Group-wide level.

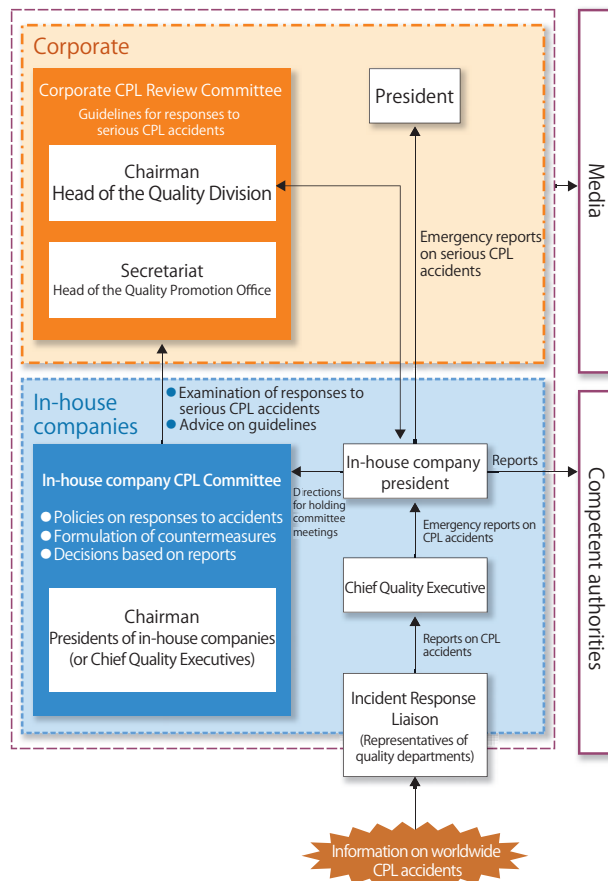
Dealing with Product Accidents

Providing information on product accidents

An employee who becomes aware of information concerning a Toshiba product accident must alert the division(s) in charge of dealing with safety issues concerning the product in question. The CPL Committee*, chaired by the President of the in-house company, then acts upon the matter. In the event of an accident attributable to a product that is likely to recur, we inform customers of the danger and request that they cease using such products, promptly report to the competent authorities, and establish countermeasures as soon as possible. We are developing an information system to enable swift communication with quality assurance divisions and top management regarding information on product accidents obtained by repair and service staff as well as on how such incidents are being handled by Toshiba.

* CPL Committee: CPL is an abbreviation combining CL (contractual liability) and PL (product liability). The CPL Committee, chaired by a senior executive, promptly determines measures to deal with product accidents and quality issues.

Toshiba Group's Structure to Respond to Product Accidents





Customers

Enhancing Customer Satisfaction

Constant improvement based on voice of customer

Toshiba Group sets targets and implements measures to enhance customer satisfaction (CS) every year, based on our CS Promotion Policy. We conduct a "Voice of Customer (VOC) survey" to solicit customer feedback. In addition, at the periodic meetings of the CS promotion committee, attended by the CS senior executive officer, the CS enhancement measures and results of each company are discussed. Based on this, the officers in charge of CS promotion for the company are urged to take further measures, where necessary.

The VOC survey is conducted in common at all Toshiba Group companies. In FY2010, we incorporated the feedback of around 2,500 corporate customers from 700 companies in order to enhance our business operations, products, and services, in addition to improving our provision of information to customers. In the semiconductor business, in order to meet the request to enhance capabilities for sales proposals, which we received from many customers in the FY2009 survey, we promoted initiatives to enhance such capabilities by reflecting the results of surveys of various internal projects. As a result, the FY2010 survey indicated that in terms of satisfaction with the proposals made, we were evaluated more highly than in the previous year.

Toshiba Group CS Promotion Policy

We make the "voice of customers" the starting point for all ideas and provide products, systems and services that deliver customer satisfaction.

1. We provide products, systems and services that are safe and reliable.
2. We respond to requests and inquiries from customers sincerely, rapidly and appropriately.
3. We value the "voice of customers" and endeavor to develop and improve products, systems and services to deliver customer satisfaction.
4. We provide appropriate information to customers.
5. We protect personal data provided by customers.

Enhancing the quality of customer response through call centers

At Toshiba Group in Japan, the persons in charge of various call centers hold meetings to exchange information on developing and implementing plans, including telephone response skill training, CS awareness surveys for call center staff, and self-checks on response quality.

In February 2011, as in the previous year, we held a Telephone Response Contest involving the participation of 22 operators in charge of customer services, selected from 17 call centers. Through such events, we rewarded the efforts of skilled, customer-oriented operators and shared skills and outstanding responses among the call centers as a means to enhance their overall quality.

Improving customer-orientation to provide aftersales service for all our customers

At Toshiba Group, the companies in charge of repairing home appliances, elevators, medical systems, POS systems, digital MFPs, and PCs have formed a working group to share information on problems and make improvements.

To facilitate the provision of services tailored to the needs of individual customers and companies, the working group established a sub-group called the Toshiba Group CS Service Committee, which has close ties with the local community. The Group's activities include providing joint education for field engineers and sharing case examples of CS improvement in the area of services.

In the future, we will continue to integrate Toshiba's spirit of customer service and satisfaction throughout the Group in order to ensure the satisfaction of all individual and corporate customers.

Providing quick services after the Great East Japan Earthquake

As a result of the Great East Japan Earthquake, the Sendai service station of Toshiba Service & Engineering Co., Ltd., which is responsible for repairing home appliance products, had to suspend its operations mainly because its buildings were damaged. However, on March 22, eleven days after the disaster, the company resumed its operations on a full scale as the communication infrastructure returned to normal. During this interval, its personnel continued to attend to repair requests at the call center. In particular, there were many requests from affected people for repair of LCD TVs and water heaters, and at one time, the number of such requests rose to ten times as many as usual. In order to provide services quickly, a total of over 120 field engineers from the company nationwide were shifted to the Tohoku region for repair services. In addition, in cooperation with Toshiba Carrier Corporation, a temporary service station specializing in water heaters was set up in Sendai.

Despite the fact that some of the field engineers had also been affected by the earthquake, they promptly attended to repair requests, and this was greatly appreciated by many customers.



Visit our official website for other detailed information. <http://www.toshiba.co.jp/csr/en/customer/index.htm>
<http://www.toshiba.co.jp/design/index.htm#/project/universal>

Promotion of Universal Design

Toward realizing a comfortable society for everyone

Toshiba Group is promoting universal design (UD) in a wide variety of areas ranging from home appliances to industrial equipment. In FY2010, we participated in "The 3rd International Conference for Universal Design in HAMAMATSU 2010" (Japan), where a broad range of participants gained an understanding of Toshiba's UD through booth exhibits and paper presentations. We also conducted surveys on global trends in UD to improve Toshiba Group's ability to promote UD.



Toshiba's booth at the International Conference for Universal Design in HAMAMATSU 2010

UD advisor system expanded to include non-Japanese employees

In FY2007, Toshiba Group initiated a UD advisor system and invited employees with disabilities to register with the system with a view to obtaining their cooperation in the development and evaluation of UD products, irrespective of the divisions to which they belong.

In FY2010, the Group expanded the scope to include foreign national employees in order to step up UD promotion to meet the needs of overseas markets, including emerging economies. Some 120 employees, including non-Japanese employees and those with disabilities, have registered with the system.

External Evaluation

Winner of Germany's Universal Design Award 2011

Toshiba's VC-CG510X cyclone cleaner received Germany's Universal Design Award* 2011. The product development process, which involved UD advisors, and its outstanding design features, such as the new grip that increases usability, were highly rated.

* International award sponsored by universal design e.V. and universal design GmbH, both based in Hanover, Germany



universal
design

award 2011

VC-CG510X cyclone cleaner, winner of Germany's Universal Design Award

Product and Service Improvement Based on VOC

Improving products and services with VOC as the starting point of concept development

After the launch of new home electronic products, Toshiba Group collects VOC via its sales team, service personnel at call centers, and the website. The VOC is analyzed and the results are shared with product planners, quality managers, and sales groups so as to use it effectively for product improvements. This mechanism has become an integral part of the Group's business operations.

In overseas markets, Toshiba Group conducts VOC analysis and in-person visit surveys to identify the needs of customers in regions with various climates and customs.

Toshiba Initiative:

VOC-based knowledge disclosure on the Toshiba PC support website in Canada

Toshiba's Digital Products & Services Company, taking into account the fact that many inquiries at its call centers in Japan and overseas were related to the use of PCs, has enhanced the information on its website.

For example, Toshiba of Canada, Ltd. (TCL) inserts links to its customer support site "Ask Toshiba" as desktop icons on PCs, on the tool bar of Web browsers, on "favorites" menu bars, and so on in advance, making it easy for customers to access the customer support site. "Ask Toshiba" enables customers to search its knowledge database for answers to their inquiries by PC model, thus increasing customer convenience. This improvement has helped to reduce the number of telephone inquiries related to the use of PCs.



TCL's "Ask Toshiba" website



Community Involvement and Development

Major progress and achievements in FY2010

Supporting local economic development and educational and cultural promotion in collaboration with local authorities and other stakeholders around the world

▶ P.47 – 48

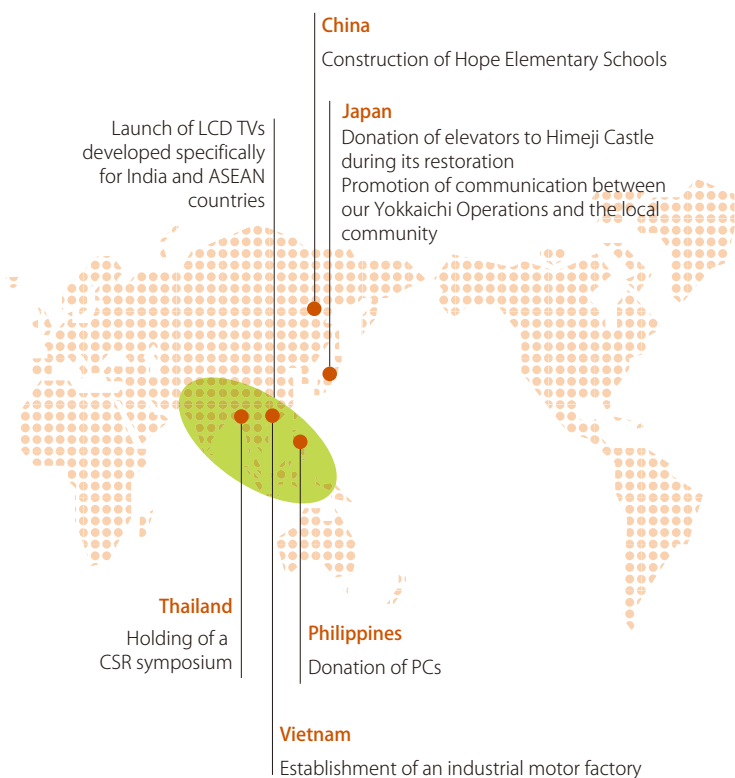
Support for Local Community Development and Public Policies

Contributing to economic, educational, and cultural development in host countries around the world

Toshiba Group contributes to the development of local communities through not only our business activities, but also our worldwide corporate citizenship activities.

At our manufacturing sites, we have been making efforts to localize management, foster management development, and promote local procurement. We have also contributed to the development of social infrastructures in developing and emerging countries through our business activities.

Toshiba Group's major support for local community development and public policies (FY2010)



Employment Creation and Local Industry Development

Creating employment in Vietnam by establishing a high-efficiency motor manufacturing factory

In September 2010, we established Toshiba Industrial Products Asia Co., Ltd. in Ho Chi Minh City in Vietnam for the purpose of manufacturing high-efficiency industrial motors. We plan to increase the number of local employees to prepare for future expansion of production. Prior to the commencement of production, we dispatched a number of employees from Japan to offer technical guidance to local companies from which we plan to procure precision parts for the motors. Under our ambitious local procurement policy, we will make continuous efforts to increase the local procurement ratio.



Production line using locally procured parts

Support for Promotion of CSR Management

Holding a CSR symposium for small and medium entrepreneurs in Thailand

In Thailand, our second largest overseas manufacturing base after China, we held our CSR Symposium Thailand for the first time in November 2010. This symposium was held in response to a request from the Federation of Thai Industries and attended by 250 people including the Deputy Minister of Industry of Thailand and small and medium entrepreneurs.

At the symposium, Atsutoshi Nishida, the Chairman of Toshiba, introduced Toshiba Group's CSR management policy, while the general manager of the CSR Implementation Office highlighted its various CSR activities and the challenges it faces.

Furthermore, through our local subsidiaries in Thailand, we have been conducting various corporate citizenship activities such as mangrove tree-planting events and educational support programs.



Chairman Nishida addressing the symposium



Visit our official website for other detailed information. <http://www.toshiba.co.jp/csr/en/community/index.htm>
<http://www.toshiba.co.jp/social/en/index.htm>

Launch of TVs with Region-Specific Functions

Providing battery-equipped LCD TVs in regions with unstable electricity supply

We launched the Power TV Series in the Indian and ASEAN markets in FY2010.

This line of products is equipped with an RF booster* for use in regions with low-frequency radio wave signals, as well as a battery backup to prevent interruptions due to power outages.

We donated Power TVs to NGOs and schools in India, and through the Asian Football Confederation, we also donated Power TVs to schools in six ASEAN countries including Malaysia and Indonesia.



Power TV

* A device to boost high-frequency electric signals that fall within the bandwidth used for TV broadcasting.

Enhancement of the Educational Environment

Donating PCs to Filipino high schools

To enhance the educational environment in the Philippines, we have been supporting a project promoted by the Ayala Foundation and donating PCs to high schools in the Province of Laguna every year since 2007.

In FY2010, we donated 140 PCs to 14 public high schools in addition to providing internet connection for them. In cumulative total, we have donated 440 PCs to 44 schools, which accounts for about 35% of all high schools in Laguna, where Toshiba Information Equipment (Philippines) Inc. is located.



PC donation ceremony

Supporting the construction of Hope Elementary Schools in China

Toshiba Group companies in China have supported the construction of Toshiba Hope Elementary Schools since 2001. Since 2005, we have constructed two schools every year. In November 2010, we reopened the Hope Elementary School in Dingxi City, Gansu Province, which was devastated by the Great Sichuan Earthquake. Currently 200 children study at the school. Two other schools are under construction in Shanxi Province and Shandong Province and are scheduled for completion in September 2011.



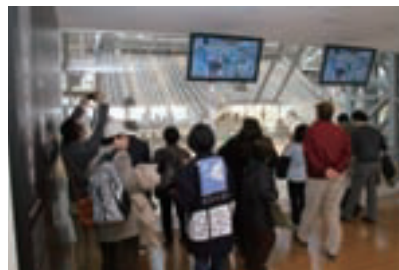
Children at a Toshiba Hope Elementary School

Support for Local Economies

Donating elevators for use by visitors to Himeji Castle during its restoration

Himeji Castle, a world cultural heritage in Hyogo Prefecture, Japan, is currently undergoing restoration under a three-year project that began in March 2010. Since Himeji Castle is the greatest tourist attraction in the region, it would have been extremely detrimental to the local economy to refuse visitors for such a long period.

To solve this problem, Toshiba Group donated two elevators to Himeji City. These elevators take castle visitors to the main keep, while contributing to creating a barrier-free environment.



Elevators that allow visitors to view the restoration process of the main keep from the inside

Coexistence with Local Communities

Engaging with local communities on environmental issues

Since its establishment in 1992, Yokkaichi Operations, our semiconductor manufacturing site, has held an annual meeting with the local municipality. At the meeting, we explain the results obtained from the measurement data on air and water quality emissions from our facilities and also offer tours around the effluent treatment facilities.

In collaboration with the Yokkaichi City Board of Education, we offer classes at junior high schools, where we explain the mechanism and production process of semiconductor products in an attempt to raise children's interest in creative activities involving knowledge of science.

We also provide nearby primary and junior high schools with regular classes on the environment to encourage children to come up with their own ideas and put them into practice.

Moreover, the Yokkaichi Operations publishes a Japanese-English bilingual environment report and also makes it available to the public via its website.



Classes offered at local junior high schools



Community Involvement and Development

Corporate Citizenship Activities

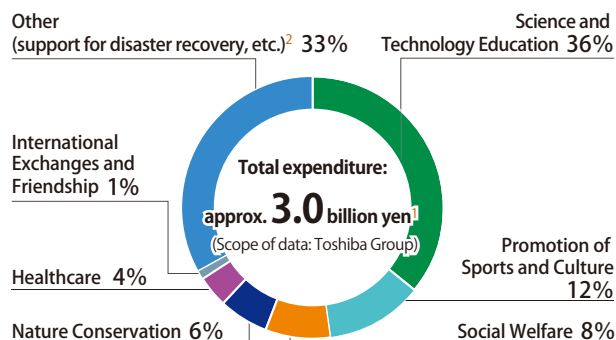
Performance of Corporate Citizenship Activities

Promoting corporate citizenship activities worldwide

Each Toshiba Group company and business site has Social Contributions Coordinators (229 in Japan and 131 overseas) in charge of promoting corporate citizenship activities. Between April 2009 and March 2010, more than 118,000 employees in 223 Toshiba Group companies participated in 1,290 corporate citizenship activities.

At the Toshiba Group CSR Conference in December 2010, ten outstanding activities were commended, based on the evaluation of Social Contributions Coordinator Working Group. Evaluation criteria included purpose, employee participation, uniqueness, continuity, impact on society, and cooperation with other organizations.

Expenditures for Corporate Citizenship Activities (FY 2010)



¹ Expenditures include cash contributions, corporate-initiated programs, and products.

² "Other" category includes expenditures for disaster recovery and allowing access to facilities for public use (gyms, etc.).

Major activities in FY2010

Science education promotion	Japan: Experimental classes at the Toshiba Science Museum Japan: Support for promotion of experiential science education Japan: Home appliance disassembly workshops North America: Science and technology contest China: Science and math education program contests
Nature conservation	Global: 1.5 Million Tree-planting Project Japan: Training for nature observation guides
Social welfare	Global: Pink Ribbon Campaign, blood donation Japan: Disability support activities
International exchanges and friendship	Toshiba Youth Conference for a Sustainable Future (attended by high school students from Japan, the U.S., Thailand, and Poland)
Sports and cultural promotion	Japan: Classes for baseball, rugby, basketball, etc. France: Judo classes

Support for the Promotion of Science and Math Education

Promoting science and math education globally

Toshiba Group is committed to promoting science and technology education for young people.

Over the years, we have been holding technology exhibitions and experiment classrooms at the Toshiba Science Museum and sponsoring science and technology contests in North America. We have also been engaged in the promotion of experiential science education in Japan. In addition, in recent years, we have also expanded our activities overseas by holding science and math education program contests for college students in China.

Supporting an annual science and technology contest in North America

We hold the ExploraVision Awards (EVA) contest for science and technology every year in collaboration with the U.S. National Science Teachers Association (NSTA). Approximately 14,000 people participated in the 18th contest in 2010 in around 4,400 teams, eight of which received awards for their innovative ideas in various fields, mainly in medicine and ecology. President Obama sent a message to the award ceremony congratulating the winners and praising EVA's contribution to science and math education in the U.S.



ExploraVision Award winners

Supporting promotion of experiential science education

The Real Science Education Institute is an NGO engaged in the development of experiential science education programs, the training of instructors, and the provision of educational support to schools in order to foster people who are able to contribute to the global community in the field of science. Toshiba Group has been supporting its activities since 2008.

Since FY2009, our science classes have been incorporated into the curriculum of Miyamae Elementary School in Kawasaki City. We also offer many other science and math experiential classes.

Supporting students at teacher-training universities in China

We have been holding science and math education program contests since 2008 for students at teacher-training universities in China in cooperation with the Ministry of Education of China. The contest became a nationwide event in FY2010, attended by 18,000 students from 40 such universities.

Contribution to Nature Conservation and Social Welfare Activities

Promoting participation of Toshiba Group employees

In addition to supporting employee participation in math and science education promotion activities, which are aligned with the nature of our business, we also encourage employees to participate in nature conservation activities and social welfare activities such as preventive healthcare.

Promoting the 1.5 Million Tree-planting Project

As part of its corporate citizenship activities to promote nature conservation, Toshiba Group has been carrying out the 1.5 Million Tree-planting Project. The Project involves a range of activities based on local needs, such as tree planting, tree thinning, pruning, and brush cutting. While it contributes to the regeneration of forests, it also helps in the conservation of local communities by preventing landslides and floods. Through these activities, we aim to cultivate a love of nature and create a rich, natural environment for future generations.



Joint tree-planting activities conducted by three German subsidiaries

Supporting the Pink Ribbon Campaign around the world

Toshiba Group supports the Pink Ribbon Campaign to encourage the early diagnosis and treatment of breast cancer. In an effort to raise the currently low screening rate, we sponsor and support awareness-raising activities worldwide. In Japan, we supported a walkathon and a seminar to raise awareness during the Breast Cancer Awareness Month in October 2010.



Pink Ribbon walkathon

Support in the Aftermath of Disasters

Disaster-relief activities

As a global company with approximately 200,000 employees involved in our worldwide businesses, we believe that we are interconnected with people around the world.

Against this backdrop, we are actively engaged in providing emergency support services, including donations, in the event of large-scale disasters throughout the world, especially for areas with which we have strong business and social relationship.

Supporting victims of floods and landslides

In August 2010, we donated 10 million yen to Japan Platform, an NPO, to aid victims of the landslides and floods that occurred in countries including Pakistan, China, and India. Japan Platform provided housing, distributed emergency supplies, set up shelters, and provided itinerant services for medical checkups and educational programs.



Provision of brick houses in India
© SEEDS/Sarika Gulati

Support in the Aftermath of Disasters in FY2010

Support for the victims of a flood in the southeast of Brazil

For the victims of the flood that occurred in the southeast of Brazil in January 2011, we decided to donate 100,000 US dollars (about 8.5 million yen) and donated ultrasonic diagnostic equipment to local medical institutions to facilitate the diagnosis and treatment of injured and hospitalized victims.

Support for the victims of a flood in Australia

We donated LCD TVs to support relief efforts for the victims of the flood that occurred in Australia in January 2011. We also donated LED lighting equipment as part of our activities to help municipalities rebuild infrastructures.

Support for the victims of the earthquake in New Zealand

In response to the earthquake that occurred in New Zealand in February 2011, we made donations worth five million yen to support relief efforts for the victims and the restoration of the devastated area.

Support for the victims of the Great East Japan Earthquake (see p. 7-10)

Reporting Media and Disclosure Items on the Corporate Website

Disclosing information through our CSR Report, Annual Report, Environmental Report, and Social Contributions Activities Report

In order to provide relevant information to our stakeholders, Toshiba Group publishes the CSR Report (a non-financial report) and the Annual Report (a financial report). Recognizing our responsibility to provide detailed non-financial information, especially on environmental issues, we also publish the Environmental Report separately from the CSR Report. Furthermore, we issue the Social Contributions Activities Report.

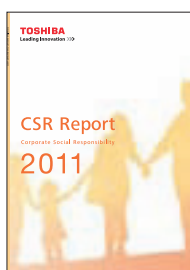
We also provide timely information on such matters through our corporate website.

Disclosing detailed CSR-related information on our website

In order to enhance our stakeholders' understanding of Toshiba Group CSR activities, we not only arrange our CSR website according to the structure of our CSR Report, but also provide additional information that is not available in the report. For instance, on our CSR website, we provide a detailed report on our CSR performance along with a GRI Content Index. We also make certain information available only on our website in an effort to make the website useful for our stakeholders.

» CSR Report/CSR website

 <http://www.toshiba.co.jp/csr/en/index.htm>



CSR Report
(Issued in August 2011)



CSR website

The CSR Report provides information on Toshiba Group's major CSR management activities.

The CSR website provides detailed and timely CSR-related information.

Key reporting items (CSR website)

- Topics
- Philosophy and Policy
- Highlights
- CSR performance
- Organizational Governance, Human Rights, Labor Practices, Environment, Fair Operating Practices, Consumer Issues, Community Involvement and Development
- Engagement
- Other information

The structure and main content of the CSR Report

Corporate Philosophy
Company Overview
CEO Commitment
Report Toshiba Group's Measures in Response to the Great East Japan Earthquake
Annual Activity and Performance Report Special topic: Strengthening CSR management based on the principles of ISO 26000
Major Achievements in FY2010 and Targets & Plans for FY2011
1) Organizational Governance CSR Management/Corporate Governance/Dialogue with Stakeholders
2) & 3) Human Rights and Labor Practices Respect for Human Rights and Prohibition of Discrimination/Stable Employment/Human Resources Development/Promotion of Diversity/Support for Diverse Work Styles/Occupational Health and Safety
4) The Environment Environmental Vision and Management/Initiatives for Biodiversity Conservation/ Action Plan for FY2010 and Actual Results/Greening of Process/Greening of Products/Greening by Technology/Environmental Communication
5) Fair Operating Practices Risk Management and Compliance/Fair Competition and Trading Practices/Managing CSR in the Supply Chain/Information Security Management/Protection of Intellectual Property
6) Customers Quality Assurance and Safety/Dealing with Product Accidents/Enhancing Customer Satisfaction/Promotion of Universal Design/Product and Service Improvement Based on VOC
7) Community Involvement and Development Support for Local Community Development and Public Policies/Corporate Citizenship Activities/Support in the Aftermath of Disasters
A Third Party Review of the CSR Report
Evaluation of CSR by External Parties (FY2010)

The structure and main content of the CSR website

Philosophy and Policy

CEO Commitment/Corporate Philosophy/*Toshiba Group Standards of Conduct/*UN Global Compact/Stakeholders/Toshiba Group Business Overview/Toshiba Group Business and Responsibility/Distribution of Economic Value to Stakeholders

Report

Toshiba Group's Measures in Response to the Great East Japan Earthquake (this section also features highlights of previous CSR Reports)

Annual Activity and Performance Report

Special topic: Strengthening CSR management based on the principles of ISO 26000

CSR Performance

Major Achievements in FY2010 and Targets & Plans for FY2011

1) Organizational Governance

CSR Management/Corporate Governance/Dialogue with Shareholders and Investors/ Dialogue with Employee and Customer

2) Human Rights

Respect for Human Rights

3) Labor Practices

Stable Employment/Fair Evaluation and Treatment/Human Resources Development/Promotion of Diversity/Support for Diverse Work Styles/Occupational Health and Safety

4) The Environment

Environmental Vision/Environmental Management/Action Plan for FY2010 and Actual Results/Initiatives for Biodiversity Conservation/Greening of Process/Greening of Products/Greening by Technology/Environmental Communication
(Note) For more details, see Toshiba Group environmental management website.

5) Fair Operating Practices

Risk Management and Compliance/Risk Management through Business Continuity Plan/Fair Competition and Trading Practices/CSR Management in the Supply Chain/Export Control/Information Security Management/Protection of Intellectual Property

6) Customers

Quality Control/Ensuring Product Safety/Information on Product Safety/Enhancement of Customer Satisfaction/Response to Customer and Voice of Customer (VOC)/ Universal Design

7) Community Involvement and Development

Support for Local Community Development and Public Policies/Corporate Citizenship Activities/*Community Relations/Support in the Aftermath of Disasters/*Government and Authorities/NPOs and NGOs

Engagement

*Stakeholder Dialogue/ Evaluation of CSR Report by External Parties/CSR Report 2011/*GRI Content Index/*History of CSR Activities, etc.

Other information

Site Map/Search by Keywords, etc.

* Information available on the website only. (The website structure is subject to change without prior notification.)

» Annual Report/Investor Relations (IR) Website

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



Annual Report
(Scheduled to be issued
in September 2011)



IR website

In the Annual Report, we primarily report on Toshiba Group's business performance as of the end of the fiscal year and on our three-year midterm management plan.

On the IR website, we aim to provide Toshiba's corporate information in a timely manner. An IR website for mobile phone access is also available.

Key reporting items (IR website)

- IR News
- IR Library
- Management Policy
- Stock and Bond Information
- Financial Data

» Environmental Report/Environmental Management Website

 <http://www.toshiba.co.jp/env/en/index.htm>



Environmental Report
(Scheduled to be issued
in October 2011)



Environmental management website
* Website update scheduled to be performed
in conjunction with the issuance of the Report

In the Environmental Report, we provide a detailed description of the global environmental management of Toshiba Group as a whole. On the environmental management website, we provide not only information on the Group's environmental activities in a timely manner, but also environmental reports on our business sites and group companies. Furthermore, we have established a special website called "TOSHIBA eco style."

Key reporting items (Environmental management website)

- Topics
- Environmental Vision 2050
- Green Management
- Greening of Process
- Greening of Products
- Greening by Technology



eco style website
ecostyle.toshiba.com

» Social Contributions Activities Report/Corporate Citizenship Activities Website

 <http://www.toshiba.co.jp/social/en/index.htm>



Social Contributions
Activities Report
(Scheduled to be issued
in December 2011)



Corporate citizenship activities website

In the Social Contributions Activities Report, we report on Toshiba Group's global corporate citizenship activities.

On the corporate citizenship activities website, we provide detailed, timely information that is not covered by the Social Contributions Activities Report.

Key reporting items (Corporate citizenship activities website)

- Protection of the Environment
- Scientific and Technical Education
- International Exchanges
- Sports and Culture
- Social Welfare
- Employee Voluntary Activities
- Social Contribution Activities
- Toshiba "ASHITA" Award

A Third Party Review of the CSR Report



Actions in response to the Great East Japan Earthquake

The most important information provided in this Toshiba Group CSR Report covers the Group's actions in response to the Great East Japan Earthquake. This report includes a four-page detailed explanation of the measures they have taken. Given the short time that has elapsed since the earthquake, this timely disclosure of information is commendable. In particular, Toshiba Group's aim of establishing a sustainable society by promoting low carbon power generation (see p.10) in the aftermath of the earthquake is noteworthy. Going forward, it is important that the Group clearly defines such goals within the framework of the Group's CSR management, and the Group should make continuous efforts to achieve those goals and systematically disclose related information.

Editing policy in line with ISO 26000

Since last year's CSR report, Toshiba Group has aligned its reporting with the core subjects of ISO 26000. While Toshiba remains committed to its editing policy, this year, it has adopted a much more refined process. This reflects the Group's policy of promoting its CSR practices in accordance with global standards, which is truly commendable from an international perspective. We expect Toshiba Group to analyze the materiality of the issues of each of the seven core subjects and take strategic actions accordingly in order to present a model approach toward global CSR activities.

Extensive use of KPIs

Another important characteristic of the Toshiba Group CSR Report is the extensive use of key performance indicators (KPI). KPI-based disclosure of CSR-related information is a worldwide trend. While the set of KPIs used by Toshiba is one of the best in Japan, Toshiba could further refine its KPIs by promoting quantification of some of the essential qualitative KPIs. Such quantification could be performed by introducing absolute value indicators and rating indicators that reflect satisfaction

levels with respect to performance. The integrated reporting of essential KPIs in the annual report is likely to be considered important in the near future.

Excellent environmental measures

Toshiba Group has been highly commended for its vigorous environmental measures not only in Japan but also overseas. Their CSR Report provides a clear picture of the direction they have taken and the progress they have made in terms of environmental performance through the use of systematic and advanced eco-efficiency indicators. Toshiba Group's environmental strategy will play an increasingly important role in creating a post-earthquake society. In particular, the future direction of its energy and environmental technology development has attracted attention from the global community. We hope that Toshiba Group will continue to provide detailed information on its strategies and actions from mid- and long-term perspectives.

Promotion of stakeholder dialogue

Toshiba Group conducts dialogue with stakeholders through a variety of channels. The outcomes of these dialogues are presented in various sections of its CSR Report. We expect Toshiba Group to take such dialogues to the next level. In other words, it will become increasingly important for Toshiba to gather opinions from a wide range of people on major issues as well such as the policies and strategies for Toshiba's CSR activities, and to make use of such feedback to enhance its activities.

國 部 克 夫

Professor **Katsuhiko Kokubu**

Graduate School of Business Administration
Kobe University

Biographical outline:

Professor Kokubu completed his Ph.D. at Osaka City University and published more than 10 books and 120 papers on environmental accounting and CSR. He has served as Professor of Social and Environmental Accounting at Graduate School of Business Administration, Kobe University since 2001. He has been appointed as Chairperson or Convenor for various committees including the Committee for Environmental Management Accounting International Standardization in Japan, and Convenor of Working Group 8: Material Flow Cost Accounting at ISO TC 207.

Toshiba's Response to Third Party Review

Since immediately after the Great East Japan Earthquake, which caused an unprecedented scale of damage, we have been making every effort to stabilize the nuclear power plant and rebuild social infrastructures as quickly as possible. Having recognized anew the importance of our role in the development of energy systems, our priority will be the development of power generation systems that run on renewable energy for future generations. We will persevere with our Group-wide efforts to support reconstruction and contribute to providing a stable power supply and mitigating

global warming, while making sure to keep our stakeholders informed of our progress with these activities.

We will also strive to enhance CSR management in our global operations. Furthermore, we will continue with our efforts (initiated in FY2010) to establish mid- and long-term KPI targets in accordance with ISO 26000. Finally, we will continue to hold meaningful dialogues with our stakeholders.

CSR Implementation Office
Toshiba Corporation

Evaluation of CSR by External Parties (FY2010)

Item	Evaluation	Evaluated Entity
General CSR Activities-Related (including Socially Responsible Investing)		
Corporate Sustainability Assessment by SAM, a Swiss SRI organization	SAM Silver Class	Toshiba Group
Member of Dow Jones Sustainability Index (DJSI)	Selected for 11 consecutive years since 2000	Toshiba Group
Corporate Integrity and Transparency Survey by the Japan-based company Integrex	2nd place	Toshiba Group
The 9th JCGI Index Survey by Japan Corporate Governance Research Institute, Inc.	6th place	Toshiba Group
Toshiba Group Corporate Social Responsibility Report 2010 (Chinese version)	2010 GoldenBee Excellent CSR Report (award for CSR report by foreign company)	Toshiba Group
CSR Ranking of Foreign Companies by FORTUNE China Magazine	3rd place among foreign companies	Toshiba Group
IR-Related		
IR Website by Gomez Consulting Co., Ltd. (surveyed: 3,614 Japanese companies)	4th place (gold award)	Toshiba Corp.
Daiwa Investor Relations Co., Ltd. (surveyed: 1,169 Japanese companies)	Internet IR Best Company Award 2010 (9th award for six consecutive years)	Toshiba Corp.
Ranking Survey of Excellent Websites by Nikko Investor Relations Co., Ltd. (surveyed: 3,682 Japanese companies)	1st place (for three consecutive years)	Toshiba Corp.
Customer-Related		
Cyclone Cleaner VC-CG510X	Germany's Universal Design Award 2011	Toshiba Corp.
Package design for digital media frames that ensures they are easy to open and repackage	The 49th Japan Packaging Competition (2010), Electrical Equipment Category Award	Toshiba Corp.
Mini krypton 5.4 W LED bulb "LDA5N-E17"	2010 Nikkei Superior Products and Services Awards for Excellent Products Nikkei Superior Products and Services Award by Nikkei Sangyo Shimbun	Toshiba Lighting & Technology Corp.
Quick Start Guide for a Toshiba digital copier, e-STUDIO255/355/455, at the Japan Manual Contest 2010	Paper manual (usage), first category, Category Merit Award	Toshiba Tec Document Processing Systems Co., Ltd.
Quality-Related		
6th JUSE Quality Management Level Research by Union of Japanese Scientists & Engineers	4th place (Excellent Company Award)	Toshiba Group
Employee-Related		
2010 Survey on Japan's Worker Friendly Companies by the Nihon Keizai Shimbun	2nd place	Toshiba Corp.
Woman of the Year 2011 by Nikkei BP's monthly magazine Nikkei Woman	Grand Prize (Rieko Fukushima, Corporate Research & Development Center)	Toshiba Corp.
FY2010 Health, Labor and Welfare Minister Award for Business Sites, Organizations, or Contributors for Excellent Health and Safety Management	Minister of Health, Labor and Welfare Association Award	Toshiba Orme Complex, Cooperative Association of Occupational Health and Safety
FY2010 Health, Labor and Welfare Minister Award for Safety Foremen	Safety Foreman (Takeyoshi Okuyama, Toshiba Fuchu Complex)	Toshiba Corp.
Environment-Related		
Ranking based on the 14th Environmental Management Level Survey by Nikkei Inc.	3rd place (category: manufacturing)	Toshiba Corp.
Toshiba Group Environmental Report 2010 (along with the CSR Report 2010, Social Contributions Activities Report 2010 and Annual Report 2010)	The 14th Environmental Communication Awards, Environment Minister's Award for Environmental Reporting of Mitigation Measures for Global Warming	Toshiba Corp.
Toshiba Group Environmental Report 2010	Toyo Keizai Inc.'s 14th Environmental and Sustainability Report Awards, Special Award (category: environmental reports)	Toshiba Group
Advertisement on Toshiba's decision to cease production of incandescent bulbs	- 59th Nikkei Advertising Awards (Grand Prix) - 30th Newspaper Advertising Prize, Newspaper Advertisement Award (Grand Prix)	Toshiba Corp.
Series advertising for phosphorus recovery technology (water solution)	Fuji Sankei Business I, 49th Business Advertising Award Business Advertising Award (Grand Prix)	Toshiba Corp.
Series advertising for rechargeable battery SCIB™	16th Nikkei BP Advertising Award, Nikkei BP Environment Award	Toshiba Corp.
Development of long-life, environmental load-reducing rechargeable battery SCIB™	Eco-Efficiency Award 2010, Eco-Efficiency Award Special Award	Toshiba Corp.
Promotion of LCA in product development and environmentally friendly designing of an entire product lineup	The 7th Life-Cycle Assessment Society of Japan Awards, LCAJ Chairman's Award	Toshiba Corp.
Diagnostic Ultrasound System Aplio™ MX (SSA-780A)	7th Eco-Products Awards, Chairperson's Award, Eco-Products Awards Steering Committee	Toshiba Medical Systems Corp.
LCD TVs (40VL748, 46VL748, 40VL758, 46VL758, 40WL768, 46WL768, 55WL768)	Certificate from Polish Center for Testing and Certification, awarded the EU Ecolabel, and recognized as the most environmentally friendly throughout their life cycle	Toshiba Television Central Europe Sp. z o.o. (Poland)
General environmental conservation activities	Green Company, Henan Province	Henan Pinggao Toshiba High-Voltage Switchgear Co., Ltd. (China)
Environmental conservation activities	Dalian Environmental Protection Nonprofit Activities Excellent Contribution Award	Toshiba Dalian Co., Ltd. (China)
Environmental management activities	FY2010 Hunnan New District Environmental Protection Green Company	Toshiba Elevator (Shenyang) Co., Ltd. (China)
Energy-saving activities/Green production activities	2010 Hangzhou Economic Development Area, Energy Conservation Award/Green Production Award	Toshiba Information Equipment (Hangzhou) Co., Ltd. (China)
Management of electricity usage	Passed the FY2010 Hangzhou Electricity Balance Test	Toshiba Hydro Power (Hangzhou) Co., Ltd. (China)
Environmental community activities	Good Governance Project 2010 (Awarded by the Ministry of Industry, Thailand)	Toshiba Semiconductor (Thailand) Co., Ltd.
Energy-saving activities	Secretary's Award for Energy Efficiency/Outstanding Energy Manager Award	Toshiba Information Equipment (Philippines), Inc.
Environmental conservation activities	Philippine Environment Partnership Program (PEPP) Seal of Approval	Toshiba Information Equipment (Philippines), Inc.
Atmospheric and aquatic environment conservation activities	Success Story Award for Global Warming Prevention/Outstanding Pollution Control Officers Award	Toshiba Information Equipment (Philippines), Inc.
Environmental conservation activities at the Laguna Lake	LLDA Silver Rating Award/Outstanding Pollution Control Officers Award	Toshiba Information Equipment (Philippines), Inc.
Energy-saving activities	Don Emilio Abello Energy Efficiency Award and Outstanding Energy Manager	Toshiba Storage Device (Philippines), Inc.

Committed to People, Committed to the Future.

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Inquiry page on Toshiba website (general inquiries)

URL <http://www.toshiba.co.jp/csr/en/contact/>

The CSR Report is available on the Toshiba website

URL <http://www.toshiba.co.jp/csr/en>

Production and printing of the Toshiba Group CSR Report 2011 reflect the following considerations:

Paper



Use of FSC-certified Paper

Paper certified by Forest Stewardship Council (FSC) is used, which is made from wood from FSC-certified forests.



Use of Forest Thinning Support Paper

Toshiba Group supports forest thinning project in Misawa City, Aomori prefecture, aiming to preserve the nature for the next generation.



A-(2)-060002

Use of paper made from domestic wood

In the Kyoto Protocol, Japan set a target of reducing greenhouse gas emissions by 6%, 3.9 %, of which namely about two-thirds will be achieved by CO₂ absorption by forests. Active consumption of domestic wood leads to the growth of healthy forests, which will absorb considerable CO₂. While expressing our gratitude towards forests, we print this brochure using paper made from domestic wood to contribute to the further absorption of CO₂ by domestic forests.

Printing



Waterless Printing

Waterless printing, a printing process that eliminates the use of water, is adopted, taking advantage of the characteristics of printing plates made of ink-shedding material.



Non-VOC Ink

100% vegetable ink containing no volatile organic compounds (VOCs) is used.