



# CSR REPORT

TOSHIBA TEC GROUP CSR REPORT

2008

## Corporate Profile

<b>Firm Name:</b>	TOSHIBA TEC CORPORATION	<b>Established:</b>	February 21, 1950
<b>Head Office:</b>	Oval Court Ohsaki Mark East 2-17-2, Higashi Gotanda, Shinagawa-ku, Tokyo 141-8664 Japan	<b>Paid-in Capital:</b>	39.9 billion yen (Listed in the First Section of the Tokyo Stock Exchange)
<b>President and Chief Executive Officer:</b>	Mamoru Suzuki	<b>Net Sales:</b>	492.9 billion yen (as of March 2008)
		<b>Number of Employees:</b>	20,673 (consolidated as of the end of March 2008)

## Regarding the "TOSHIBA TEC GROUP CSR REPORT 2008"

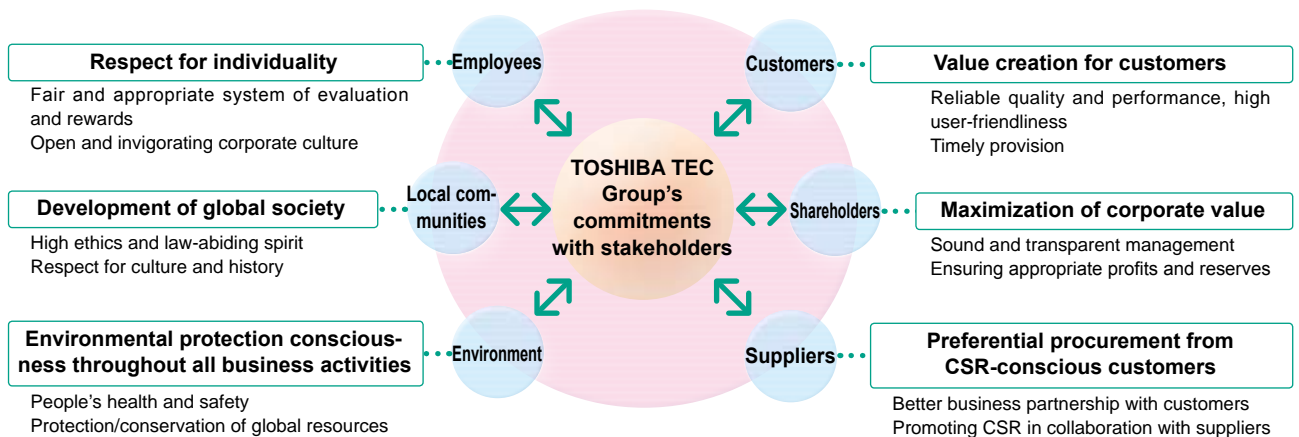
The TOSHIBA TEC Group formed the CSR Promotion Center in April 2005, and established the CSR promotion structure based on the recognition that business management must consider all stakeholders in the TOSHIBA TEC Group including shareholders, customers, employees, local communities and environment to provide sound business activities. The "TOSHIBA TEC GROUP CSR REPORT 2008," which expands the reporting range to embrace accountability regarding the CSR, has been issued.

This Report emphasizes the CSR activities from three points of view: "MANAGEMENT," "PEOPLE & TOSHIBA TEC" and "ENVIRONMENT & TOSHIBA TEC," to allow our stakeholders to further understand the TOSHIBA TEC Group, as well as to easily comprehend our concepts and systems regarding various activities.

The TOSHIBA TEC Group strives to improve the content of this Report, to encompass a large number of stakeholders to understand the CSR activities of the TOSHIBA TEC Group.

### Relations with Stakeholders

We aim to develop our corporation together with stakeholders while embracing the support from stakeholders around the world, along with fulfilling the Corporate Philosophy "Our Five Commitments."



### Scope of This Report


<b>Reporting Period:</b>	Fiscal 2007 (from April 1, 2007 to March 31, 2008)
<b>Report Scope:</b>	In principle, TOSHIBA TEC Group (TOSHIBA TEC Corporation and its consolidated affiliates)
<b>Environmental Data:</b>	TOSHIBA TEC Corporation and its 28 consolidated affiliates

### Release Timing

<b>Previous Edition:</b>	June 2007
<b>Next Edition:</b>	Scheduled for June 2009

### Reference Guidelines

GRI (Global Reporting Initiative) "Sustainability Reporting Guideline 2002"
"Sustainability Reporting Guideline 2006 3rd Tentative Japanese Translation"
Ministry of the Environment "Environmental Report Guidelines" (Fiscal 2003 Edition)
Ministry of the Environment "Guidelines for Environmental Performance Indicators for Businesses" (Fiscal 2003 Edition)



"Monozukuri": creating our products with pride and passion. Keeping our customers in mind all the time and everywhere.

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# FEATURE

"Philanthropy capitalizing on our expertise"



The TOSHIBA TEC Group is committed to philanthropy, which capitalizes on our expertise, toward achieving a sustainable society.

The TOSHIBA TEC Group donated its products and provided services to charity. The Group actively strives to promote philanthropy, which capitalizes on its expertise.

## ■ TOSHIBA TEC CORPORATION

TOSHIBA TEC Corporation donated a Toshiba MFP (digital malfunction peripheral) to the NGO "Save the Children JAPAN" Tokyo Home Office and has also been maintaining the device. Based upon the mission of the "Convention on the Rights of the Child" adopted by the United Nations, the international aid agency "Save the Children" was established in 28 countries to help children in need throughout 128 countries around the world. Our MFP plays an important role in exchanging information with overseas organizations and providing educational programs.



## ■ TOSHIBA TEC INFORMATION SYSTEMS (SHENZHEN) CO., LTD.

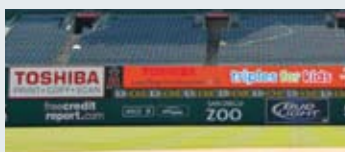
TOSHIBA TEC Information Systems (Shenzhen) Co., Ltd. donated Toshiba MFPs to the "Chengdu Panda Base" in Chengdu, Sichuan, P.R. China. The "Chengdu Panda Base" was established in 1987 with the aim of protecting and breeding endangered giant pandas. The MFPs were placed in the laboratory and library of the Chengdu Panda Base and are being utilized.



### TOSHIBA AMERICA BUSINESS SOLUTIONS, INC. (TABS)

In partnership with the major league Los Angeles Angels of Anaheim, TABS conducted the "Triples for kids" program during the 2007 baseball season. For every triple hit by an Angels player at their home stadium, TABS donated a Toshiba printer to an Orange County school.

Thanks to the outstanding performance of the Angels players, TABS donated printers to Orange County schools.



### Erasable toner "e-blue" frequently used in MFPs in-house!

TOSHIBA TEC Corporation develops and markets MFPs with an erasable toner "e-blue" mounted as copy toner. This toner erases printed text and images through heat processing, thus, a sheet of paper can be used repeatedly.



Actively using this "e-blue MFP" in-house fosters each employee's environmental awareness and offers customers the in-house built operating model, which recycles paper, to expand sales of MFPs.

#### \* Mechanism of "e-blue"

Adding an erasing agent to the ink can erase data by bonding the erasing agent and coloring agent to remove pigment as well as breaking the bond between the pigment and coloring agent during overheating.

### Universal Design (UD) Activities

Adherence to JIS and ISO, compliance with laws and regulations such as Section 508 of the U.S. Rehabilitation Act, in conjunction with the consideration for a large amount of people including elderly people and people with disabilities, which are aimed at achieving universal design (UD), receive the most attention as one of the required corporate social responsibilities (CSR). As a member of the TOSHIBA Group, TOSHIBA TEC Corporation actively works on UD to develop "Universal Design" products, which anyone can easily use, to achieve UD. In 2007, we asked visually-impaired and hearing-impaired people, and people with upper-limb and lower-limb pares-thesis who usually use MFPs, to use the Toshiba MFPs, and conducted user surveys while checking the usage of UD functions and listening to their opinions. We promote



universal design (UD) throughout multilateral activities including product development, investigation, research and organization.

### Household Eco-Account Book "Minister of Environment at Your Home (Eco-Family)"

TOSHIBA TEC Corporation has been participating in the Household Eco-Account Book "Minister of Environment at Your Home (Eco-Family)" since 2006. At the beginning, employees did not have much interest in the Household Eco-Account Book. However, the Hokkaido Toyako Summit scheduled for July 2008 attracts national attention for the environment and encourages our employees to develop more interest in the Household Eco-Account Book. As a result, the registration rate reached 55.2% at the end of March 2008.



Household Eco-Account Book "Minister of Environment at Your Home (Eco-Family)"

WEB <http://www.eco-family.go.jp/wagaya.html> in Japanese only

# Setting Higher Goals to be a Reliable "Global Enterprise"

## Ideal Management

We, the TOSHIBA TEC Group, are eager to practice high business ethics while creating new values and contributing to society throughout our operations.

The Group believes it is essential to gain the trust of all stakeholders including customers, employees, society and environment in various countries and regions, as well as to pursue mutual prosperity, in order to achieve sustainable growth as a corporate group.

The Group embodied this concept to establish its Corporate Philosophy "Our Five Commitments" in January 2004. This concept is shared and practiced, when each employee acts in accordance with the "Standards Of Conduct" (SOC) based on this corporate philosophy, under the thought of CSR, which signifies that the TOSHIBA TEC Group employees all over the world understand and implement our corporate philosophy.

## Human Life, Safety and Legal Compliance

The essence of CSR implementation is the "Highest priority to human life, safety and legal compliance." The TOSHIBA TEC Group's mission is to expand its operations through fair competition in the global market, while giving the highest priority to compliance with laws, regulations, social customs and ethics. A risk compliance structure has been established, making the TOSHIBA TEC Group employees around the world thoroughly understand and implement the "TOSHIBA TEC Group Standards Of Conduct," as well as fully covering sales, engineering and production while assigning me as CRO.

The manufacturer's commitment is to ensure product safety to prevent accidents, which endanger human life and safety, from occurring. The TOSHIBA TEC Group strives to provide products and services, which customers can use with confidence, while improving the quality assurance system on a global basis.

## TOSHIBA TEC as a "Global Enterprise"

The TOSHIBA TEC Group always advances its business activities in consideration of being a "global enterprise."

The Group demonstrates two aspects to be a global enterprise.

One is to be willing to fulfill the role as an enterprise toward a better natural environment.

The Group has been working on the environmental plan targeted for fiscal 2010, by giving top priority to the conservation and protection of the world's natural resources, in order to build a sustainable society throughout every business process and product. The Group actively works on reducing CO<sub>2</sub> emissions as well as environmental impacts in every facet of global business activities.

The other is to be an enterprise, which recognizes and respects differences in culture, history and customs among countries and regions in the world.



A variety of people with individualities coming from different races, genders and ages live on the earth. The Group strives to develop human resources worthy of being called a "Global Enterprise," while respecting diversity and utilizing human resources by focusing on new ideas, which are created when people with different personalities enlighten each other.

In addition, the Group forges ahead with work style innovation to raise awareness of changes in work methods, and always improve the added value of individuals.

The TOSHIBA TEC Group hopes to contribute to the sustainable growth of society from the aforementioned two aspects.

A handwritten signature in black ink, which appears to read "Mamoru Suzuki". The signature is fluid and cursive.

**Mamoru Suzuki**

President and Chief Executive Officer

**TOSHIBA TEC CORPORATION**

July 2008

# Our Five commitments

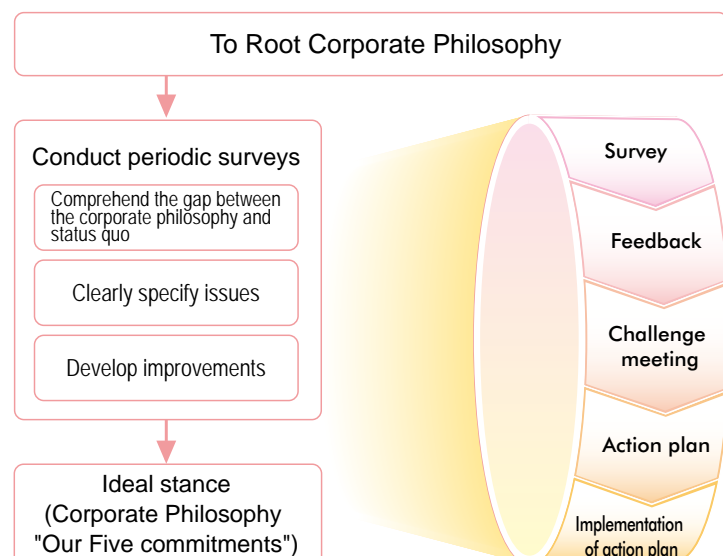
- Corporate Philosophy of the TOSHIBA TEC Group -

"Monozukuri": creating our products with pride and passion.  
Keeping our customers in mind all the time and everywhere.

1. We aim to provide timely products and services with reliable quality and functions as well as high user-friendliness, creating value with our customer in mind through our superior proprietary technology and in collaboration with the world's best partners.
2. We want to foster an open and healthy corporate culture in which a strong professional team may tirelessly seek new challenges, by respecting the individuality of each employee, striving to promote each one's abilities, and implementing a fair and appropriate system of evaluation and rewards.
3. We seek to contribute toward the development of a global society as a good corporate citizen, law-abiding and ethical, by fulfilling our responsibilities toward each country and community in which we operate and respecting local culture and history.
4. We put concern for the environment as a priority in all our business activities so as to protect people's safety and health as well as the world's natural resources.
5. We endeavor to maximize our corporate value, and on the basis of sound and transparent management, we strive to achieve appropriate profits and reserves, constantly seek to implement management innovation and energetically invest in research and development, among others, in order to meet the expectations of our shareholders.

## Rooted Corporate Philosophy

The TOSHIBA TEC Group considers its Corporate Philosophy "Our Five Commitments" as the foundation of its business management and conducts corporate philosophy surveys to enhance "Our Five Commitments" as the "Common Sense of Value" for every employee of the TOSHIBA TEC Group. Thus, the Group is propagating and thoroughly making every employee conscious of the corporate philosophy, in accordance with the corporate philosophy survey "PDCA Cycle" (management cycle).



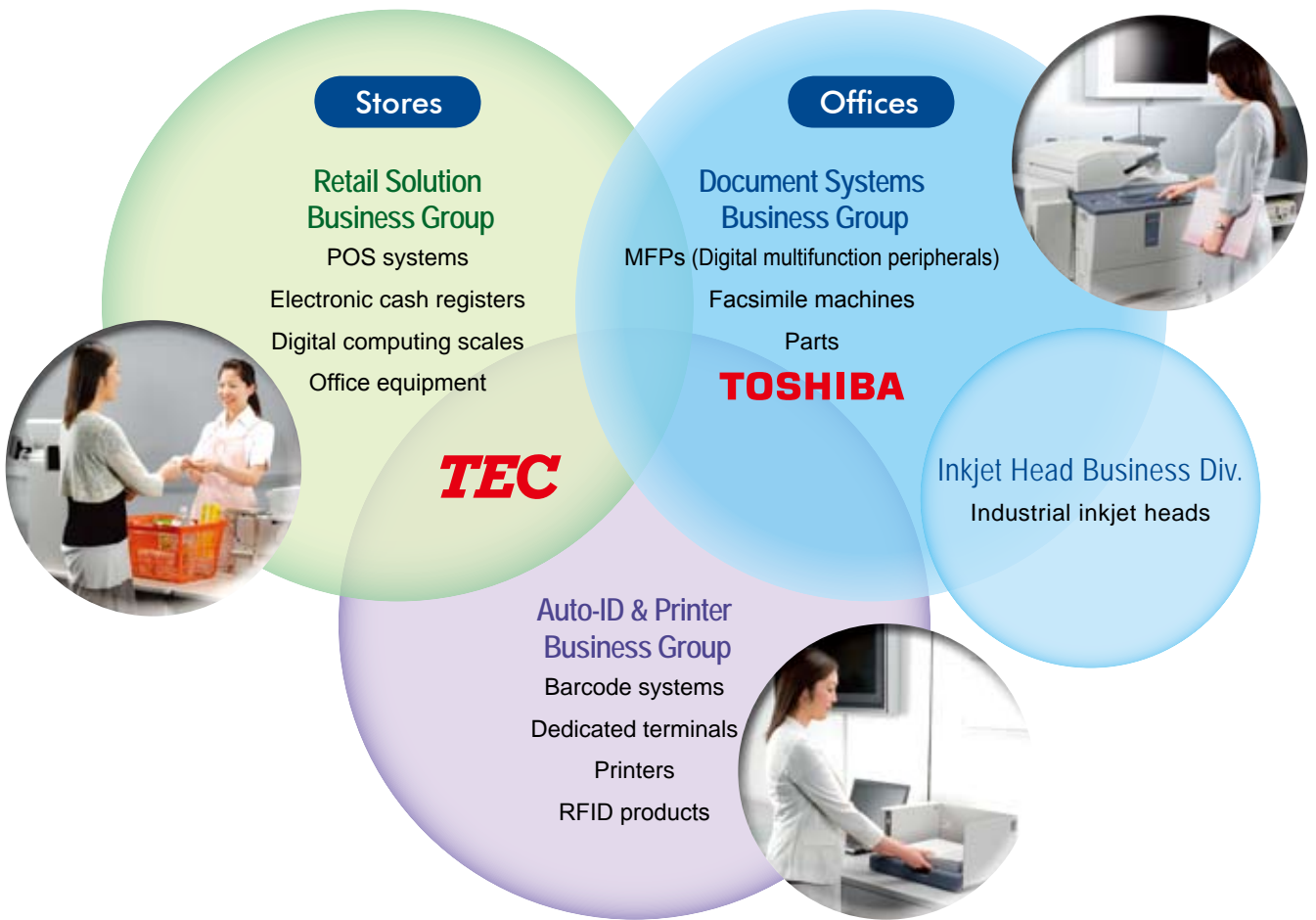
# Our Mission as a Global Enterprise is to Contribute to the World through "Monozukuri"

The TOSHIBA TEC Group products are widely used in various fields such as in stores, offices and homes. We promote business activities while keeping in mind the support from our stakeholders around the world.

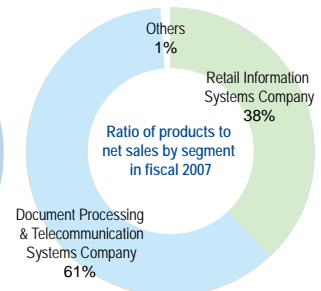
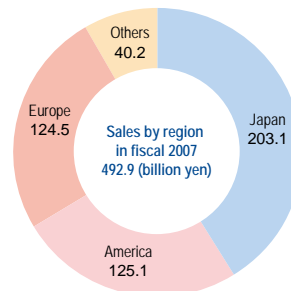
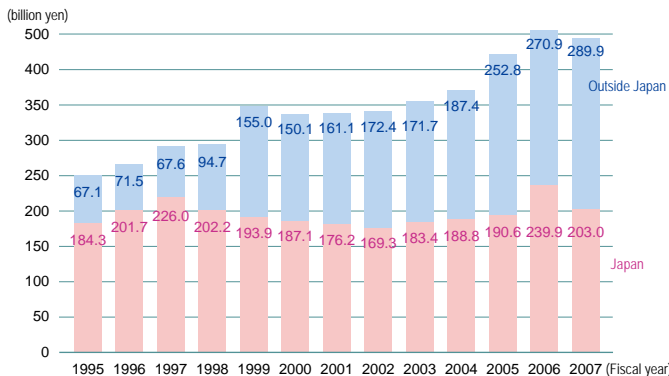
## Business Expansion of the TOSHIBA TEC Group

The TOSHIBA TEC Group expands its operations on a global basis under the Retail Solution Business Group, Document Systems Business Group and Auto-ID & Printer Business Group.

### Business Expansion sharing Strengths and Sales Channels among Business Fields



### Net Sales (consolidated)





# Mid-term Management Plan

In terms of the TOSHIBA TEC Group's achievements in fiscal 2007, the transfer of the Home Electric Appliances Group business along with the aftermath of large lots in the previous year resulted in a fall in sales relative to fiscal 2006. However, focusing on high-value added products, we achieved an increase in operating profits for six consecutive years, reaching a record high. TOSHIBA TEC Corporation reformed its business system by shifting from Companies to three Business Groups as of April 1, while devising a new mid-term management plan with fiscal 2010 as the final year for further development. Under such agile and flexible business operations with this new system, we strive to realize "Continuous Growth while Yielding Profit" by taking a variety of actions in each Business Group, as well as accelerating innovation.

## Management Policy

### Realization of "Continuous Growth while Yielding Profit"

- Business expansion through improvements in merchantability and marketability
- Construction of a business structure unaffected by changes in the external environment

### Acceleration of Innovation

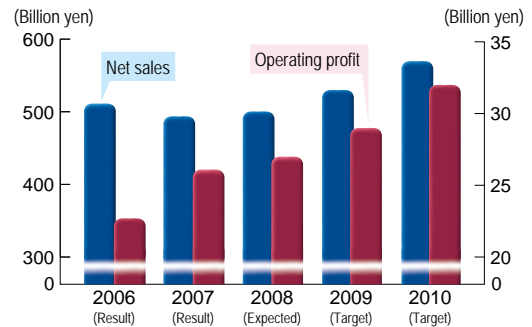
- Acceleration of process innovation and value innovation
- Reinforcement of global competitiveness

### Implementation of CSR Management

- Top priority to human life, safety and compliance
- Practice of sustainability

## Group's Target Achievement

### Realization of "Continuous Growth while Yielding Profit"



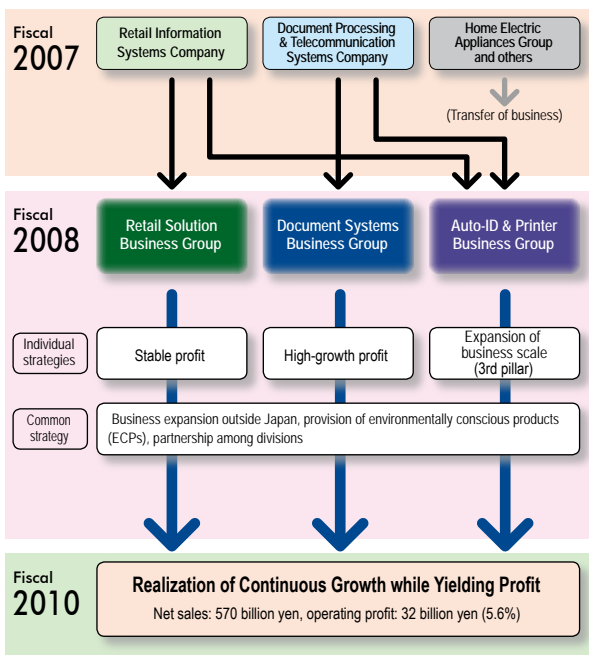
Sales growth: CAGR of 5.0% (2007 to 2010)    Operating profit ratio: 5.6% (2010)

	2006 (Result)	2007 (Result)	2008 (Expected)	2009 (Target)	2010 (Target)
Net sales	510.8	493.0	500.0	530.0	570.0
Operating profit	22.7	26.1	27.0	29.0	32.0
(Operating profit ratio)	(4.4%)	(5.3%)	(5.4%)	(5.5%)	(5.6%)
Ordinary income	19.6	23.0	23.5	25.0	28.0
Net income	10.8	13.4	13.4	13.5	14.0

- 2008 – 2010 mid-term management plan: 100 yen per US Dollar, 150 yen per Euro
- After changes in the accounting system (goodwill amortization, depreciation)

## Business System Reform

### Further business expansion



Retail Solution Business Group	Document Systems Business Group	Auto-ID & Printer Business Group
<b>Maintenance and expansion of the top shares in Japanese POS markets</b> <ul style="list-style-type: none"> <li>• Promoting replacement through solution proposals</li> <li>• Increasing wallet share by providing total store solutions</li> <li>• Developing and expanding sales of stock business products and materials</li> </ul>	<b>Innovation for growth</b> <ul style="list-style-type: none"> <li>• Growing business by introducing new color MFPS to markets and expanding sales</li> <li>• Expanding solution business through open platform for MFPS</li> <li>• Improving after-sales earning power</li> <li>• Actively expanding sales of ECPs</li> </ul>	<b>BCS business enhancement and expansion</b> <ul style="list-style-type: none"> <li>• Expanding the lineup of products</li> <li>• Reinforcing the sales system</li> <li>• Expanding supply business</li> </ul>
<b>POS business expansion outside Japan</b> <ul style="list-style-type: none"> <li>• Expanding products and sales channels</li> <li>• Building the foundation of software development and maintenance</li> <li>• Reinforcing responses to Japanese companies, which have been expanding overseas operations</li> </ul>	<b>Innovation for reinforcing management structure</b> <ul style="list-style-type: none"> <li>• Reducing cost in accordance with reduction in sales price</li> <li>• Improving market quality and serviceability</li> </ul>	<b>Creation of RFID products</b> <ul style="list-style-type: none"> <li>• Expanding target markets by providing solution by industry and operation</li> <li>• Enhancing business in partnership with the TOSHIBA Group</li> </ul>
	<b>Innovation for structural reforms</b> <ul style="list-style-type: none"> <li>• Reforming the global business system</li> <li>• Reducing fixed costs through business site integration</li> </ul>	<b>Stable growth for special equipment &amp; printer operations</b> <ul style="list-style-type: none"> <li>• Developing Japanese special equipment markets</li> <li>• Expanding sales of duplex printers</li> <li>• Developing new customers and markets through new products</li> </ul>

# Corporate Governance as the Foundation of Business Activities

**TOSHIBA TEC Corporation makes efforts to ensure management transparency, reinforce management monitoring and internal control functions.**

## Aiming to Improve Corporate Values

TOSHIBA TEC Corporation is committed to taking measures to improve management efficiency and transparency, as well as to reinforce the functions for the Board of Directors and (Board of) Corporate Auditors, while recognizing corporate governance as an essential management policy, which meets the expectations of stakeholders and continuously improves corporate values.

In terms of the corporate body, when introducing the executive officer system under the corporate auditor system, with the intention of separating "functions related to supervision and decision making" from other functions, as well as rightsizing the number of directors, TOSHIBA TEC Corporation focuses on improvements in promptness and mobility in decision making. In addition, two outside directors and two outside corporate auditors are assigned to ensure management transparency, and a one-year director's term is determined to specify management responsibilities and promptly respond to changes in the management environment.

The TOSHIBA TEC Group strives to enhance the internal control systems in terms of operating effectiveness and efficiency, reliability of financial reporting, compliance with laws and regulations related to its business activities, and safeguarding of assets.

Regarding risk compliance, the "Group Standards Of Conduct" are established as the group common standards, for each employee to thoroughly comply with such standards of conduct as well as to act based on all applicable laws and regulations, social customs and ethics. A "Risk Compliance Committee" is formed. The Group works together to thoroughly ensure compliance under the control

of this Committee.

For management monitoring, directors supervise task enforcement, corporate auditors audit tasks, and accounting auditors perform accounting audits, while the "Corporate Audit Group" under the direct control of the president and CEO is established to perform internal audits.

In fiscal 2007, a variety of measures were taken, with emphasis on establishing the internal control systems to ensure the reliability of financial information, improving the system to eliminate antisocial forces, reinforcing information security and personal data protection, and thoroughly ensuring compliance awareness.

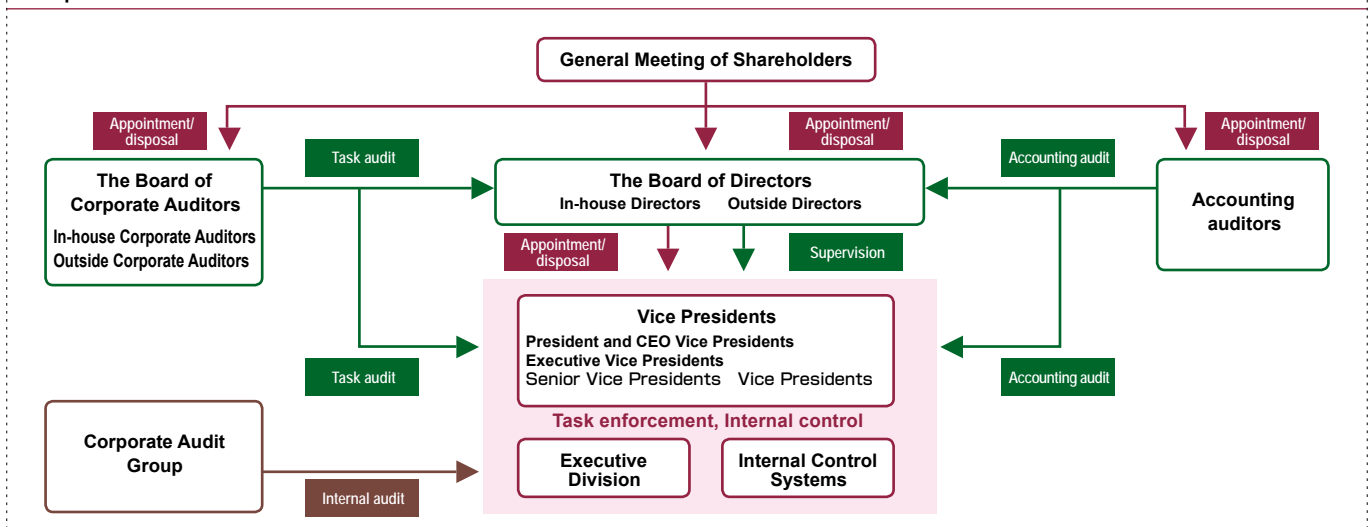
## Internal Audit

As the internal audit division, the Corporate Audit Group performs audits and evaluations as well as provides proposals on the effectiveness of the Risk Compliance Structure and internal control systems. Each control division performs audits on environmental control, information security and security export control, in cooperation with the Corporate Audit Group.

### Major Divisions Responsible for Internal Audit and Operations

Responsible Division	Task
Corporate Audit Group	Management audit, task audit, compliance audit, etc.
Environmental Management Promotion Div., Corporate Production Group	Environmental management and control results
Corporate IT & Information Systems Group	Management structure for information security and information system
Corporate Export Control Group	Security export control

### Corporate Governance Structure



# CSR Promotion Structure

**Business operations are conducted with CSR situated as the core for management.**

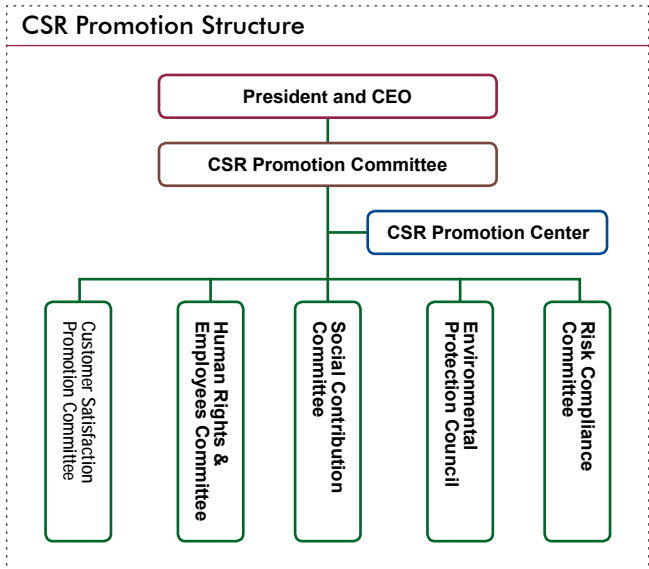
## CSR Management

The TOSHIBA TEC Group believes CSR is the foundation for an enterprise to develop in a sustainable manner, which meets the expectations and needs of stakeholders, while actively contributing to society and achieving a sustainable society, beyond the range of corporate duties and responsibilities.

TOSHIBA TEC Corporation organizes CSR-related activities including "Customer Satisfaction," "Human Rights & Employees," "Philanthropy" and "Environmental Protection" as well as maintains the promotion structure, to thoroughly position CSR within corporate management, while centering the CSR Promotion Center on the premise of "Compliance" to abide by corporate ethics, laws and regulations.

In particular, appointing the president and CEO as a chairperson, the CSR Promotion Committee is formed. The Committee devises and provides direction for important issues regarding basic policies and plans for CSR promotion activities. Various action committees such as Customer Satisfaction, Human Rights & Employees, Philanthropy, Environmental Protection and Risk Compliance are allocated under the umbrella of the CSR Promotion Committee. Each committee devises and implements activity policies and plans.

We consider prerequisites for corporate sustainable development are to make continuous efforts to conduct faithful and transparent management, take the global environment into account, and contribute to local communities, in compliance with corporate ethics, laws and regulations.



## TOSHIBA TEC Group Standards Of Conduct

In the TOSHIBA TEC Group's Corporate Philosophy, the basic policy requires the TOSHIBA TEC Group to conduct business activities on a global basis, in compliance with all applicable laws and regulations, and the highest standards of ethical business conduct, in order to fulfill all its corporate social responsibilities for customer satisfaction, respect for human rights, philanthropy and protection of the global environment. In order to achieve this basic policy, the TOSHIBA TEC Group also defines these "TOSHIBA TEC Group Standards Of Conduct (SOC)," which clarify a sense of values and a guide to general standards of conduct, which all its Group company directors and employees should share.

SOC is defined as the action policy for the TOSHIBA TEC Group to contribute to society, gain public trust and respect. It is being exercised on a daily basis throughout the TOSHIBA TEC Group.

The "TOSHIBA TEC Group Standards Of Conduct" translated into 13 languages (English, German, French, Chinese, Dutch, Spanish, Portuguese, Swedish, Italian, Polish, Korean, Malay and Indonesian) and adopted by approximately 60 TOSHIBA TEC Group companies are being exercised as SOC in each company outside Japan.

**WEB** For the full text of the TOSHIBA TEC Group SOC, visit the following website:  
 URL: <http://www.toshibatec.co.jp/company/action.html>

- ### TOSHIBA TEC Group Standards Of Conduct
- Chapter 1 SOC for Business Activities
    1. Customer Satisfaction
    2. Production and Technology, Quality Assurance
    3. Marketing and Sales
    4. Procurement
    5. Environment
    6. Export Control
    7. Competition Law
    8. Government Transactions
    9. Improper Payments
    10. Engineering Ethics
    11. Intellectual Property Rights
    12. Accounting
    13. Corporate Communications
    14. Advertising
  - Chapter 2 SOC for Corporate and Individual Relationships
    15. Human Resources
    16. Corporate Information and Company Assets
  - Chapter 3 SOC for Community Relations
    17. Community Relations
    18. Political Contributions

# Compliance

**Thoroughly ensuring high ethics and law-abiding spirit prevents misconducts. In the event of misconduct, the TOSHIBA TEC Group takes proper and prompt action.**

## Risk Compliance Management

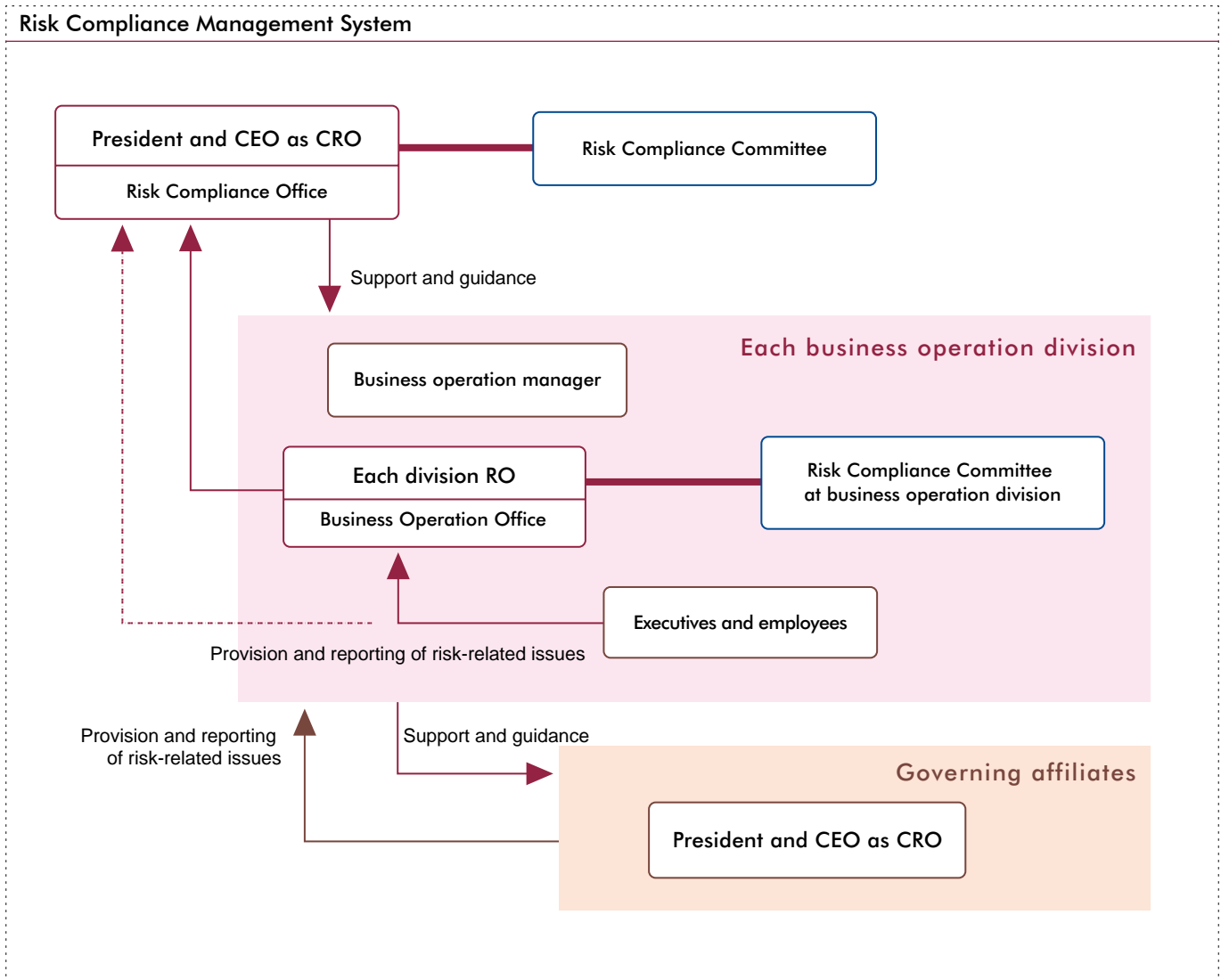
The TOSHIBA TEC Group appoints each president and CEO as a CRO<sup>\*1</sup> in order to propagate and thoroughly implement the "TOSHIBA TEC Group Standards Of Conduct" while promoting the measures of Risk Compliance Management. Top management exercises the initiative to devise and promote various measures, as well as take actions involving emergency situations.

Appointing the CRO as a chairperson, TOSHIBA TEC Corporation organizes the Risk Compliance Committee<sup>\*2</sup>, to maintain a Group-wide structure, devise and promote measures toward the advancement of Risk Compliance as well as TOSHIBA TEC measures.

A system, which encourages every employee to actively and directly report and provide risk compliance-related issues to the "CRO" or "outside attorneys," is introduced and implemented. A whistle-blower system "TOSHIBA TEC Partner Hotline" for suppliers is also set up to encourage suppliers to report such matters on the TOSHIBA TEC website.

\*1: CRO: Chief Risk-Compliance Management Officer

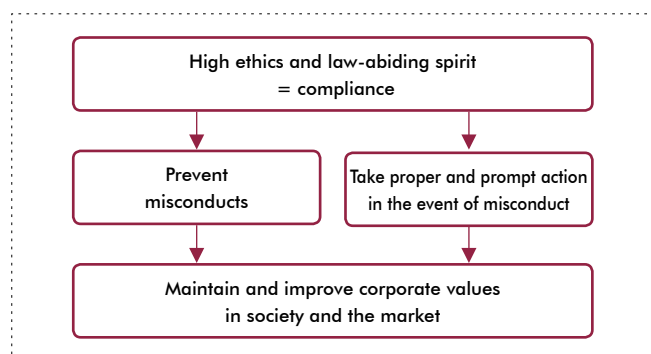
\*2: Risk Compliance Committee: It devises corporate-wide measures and controls measures regarding Risk Compliance, reinforces and promotes maintenance of the Risk Compliance Structure.



## Compliance Education

To thoroughly ensure a law-abiding spirit and awareness toward compliance, the TOSHIBA TEC Group periodically provides various educational seminars to employees. Employees who work outside Japan also receive education to manage global business expansion. For the Group companies outside Japan, compliance education reflecting regional characteristics is provided.

In addition, seminars regarding "information security," "protection of personal data," "export control program" and "environmental education" are provided to each employee.



### Examples of Compliance Education

- Education on TOSHIBA TEC Group Standards Of Conduct (SOC)
- Education on marketing, risk and compliance
- Education for employees assigned abroad and on an extended business trip
- Education on ethics for engineers
- PL seminars provided by U.S. attorneys
- Legal services in China



## Information Security

### 1) Information Security

TOSHIBA TEC Corporation reviews its internal rules concerning information security and continues improvements in self-audits among each division, in response to changes in the social environment.

e-Learning is used to learn rules to prevent accidents and ensure information security while handling information. Education is provided to directors, employees and employees dispatched from cooperation companies. Similar measures are taken at each TOSHIBA TEC Group company, thus, the Group makes a concerted effort to maintain and improve information security.

### 2) Information Security Measures

A firewall has been set up between the Internet and the corporate intranet, to prevent unauthorized access from the Internet into the corporate intranet, as well as to protect information leaks.

When an employee needs to access the corporate intranet from outside the office, employee authentication is performed through a security system, to prevent unauthorized access.

Regarding anti-virus measures, a system, which initially detects viruses contained in Internet email, is being used. All possible measures are taken to ensure client computers receive virus updates by incorporating anti-virus software, to prevent virus infections.

The server is housed in a safe data center, to manage important information and information systems, and take anti-risk measures including disasters. Furthermore, by limiting available information, controlling usage of records and encrypting confidential information including personal data, security is enhanced.

## Protection of Personal Data

The TOSHIBA TEC Group provides a variety of in-house specifications, which define the management system and proper handling of personal data to comply with all applicable laws and regulations, as well as to take all possible measures to prevent personal data leaks. The Group also strives to thoroughly protect personal data, while providing education to employees and improving measures to physically control portable electronic devices.

In particular, "Privacy Policy" is posted on the website, along with the "Personal Data Protection Program" which defines the handling of personal data and in-house management structure.

In addition, handbooks, which give clear explanations of this program, are distributed to all employees, while education is provided to allow employees to enhance their sensitivity for protecting personal data. Thus, every employee is required to thoroughly protect personal data within the realm of expanding business activities.

## Security Export Control

Recently, the nonproliferation of weapons of mass destruction and conventional weapons in countries, regions or to terrorists, who threaten security, is a critical issue in an international society.

The TOSHIBA TEC Group maintains a basic policy, it will not engage in any transaction, which could potentially undermine international peace and security. Under this basic policy, the TOSHIBA TEC Group complies with all applicable export control laws and regulations in countries and regions where it operates. The Group also complies with U.S. export control laws and regulations with respect to transactions involving U.S. origin items.

The Group companies have established their "Export Control Program" to develop their company based-export control systems in accordance with the above-mentioned Group policy. Accordingly, the Group companies provide education and support to directors and employees of their governing group companies, while making strict judgments, conducting transaction screenings and export control audits on cargo and technology.

# Pledge to Provide Safe and High-quality Products

**We are committed to performing thorough quality assurance to provide safe and high-quality products from a customer’s point of view.**

## Corporate-wide Quality Assurance System

We make the voice of customers the starting point for all ideas and provide products, systems and services that customers can use with ease and confidence.

In June 2007, the "Chief Quality Officer" was established to further define quality responsibilities and reinforce the quality assurance system. The "Chief Quality Officer" strictly oversees quality and product safety throughout the product life cycle from development and manufacturing to disposal.

All possible measures are taken for our products. However, in the event of a product accident, our top management provides a quick decision, to respond to the accident with promptness and sincerity while maintaining the system to provide appropriate quality information to customers.

Under the strong-willed top management, each employee strives to perform thorough quality assurance in every division and area such as product planning, design, procurement, manufacturing, sales and service.

## Top Priority to Customer Safety

TOSHIBA TEC Corporation gives top priority to providing safe products to customers.

We evaluate functions and reliability, as well as perform a design review at each stage throughout the product life cycle to ensure quality. In particular, we perform evaluations on product safety to implement strict reviews and certification.

We provide products while defining strict standards and performing evaluations, in compliance with laws and regulations on product safety.

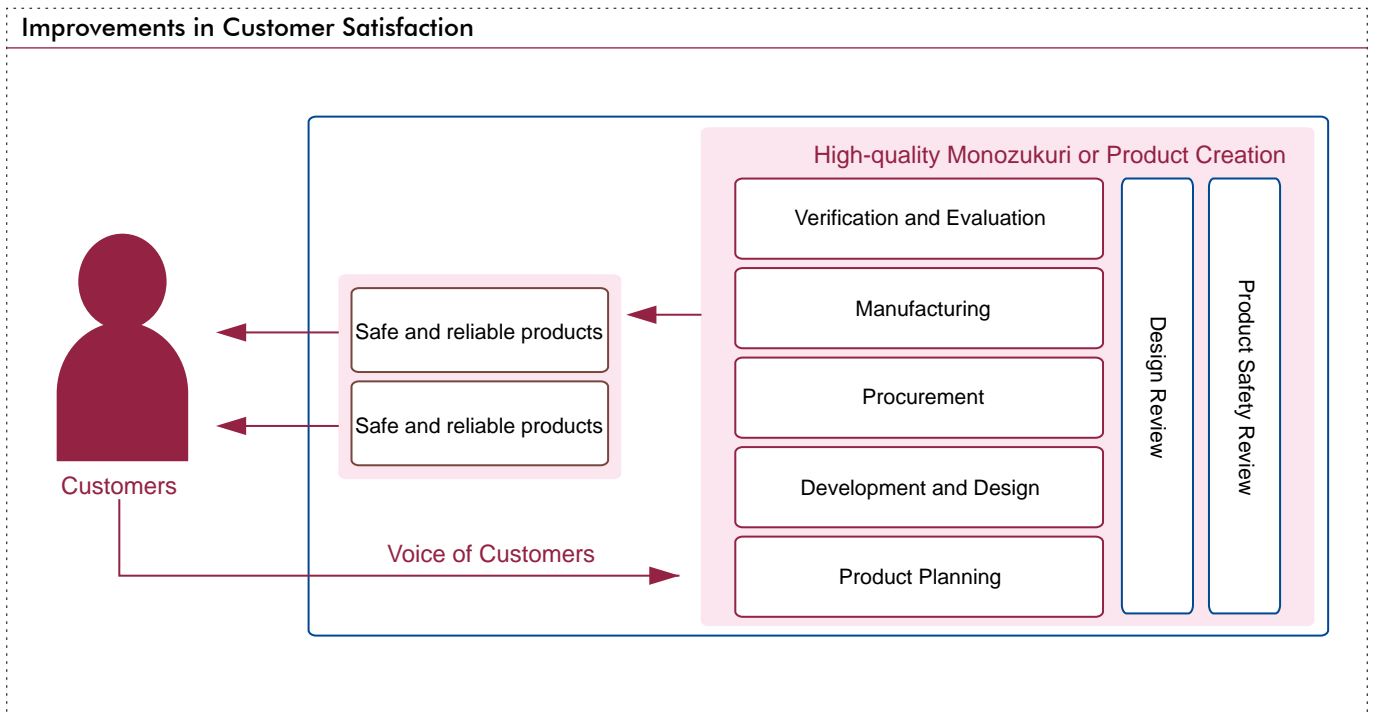
We also devote our energies to providing information including proper usage, notes for long-term use, operator's manuals, websites and direct explanations by service technicians.

## To Continue Providing High-quality Products

All employees including new and experienced employees are required to maintain a high awareness of quality and product safety, to continuously provide high-quality products to customers.

TOSHIBA TEC Corporation works on raising its employees' quality awareness, while thoroughly complying with engineering laws and regulations, implementing quality innovation using Six Sigma methods, and fostering engineers specializing in product safety and reliability.

In fiscal 2007, "Total Quality Seminar" and "Education on the Electrical Appliance and Material Safety Law" were provided for engineers.

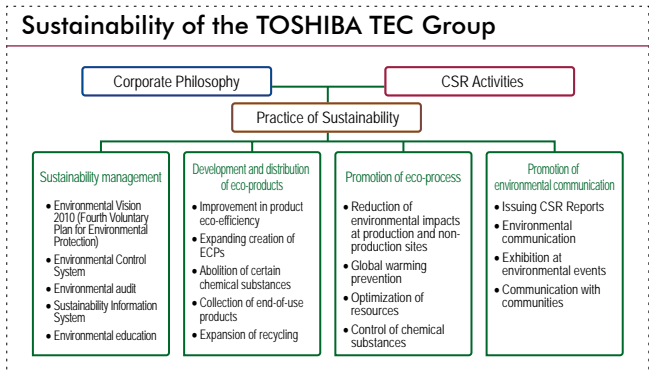


# Practicing Sustainability under the Corporate Philosophy and CSR Activities

We contribute to society through "Monozukuri," which assigns top priority to consideration for the environment throughout all business activities, in order to hand down our irreplaceable Earth in a sound state to the next generation.

## Practice of Sustainability

The TOSHIBA TEC Group practices sustainability based on the corporate philosophy and CSR activities. Given "sustainability management," "development and distribution of eco-products," "promotion of eco-process" and "promotion of environmental communication" as the important pillars of sustainability, the TOSHIBA TEC Group is actively promoting environmental protection.



## Sustainability Management

As a member of the TOSHIBA Group, the TOSHIBA TEC Group has established the "Fourth Voluntary Plan for Environmental Protection" as a concrete target to achieve the "Environmental Vision 2050" announced by the TOSHIBA Group in November 2007, and has been implementing environmental improvements to protect the global environment.

## Development and Distribution of Eco-Products

By introducing "product eco-efficiency" as an assessment indicator to provide high-quality products with little environmental impact, the TOSHIBA TEC Group has been developing and distributing environmentally conscious products or ECPs. We believe it is essential to create a sustainable society while providing products with higher "product eco-efficiency" in value and environmental impact for the new affluence of customers and society.

In addition, TOSHIBA TEC Corporation has established recycling systems to actively collect end-of-use products throughout Japan. TOSHIBA TEC Corporation also contributes to the creation of a recycling-based society while promoting 3R (Reduce, Reuse and Recycle).

## Promotion of Eco-process

There has been a growing interest in global warming prevention, because the first commitment period of the Kyoto Protocol (from 2008 to 2012) has started and the Hokkaido Toyako Summit is scheduled. TOSHIBA TEC Corporation pursues building production sites with lower environmental impacts, along with reduction in CO<sub>2</sub> emissions, resource conservation and control of chemical substances, to achieve the goals of the Kyoto Protocol.

## Promotion of Environmental Communication

Environmental communication is regarded as an important activity to properly provide stakeholders with environmental information through websites and brochures, while listening to their opinions and requests.

Sustainability is practiced by expanding each employee's environmental awareness to show an interest in the environment in society and at home.

## Basic Policy for the Environment

We, the TOSHIBA TEC Group, expand our operations on a global basis under the business groups such as Retail Solution and Document Systems Business, while contributing to society through "Monozukuri" or by creating environmentally conscious products. We assign top priority to consideration for the environment throughout all business activities, and practice global sustainability based on our Corporate Philosophy "Our Five Commitments" along with corporate social responsibility, in order to hand down to our next generation, our irreplaceable Earth in a sound state.

- Given "sustainability management," "development and distribution of eco-products," "promotion of eco-process" and "promotion of environmental communication" as the important pillars of sustainability, the TOSHIBA TEC Group actively drives environmental protection.
- "Sustainability Management"
  - The TOSHIBA TEC Group specifies and promotes objectives and targets for its business activities, products and services to reduce environmental impacts and prevent pollution, and continually strives to improve the environment.
  - The TOSHIBA TEC Group complies not only with laws and regulations applied in countries or regions all over the world, and also industry guidelines, which it has endorsed, for environmental protection.
- "Development and Distribution of Eco-Products"
  - The TOSHIBA TEC Group fosters green procurement of environmentally conscious materials and parts, resource and energy conservation, and abolition of certain chemical substances, in order to provide environmentally conscious products.
  - The TOSHIBA TEC Group advances distribution of environmentally conscious products.
  - The TOSHIBA TEC Group contributes to the establishment of a sustainable society, while collecting and recycling used products and reusing used parts.
- "Promotion of Eco-process"
  - The TOSHIBA TEC Group strives toward resource and energy conservation, as well as correct control of chemical substances, for environmentally conscious production.
  - The TOSHIBA TEC Group promotes green purchasing of environmentally conscious stationeries and office automation equipment.
- "Promotion of Environmental Communication"
  - The TOSHIBA TEC Group provides environmental education, conducts educational campaigns, and expands each employee's environmental awareness to promote environmental activities.
  - The TOSHIBA TEC Group actively and widely discloses its policy for the environment and activities inside and outside the Group.
  - The TOSHIBA TEC Group participates in society-wide environmental activities in cooperation with administrations, communities and bodies concerned.

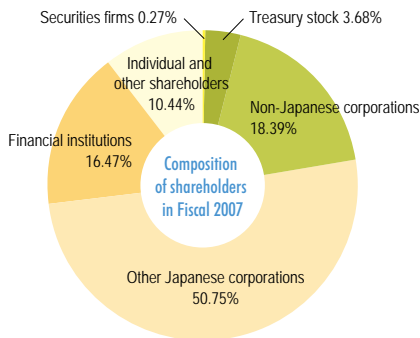
TOSHIBA TEC Group  
Revised in April 2008

# Shareholders/Investors & TOSHIBA TEC

**TOSHIBA TEC Corporation strives to gain trust by allowing shareholders and investors to properly understand TOSHIBA TEC Corporation through various avenues.**

## Composition of Shareholders

As of the end of March 2008, there were approximately 15,000 TOSHIBA TEC shareholders. Individual and other shareholders accounted for 10.44% of shareholders, financial institutions for 16.47%, other Japanese corporations for 50.75%, non-Japanese corporations for 18.39%, securities firms for 0.27% and treasury stock for 3.68%.



## Communication with Shareholders

TOSHIBA TEC Corporation recognizes the General Meeting of Shareholders as an important forum for direct communication with shareholders.

By providing visualized business reporting and mid-term management plan at the general meeting of shareholders, as well as showroom tours after the meeting, TOSHIBA TEC Corporation strives to allow shareholders who attend the meeting an easier and deeper understanding of "TOSHIBA TEC."

In addition, TOSHIBA TEC Corporation strives to allow shareholders and investors to understand "TOSHIBA TEC" where possible, while preparing and delivering the Business Reports to all shareholders as well as posting the reports on its website. The Business Reports including information such as major products, expected achievements and mid-term management plans as well as overviews of operations are prepared with diagrams and photos for easy understanding.



Business Report

## IR Fair

TOSHIBA TEC Corporation also actively communicates with investors. By participating in the IR Fair for individual investors sponsored by Nihon Keizai Shimbun, Inc. held at the Tokyo Big Sight (Koto-ku, Tokyo) every year, TOSHIBA TEC Corporation works on communication with individual investors.

Approximately 100 listed companies participated in the Fair held for two days on August 31 and September 1, 2007. Various celebrity lectures were also held to gain attention from individual investors. The Fair attracted approximately 15,000 people over the two days during the late-summer heat.

Individual investors had a great opportunity to gain understanding of the enterprises, while receiving corporate information from each booth and listening to lectures.

In the TOSHIBA TEC booth, its achievements and mid-term management plans were mainly presented and related materials were also distributed to individual investors who visited the booth, allowing them to deepen understanding of TOSHIBA TEC Corporation. Investors who expressed interest in investing in TOSHIBA TEC Corporation separately participated in the company session where the probability of its stock was explained.



IR Fair





## Disclosure

TOSHIBA TEC Corporation makes efforts to promptly disclose proper corporate information including its management policy, financial statements and financial information, to gain trust from its stakeholders including shareholders, investors and local communities to ensure a deeper understanding of the Corporation.

In particular, information is promptly, properly and fairly disclosed based on in-house specifications, laws and regulations when important corporate information arises. The account settlement meeting for institutional investors and financial analysts is held twice a year. The president and CEO holds the mid-term management plan meeting once a year.

### Annual Communication Schedule for Fiscal 2007

Month	Communications
April	Announcement of financial results (Disclosure of overview of account settlement)  Account settlement meeting
May	Mid-term management plan meeting
June	Announcement of convening notice for the General Meeting of Shareholders  Distribution of Business Reports  Dispatch of resolution notice  Disclosure of financial statements  Issuance of CSR Reports
July	Disclosure of first quarter achievements
October	Announcement of interim financial results (Disclosure of overview of interim account settlement)  Interim account settlement meeting
December	Distribution of Interims Business Reports
January	Disclosure of third quarter achievements

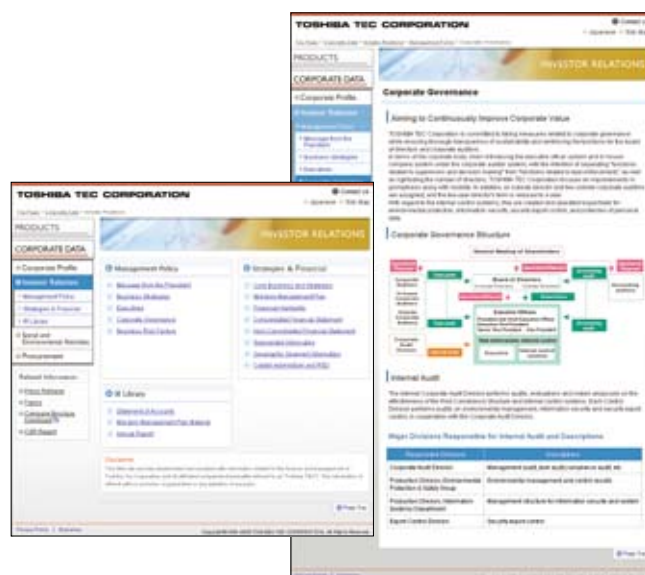


Mid-term management plan meeting



Account settlement meeting

Easy-to-understand disclosure information regarding business operations is immediately posted on the TOSHIBA TEC website. TOSHIBA TEC Corporation manages information to strictly prevent insider trading.



WEB TOSHIBA TEC website (INVESTOR RELATIONS) URL

<http://www.toshibatec.co.jp/investor/index.html>

# Customers & TOSHIBA TEC

The TOSHIBA TEC Group exercises its business activities, while giving top priority to providing products and services, which satisfy and please customers from the customers' point of view.

## <Customers>...Valuing the Voice of Customers

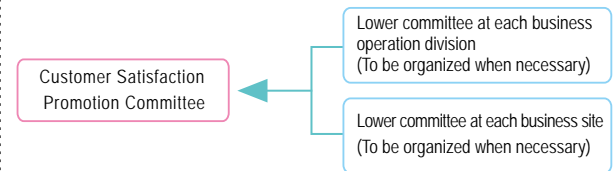
"We aim to provide timely products and services with reliable quality and functions as well as high user-friendliness, creating value with our customer in mind through our superior proprietary technology and in collaboration with the world's best partners." is defined in the TOSHIBA TEC Group's Corporate Philosophy.

The TOSHIBA TEC Group exercises its business activities, while giving top priority to providing products and services, which satisfy and please customers. From this perspective, each employee needs to think and behave from the customers' point of view, by asking himself or herself what customers want and what value is important for customers, to realize this ideal stance.

## Customer Satisfaction Policy

The TOSHIBA TEC Group aims to deliver maximum customer satisfaction (CS) in terms of products, systems and services and communication with customers based on the "TOSHIBA Group CS Promotion Policy" established in 2003.

### Customer Satisfaction Promotion Committee

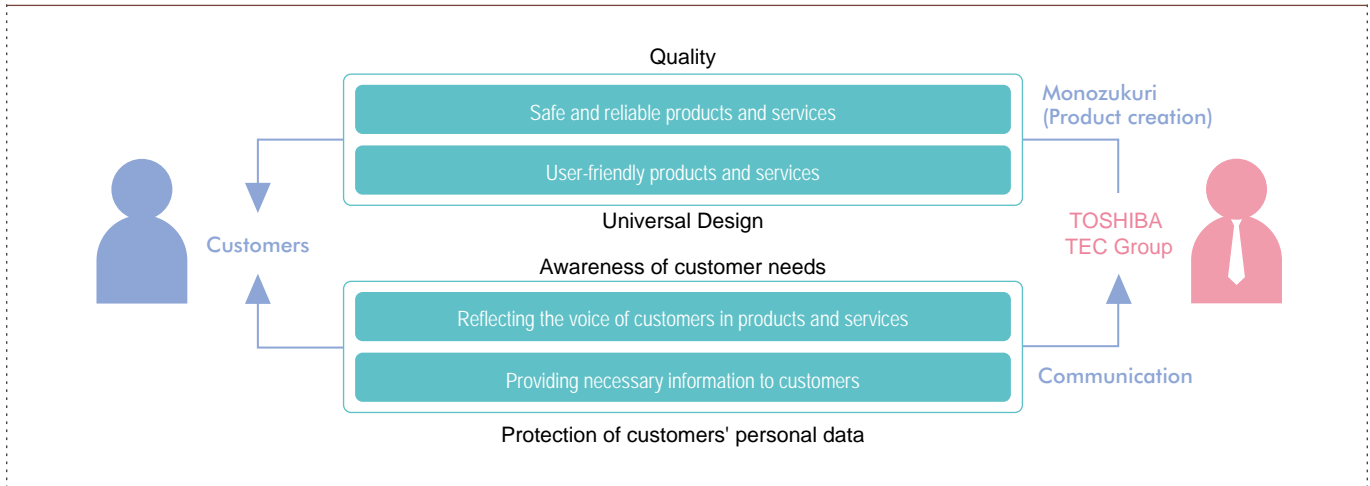


### "TOSHIBA Group Customer Satisfaction Promotion Policy"

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.

## Improvements in Customer Satisfaction



## Partnership with Affiliates

TOSHIBA TEC Corporation works on improvements to increase customer satisfaction while sharing information in partnership with TEC Engineering Corporation responsible for maintaining and servicing the retail solution equipment, and TOSHIBA TEC Business Solutions Corporation responsible for maintaining and servicing the document systems equipment.

## Partnership with TOSHIBA Corporation

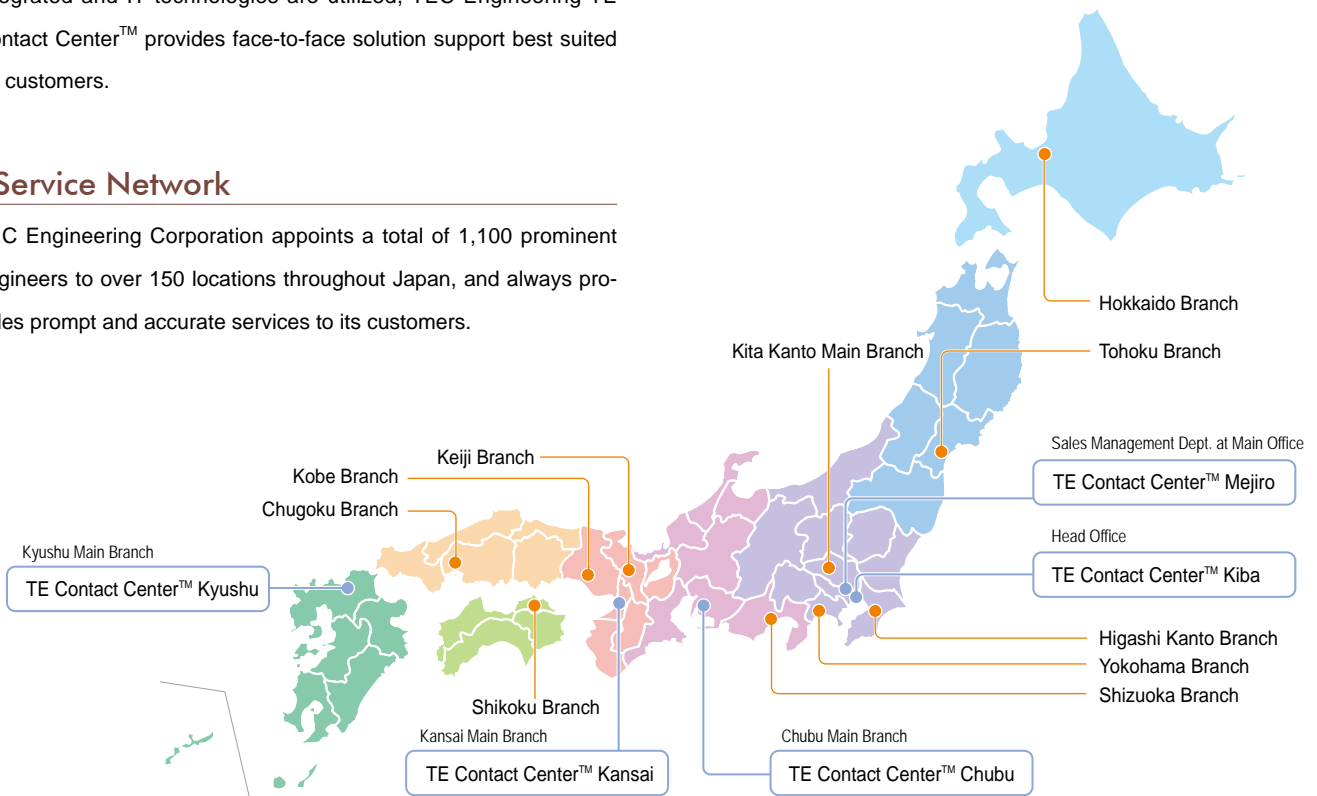
TOSHIBA TEC Corporation periodically exchanges information with the Toshiba Customer Information Center and CS Promotion Center to improve the quality of the TOSHIBA Group's response and support.

## TE Contact Center™

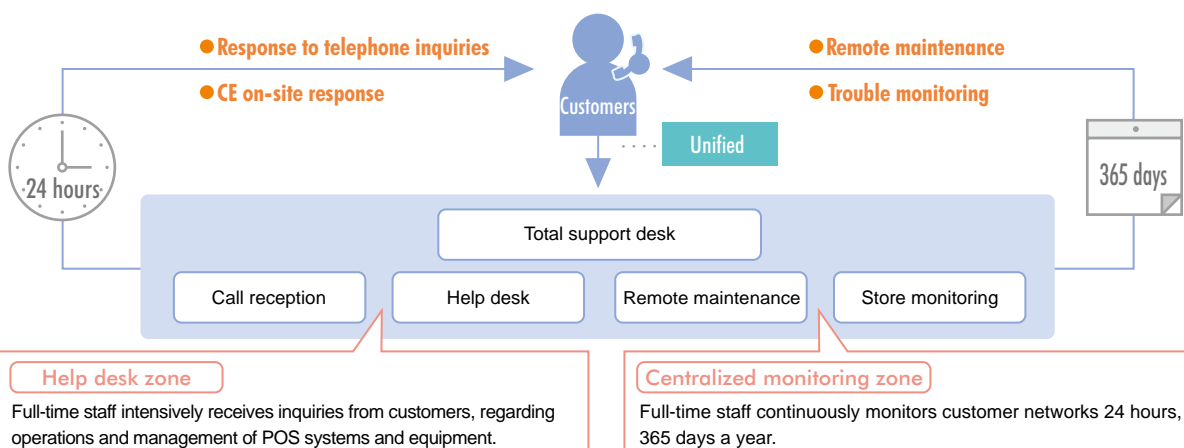
TEC Engineering TE Contact Center™ of TEC Engineering Corporation promptly provides solution support regarding POS systems through network computing, allowing its customers to be constantly in contact with TEC Engineering Corporation. Through help desk operations and one-stop services, where network technologies are integrated and IT technologies are utilized, TEC Engineering TE Contact Center™ provides face-to-face solution support best suited for customers.

## Service Network

TEC Engineering Corporation appoints a total of 1,100 prominent engineers to over 150 locations throughout Japan, and always provides prompt and accurate services to its customers.



## Total Support Routine



# Employees & TOSHIBA TEC

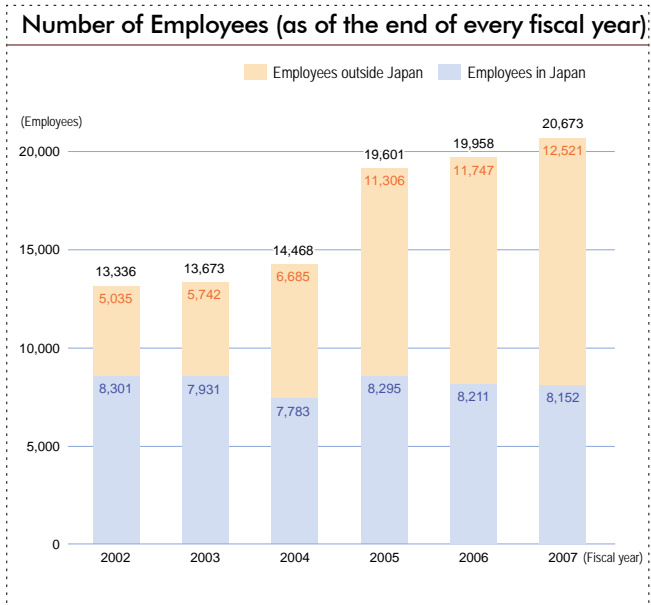
**Every employee is respected, while proper evaluations and rewards are practiced. Safety control and healthcare are positioned as a top priority issue for management.**

## Basic Policy on Human Resources

The TOSHIBA TEC Group respects every employee and strives to improve each employee's capabilities. The TOSHIBA TEC Group practices fair and proper evaluations and rewards, as well as creates an open, broad-minded and sound organizational culture. In addition, by providing a working environment where motivated personnel can bring their capabilities into full play, while striking a balance between work and family, the Group establishes a reward system for all human resources as it is an essential support system for its employees to form a powerful professional group which keeps on challenging itself.

## Number of Employees

By expanding the direct sales channels for the Document Systems Business operations, reinforcing the Retail Solution Business operations outside Japan, and accelerating the production shift to Shenzhen in China, the total number of employees increased by 715 compared with fiscal 2006, and reached 20,673 at the end of fiscal 2007.



## Personnel System

The human resources system is designed to ensure all employees realize "job satisfaction" and "a spirit of challenge" to achieve self-fulfillment through their tasks, as well as to practice proper rewards, by linking individual achievements with organizational achieve-

ments.

TOSHIBA TEC Corporation is devoting its energies to creating an open, broad-minded and sound organizational culture to form a professional group, who can accentuate its organizational strengths, while having each of its employees acquire more advanced capabilities in becoming independent.

### Human Resource Utilization/Development System

1) Target Attribution System	The corporate goal is broken down and each employee's target is set. Rewards are based on results, by linking the achievement of each employee's target with the realization of the corporate goal.
2) Expertise Development Evaluation System	The expertise of each employee is evaluated. Rewards are based on manifest advances in skills applied to the task performed.
3) Role Assignment System	The role assignment is designed depending on variations in capability. Rewards are based on variations in the degree of role-based responsibility and complexity of work.
4) Utilization of In-house Job Posting	Providing opportunities to allocate human resources to business priority areas, and fulfilling employees' initiatives and hopes encourage the utilization of human resources.
5) Employment Extension System	To strengthen and further actively utilize senior expertise, the employment extension system was introduced in fiscal 2002. The rich experience and knowledge of senior employees are incorporated into the system based on projected low birth rates and an aging population.

## Promotion of Gender Equality and Support to Foster Future Generations

On the basis of gender equality, TOSHIBA TEC Corporation is aiming to provide a working environment where motivated personnel can bring their capabilities into full bloom regardless of gender. In order to support the employees to balance work and family, the system below is provided:

### Future Generation Development Support System

1) Child-care leave	Until the end of the month when the child becomes three years old.
2) Nursing-care leave	Five days per child who has not completed the third year of elementary school on an annual basis. In addition, five days per children over the 4th grade and under the age of 18 as well as per family members on an annual basis.
3) Short-time job	For those caring for a preschooler: Until the end of March when the child completes the third year of elementary school. For nursing care: Up to three years per person from the day the shift is applied.
4) Annual paid holidays on an hourly basis	For reasons of child rearing, family caring, nursing care, a doctor's appointment or treatment of pregnancy, an employee is allowed to take hours or days off on an hourly basis, which exceed 20 days given in a fiscal year or carried over from the previous year.
5) Leave for pregnant employees	14 days are provided to employees who can hardly work for a doctor's appointment or treatment due to pregnancy-related problems during pregnancy and within eight weeks after a fourth or less month miscarriage.

## Employment of People with Disabilities

TOSHIBA TEC Corporation endeavors to create working environments where people with disabilities and those without disabilities can work together as equals. Employees with disabilities are involved in a variety of operations. Job opportunities for people with disabilities are expanded and working environments are improved to bring their capabilities into full play, through Internet recruitment and various other types of forums.

### TOPICS

- Communication seminar with people with disabilities
- TEC Sign Club (Sign language class)

## Education and Training System

The education and training system consists of several training programs, to enable employees to acquire sophisticated expertise in conjunction with their own goals and aspirations, to provide education including compliance education for all employees through enlightenment activities, and to provide education according to their position at every level throughout corporate life. A variety of training courses are provided in response to individual employees and task needs.

### Education according to Position

Starting with numerous introduction training programs for new employees, group training is provided for newly appointed deputy specialists, with a view to mastering basic knowledge regarding management based on financial statements. Another group training is provided after a given period, with the aim of acquiring skills to understand roles as managers and achieve challenges.

Especially for newly appointed managers, basic knowledge for management regarding compliance and corporate accounting is provided. After a determined period, group training is provided for these managers to improve human skills such as coaching.

For general managers, group training and dispatch training are provided with the purpose of improving conceptual skills to devise strategies from a managers' point of view.

### Career Design Education

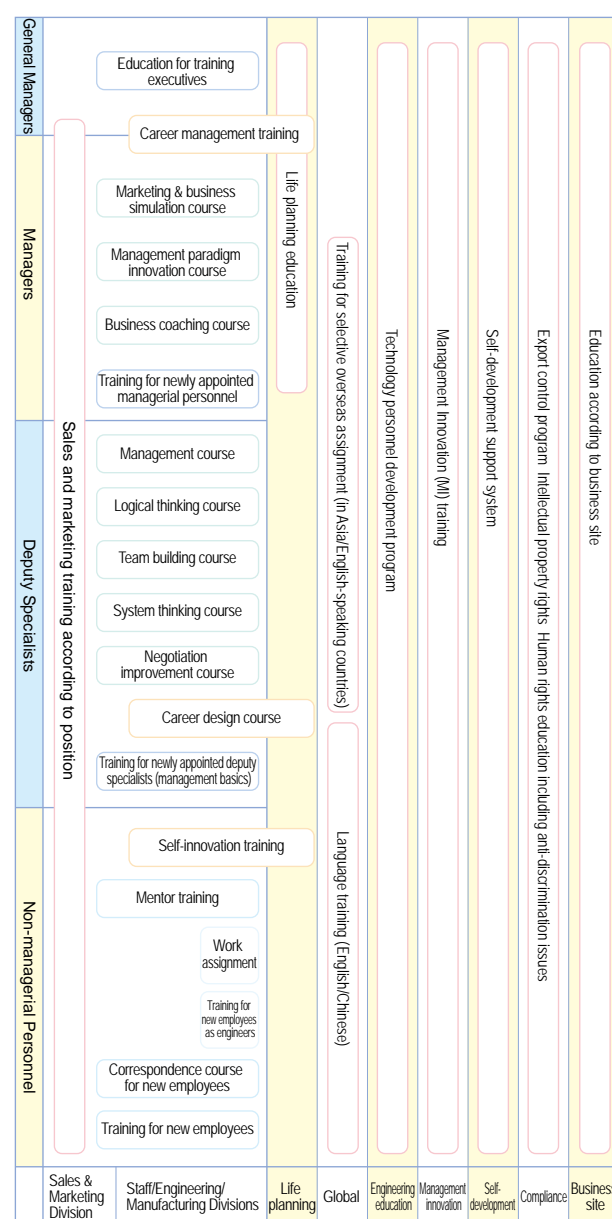
Career design education is provided for employees in their 20's, 30's and 40's respectively. This program is intended to allow employees to develop their capabilities to become aware of the importance

of "autonomy," create their future on their own, improve themselves and realize choices they made.

### Global Personnel Development System

Under the current business environment, the need for personnel who can play important roles within the international arena is magnified. TOSHIBA TEC Corporation established the global personnel development system for young employees to mid-career employees, to systematically develop human resources with ingenuity, cultural enrichment and a sense of internationalism, as well as language ability.

### Education System



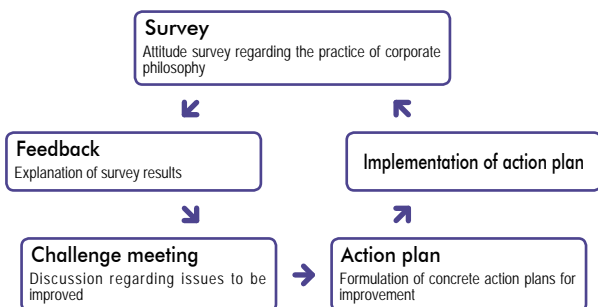
## Corporate Philosophy Survey

The TOSHIBA TEC Group's Corporate Philosophy "Our Five Commitments" is the common sense of value for every employee of the Group to possess, for all stakeholders. The TOSHIBA TEC Group hopes to carry on developing together with society as well as to achieve a sustainable society while practicing business activities and management based on this corporate philosophy. Therefore, it is essential to thoroughly understand and practice ideal management while determining the gap between the "ideal stance" and status quo based on the corporate philosophy. The "Corporate Philosophy Survey" as an attitude survey, is conducted to make sure the corporate philosophy is utilized in a concrete manner for each employee's behavior or at each workplace, since the corporate philosophy was established in 2007. By taking measures to improve workplaces in accordance with the survey results, the TOSHIBA TEC Group propagates and thoroughly makes every employee carry out business operations and take action based on the corporate philosophy.



A survey was conducted for TOSHIBA TEC Corporation and its 12 affiliates in Japan in fiscal 2007. 99.7% of employees answered the questionnaires. The questionnaires were collected, summarized and analyzed in various aspects, and fed back to all employees. Employees exchanged opinions based on these analyzed results at "Challenge Meetings," drafted an improvement plan toward fiscal 2009, and implemented the plan in accordance with the PDCA Cycle\*.

\* PDCA Cycle



## Corporate Philosophy Promotion Committee



The TOSHIBA TEC Group selects corporate philosophy promotion committee members from its divisions and affiliates to hold a corporate philosophy promotion committee twice a year. The committee aims to recognize the importance of "Corporate Philosophy," smoothly conduct the corporate philosophy survey and implement the PDCA Cycle. In 2007, the survey results were reviewed

and trends in the previous four years were summarized. In addition, issues on the group companies in Japan by comparison with the results outside Japan, surveys on ideal management, and the importance of challenge meetings were explained to all committee members. As a new attempt, an outside speaker delivered the keynote speech to educate the corporate philosophy promotion committee members.

The "CSR Bulletin Board" is set up on the intranet to provide the survey implementation schedule, reports on the corporate philosophy committee and result data to thoroughly educate employees. In addition to the corporate philosophy survey, the pages regarding philanthropy reports and environmental news are provided on the intranet.



CSR Bulletin Board

## Labor Management Relations

The labor contract governing laws for labor-management relations has been concluded between TOSHIBA TEC Corporation and its labor union, to foster the policy of coexistence, i.e. "corporate development encourages the economic status of its labor union members, while improvements in the economic status of its labor union members lead to corporate development." Under this policy, labor and management merge their energies to improve productivity, while openly discussing management issues and reviewing directions to deepen mutual understanding.

## Health and Safety

### ■ Top Management's Declaration regarding the Occupational Health and Safety Management Policy

TOSHIBA TEC Corporation and its Group companies thoroughly implement the Occupational Health and Safety Management Policy, which values safety management and healthcare with the utmost seriousness, giving top priority to life, safety and compliance with laws and regulations.

#### The TOSHIBA TEC Group Occupational Health and Safety Management Policy

The TOSHIBA TEC Group is a global enterprise active in businesses. We conduct all activities in accordance with our Corporate Philosophy "Our Five Commitments" and Standards Of Conduct (SOC), and accord full respect to the culture and customs of the societies in which we operate.

In our business conduct, we place the highest priority on human life, safety and legal compliance, and we make concerted efforts throughout our operations to create safe and healthful workplace environments.

1. We position health and safety as one of the most important issues for management, and strive to achieve the highest standards.
2. We comply with legally mandated occupational health and safety requirements and also with the requirements that the TOSHIBA TEC Group has voluntarily undertaken to satisfy.
3. We set objectives and targets and act decisively to achieve the:
  - (1) Eradication of occupational accidents and disease in the workplace, and the mitigation of risks that may cause such accidents and disease;
  - (2) Maintenance and promotion of physical and mental health in order to enable all employees to bring their individual capabilities into full play
4. We expect our suppliers and subcontractors to accord appropriate importance to occupational health and safety, and provide them with support in doing so, in order to ensure the safety and health of everyone involved in Toshiba Group's business.
5. We proactively disclose our commitment to occupational health and safety and the results we achieve, in order to contribute to society's enhancement of health and safety management standards.

April 1, 2007

Yoshihiro Maeda  
President and CEO, TOSHIBA TEC Corporation



### ■ Acquisition of OHSAS 18001 Certification

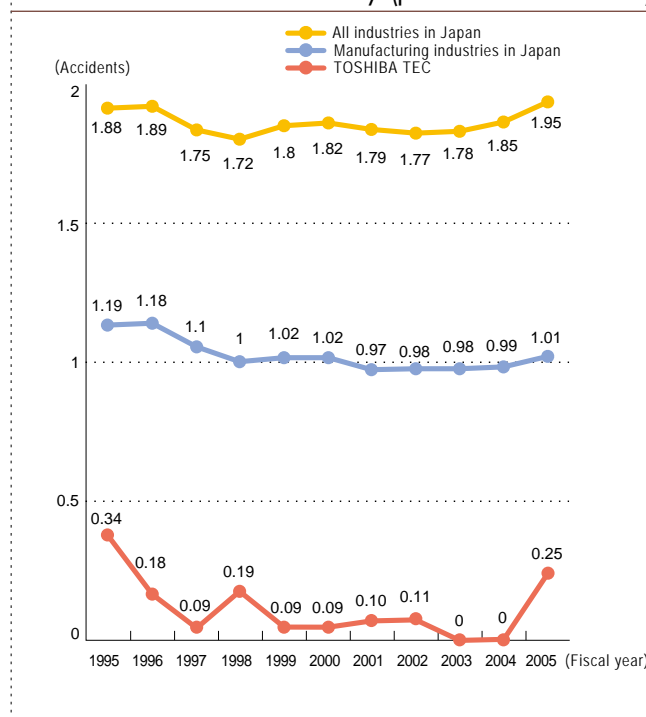
The Mishima Business Center obtained OHSAS 18001 Certification, which reduces the risk of industrial accidents, in March 2008. The Ohito Business Center and TOSHIBA TEC Information Systems (Shenzhen) Co., Ltd. also strive to obtain the certification.

### ■ Prevention of Industrial Accidents

Health and safety patrols by top management and periodic workplace health and safety patrols by the health and safety committee members contribute to preventing accidents.

The accident rate has been below both the average within all industries and manufacturing industries in Japan. The TOSHIBA TEC Group enhances health and safety management activities to achieve higher goals.

Occurrence of Accidents with Lost Days (per one million man-hours):



### ■ Healthcare

Guidance on supporting prevention and amelioration of lifestyle-related diseases is provided based on the checkup results. Interviews with medical professionals are offered during medical checkups for the healthcare of employees who have worked for an extended period of time.

Regarding mental health support, the TOSHIBA TEC Group strives to maintain and promote the "mental health" of employees through workshops. The Group helps employees who have taken a long-term leave adjust back into the working environment in a smooth manner.

# Promotion of CSR Procurement at TOSHIBA TEC Corporation

**While establishing mutual relationships with suppliers based on trust, through fair and open trade, we assign priority to and advance transactions with suppliers, which are committed to complying with laws and regulations, upholding human rights and protecting the environment.**

## Procurement Policy

While the TOSHIBA Group is expanding its operations on a global basis regarding a wide range of products, TOSHIBA TEC Corporation as a member of the TOSHIBA Group defines and discloses the "Basic Policy" and "Policy for Selecting Suppliers" in procurement, and strives to conduct a thorough procurement in accordance with the policies, in order to fulfill its social responsibility through fair procurement activities.

**Procurement Policy**

- **Basic Procurement Policy**
  - (1) Compliance with relevant laws and regulations and Environmental Considerations
  - (2) Promotion of fair and open trade
  - (3) Reinforcement of partnership with suppliers
- **Policy for Selecting Suppliers**
  - (1) The company complies with laws, regulations and places emphasis on human rights and environmental consciousness.
  - (2) The company has sound business operations.
  - (3) The company has the ability to supply goods and/or services to the TOSHIBA Group with emphasis on appropriate quality, price and delivery lead-time.
  - (4) The company is capable of providing a stable supply of goods and/or services. Also the company must have the flexibility to respond quickly to supply/demand fluctuations.
  - (5) The company possesses technology that contributes positively to TOSHIBA Group products.
- **Supplier Expectations**

The "TOSHIBA Group Procurement Policy" for suppliers is prepared and requirements related to social responsibility are described in its "Supplier Expectations" to thoroughly make them known to suppliers, in order to contribute to the creation of a sustainable society through supply chains.

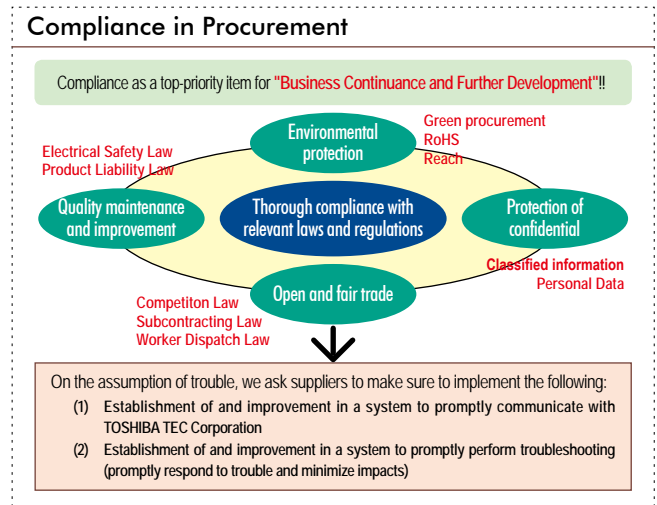
## Compliance in Procurement

Recently, camouflages worn by corporations and false reporting have become headlines. The disgraced corporations face danger in continuing their business operations. Under such circumstances, TOSHIBA TEC Corporation positions compliance as a top-priority item for "Business Continuance and Further Development" to ensure compliance in daily operations. In particular, procurement divisions strive to thoroughly comply with relevant laws and regulations from the following aspects:

- (1) Environmental protection (green procurement)
- (2) Quality maintenance and improvement
- (3) Protection of confidential information
- (4) Open and fair trade

While communicating with suppliers on a daily basis, we ask them to ensure compliance within their companies as requests for suppliers. On the assumption of trouble, we also ask suppliers to make sure to implement the following:

- (1) Establishment of and improvement in a system to promptly communicate with TOSHIBA TEC Corporation
- (2) Establishment of and improvement in a system to promptly perform troubleshooting (promptly respond to trouble and minimize impacts)



## TOSHIBA TEC Partner Hotline Setup

As previously described, the TOSHIBA TEC Group gives management top priority to compliance with laws, regulations, social customs and corporate ethics throughout its business activities. As part of the efforts, a system has been established and is used to encourage suppliers to report matters to TOSHIBA TEC Corporation when a relevant party violates or may violate compliance in procurement transactions such as outsourced manufacturing and service provision. A "TOSHIBA TEC Partner Hotline" whistle-blower system for suppliers is set up on the website for outsiders, allowing TOSHIBA TEC Corporation to correct such conditions on its own. When suppliers report matters via the Partner Hotline, TOSHIBA TEC Corporation strives to establish mutual relationships through open clean trade, as well as to foster sound partnerships with suppliers based on mutual trust.



# Philanthropy

The TOSHIBA TEC Group defines the Corporate Policy regarding "Community Relations" in its Standards Of Conduct (SOC) and get involved in philanthropy based on this Policy.

## Corporate Policy

### Corporate Policy

- TOSHIBA TEC Group Companies shall:
  - (1) contribute to and cooperate with all local communities in which TOSHIBA TEC Group operates, in order to promote good relations and mutual respect and understanding;
  - (2) support directors and employees in undertaking voluntary activities and give full consideration to each individual's desire to exercise his or her civil rights; and
  - (3) contribute to the development and improvement of each country and region in which TOSHIBA TEC Group operates, and make appropriate contributions to the community, after consideration of the good of the community, the nature of the requests and the reasons for making contributions.

In fiscal 2007, we devoted our energies to philanthropy capitalizing on our expertise and employee participation volunteer activities. We participated in local events in cooperation with our group companies and the Shinagawa-ward social welfare council where our head office is located.

\*For more information on philanthropy capitalizing on our expertise, see the [FEATURE](#) page.

## Utilization of Philanthropy Fund

TOSHIBA TEC Corporation established the "TOSHIBA TEC Philanthropy Fund" in 1992, with the aim of contributing to social welfare, as a good corporate citizen. This Fund, which consists of donations from employees accompanied by matching contributions from the Corporation, is endowed to local and nationwide social welfare and disaster victim support groups.

### Donations to Social Welfare

- Central Community Chest of Japan → Endowment to 10 prefectures and 12 facilities
- Japanese Red Cross Society Shizuoka Branch Shizuoka-ken Numazu Red Cross Blood Center → See the article in the upper right.
- Head Office (Shinagawa ward) region → Wheelchairs donated to two facilities
- Mishima (Mishima city) region → Home electric appliances donated to three facilities and endowment to the Mishima Nursing Home Construction Fund
- Ohito (Izunokuni city) region → Home electric appliances donated to four facilities

### Donation of Emergency Blood Delivery Vehicle

Following the vehicle to transport blood donation equipment in the previous year, an emergency blood delivery vehicle was donated to the Japan Red Cross Society in fiscal 2007. We would also like to provide support for contribution to regional healthcare in the future.



We received the "Gold Merit Award" for our generous achievements in October 2007, and also a "Certificate of Appreciation" from the Japanese Red Cross Society for our donation of a blood delivery vehicle.



### Disaster Relief in Fiscal 2007

- One million yen endowed to Noto Peninsula Earthquake Relief
- Two million yen endowed to Niigata-Chuetsu Earthquake Relief

# TOSHIBA TEC (Corporate-wide) Activities

Activities, which employees are directly involved in, are introduced here.

## Contribution to Community

Cleanup campaign	Total 89 employees
Hosting summer festivals	Total approximately 3,200 employees
Leasing offices	
Charity concert	
Blood drive	Total 834 employees
Volunteering events	Total 20 employees
Factory tours	Total 452 employees
Providing internship training	
Hands-on guidance for road safety awareness campaigns	

In fiscal 2007, our employees participated in the following events as volunteers to enhance exchanges with communities:

- "Shinagawa Yume Sanbashi" Welfare Festival
- Awarding Ceremony of International Certificate of Kids' ISO
- "Junior Eco Club National Festival"



Work at "Shinagawa Yume Sanbashi" Welfare Festival

### Participation in "Shinagawa Yume Sanbashi" Welfare Festival

Although hard work was required such as carrying heavy loads in rain, I was able to work together with the community and office staff to participate in the festival.

I really had a wonderful time because it reminded me of a school festival.

**Yuki Kanai**  
International Sales Dept. II, Document Systems Business Group



## Report on Fund-Raising Vending Machine (Heartfelt Vendor)

The first fund-raising vending machines "Heartfelt Vendor" was set up in March 2007.



Currently, a total of four machines are operating.

The total amount of employees' voluntary donations combined with 3% of the proceeds from sales is used for a variety of social welfare services via the Community Chest of Tokyo. As a result, 39,600 yen was raised last year.

## Information Disclosure through the CSR Bulletin Board






The CSR bulletin board has been used to disclose information since December 2006. It provides philanthropy reports and environmental news for employees.

Number of accesses per month → Approximately 1,200



CSR Bulletin Board

Employees of the TOSHIBA TEC Group actively participate in a variety of activities nationwide and worldwide. The TOSHIBA Group strives to strengthen a sense of community by exchanging information with philanthropy promoters of its companies.

-  **Blood Drive**
-  **Environmental Approach**
-  **Voluntary Work**
-  **Endowment/Donation**
-  **Other Activities**

\*An icon added to each activity shows the activity mentioned above.

## Group Companies in Japan

### TEC ENGINEERING CORPORATION

 **Relief donations to Noto Peninsula Earthquake and Niigata-Chuetsu Earthquake**

 **Participation in blood drive**

 **Cleanup campaign**


It continues for contributing to the community.

 **Support and exhibition at environmental events**

A corporate booth was set up to introduce and provide cotton work gloves and flowerpots recycled from old female employee uniforms.

 **Eco-drive campaign**

Approximately 800 customer engineers from the nationwide branches and service stations participated in the eco-drive campaign. The Keiji Branch won a prize out of 600 offices in Japan.

 **Outside introduction support and in-house promotion for the Environmental Education Program "Kids' ISO"**

Since 2004, TEC Engineering Corporation has been involved in staff activities through the Awarding Ceremony of International Certificate of Kids' ISO as well as support for local governments and expansion of the program to its employees and family members. In December 2007, TEC Engineering Corporation received the "ASHITA Award" (presidential awards for corporate citizenship achievements) out of approximately 1,900 applications from the TOSHIBA Group.

### Realization of relationship with society through Kids' ISO

As an instructor of the Environmental Education Program "Kids' ISO," I evaluate energy-saving workbooks, which children work on. I have strongly realized a relationship with society while working toward the same goal with corporations and local governments.



**Naomi Kanazawa**  
Management Planning Group, General Affairs & Administration Division, TEC Engineering Corporation

### TOSHIBA TEC BUSINESS SOLUTIONS CORPORATION

 **Youth baseball program instructed by employees**

 **Snow removal of homes of disabled people**



Snow removal

 **Donations to public high school club development association**

### TEC INFORMATION SYSTEMS CORPORATION

 **Collection of plastic bottle caps**

The proceeds generated from collected plastic bottle caps by the NPO "Re-Lifestyle" support activities to provide vaccines for children in the world.

46 kg plastic bottle caps were collected.

 **Kids' ISO**

Employees as the Kids' ISO instructors support environmental management activities for fifth-grade students.





Letters of appreciation from participant students




 **Acceptance of internship students**

**PHILANTHROPY**





**T.I. BUSINESS SERVICE, CO., LTD.**

-  **Collection of plastic bottle caps**  
Starting in the previous year, 434 kg plastic bottle caps were collected in total.  
(Vaccine per person = 800 plastic bottle caps)
-  **Donations through Heartfelt Vendors**  
The total amount of employees' voluntary donations combined with 3% of the proceeds from sales is donated.

**TER CORPORATION**

-  **Participation in blood drive**
-  **Monthly cleanup of streets around the business site**
-  **Provision of parking spaces for school festival sponsored by the social welfare corporation**

**TEC MANUFACTURING CO., LTD.  
(former TEC KASHIYA DENKI CO., LTD.)**

-  **Participation in blood drive**
-  **Fundraising campaign**
-  **Cleanup campaign**
-  **Leasing parking spaces**



**Group Companies outside Japan**

**TIM ELECTRONICS SDN. BHD.**

-  **Invitation of vocational school students**  
We invited 13 vocational school students to our environmental facilities to provide a brief description and tour of the facilities.
-  **Cleanup campaign**  
We also participated in the river cleanup campaign in the Penang Botanic Gardens in the north west of Malaysia. Approximately 35 people including community group members and employees cleaned up rivers.









**TOSHIBA TEC EUROPE RETAIL INFORMATION SYSTEMS S.A. (UK Operations)**

-   UK Operations decided not to send Christmas cards to clients and suppliers for environmental considerations and donations to charities. Instead, approximately 400 thousand yen was donated to establish the "Marie Curie Cancer Care."



**TOSHIBA TEC U.K. IMAGING SYSTEMS LTD.**

-  **Donations to hospice**  
The service engineer team donated its Christmas party funds to the local hospice.
-  **Sale of sweets**  
Sweets made by several staff members were sold in-house for charity.
-  **"Singing" dog therapist**  
Charlie is very popular and contributes to raising funds because he makes people laugh and cheers them up by singing all day long.
-  **Employee healthcare**  
Communication among employees and employees' health are important to perform better activities. The human resource group creates a monthly "Health Newspaper" and discloses health information to employees. In addition, fruits are delivered to employees on a weekly basis to promote their health.
-  **Donations to the raffle**  
The human resource group donated kitchen supplies, books and toilet articles for raffle prizes. We as a company donated a DVD player for the prize. All the proceeds are used for charity.  
  
\* Raffle: A lottery to raise funds for charity.
-  **Pink Day**  
Employees wear pink clothes to spend a "Special Day."



**Pink Day**

Establishing a "Pink Day" to wear pink clothes, employees in Chertsey where TOSHIBA TEC U.K. Imaging Systems Ltd. is located contribute to breast cancer treatment through fundraising campaigns. In fiscal 2007, approximately 750 thousand yen was donated.

**Elizabeth Burnell**  
Human Resource Education Group Director



**TOSHIBA AMERICA BUSINESS SOLUTIONS, INC.**

**other Environmental education for employees**

Sessions regarding environmental considerations and information disclosures were provided for employees. Recyclable eco bags and eco-friendly products including mug cups, forks and spoons to use in the office were distributed to the session participants.

**Invitation of employees' siblings and children to the office**

We invited employees' siblings and children from the ages of 6 to 17 to provide a session focusing on "CSR." Three NPO education programs and environmental activities were introduced to children, allowing them to select a "Favorite." 300 thousand dollars (approximately 3.2 million yen) are to be donated to the "Surfrider Fund" selected by children.



**Support for the Ocean Institute**

We value the relationship with the local community. Following the previous year, we continue to support the Ocean Institute. Employees will serve as team captains in the "BUILD BOAT" event and also sponsor other events.



Children visiting the Ocean Institute

**\* Others**

Approximately 200 activities including charity and sponsorship activities were achieved.

**TOSHIBA TEC AMERICA RETAIL INFORMATION SYSTEMS, INC.**

**Christmas carol**

Since 2002, we have been sharing Christmas with people at hospitals, nursing homes and churches. Elderly people and children have left with smiles.



**TOSHIBA TEC INFORMATION SYSTEMS (SHENZHEN) CO., LTD.**

**Tree-planting activities**

We continue tree-planting activities every year.

**Donation of Toshiba MFPs (digital multifunction peripherals)**



The Toshiba MFPs were donated to the "Chengdu Panda Base" in Chengdu, Sichuan, P.R.

\*For more information, see the [FEATURE](#) page.

**Donations to elementary schools**

In fiscal 2007, approximately 250 thousand Yuan (approximately 3.75 million yen) was donated to three elementary schools.



**Invitation of local elementary school students**

We invited the students to understand our environmental protection activities such as recycling for waste disposal.

# Practicing Sustainability as an Integrated-group System

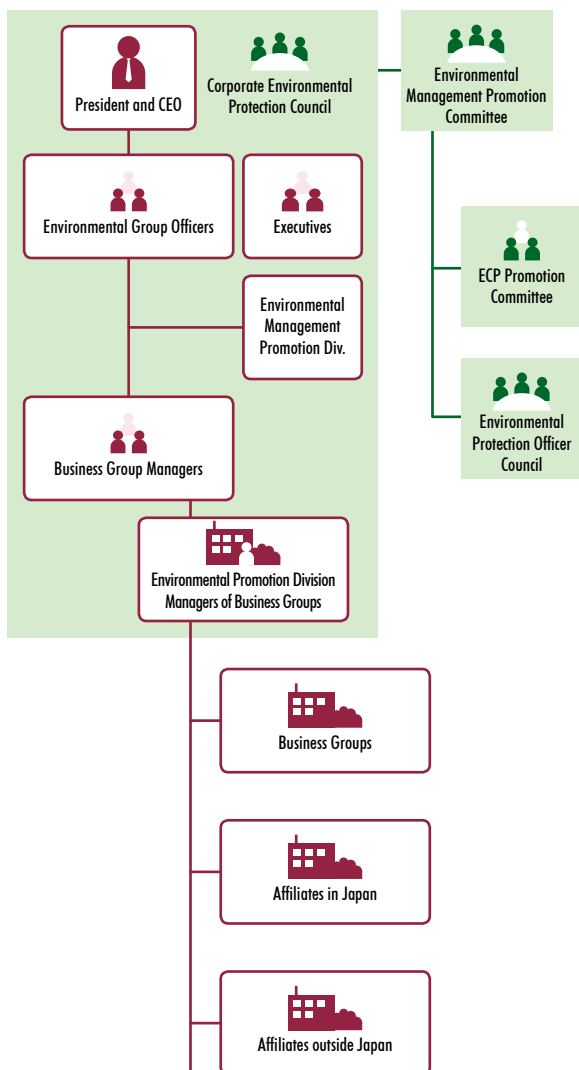
Policies regarding group-wide commitments toward environmental protection are determined and implemented in order to hand down our irreplaceable Earth in a sound state to the next generation. The TOSHIBA TEC Group creates culture for each employee to practice environmental activities gained from environmental education, while establishing a global system for environmental management promotion and checking activities through environmental management audits and accounting.

## Environmental Promotion Structure

Chaired by an Environmental Group Officer, the Corporate Environmental Protection Council is designed to discuss and determine policies and directions regarding corporate-wide sustainability. This Council is considered to be one of the commitments of the CSR Promotion Committee. The Environmental Management Promotion Committee as a subordinate organization controls the Environmental Promotion Committee and ECP<sup>\*</sup> Promotion Committee. The Environmental Management Promotion Committee reviews concrete measures for business sites and plants, while the ECP Promotion Committee does for products.

\* ECP: Environmentally Conscious Product

### Environmental Promotion Structure

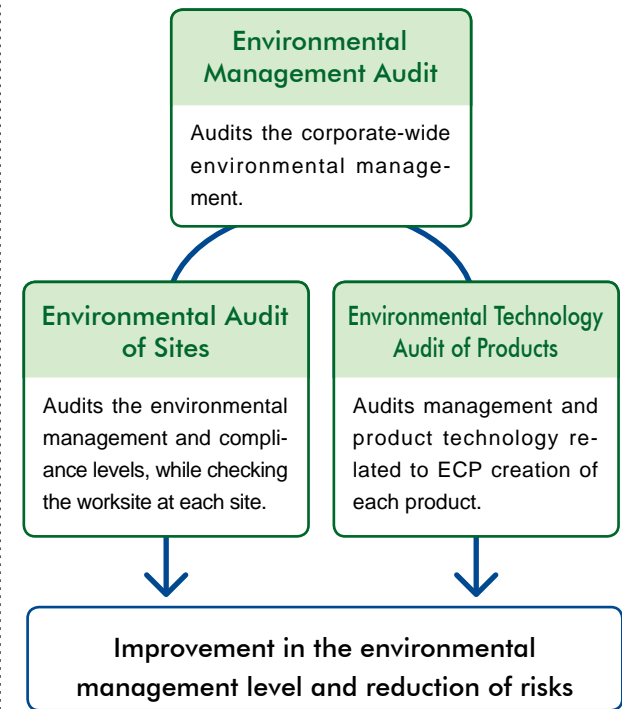


## TOSHIBA Group Environmental Audit (EASTER)

EASTER<sup>†</sup> is the environmental audit system developed by TOSHIBA Corporation and has been annually conducted at each production affiliate of the TOSHIBA Group since fiscal 1993. The features of EASTER are workplace principles and evaluations at each level. Since fiscal 2006, EASTER has been performed at production and non-production sites, in accordance with the new standards for thorough compliance.

\* EASTER: Environmental Audit System in TOSHIBA on the basis of Eco-Responsibility

### TOSHIBA Group Environmental Audit (EASTER)



# Mid-term & Long-term Environmental Strategies

Since fiscal 2005, the TOSHIBA TEC Group has been promoting its Fourth Voluntary Plan for Environmental Protection targeted for fiscal 2010. The activity has been postponed to fiscal 2012 in accordance with the first commitment period of the Kyoto Protocol.

## Achievements of the Fourth Voluntary Plan for Environmental Protection

### Activity Results in Fiscal 2007

Since fiscal 2005 when the TOSHIBA Group's Fourth Voluntary Environmental Plan was established, the TOSHIBA TEC Group has been promoting its Fourth Voluntary Plan for Environmental Protection targeted for fiscal 2010.

In fiscal 2007, the ratio of environmentally conscious products or ECPs to sales could not reach its target due to impacts for the model structure of digital multifunction peripherals.

Production sites in Japan reached their targets through measures to reduce impacts.

### Fiscal 2007 Results of the Fourth Voluntary Plan for Environmental Protection

#### Product-related Objectives

Note: "YES" indicates the goal for 2007 has been achieved, "NO" indicates the goal for 2007 has not been achieved, and "-" (hyphen) will be evaluated in the target year.

Item	Indicator/Objective	Goal for 2007	Result in 2007	Evaluation
1) Product eco-efficiency	2.2 times by 2010 relative to 2000 <sup>1</sup>	1.74	2.59	YES
2) Provision of ECPs	Increase in the ratio of ECPs to sales in compliance with the New Voluntary Environmental Standards defined in 2005 to 60% by 2010	80%	69%	NO
3) Certain chemical substances	Abolition of the use of 15 certain substances <sup>2</sup> contained in products by 2010	Mechanism construction	Content inspection started	YES

#### Business Process-related Objectives

Note: "YES" indicates the goal for 2007 has been achieved, "NO" indicates the goal for 2007 has not been achieved, and "-" (hyphen) will be evaluated in the target year.

Item	Indicator/Objective	Goal for 2007	Result in 2007	Evaluation
1) Global warming prevention	(1) Reduction of energy-originated CO <sub>2</sub> emissions Production sites in Japan 45% reduction in the ratio of CO <sub>2</sub> emissions to net output <sup>3</sup> by 2010 relative to 1990	42% reduction	42% reduced	YES
	(2) Reduction of CO <sub>2</sub> emissions associated with product logistics Production sites outside Japan 6% reduction in the ratio of CO <sub>2</sub> emissions to output by 2010 relative to 2004	3% reduction	7% reduced	YES
	(2) Reduction of CO <sub>2</sub> emissions associated with product logistics 18% reduction in the ratio of CO <sub>2</sub> emissions to output, associated with TOSHIBA TEC product logistics in Japan by 2010 relative to 2004	3% reduction relative to 2006	15% reduced relative to 2006	YES
2) Optimization of resources	(1) Reduction in the total amount of waste generated Production sites in Japan 30% reduction in the ratio of total amount of waste generated to output by 2010 relative to 2000	25% reduction	32% reduced	YES
	(1) Reduction in the total amount of waste generated Production sites outside Japan 9% reduction in the ratio of total amount of waste generated to output by 2010 relative to 2004	4% reduction	6% reduced	YES
	(2) Reduction in the amount of waste for final disposal Non-production sites in Japan Achievement of 0.7% final disposal rate by 2010	1% or less at all sites	1% or less at all sites	YES
	(2) Reduction in the amount of waste for final disposal Non-production sites outside Japan Achievement of 1% final disposal rate by 2010	-	Average 5.7% at six sites	-
3) Management of Chemicals	Reduction in total emissions of chemical substances to air and water <sup>4</sup> 50% reduction in emissions of chemical substances to air and water by 2010 relative to 2000 at production sites in and outside Japan	25% reduction in Japan	37% reduced in Japan 8% reduced outside Japan	YES

\*1: TOSHIBA TEC major products. Product eco-efficiency = Value of a product / Environmental impact of a product

\*2: 15 substances specified by the TOSHIBA Group

\*3: Net Output = [Nominal Output] / [Corporate goods price index (electrical equipment) announced by the Bank of Japan for each year (the index for 1990 is 1)]

\*4: 449 substances specified by the TOSHIBA Group

### Expansion of the Fourth Voluntary Plan for Environmental Protection

The TOSHIBA TEC Group has postponed its activity related to the Fourth Voluntary Plan for Environmental Protection to fiscal 2012 in accordance with the first commitment period of the Kyoto Protocol. With the aim of reducing CO<sub>2</sub> emissions through eco-products as a new goal, the Group reinforces its activities by setting a higher target for global warming prevention in business processes.

Item	Indicator	Target	Reference year	2008	2010	2012
Eco-products	Product factor		2000	1.88	2.20	2.55
	Ratio of ECPs to sales		-			Set in the future
	Effects of CO <sub>2</sub> emissions through eco-products		2000	Clarify data in 2008, set goals in 2009 ← New		
Global warming prevention	15 certain substances contained in products		-	80%	Abolition	Abolition
	Ratio of energy-originated CO <sub>2</sub> emissions	Outside Japan	2003	12% reduction	6% reduction ↓ 16% reduction	20% reduction ← Higher target
		In Japan <sup>1</sup>	1990	40% reduction	45% reduction	50% reduction
	Ratio of CO <sub>2</sub> emissions associated with product logistics	In Japan	2006	24% reduction	25% reduction	25% reduction
Eco-process	Ratio of the total amount of waste generated	Outside Japan	2004	12% reduction	9% reduction ↓ 20% reduction	30% reduction ← Higher target
		In Japan	2000	20% reduction	25% reduction	30% reduction
	Zero emissions of waste (Final disposal rate)	Outside Japan <sup>2</sup>	-	6.80%	5.50%	0.50% ← New
		In Japan	-	0.08%	0.7% ↓ 0.08%	0.08%
Ratio of water intake to output	Outside Japan	2004	10% reduction	20% reduction	30% reduction ← New	
	In Japan	2000	66% reduction	68% reduction	70% reduction ← New	
Management of chemicals	Total emissions of chemical substances to air and water	Outside Japan	2004	40% reduction	38% reduction	36% reduction ← New
	In Japan	2000	66% reduction	68% reduction	70% reduction ← New	

\*1: Net output rate. 20% reduced in the electricity CO<sub>2</sub> emission factor by fiscal 2001 relative to fiscal 1990 and being maintained later.

\*2: Development of infrastructure including recycling routes and incineration facilities is required in relevant countries and regions outside Japan.

# Environmental Impacts in Fiscal 2007

On one hand, the TOSHIBA TEC Group minimizes extraction from global resources, and emissions of pollutants into the global environment. On the other hand, the Group maximizes environmentally conscious activities such as the development of environmentally conscious products or ECPs. In addition, the Group strives to reduce environmental impacts while understanding and analyzing the impacts at each stage of a product life cycle.

## Environmental Impacts throughout the Life Cycle

In terms of the TOSHIBA TEC Group's products, raw materials and components are procured from suppliers, processed and assembled to build products. Finished products are transported to distributors or warehouses by outsourced forwarding agents. Then, end-of-use products are collected from customers where possible for reuse and recycling.

The diagram below shows environmental impacts at each stage of a product life cycle:

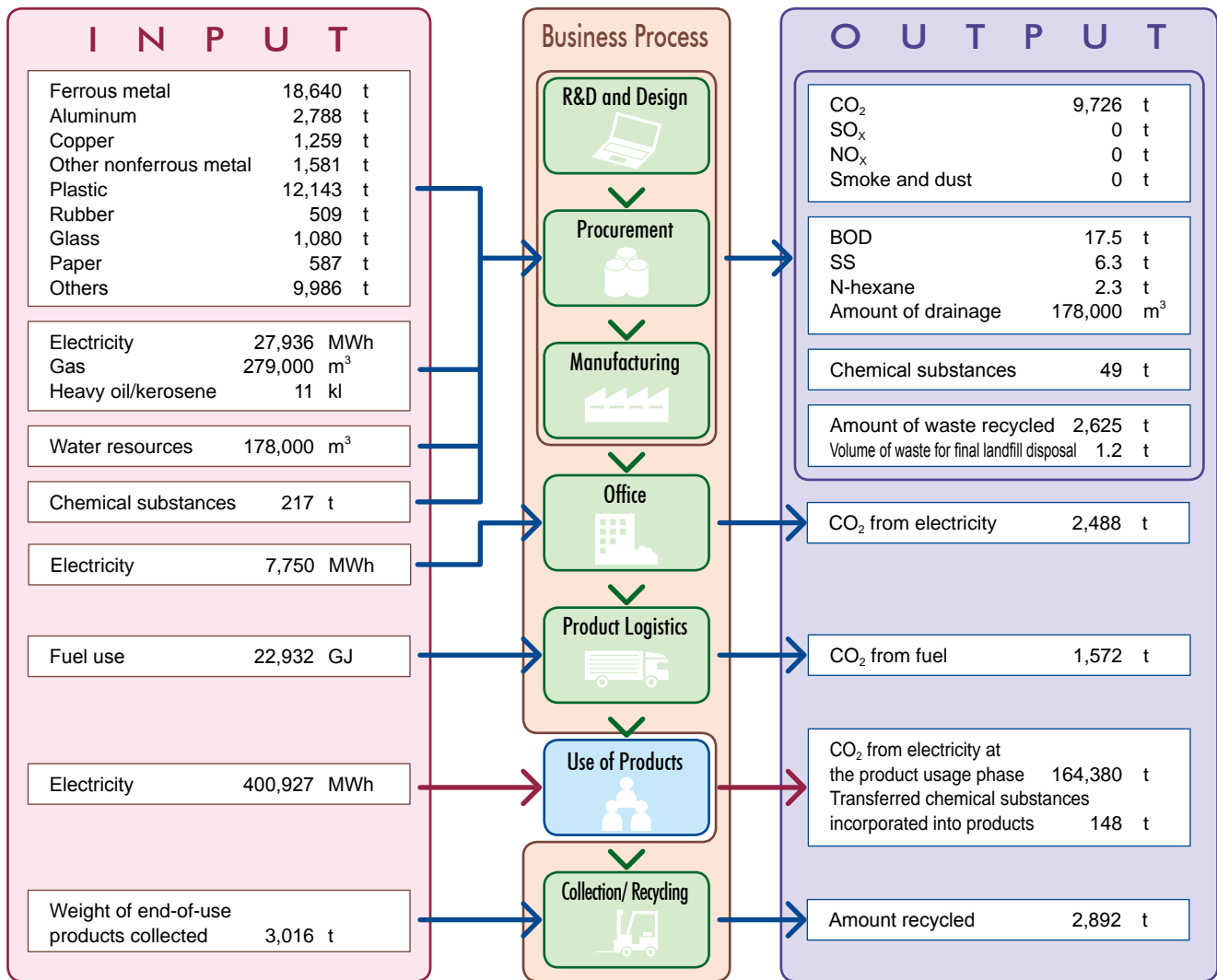
The environmental impacts at the production stage contain 9,726 tons

of CO<sub>2</sub> emitted from plants and 2,488 tons of CO<sub>2</sub> emitted from offices due to consumption of all energies, 49 tons of chemical substances (449 types of target substances specified by the TOSHIBA Group) discharged into the air and water, 1.2 tons of waste for landfill disposal, and 2,625 tons of waste recycled.

The amount of CO<sub>2</sub> emitted from major products shipped in fiscal 2007 until the end of their product lives is approximately 164,380 tons.

Therefore, it is essential to take energy-saving measures for products.

### Environmental Impacts in Fiscal 2007



**Notes:**

- \*1: Target data tabulated: TOSHIBA TEC Corporation and its affiliates within Japan. However, "Office" applies to TOSHIBA TEC Corporation.
- \*2: INPUT of raw materials/components procured:
  - 1) INPUT for TOSHIBA TEC Corporation is calculated from material procurement data using the TOSHIBA Group proprietary method.
  - 2) INPUT for affiliates is an estimated amount calculated from material composition of major products.

- \*3: Target chemical substances: 449 types specified by TOSHIBA Corporation.
- \*4: Product logistics: All CO<sub>2</sub> for outsourcing.
- \*5: CO<sub>2</sub> at the product usage phase: Amount of CO<sub>2</sub> emitted from major products shipped in fiscal 2007 until the end of their product lives.
- \*6: The electricity CO<sub>2</sub> emission coefficient is 0.425 kg-CO<sub>2</sub>/kWh announced by the Federation of Electric Power Companies of Japan.



## Contribution to the Reduction of Environmental Impacts on Society through the Provision of Environmentally Conscious Products or ECPs

**TOSHIBA TEC Corporation develops ECPs, where environmental impacts are reduced throughout their product life cycles, and accelerates its activities under the TOSHIBA Group's eco-efficiency indicator "Factor T."**

### Concept regarding Product Development

TOSHIBA TEC Corporation creates "ECPs" with environmental impacts reduced throughout their product life cycles. Most of the environmental impacts generated throughout a product life cycle are determined at the product planning and design stages, thus, TOSHIBA TEC Corporation focuses on the upper product development stage.

In addition to the reduction of environmental impacts, the eco-efficiency indicator "Factor T," which incorporates customer usability and satisfaction toward TOSHIBA TEC products as "product value," has been operating to apply data to product development and make information public since fiscal 2004.

TOSHIBA TEC Corporation is committed to creating products that further satisfy customers, as well as reducing more environmental impacts.

\*Product life cycle: All stages from materials procurement, manufacturing and transportation, through to usage, recycling and disposal

### Environmentally Conscious Product Development

Focusing on compliance with laws and regulations in and outside Japan, conformity with the Green Purchasing Law, and acquisition of major environmental labels such as Japanese Eco Mark, German Blue Angel and International ENERGY STAR® Program, TOSHIBA TEC Corporation works toward developing products in compliance with such standards, starting at the product planning stage. In addition, TOSHIBA TEC Corporation is preparing for compliance with the EU EuP Directive and EU REACH Regulation, which are to be embraced in the future.

For voluntary activities, "Enhancement of product eco-efficiency," "Provision of ECPs" and "Abolition of the use of certain chemical substances" defined as product-related objectives in the Fourth Voluntary Plan for Environmental Protection are highlighted.

In terms of "Provision of ECPs," the "Voluntary Environmental Standards for Each Product" are specified to prescribe the industry's top-level requirements for environmental considerations for each product, to create ECPs, and are determined as the goals for product development. The "Voluntary Environmental Standards for Each Product" define environmental considerations at each stage of a product life cycle, based on the need for reducing environmen-

tal impacts throughout a product life cycle. This activity has been conducted since fiscal 2001. However, TOSHIBA TEC Corporation has reviewed the previous standards, specified and been operating new standards with high inhibition since the commencement of the Fourth Voluntary Plan for Environmental Protection in fiscal 2005.

\*   URL for Voluntary Environmental Standards for Each Product

<http://www.tec.jp/env/pos2.htm> in Japanese only

<http://www.toshibatec.co.jp/gcompany/env/eco12.htm> in Japanese only

In fiscal 2007, products in compliance with the Voluntary Environmental Standards originated in product groups of barcode printers, POS terminals and electronic cash registers. The target ratio of ECPs to sales in compliance with the New Voluntary Environmental Standards by fiscal 2010 is 60%, and 69% has been achieved in fiscal 2007.

TOSHIBA TEC Corporation discloses information on products in compliance with the Voluntary Environmental Standards, while showing the TOSHIBA Group Earth Protection Mark in the product brochure.

The following shows an example of products in compliance with the Voluntary Environmental Standards in fiscal 2007:



Barcode Printer B-SX8R



Barcode Printer B-858



JIMCOM SJ-5500



Electronic Cash Register MA-2055

## Eco-efficiency "Factor T"

In fiscal 2004, TOSHIBA TEC Corporation introduced an "eco-efficiency" concept, in which the value of a product and the product's environmental impacts are related, and has been implementing "Factor T," which compares the eco-efficiency of a product in the year subject to assessment to the eco-efficiency of a product in the benchmark year. Eco-efficiency is calculated by dividing the "value" of a product by the product's "environmental impact." The lower the environmental impact and the higher the value of the product, the greater is the eco-efficiency. The value of a product is calculated based on Quality Function Deployment or QFD, taking the voice of customers into consideration including usability and customer satisfaction toward TOSHIBA TEC products. The environmental impact of a product is calculated based on Life Cycle Assessment or LCA, taking into consideration various environmental impacts throughout its life cycle. For integrating environmental impacts, TOSHIBA TEC Corporation uses Life Cycle Impact assessment Method based on Endpoint modeling or LIME, which was developed by the Research Center for Life Cycle Assessment of the National Institute of Advanced Industrial Science and Technology or AIST in collaboration with the Japanese government's LCA project.

### Definition of "Eco-efficiency"

$$\text{Eco-efficiency} = \frac{\text{Value of a product}}{\text{Environmental impact of a product}}$$



### Definition of "Factor"

$$\begin{aligned} \text{Factor} &= \frac{\text{Eco-efficiency of a product subject to assessment}}{\text{Eco-efficiency of the benchmark product}} \\ &= \text{Value factor} \times (1/\text{Environmental impact factor}) \end{aligned}$$

The factor indicates how many times the eco-efficiency of the benchmark product is to be the eco-efficiency of a product subject to assessment. The higher the eco-efficiency of the product, the larger the factor becomes.

In terms of "Enhancement of product eco-efficiency" in the Fourth Voluntary Plan for Environmental Protection, TOSHIBA TEC Corporation aims to attain 2.2 as the factor by 2010 relative to fiscal 2000. The following shows an example of factors for major products. "Value factor" is a relative value of a product subject to assessment relative to the benchmark product, and "1/Environmental impact factor" is also a relative value of the environmental impact.

### Factors for Major Products and Improvements

	Factor 2.37 (in 2007 relative to 2000)	Factor 2.60 (in 2007 relative to 2000)
Product name/model name	 <p>Digital MFP e-STUDIO167</p>	 <p>Electronic Cash Register MA-2055</p>
Main improvement in value	<p>Value factor 1.58</p> <ul style="list-style-type: none"> <li>● Paper to be reused with erasable toner</li> <li>● Large buttons and icon display introduced on the control panel</li> </ul>	<p>Value factor 2.88</p> <ul style="list-style-type: none"> <li>● Improved visibility</li> <li>● Improved operability</li> <li>● Promptness</li> </ul>
Main improvement in environment	<p>1/Environmental impact factor 1.50</p> <ul style="list-style-type: none"> <li>● Reduced power consumption</li> <li>● Reduced weight</li> </ul>	<p>1/Environmental impact factor 0.90</p> <ul style="list-style-type: none"> <li>● Reduced standby power</li> <li>● Reduced hazardous substances</li> </ul>

## Promoting Environmental Considerations toward Suppliers and Procured Products, to Provide Environmentally Conscious Products or ECPs

The environmental protection assessment on suppliers and the environmental performance survey on procured products are conducted. Relevant data is utilized in the design, production and procurement divisions.

### Green Procurement

To provide ECPs, TOSHIBA TEC Corporation aims to procure items with lower environmental impacts from suppliers, who actively promote environmental protection, while implementing green procurement at the procurement stage of raw materials related to products. The "Guidelines for Green Procurement" have been formulated in cooperation with TOSHIBA Corporation.

### Promotion of Environmental Protection at Suppliers

TOSHIBA TEC Corporation gives precedence to suppliers, who are actively promoting environmental protection, for procurement.

#### Environmental Protection

- 1) Set up an environment policy.
- 2) Maintain the environmental protection system.
- 3) Establish systems for education and to check whether education is provided.



### Control on Whether Environment-Related Substances are Contained in Delivered Items

We request suppliers to provide items with lower environmental impacts in compliance with environment-related laws, regulations and standards.

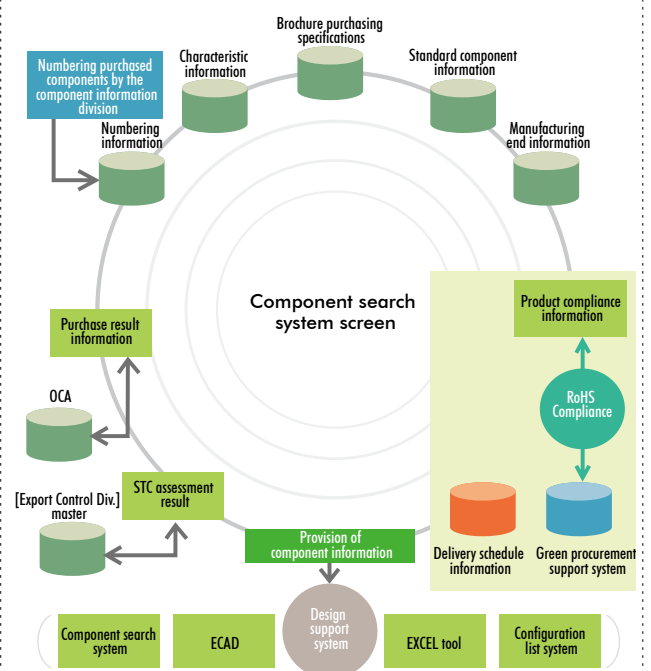
#### Control on Whether Environment-Related Substances are Contained

- 1) Thoroughly make control on whether environment-related substances are contained in delivered items known to relevant divisions and suppliers.
- 2) Satisfy requirements for management environment-related substances.
- 3) Respond to the survey whether environment-related substances are used.
- 4) Obtain information required to respond to the above survey.
- 5) Perform analysis and measurement, and obtain analysis results from suppliers (when necessary).
- 6) Investigate and understand suppliers' control system.

### Data Utilization

Environmental performance information data is provided from the green procurement support system to various in-house systems via the global component database, and utilized in the design, production and procurement divisions.

#### Component Database and Design Support System



Component search system screen

# Collection and Recycling of End-of-Use Products

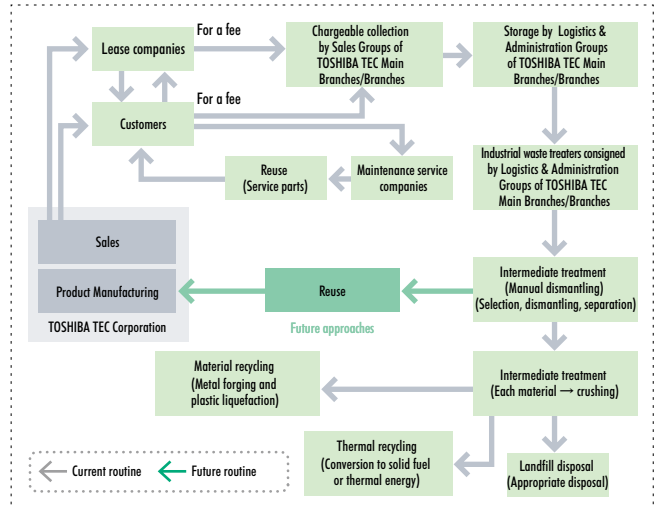
**TOSHIBA TEC main branches and branches collect end-of-use retail solution equipment. End-of-use copiers are collected and recycled at nine bases throughout Japan.**

## Collection & Recycling System for Retail Solution Equipment

As a responsible top innovator of POS systems, TOSHIBA TEC Corporation collects and recycles end-of-use retail solution equipment from its customers.

The collection & recycling system is expanded to Hokkaido, Tohoku, Kanto, Chubu, Kansai, Chugoku & Shikoku, and Kyushu Districts, to conduct full-scale operations in each district.

Recycling is implemented, with the aim of manually dismantling collected equipment, separating the equipment into each element and expanding recycling materials.



## Collection & Recycling System



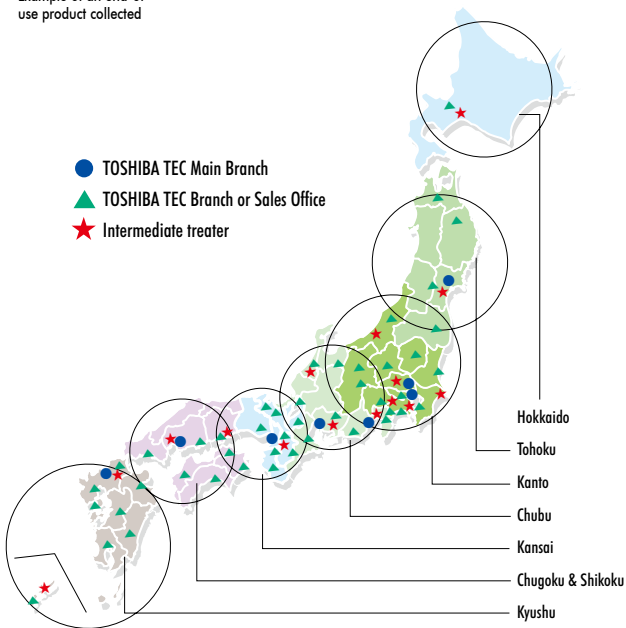
Dismantling



Example of an end-of-use product collected

### ● Features

- TOSHIBA TEC Main Branches, Branches and Sales Offices in 54 areas collect end-of-use retail solution equipment from customers.
- Any end-of-use retail solution equipment is collected, regardless of manufacturer.
- Disposal consignment at the request of customers is conducted for a fee.
- Thorough manual dismantling and separation achieve high recycling efficiency and reduce waste.



## Collection and Recycling of Copiers

TOSHIBA TEC Corporation collects and recycles end-of-use copiers in cooperation with its customers, TOSHIBA TEC Business Solution Corporation as its distribution source, and TERM CORP. as its recycling firm.

In 1998, collection and recycling of end-of-use copiers started in the Tokyo and Kanagawa regions, and has been expanding its geographic coverage to nine bases throughout Japan.

Collected copiers are manually dismantled into each element, in order to facilitate the recycling process. As a result, over 98% of end-of-use copiers collected are recycled.

In addition, by participating in the Recycled Equipment Exchange System within the Japan Business Machine and Information System Industries Association or JBIMIA, to increase its product collection efficiency, TOSHIBA TEC Corporation recovers its own end-of-use copiers, which other companies have collected.

## Collection & Recycling System



# Reduction of CO<sub>2</sub> Emissions Associated with Business Activities

The reduction in CO<sub>2</sub> emissions associated with business activities is undertaken. The TOSHIBA TEC Group does not emit any greenhouse gases other than CO<sub>2</sub>.

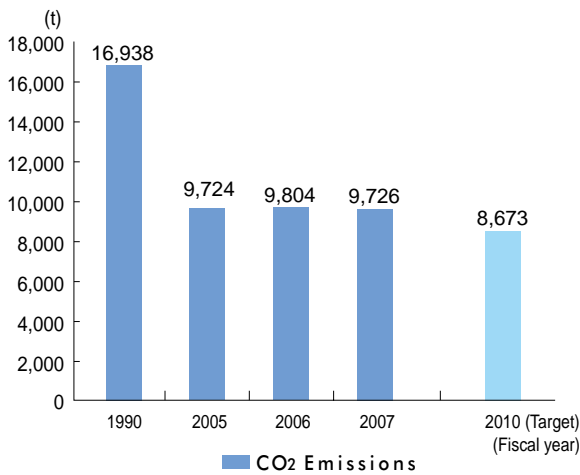
## Minimizing impacts due to Increase in Energy Consumptions

Energy-saving activities through improvements in management and investments in facilities are conducted at plants in and outside Japan, in order to reduce CO<sub>2</sub> emissions associated with energy consumptions.

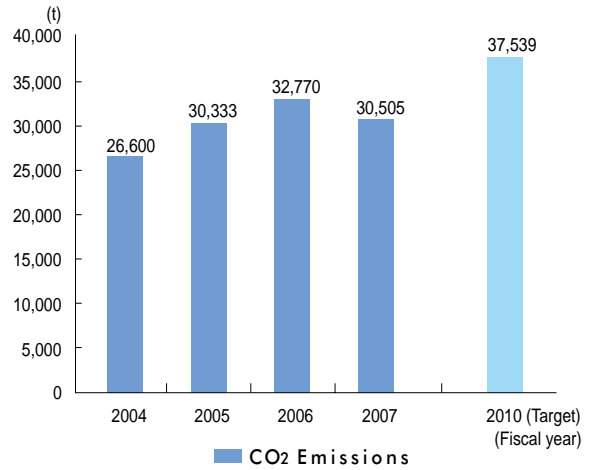
In fiscal 2007, CO<sub>2</sub> emissions in Japan remained unchanged compared with fiscal 2006 but were reduced by 43% relative to fiscal 1990. Energy-saving activities were conducted through investments in facilities by replacing with high-efficient air conditioning systems and lighting fixtures, as well as continuous improvements in management in fiscal 2007.

CO<sub>2</sub> emissions at plants outside Japan were reduced by 7% relative to fiscal 2006, through improvements in management, by eliminating unnecessary power facilities including air conditioning systems and lighting fixtures.

CO<sub>2</sub> Emissions at Production Sites in Japan



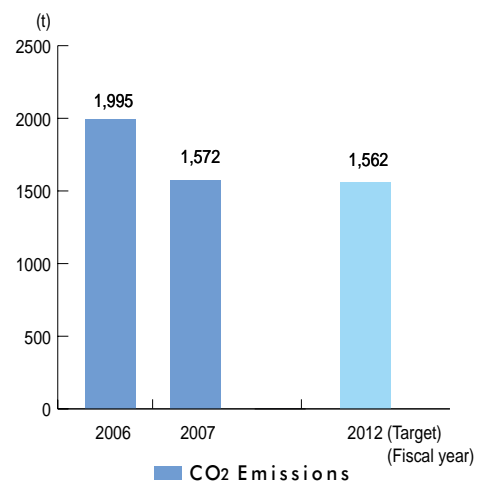
CO<sub>2</sub> Emissions at Production Sites outside Japan



## Promoting Energy Conservation Associated with Logistics

In fiscal 2007, CO<sub>2</sub> emissions associated with product transport were reduced by 25% relative to fiscal 2006 through improvements in load and delivery route efficiencies despite the reduced production volume.

CO<sub>2</sub> Emissions Associated with Product Transport



Note: The Retail Solution Business, Document Systems Business and Auto-ID & Printer Business Groups apply.

# Waste Reduction Associated with Business Activities and Control of Chemical Substances

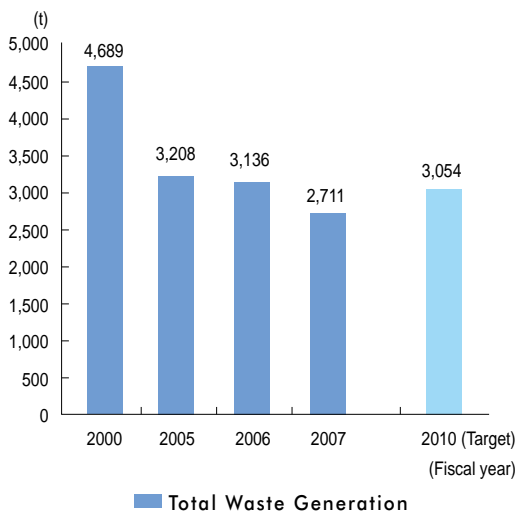
## Waste Generation in Business Activities

### Reducing the amount of waste generated

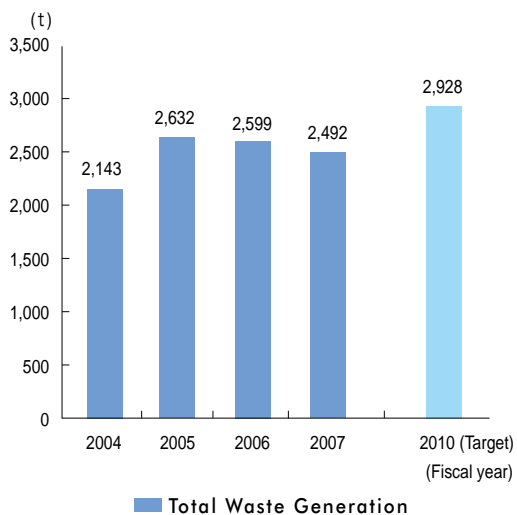
In fiscal 2007, the total amount of waste generated was reduced by 14% in Japan and 4% outside Japan compared with fiscal 2006. Expanded use of returnable containers in place of corrugated cardboards to deliver components and units reduced the total amount of waste generated.

Zero emissions of waste were maintained at seven production sites in Japan in fiscal 2007. Insufficient conditions for reduction in the amount of waste for final disposal through incineration facilities in relevant countries and regions outside Japan resulted in an average of 5.7% final disposal rate at production sites outside Japan.

Waste Generation at Production Sites in Japan



Waste Generation at Production Sites outside Japan



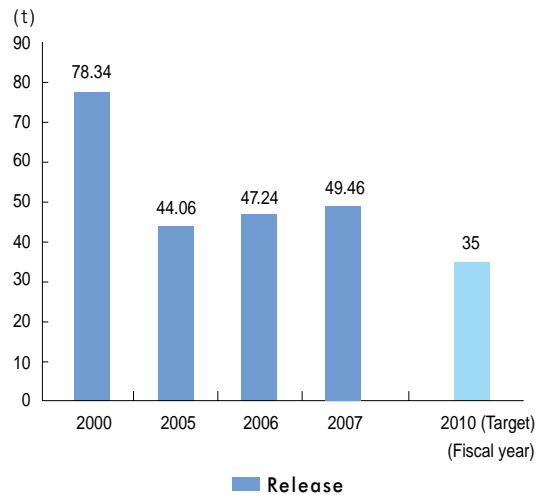
## Control of Chemical Substances used in the Manufacturing Process

### Reducing the release of chemical substances

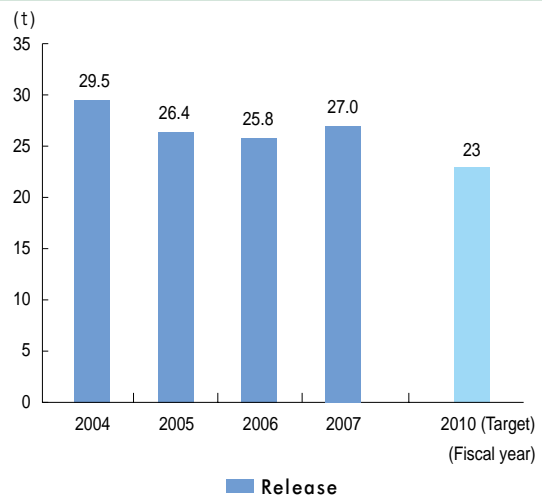
Chemical substances are handled based on three policies: "avoid use of hazardous substances to the maximum extent possible," "promote reduction and substitution to the maximum extent possible," and "subject use to appropriate controls." Substances covered by the PRTR Law of Japan and other environment-related laws and regulations are classified into three types: "prohibition of use," "reduction in use" and "control of release." In terms of "reduction in use," the TOSHIBA TEC Group strives to reduce the release of chemical substances, which have a direct impact on the environment. In fiscal 2007, the release of chemical substances increased by 3% in Japan and 5% outside Japan despite improvements in management, compared with fiscal 2006.

**The TOSHIBA TEC Group has abolished the use of Ozone-Depleting Substances.**

Release of Chemical Substances at Production Sites in Japan



Release of Chemical Substances at Production Sites outside Japan



# Environmental Activities with Society

Communication is enhanced throughout a variety of media, for people in different positions to understand the TOSHIBA TEC Group's environmental management and advance environmental activities together.

## Concept regarding Environmental Communication

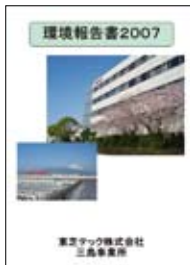
The TOSHIBA TEC Group states in its Corporate Philosophy; "We put concern for the environment as a priority in all our business activities so as to protect people's safety and health as well as the world's natural resources." Therefore, the TOSHIBA TEC Group is committed to addressing environmental issues with a genuine attitude, to build a sustainable society. However, it is essential not only for the TOSHIBA TEC Group but also for people in different positions, to recognize such a commitment, in order to address environmental issues in society and advance environmental activities together. Thus, the TOSHIBA TEC Group is improving communications throughout a variety of media, for people to understand its stance and activities toward environmental protection.

## Environmental Public Relations

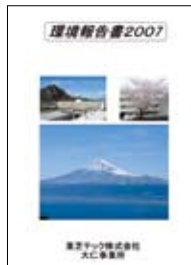
### Environmental Report & Website

The TOSHIBA TEC Group has been issuing English and Japanese editions of its Environmental Report since fiscal 2000. It has been issued as a CSR Report since fiscal 2006.

The Ohito Business Center and Mishima Business Center have been issuing the Japanese edition of their Environmental Reports, to disclose information to local communities and administrations.



Mishima Business Center



Ohito Business Center

Updated information regarding environmental reports, efforts toward environmental protection, and environmentally conscious products or ECPs is introduced on the websites.



SOCIAL AND ENVIRONMENTAL ACTIVITIES



Eco-Products



Inquiries about Social and Environmental Activities (CSR)

WEB SOCIAL AND ENVIRONMENTAL ACTIVITIES URL  
<http://www.toshibatec.co.jp/csr/report/index.html>

WEB Inquiries about Social and Environmental Activities (CSR) URL  
<http://www.toshibatec.co.jp/contacts/csr/index.html>

### In-house Public Relations

Examples of public relations at business sites are introduced.

#### ECP Display Area in Ohito Business Center

Efforts toward the Fourth Voluntary Plan for Environmental Protection, products in compliance with the Voluntary Environmental Standards, examples of ECP improvement, and panels exhibited at the TOSHIBA Group Environmental Exhibition are displayed in the ECP display area of the engineering division.



ECP display area

#### Environmental News

In addition to topics such as "Environmental Month," "3R Promotion Month" and "Global Warming Prevention Month," monthly promotion items are introduced.



Environmental news

#### Environment Display Area and Electronic Bulletin Board in Mishima Business Center

The environmental policy, organization, progress of the plan and environmental news are posted on the in-house display area near the main gate. In addition, textual information is also provided with the use of an electric bulletin board. Electricity used for this electric bulletin board is furnished by in-house wind power generation.



Environment display area (IMS area) and electric bulletin board

For more information on environmental information, see the URL below:

<http://www.toshibatec.co.jp/csr/environment/index.html>



#### Sustainability Management

- Environmental Promotion Structure
- Environmental Activities
- Mid-term & Long-term Environmental Strategies
- Environmental Accounting
- Environmental Management at Business Sites

#### Eco-Products

- Development of Environmentally Conscious Products
- Reduction of Environmental Impacts
- Green Procurement
- Collection and Recycling of End-of-Use Products, Reuse of End-of-Use Components
- Environmental Label and Green Purchasing Law

#### Eco-Process

- Global Warming Prevention and Energy Conservation
- Waste Reduction and Resource Conservation
- Control of Chemical Substances
- Reduction of Environmental Impacts on Logistics

#### Environmental Communication

(July 2008)

# Overseas Activities

We introduce some environmental activities in our overseas network.

## France TOSHIBA TEC EUROPE IMAGING SYSTEMS S.A.(TEIS)

And if, in environment terms, TOSHIBA were going beyond their area...



### As you know the environment is everybody's business!

This is our TOSHIBA group's environmental policy for products and plants. But we want to go further and further; we are anxious to be locally implicated in the region, bring our knowledge and technical know-how into environment protection. That is why for a few months now we have been linked to the water and watery landscape National Office "ONEMA" to help them in the analysis of migratory fish.

To know how to count and analyze large Atlantic fish that come to breed in rivers teaches us much about the composition of species stocking and number of fishes, and it allows also the quality evaluation of water. Fish become integrated into elements of the water biological quality such as plankton and other aquatic species.

So in accordance with some European instructions ONEMA is now in charge of the fish check-up network.

Up to now, fish counting has been made by electronical systems located in strategic «crossing points» in rivers. There are two stations, one at the foot of the battlements of EU castle on the BRESLE and the other one on the VARENNE in TORCY LE PETIT.

Our participation target is to go into partnership with ONEMA, the departmental Federation of fishing and the secondary school of Dieppe for vocational training.

We are going to restore and improve at first the existing counting systems with the help of students and technical means.

Those WHEASTON systems are only able to count fish in three predetermined «small, medium and big» categories. This limited evaluation does not allow the analysis of important data to better know the fish passing through. So in the second phase, we would like to make the counting more precise with the help of a CCD camera.

We should be able then to distinguish the shape of fish seen, species and other characteristics.

Sea trout is also called salmon trout or silver trout. This migratory fish can adapt itself to our rivers fresh water as well as to the sea salted one. It comes in rivers to breed... Young trouts spend there from one to two years at a time before moving to the sea.

Their size can reach 90 cm and their weight 10 kg.



River Varenne

Electronical complexes run by microprocessors are hidden by rivers to give us information about fish passing through.

Who knew that?





**Malaysia TIM ELECTRONICS SDN. BHD. (TIM)**

**Visit to E-Waste & Precious Metal Recovery Plant by TIM Managing Director (Top management’s commitment toward waste recycling)**

<b>Company name:</b>	Natural Arrangement Sdn Bhd
<b>Location:</b>	Lunas, Kedah
<b>Date:</b>	June 27, 2007
<b>Person in-charge:</b>	Ms. Goh Mei Lin
<b>Facilities:</b>	Latest technology of E-Waste & Precious Metal Recovery Plant.
<b>Waste items collected:</b>	1. E-waste 2. PCB, FCBA 3. Computer component
<b>DOE code:</b>	SW110, SW114
<b>Standards obtained:</b>	ISO 9001 and ISO 14001

**Objective of the visit**

1. It is a top management commitment towards environmental protection and EASTER.
2. To ensure the consigned e-waste disposal vendor disposes of our waste appropriately and according to Malaysian Law pertaining to e-waste, Environmental Quality (Schedule Wastes) Regulations 2005.



The meeting with recycler.

**Visiting to the e-waste and precious metal recovery plant**

TIM MD, Mr. H. Yamanaka personally visited the e-waste and precious metal recovery plant to see how the process was done.

They checked the competency of the vendor, and confirmed DOE\* license, Council Permit and Police License were available and valid.



Sample of real metals possible reducing.

Process flow:

received e-waste from TIM → crush → screen → separator (light & heavy) → acid tank → electrolysis → lab to analysis content → dry into powder → melt to bar



Scrap metals sorted from Waste Electrical and Electronic Equipment.

Among the recovered materials are gold, cooper, brass, aluminum and others metals.

All these recovered materials will be transformed into bars before being sold on the local market.

\* DOE: Department of Environment Malaysia

**MD’s Comment**

Good effort, activities good for the environment shall continue for future generations.

# Third-Party Comments



## Dr. Takeshi Shinoda

Professor of College of Social Sciences,  
Ritsumeikan University, Japan

Dr. Shinoda received a doctorate of Economics from the Graduate School of Economics, Nagoya University.

His field of specialization is socioeconomics.

Dr. Shinoda is a member of the Japan Society of Political Economy, Japan Association for Evolutionary Economics, and Japan Association for Northern European Studies (JANES).

His current research themes include new economic and social governance in globalization, and comparative research on work-life balance. His target regions include North Europe and Latin America.

Compared to the CSR Report 2007, the CSR Report 2008 features concrete approaches to philanthropy. The voices of employees who participated in the activities are included to give the report a friendly and easy to read atmosphere. As a result, the direction to conduct corporate-wide CSR activities is set up throughout the report. Currently, many corporations implement CSR. CSR activities seem to be steadily implemented by drafting policies, setting goals and establishing operating systems. However, only top management or executive divisions are involved in CSR at some corporations. CSR achieves significant results when every employee works on these activities cohesively. Therefore, each employee is required to be aware of CSR. Since 2004, TOSHIBA TEC Corporation has been conducting surveys on whether employees practice its corporate philosophy in a constructive manner at their workplaces including affiliates in and outside Japan. It is important to introduce actual activities in the "CSR Report 2008" in a friendly manner, to gain corporate-wide interest in CSR throughout the activities. An even friendlier report may have been created if the voices of employees had been included, such as difficulties in developing environmentally conscious products, comments and opinions on environmental education seminars provided for employees in every position. The "CSR Report" is not only for stakeholders. I recognize the TOSHIBA TEC Group defines its "CSR Report 2008" as a tool for corporate-wide educational campaigns.

Now, I would like to point out the descriptions.

First of all, with regard to the "Fourth Voluntary Plan for Environmental Protection" starting in 2004, the TOSHIBA TEC Group's efforts to specify

and successfully operate the standards with high inhibition have improved significantly. In addition, indications of not only target ratios but also target amounts are appreciated. However, I am concerned about the increase in the ratio of CO<sub>2</sub> emissions outside Japan. The reduction in the amount of CO<sub>2</sub> emissions is a major global trend. I believe the TOSHIBA TEC Group including its production sites outside Japan, as a global enterprise needs to review its way of establishing the reduction target amount. "Environmental Accounting" is provided on the website, in place of in the "Report" starting 2008 edition. Ease of reading for stakeholders is taken into account, however, "Environmental Accounting" is essential, thus, I suggest including it in the "Report."

Secondly, I would like to comment on the social aspect. For employees, action plans with specific goals regarding the environmental approach have been devised. However, concrete goals and actual conditions of the approach need to be reported. For example, to what extent child-care leave is used and to what extent target utilization is expected. When specific values are indicated, awareness of such support systems increases and issues regarding the systems become more apparent. In the "TOSHIBA GROUP CSR REPORT," utilization results are listed. It is necessary to listen to employees and reflect their opinions in the report, in order to conduct corporate-wide CSR activities.

Next, in regard to philanthropy, the report shows a variety of activities are expanded. Emphasis on activities in cooperation with citizens and local groups attracted my attention. Contribution to the local community and society cannot be enriched until local requests are learned through cooperation with such groups. I hope the TOSHIBA TEC Group actively maintains and expands its cooperative relationship with citizens and local groups.

Thirdly, I would like to comment on CSR procurement. I believe CSR procurement is essential for the TOSHIBA TEC Group as a global enterprise, which locates its production subsidiaries mainly in Asian countries. Not only green procurement but also procurement in consideration of labor and human rights compliance is needed. I hear the TOSHIBA TEC Group will conduct child labor surveys throughout Asia this year. I trust the TOSHIBA TEC Group aims to be an enterprise in accordance with the United Nations Global Compact, while continuously applying such principles to procurement. For that, periodic surveys may be required. Your active participation in the United Nations Global Compact as a global enterprise can be also included in the report, because it must have significance for the TOSHIBA TEC Group.

In conclusion, the questionnaires on the 2007 CSR Report are fully evaluated. Such responses, which show your corporate approach to CSR, can be highly regarded. I expect you to put emphasis on these questionnaires also in the future.

# GRI Content Index 2006 Edition (GRI : Global Reporting Initiative)

GRI Guidelines and appropriate pages in TOSHIBA TEC GROUP CSR REPORT 2008 are as follows:

## 1. Strategy and Analysis

- 1.1 Statement from the most senior decision maker of the organization about the strategy. . . . .P.5

## 2. Organizational Profile

- 2.1 Name of the organization. . . . .P.1
- 2.2 Primary products, and/ or services. . . . .P.7
- 2.3 Operational structure of the organization. . . . .P.9
- 2.4 Location of organization's headquarters. . . . .P.1
- 2.5 Names of countries of the reporting organization. . . . .P.1
- 2.6 Nature of ownership and legal form. . . . .P.1
- 2.8 Scale of the reporting organization, including: . . . . .P.1

- Number of employees; / Net sales or net revenues /Quantity of products or services provided

## 3. Report Performers

### • REPORT PROFILE

- 3.1 Reporting period for information provided. . . . .P.1
- 3.2 Date of most recent previous report. . . . .P.1
- 3.3 Reporting cycle. . . . .P.1
- 3.4 Contact point for questions regarding the report. . . . . Back cover

### • GRI CONTENT INDEX

- 3.12 Table identifying the location of the standard Disclosures in the report. . . . . P.42, Website

## 4. Governance, Commitments, and Engagement

### • GOVERNANCE

- 4.1 Governance structure of the organization, including committees under the highest governance body. . . . . P.9-10
- 4.2 Indicate whether the Chair of the highest governance body is also an executive officer. . . . .P.9
- 4.8 Internally developed statements of mission or values, codes of conduct, and principles. . . . .P.6
- 4.9 Including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, code of conduct, and principles. . . . .P.10

### • COMMITMENT TO EXTERNAL INITIATIVES

- 4.11 Explanation of whether and how the precautionary approach or principle. . . . . P.10-12
- 4.12 Externally developed initiatives to which the organization subscribes or endorses. . . . . P.1, P.42

### • STAKEHOLDER ENGAGEMENT

- 4.14 List of stakeholder groups engaged by the organization. . . . .P.1

## 5. Management Approach and Performance Indicators

### <Economic>

### <Environmental>

#### • ENVIRONMENTAL PERFORMANCE INDICATORS

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#### ENERGY

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- EN4 . . . . . P.31
- EN5 . . . . . P.30

#### EMISSIONS, EFFLUENTS, AND WASTE

- EN16 . . . . . P.31, P.38
- EN17 . . . . . P.31
- EN19 . . . . . P.39
- EN20 . . . . . P.31

#### PRODUCTS AND SERVICES

- EN26 . . . . . P.32
- EN27 . . . . . P.31, 35

#### TRANSPORT

- EN29 . . . . . P.38

### <Labor Practices and Decent Work>

#### • Labor Practices and Decent Work Performance Indicators

#### OCCUPATIONAL HEALTH AND SAFETY

- LA8 . . . . . P.22
- LA9 . . . . . P.22

#### TRAINING AND EDUCATION

- LA11 . . . . . P.20

### <Human Rights>

### <Society>

#### • Society Performance Indicators

#### COMMUNITY

- SO1 . . . . . P.11-12

### <Product Responsibility>

#### • Product Responsibility Performance Indicators

#### PRODUCT AND SERVICE LABELING

- PR5 . . . . . P.17

# TOSHIBA TEC CORPORATION



TOSHIBA Group Earth Protection Mark

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