

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
	Environmentally Conscious Business Processes	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
		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
	Promotion of Environmental Communication	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
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	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
	○	100*	100*	%		1) Support the employment of female employees by providing training and other opportunities
	○	1.8	1.92	%		2) Step up recruitment from overseas universities, hire employees from a wider range of foreign countries, and improve educational programs
	○	100*	100*	%		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*	%		● 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*	120*	%	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%)

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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	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 *In FY2009, the rate was 93.8%—sum of 81% for Rank S suppliers and 12.8% for Rank A suppliers
		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)
	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 wide 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	
Customers	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 	
Promotion of Universal Design	<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 	
Community involvement and development	Corporate Citizenship Activities	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
		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
	Support in the Aftermath of Disasters	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	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*	%		Continue to provide compliance education
○	100*	100*	%		
○	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*	%		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*	%		<ul style="list-style-type: none"> * 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
◎	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%)