CSR Report 2011
Executive Summary
Sony Group Overview

Corporate Data
Headquarters 7-1, Konan 1-chome, Minato-ku, Tokyo 108-0075, Japan
Established May 7, 1946
Employees 168,200 (As of March 31, 2011)
Sales and operating revenue ¥7,181.3 billion (For the fiscal year that began on April 1, 2010 and ended on March 31, 2011)

Business at a Glance

<table>
<thead>
<tr>
<th>Consumer Products &amp; Services (CPS)</th>
<th>Professional, Device &amp; Solutions (PDS)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Areas</strong></td>
<td><strong>Business Areas</strong></td>
</tr>
<tr>
<td>Televisions, home audio and video, digital imaging, personal and mobile products, and game</td>
<td>Professional solutions, semiconductors, and components</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pictures</th>
<th>Music</th>
<th>Financial Services</th>
<th>Sony Ericsson</th>
<th>All Other</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Areas</strong></td>
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<tr>
<td>Motion picture, television programming and distribution, and other related businesses</td>
<td>Recorded music, music publishing and other related businesses</td>
<td>Life insurance, non-life insurance, banking, leasing and credit financing business</td>
<td>Mobile phone business</td>
<td>Other online services, production and marketing of animation products, advertising agency, and other businesses</td>
</tr>
</tbody>
</table>

Note: As of April 1, 2011

Financial Highlights

<table>
<thead>
<tr>
<th>Sales and operating revenue</th>
<th>Operating income (loss)</th>
<th>Net income (loss) attributable to Sony Corporation's stockholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Yen in trillions)</td>
<td>(Yen in billions)</td>
<td>(Yen in billions)</td>
</tr>
<tr>
<td>2009</td>
<td>7.7</td>
<td>(227.8)</td>
</tr>
<tr>
<td>2010</td>
<td>7.2</td>
<td>31.8</td>
</tr>
<tr>
<td>2011</td>
<td>7.2</td>
<td>199.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>252.8</td>
</tr>
</tbody>
</table>

Note: For the fiscal year that began on April 1, 2010 and ended on March 31, 2011, operating income, as adjusted, also excludes a non-cash charge related to LCD television asset impairment.

Note: Years ended March 31
Sony published its first environmental report in 1994. In 2003, Sony broadened the scope of the report to include more comprehensive information on corporate social responsibility (CSR) and renamed it the “CSR Report.”

This year, Sony has issued this abridged printed report as an executive summary highlighting Sony’s key CSR activities, while comprehensive information related to its CSR activities and topics of interest to stakeholders are available at Sony’s CSR website (http://www.sony.net/csr). The website also contains an electronic version of this executive summary report and a more detailed report.

Report Scope and Composition
This printed report highlights key worldwide CSR activities of the Sony Group during fiscal year 2010 (April 1, 2010 through March 31, 2011). It also includes reporting on some material activities up to the end of September 2011.

In this report, the “Sony Group” refers to Sony Corporation—the parent company that operates in Japan—and all consolidated subsidiaries in which Sony Corporation holds a capital stake of more than 50%. “Sony” and “the Company” refer to the Sony Group.

The scope of environmental data in this report is Sony Group sites certified under ISO 14001 as of March 31, 2010. All Sony Group manufacturing sites as well as non-manufacturing sites with 100 or more employees are required to obtain ISO 14001 certification.

- Sony discloses its operating and financial results in the Annual Report.
- This report is published in English and Japanese.
- Guidelines referenced in the preparation of this report are as follows: 2006 Sustainability Reporting Guidelines, published by the Global Reporting Initiative in October 2006, and Environmental Reporting Guidelines (Fiscal 2007 Version), published by Japan’s Ministry of the Environment. To view the comparative tables covered in the 2006 Sustainability Reporting Guidelines, please refer to our website.
- Sony has obtained third-party verification of reported environmental data.

About the cover:
“make.believe” is the Sony Group brand message that symbolizes the spirit of the Sony Group.
“SONY” and “make.believe” are trademarks of Sony Corporation.
“For the Next Generation” is the descriptive phrase used for Sony’s CSR activities, which aim to help create a sustainable society.
Message from the CEO

Management

Innovation

True to its DNA, Sony continues to address the challenge of realizing new potential through creative technologies, products and services and a spirit of innovation that focuses on making people's lives richer in its efforts to contribute to society.

- Energy Storage
  - Technologies and Features
  - Commercializing Energy Storage Batteries
  - Demonstration Testing

Environment

Sony recognizes the importance of preserving the natural environment not only for the present but also for future generations, thereby realizing a sustainable society. To this end, Sony aims to achieve a zero environmental footprint.

- Performance in Green Management 2010 Environmental Targets
- Activities within Sony's Operations
- Activities Focusing on the Product Life Cycle

Employees

Sony actively pursues diversity—individuals with a wide range of values and personalities, irrespective of nationality, culture, race, gender, or the presence or absence of physical limitations—and has worked to create a global framework that enables talented employees to bring their capabilities into full play.

- Recruitment
- Training & Development
- Leveraging
- Support
- Communication
Sony Group Support for Recovery Efforts in the Wake of the Great East Japan Earthquake

18-19 Community
Sony strives to address the needs of local communities by leveraging its innovative products and technologies, as well as the capabilities of Sony Group employees, individually and in partnership with its stakeholders.

- Social Contribution Activities
  - Education
  - Millennium Development Goals
  - Biodiversity Preservation

22-24 Products and Services
Sony is committed to meeting the expectations of stakeholders through effective supply chain and quality management across the entire Sony Group. Also, Sony strives to deliver high-quality, reliable products that consumers can use with confidence, as well as heartfelt customer service with a personal touch.

- Supply Chain Management
- Quality Management
- Responsiveness and Customer Service

For the Next Generation
Let me begin a review of our corporate social responsibility (CSR) initiatives in fiscal year 2010 by addressing the Great East Japan Earthquake of March 11, 2011 and the subsequent tsunami, and at the same time expressing my sincerest condolences to all those who have been affected by these disasters. Fortunately, none of our employees suffered major injuries or lost their lives in these tragic events, though sadly, many of their family members and friends experienced grievous losses. While rebuilding has begun, none of us can afford to forget the long-term impact these events will have on Japan, though I am certain that the resiliency of the Japanese people, combined with the ongoing support of the international community, is helping Japan to emerge from this time of trial stronger than before, and with a renewed sense of purpose.

Very soon after the disaster struck, I visited our Sendai Technology Center in Miyagi Prefecture, which had been heavily damaged by the tsunami that tore through the region. I was humbled by the selflessness and resourcefulness demonstrated by our Sony colleagues in the tense hours after the quake. They not only worked quickly to ensure their own collective safety, but also went to great lengths to assist and ensure the safety of the many local residents who had fled other nearby buildings and taken refuge in our facility.

I am extremely proud of the courageous way in which Sony employees in Japan have coped with the difficulties they have faced in recent months as a result of this disaster. I am equally proud of how our employees around the world rallied together with business partners, customers and other key stakeholders, to lend unprecedented support to the relief effort. In addition to making an immediate $5 million charitable contribution, we instituted a global matching gift program through which we matched employee contributions, dollar for dollar, to the relief efforts. This initiative, alone, raised a total of $11 million for disaster relief and recovery. But our efforts did not stop there. Sony Music Entertainment came together with the other major music companies to launch a special benefit album called Songs for Japan. PlayStation®Network (PSN) gave consumers around the world the ability to make disaster relief contributions directly from their PSN accounts. The list goes on and on.

Sony continues to contribute actively to post-disaster relief and reconstruction, by participating in a wide range of medium- and long-term reconstruction efforts in cooperation with various stakeholders, including Sony employees, local communities, nongovernmental organizations (NGOs) and nonprofit organizations (NPOs).

In April 2011, PSN, Qriocity and Sony Online Entertainment systems were the victims of an unprecedented criminal cyber attack that forced us to temporarily shut down these services. Sophisticated criminal intrusions into network systems like the ones we experienced pose a threat not only to our customers, but also to the entire business world. We have engaged some of the most respected names in cyber security, and together we have worked to strengthen our information security systems, placing our highest priority on ensuring the security of our customers’ personal information.

These events have presented significant challenges to our Company. However, I have always believed that out of crisis comes opportunity. Following the earthquake, for example, we focused on minimizing its impact on our customers and on reinforcing our risk management system to ensure our ability to maintain business continuity, even in the event of a disaster. And while the Great East Japan Earthquake has affected Japanese society in many different ways, among the most notable is the change in social imperatives with respect to the energy supply and demand structure.

Disruption of electric power supplies in areas affected by the quake caused sudden power failures. As a result, energy storage technologies are attracting increasing attention for potential use in facilities such as schools, hospitals, broadcast facilities and data centers, as well as in residential homes. Having identified power generation and energy storage as key new business areas even before the disaster struck, we are focusing on this opportunity and accelerating innovation in this area.

In April 2011, we commenced mass production of an energy storage module that uses rechargeable lithium-ion batteries that are made with olivine-type lithium-ion iron phosphate as the cathode material and have a lifespan of more than 10 years. This groundbreaking innovation, which truly responds to current needs,
will contribute to reducing our environmental impact. We began selling energy storage modules to infrastructure facilities for use as a backup power source, as well as to residential communities for home use. This module is finding favor for a variety of other applications as well, including a new energy system currently being tested in Okinawa, Japan, that is combined with such natural energy sources as solar and wind.

On the subject of environmental initiatives, I am pleased to report that we succeeded in meeting or exceeding nearly all of the targets set forth in our Green Management 2010 plan, which aimed to reduce our environmental impact over a five-year period from fiscal year 2006 through fiscal year 2010. Among our achievements was a 30% reduction in greenhouse gas emissions from our sites compared to 2000 levels. Looking ahead, we will step up efforts to respond to environmental challenges with the aim of achieving new mid-term environmental targets for fiscal year 2015 in line with our “Road to Zero” global environmental plan—which sets forth a long-term vision of achieving a zero environmental footprint.

The initiatives described in this note are just a few of those undertaken this year in an effort to fulfill our responsibilities as a global corporate citizen and to promote social innovation that contributes to a safe, healthy and sustainable future for our planet and its people. Working with international organizations, NGOs and others, we will continue to pursue a wide range of ambitious initiatives in an effort to fulfill our responsibilities as a global corporate citizen.

I hope that you find this report and our CSR website informative, and that they provide you with a greater understanding of both the philosophy behind our CSR program and the full range of our related activities.

Howard Stringer
Chairman, CEO and President
Representative Corporate Executive Officer
Sony Corporation
Corporate Governance

Sony is committed to strong corporate governance. As a part of this effort, in 2003, Sony adopted the “Company with Committees” corporate governance system under the Companies Act of Japan. In addition to complying with the requirements of applicable governance laws and regulations, Sony has introduced its own requirements to help improve the soundness and transparency of its governance by strengthening the separation of the Directors’ function from that of management and advancing the proper functioning of the statutory committees. Under Sony’s system, the Board of Directors defines the respective areas for which each of the Corporate Executive Officers is responsible and delegates to them decision-making authority to manage the business, thereby promoting the prompt and efficient management of the Sony Group.

Governance Structure
Sony Corporation is governed by its Board of Directors, which is appointed by resolution at the shareholders’ meeting. The Board has three committees (the Nominating Committee, Audit Committee and Compensation Committee), consisting of Directors named by the Board of Directors. Corporate Executive Officers are appointed by resolution of the Board of Directors. In addition to these statutory bodies and positions, Sony has Corporate Executives who carry out business operations within designated areas.

Sony Initiatives
To strengthen its governance structure beyond legal requirements, Sony Corporation includes several provisions in its Charter of the Board of Directors to ensure the separation of the Board of Directors from the execution of business, and to advance the proper functioning of the statutory committees.

The main provisions are as follows:
• separating the roles of the Board chairperson/vice chairperson and Representative Corporate Executive Officers;
• limiting the number of terms of outside Directors;
• appointing chairs of statutory committees from the ranks of outside Directors;
• setting forth qualifications for Directors for the purpose of eliminating conflicts of interest and ensuring independence;
• raising the minimum number of Nominating Committee members (five or more) and requiring that at least two Directors of the Committee be Corporate Executive Officers;
• suggesting that, as a general rule, at least one Director of the Compensation Committee be a Corporate Executive Officer;
• prohibiting the appointment of the CEO or COO of the Sony Group (or persons in any equivalent position) to serve on the Compensation Committee; and
• discouraging the concurrent appointment of Audit Committee members to other committees.

Risk Management System
Each Sony Group business unit, subsidiary or affiliated company, and corporate division is expected to review and assess business risks on a regular basis, and to detect, communicate, evaluate and respond to risk in their particular business areas.

In addition, Sony Corporation’s Corporate Executive Officers have the authority and responsibility to establish and maintain systems for identifying and controlling risks with the potential to cause losses or reputational damage to the Sony Group in the areas for which they are responsible.

The Corporate Executive Officer in charge of Compliance is tasked with promoting and managing the establishment and maintenance of such risk management systems through the coordinated activities of the Group Risk, Compliance, Internal Audit and other relevant groups.

Corporate Governance Structure
Compliance

Ethical business conduct and compliance with applicable laws and regulations are fundamental aspects of Sony’s corporate culture. To this end, Sony has established a Global Compliance Network comprised of the Compliance Division at the corporate headquarters, a global compliance leadership team, and regional offices around the world; adopted and implemented the Sony Group Code of Conduct; and set up Compliance Hotline systems through its Global Compliance Network—all in order to reinforce the Company’s worldwide commitment to integrity and help assure resources are available for employees to raise concerns or seek guidance about legal and ethical matters.

Strengthening the Compliance System

In July 2001, Sony Corporation established the Compliance Division, charged with exercising overall control over compliance activities across the Sony Group, to emphasize the importance of business ethics and compliance with applicable laws, regulations and internal policies. The Compliance Division establishes compliance policies and structures for the Sony Group and performs crisis management functions.

In July 2003, Sony established a regional compliance network, comprised of offices in the Americas, Europe, Japan, East Asia and Pan-Asia (coverage area: Southeast Asia, Middle East, Africa and Oceania), which are charged with exercising regional control over compliance activities to strengthen the compliance system throughout the Sony Group.

Sony Group Code of Conduct

In May 2003, Sony adopted the Sony Group Code of Conduct, which sets the basic internal standards to be observed by all directors, officers and employees of the Sony Group in order to emphasize and further strengthen corporate governance, business ethics and compliance systems throughout the Sony Group. This Code of Conduct sets out, in addition to legal and compliance standards, the Sony Group’s basic policies concerning ethical business practices and activities on such topics as respect for human rights, safety of products and services, environmental conservation and information disclosure. It has been adopted and implemented by each Sony Group company globally and is the subject of frequent “tone from the top” messaging and other training.

For more information >>  Sony Group Code of Conduct:
http://www.sony.net/code/

Internal Hotline System

Following the adoption of the Sony Group Code of Conduct, Sony also established a Sony Group Compliance Hotline system as a resource for employees to report concerns or seek guidance about possible violations of laws or internal policies, and to allow the Sony Group to respond swiftly to potential risks of such possible violations. The Sony Group Compliance Hotline system is available worldwide. Callers who report issues in good faith are protected from any possibility of retaliation for the report.

The Sony Group Compliance Hotline system is directly linked to the Corporate Executive Officer in charge of Compliance and is operated independently from the ordinary line of command. Summaries of hotline calls, results of investigations, and updates on the operation of the system are reported to senior management and the Audit Committee.

Compliance Monitoring Program

A compliance monitoring program helps to assure thorough global adherence to the Company’s Code of Conduct, internal policies, and training and other protocols. The program relies on self-assessments, compliance audits and internal audits, along with monitoring of hotline reporting.
Sony Group Support for Recovery Efforts in the Wake of the Great East Japan Earthquake

Sony offers its deepest sympathy to all who were affected by the Great East Japan Earthquake, which struck on March 11, 2011.

While certainly affected by the disaster, Sony was fortunate to have been able to continue its operations, enabling Sony to support Japan’s relief efforts immediately following the disaster and ongoing medium- and long-term recovery initiatives.

Safety and security measures and Sony’s disaster response system

In the immediate aftermath of the disaster, Sony gathered information and coordinated responses on the ground through its emergency response headquarters. The headquarters worked swiftly to assess the impact on Sony Group sites and confirm the safety of staff working at these sites, as well as to extend support to evacuees once they had returned home. Sony also helped provide temporary and new housing to employees whose homes were destroyed or partially damaged by the earthquake.

Going forward, Sony will apply insights gained and lessons learned from the Great East Japan Earthquake to further strengthen systems for responding to disasters and ensuring the safety and security of its employees.

Enabling employees to participate in volunteer activities

Shortly after the disaster, Sony began to support employees who sought to participate in volunteer activities; specifically, Sony established special volunteer programs, both at damaged sites and elsewhere, tailored to the needs of communities in affected areas.

(For more information on employee volunteer activities, see pages 10–11.)
**Efforts to assess damage and resume operations at Sony manufacturing sites and plants in eastern Japan**

Despite having to suspend operations at 10 manufacturing sites damaged or otherwise affected by the disaster, Sony had succeeded in resuming normal or partial operations at all sites by the end of May 2011. Notably, Sony’s Tagajo Plant in Miyagi Prefecture, which sustained the most significant damage, resumed production of the mainstay Blu-ray Disc™ and other professional disc media in late May and magnetic tapes in late June.

In addition to the 10 sites noted above, Sony was also forced to implement temporary production adjustments at several other domestic manufacturing sites that were not directly damaged in the disaster in response to shortages of necessary raw materials and components. However, the most of Sony’s manufacturing sites have now resumed normal production.*

*As of August 2011

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**Damage to/resumptions of operations at production sites in eastern Japan**

<table>
<thead>
<tr>
<th>Company</th>
<th>Site Description</th>
<th>Resumption Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sony Chemical &amp; Information Device Corporation</td>
<td>Tome Plant, Nakada site</td>
<td>(Magnetic devices, optical components, others) Resumed normal production on June 15, 2011</td>
</tr>
<tr>
<td></td>
<td>Tome Plant, Toyosato site</td>
<td>(Magnetic tapes, IC cards, others) Resumed partial production on March 28, 2011</td>
</tr>
<tr>
<td></td>
<td>Tagajo Plant</td>
<td>(Magnetic tapes, Blu-ray Disc™, others) Resumed production of Blu-ray Disc™ on May 30, 2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resumed partial production of magnetic tapes on July 27, 2011</td>
</tr>
<tr>
<td></td>
<td>Kanuma Plant</td>
<td>(Bonding materials, optics materials, others) Resumed normal production on March 23, 2011</td>
</tr>
<tr>
<td>Sony Shiroishi Semiconductor Inc.</td>
<td>(Semiconductor lasers)</td>
<td>Resumed normal production on August 18, 2011</td>
</tr>
<tr>
<td>Sony Energy Devices Corporation</td>
<td>Motomiya Plant</td>
<td>(Lithium-ion rechargeable batteries, others) Resumed normal production on April 18, 2011</td>
</tr>
<tr>
<td></td>
<td>Koriyama Plant</td>
<td>(Lithium-ion rechargeable batteries, others) Resumed normal production on April 25, 2011</td>
</tr>
<tr>
<td></td>
<td>Tochigi Plant</td>
<td>(Lithium-ion rechargeable batteries, others) Resumed normal production on April 11, 2011</td>
</tr>
<tr>
<td>Sony DADC Japan Inc.</td>
<td>Ibaraki Facility</td>
<td>(CDs, DVDs, others) Resumed normal production on April 11, 2011</td>
</tr>
<tr>
<td>Sony Manufacturing Systems Corporation</td>
<td>Kuki Plant</td>
<td>(Surface mounting equipment, others) Resumed normal production on March 15, 2011</td>
</tr>
</tbody>
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**Responding to restrictions on electric power use**

In response to restrictions on electric power use—implemented as a consequence of insufficient electric power supplies in areas served by Tokyo Electric Power Co., Inc., and Tohoku Electric Power Co., Inc.—Sony has taken steps to reduce power consumption. Specifically, the Company implemented night shifts, rotating facility closures in the summer months, introduced daylight savings time at its facilities, and installed energy-efficient lighting and air-conditioning equipment. With these approaches among other measures, Sony reduced its power consumption to 15%* below the target that was set by the Japanese government.

*July–September 2011

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*As of August 2011

Note: Main products are shown in parentheses.
Working with Communities

In the days following the Great East Japan Earthquake and in the months since, Sony has engaged its employees and has undertaken a number of activities, working closely with nongovernmental organizations (NGOs) and nonprofit organizations (NPOs) to contribute to immediate relief efforts and long-term recovery.

Support at Sony sites in disaster-hit areas
Sony sites in disaster-hit areas took prompt steps to assist displaced local residents. The damaged Tagajo Plant provided food and shelter to approximately 100 local residents who sought refuge at the upper floors of the flooded facility in the immediate aftermath of the disaster. Plant staff also assisted with relief efforts at the local volunteer center. The Tagajo Plant is also working with local authorities and is planning to lend certain site buildings to local businesses and temporarily assign certain staff members to assist and support officials.

Emergency relief provided by the Sony Group
In addition to donating a total of $5 million, the Sony Group provided emergency aid supplies in the days following the disaster, including 30,000 radios and 500,000 dry cell batteries.

Matching gift program to support employee contributions and fundraising programs for customers
Approximately 74,000 Sony employees and former employees in more than 50 countries and territories donated a total of approximately $5.5 million directly to relief efforts. With an additional $5.5 million raised through a special matching gift program, whereby Sony matched employee donations, the total of $11 million was donated for disaster relief and recovery.1 Fundraising programs with customers, such as direct donation from PlayStation®Network (PSN) accounts and Sony Point program and So-net Point service, raised an additional $2.5 million from approximately 300,000 participants.2

Donated the proceeds from the sales of Songs for Japan, a charity compilation album, to support the victims of the Great East Japan Earthquake
Sony Music Entertainment cooperated with other major record companies* to produce a charity compilation album, Songs for Japan, with the proceeds from the sales of the album donated to the Japanese Red Cross Society.

Employee volunteer efforts
More than 260* Sony employees have volunteered to assist with relief efforts in areas affected by the disaster. Sony will continue to encourage participation in volunteer initiatives in a manner that reflects local needs and the progress of recovery.

Participation in business community volunteer program
In response to a call by the Keidanren One Percent Club*, Sony recruited employees to volunteer for a program organized by the Joint Committee for Supporting Voluntary Disaster Relief Activities. Participants were dispatched to affected areas, where they assisted with a variety of efforts, including the removal of mud and rubble, as requested by local volunteer centers. Debriefing sessions were held afterward to enable participants to report on their activities and widen the circle of support. A cumulative total of 95 employees have volunteered for this program.*2

Program organized by concerned employees
With the aim of widening the circle of support, participants in the business community volunteer program plan and administer a program that enables employees to use their holidays and weekends to volunteer in disaster-hit areas. Approximately 70* employees have participated in the program.

*1 As of June 2011
*2 As of September 2011

* UNIVERSAL MUSIC LLC, Warner Music Japan Inc. and EMI Music Japan Inc.
Supporting recovery through the medium of soccer

Anxious to help bring smiles back to the faces of local children, players on Sony-affiliated team Sony Sendai FC*1 organized soccer classes for children in evacuation centers while at the same time assisting with efforts to restore operations at Sony facilities. In the city of Tagajo, players also sponsored a public viewing of J.League team Vegalta Sendai’s first home match of the year, a project undertaken in cooperation with the Solar Bear Fund*2.

*1 The Sony Sendai Football Club is a Sendai-based professional soccer team.
*2 The Solar Bear Fund, which uses two bears as its mascots, is a Japanese NPO involved in a broad range of activities, including promoting the adoption of renewable energy and providing environmental education for children.

Medium- and long-term initiatives undertaken in cooperation with NGOs and NPOs

Collecting, cleaning and digitizing photographs and photo albums

As part of its effort to provide support in areas affected by the Great East Japan Earthquake, Sony developed a special macrophotography-based digitizing device to facilitate the digital preservation of tsunami-damaged photographs and photo albums. Sony employee volunteers in the area worked with a local NGO to collect and clean photographs and albums, which were then digitized and stored using the device.

Supporting NPOs focusing on children

Capitalizing on Group assets, Sony prepared a special entertainment package* for use by NPOs working to assist children in disaster-hit areas. The package was also given away at a fundraising event organized by a relief organization at the Sony Building in Tokyo’s Ginza district.

* The entertainment package included a television and DVD player, as well as various software titles, including animation, movies and music.

Assisting efforts to provide opportunities for children to study and play through participation in Project Yui

Sony has endorsed Project Yui, a public–private sector consortium established to support medium- and long-term recovery efforts in disaster-hit areas, and is helping to provide opportunities for children to study and play—primarily in Ishinomaki, Miyagi—as well as to sort and distribute study materials. Approximately 20* employees volunteered to participate in activities with local children, including building PET bottle rockets and baking cookies in the assembly hall of a temporary housing village.

* As of September 2011

RESTART JAPAN Fund: Providing support for recovery efforts over the medium and long term

With the aim of assisting children in affected areas over the medium and long term, Sony joined forces with Save the Children Japan* to establish the RESTART JAPAN Fund. Sony is harnessing the considerable assets of the Sony Group to focus on protection and care, education, and creative activities for children.

As a first step, profits from sales of “RESTART,” a charity single performed by the Japanese band TUBE, were donated to the RESTART JAPAN Fund. Other fundraising activities included a special science program for children organized by Sony Science Foundation, a charity concert sponsored by Sony Music Foundation and a charity beach soccer match between teams from Japan and Brazil, held in Rio de Janeiro, Brazil.

Sony will continue to collaborate with Save the Children through the RESTART JAPAN Project to assist children in areas affected by the disaster.

Save the Children RESTART JAPAN http://www.savechildren.or.jp/restartjapan/eng/

* Established in 1919, Save the Children is a United Nations-certified global NGO that provides support for children and their families, as well as for the improvement of local communities. One of the world’s most respected NGOs, Save the Children is active in approximately 120 countries, where it conducts a variety of programs—including emergency relief—tailored to local needs. Save the Children Japan is a Cabinet Office-approved organization.
Development of olivine-type lithium-ion iron phosphate secondary cell that provides a long lifespan, a high level of safety and a smaller environmental footprint
Since commercializing the world's first lithium-ion battery in 1991, Sony has continued to focus efforts on the development and commercialization of technologies for lithium-ion batteries, which boast excellent energy efficiency and high energy/power density, among other superior properties. In recent years, Sony has also utilized its accumulated technologies and know-how in product development in the energy storage field, which continues to benefit from rapidly rising demand in Japan and abroad across a wide range of applications, such as emergency backup power sources for hospitals, schools and offices, as well as energy storage systems for group housing complexes. In 2009, Sony brought to market a proprietary lithium-ion battery that uses an olivine-type lithium-ion iron phosphate as the cathode material, and took a solid step forward into the field of energy storage.

Development of energy storage module and storage battery that will help to build backup power sources and encourage peak energy shift
After shipments of the olivine cell began, Sony developed an energy storage module with a 1.2 kWh capacity that uses the inherent proprietary technologies applied to such cells. In April 2011, Sony commenced mass production of these modules. Following the Great East Japan Earthquake in March 2011, Japan has seen a rapid rise in interest in the storage of electricity for later use from a broad range of electricity consumers, from infrastructure facilities to residential homes. Energy storage battery technology is thus attracting significant attention from both businesses and households as a means of saving electricity and as a backup power source in the event of a sudden power outage. Against this backdrop, Sony will continue to mobilize and apply its technical capabilities in the energy storage field with the aim of realizing innovations in sustainability, including commercializing an integrated energy storage battery unit for commercial use and a small energy storage battery unit for household use.

Commercializing Energy Storage Batteries

Integrated energy storage battery unit for commercial use
Sony commenced shipments of an integrated energy storage battery unit for commercial use in September 2011. Combining such components as an energy storage module mounted with the Company's own long-life cells, a controller, inverter and converter, this battery delivers a maximum storage capacity of 2.4 kWh. The unit has six power outlets and can function as an uninterruptible power supply (UPS) for commercial users.

Small energy storage battery unit for household use
General sales of Sony's Home Energy Server, which targets the household market, were launched in Japan in October 2011. This unit features several long-life cells developed in-house by Sony to deliver maximum energy storage capacity of 300 Wh. Boasting a compact design and user-friendly operation, the Home Energy Server may be utilized by home users both for power saving and as an emergency backup supply in case of a power outage.
Efforts Aimed at Realization of a Smart Grid

In collaboration with Okinawa Institute of Science and Technology Promotion Corporation (OIST), Sony Group research institute Sony Computer Science Laboratories, Inc. (Sony CSL), is conducting demonstration tests for an open energy system (i.e., a distributed small-scale energy network) that features an energy storage system with our energy storage module and renewable energy (solar and wind power, with commercial power as an auxiliary power source). Sony CSL is currently building an energy storage system at OIST’s campus in Onna Village, Okinawa, scheduled to open in 2012. The system features a Sony 8.4 kWh energy storage module and is connected to commercial power as well as solar and wind power generation systems, using renewable energy to, among others, operate on-campus projectors and monitor stored-energy volume, wind power, temperature, and lighting intensity. Sony will also take part in the Pecan Street Smart Grid Demonstration Project, in Austin, Texas, which begins in 2012, and plans to participate in a variety of demonstrations and verification tests utilizing its independently developed technology for predicting electricity demand and energy storage units, among others.

Use of Olivine-Type Lithium-Ion Iron Phosphate

An exceptional feature of the long-life cell developed by Sony, and of the energy storage module in which it is mounted, is the use of olivine-type lithium-ion iron phosphate as the cathode material. The positively charged material is stable, with its crystals binding together for greater strength, and it has a robust crystal structure. Even if the ambient temperature rises, it is difficult for oxygen to detach, thereby providing superior heat stability. While this material is extremely promising, it customarily presents several drawbacks and challenges when applied to secondary cells. However, Sony overcame these issues by applying proprietary material process technology and developing a suitable structure to create a cell with key advantages. Specifically, the cell realizes (1) a lifespan of more than 10 years if fully charged and discharged daily in a 23°C environment; (2) excellent safety performance based on superior heat stability; (3) rapid recharging (can be recharged to 90% capacity or more in just one hour); and (4) high scalability. In addition, since it uses iron (lithium-ion iron phosphate)—a relatively plentiful resource—as the electrode material, it achieves a much lower environmental footprint compared with batteries that use rare metals, which have extremely limited reserves and are in short supply.
Sony recognizes the importance of preserving the natural environment for future generations, thereby ensuring a healthy and sustainable society now and in the future. Accordingly, Sony is striving to reduce its environmental footprint to zero.

### Green Management 2010 Environmental Targets
Reduction of greenhouse gas emissions by approximately 30%

From fiscal year 2006 to fiscal year 2010, Sony pursued mid-term Group environmental targets under Green Management 2010 in relation to a wide range of environmental issues, including global warming prevention, resource conservation and appropriate management of chemical substances. Green Management 2010 concluded at the end of March 2011, with Sony achieving nearly all of its mid-term targets, including an absolute reduction in greenhouse gas emissions from Group sites (calculated in terms of CO2) by approximately 30% from the fiscal year 2000 (base year) level.

The following chart looks at the principal targets of Green Management 2010 and Sony’s achievements in each area.

For more information, see:

<table>
<thead>
<tr>
<th>Environment</th>
<th>Level of achievement</th>
<th>Target</th>
<th>Base fiscal year</th>
<th>Target fiscal year</th>
<th>Fiscal year 2010 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention of Global Warming</td>
<td>✓</td>
<td>Achieve 7% or greater absolute reduction in total emissions of greenhouse gases (calculated in terms of CO2) from sites</td>
<td>2000</td>
<td>2010</td>
<td>Decrease of 31% from the fiscal year 2000 level</td>
</tr>
<tr>
<td></td>
<td>✓</td>
<td>Reduce annual energy consumption of products</td>
<td>—</td>
<td>—</td>
<td>Achieved target for reducing energy consumption of products in all product categories</td>
</tr>
<tr>
<td>Resource Conservation</td>
<td>✓</td>
<td>Achieve 40% or greater absolute reduction in total waste from sites</td>
<td>2000</td>
<td>2010</td>
<td>Decrease of 54% from the fiscal year 2000 level</td>
</tr>
<tr>
<td></td>
<td>✓</td>
<td>Achieve 20% or greater absolute reduction in volume of water purchased or drawn from groundwater</td>
<td>2000</td>
<td>2010</td>
<td>Decrease of 41% from the fiscal year 2000 level</td>
</tr>
</tbody>
</table>
| Chemical Substance Management | × | Achieve 40% or greater absolute reduction in released amounts of VOCs into the atmosphere | 2000 | 2010 | Decrease of 35% from the fiscal year 2000 level  
Reason target not attained: Certain VOCs are difficult to replace while semiconductor production increased, and a lack of an appropriate method of treating low-concentration emission gases |
| | ✓ | Prohibit, reduce or control use of controlled environmental substances in products | — | — | Procurement of parts and raw materials  
• Sony has set targets for prohibiting or reducing the use of controlled chemical substances in supplied parts and raw materials, and has applied these to all products shipped  
• Chemical substance content data is gathered from suppliers and managed in a database |

### Road to Zero: Sony’s Global Environmental Plan
Striving to achieve a zero environmental footprint

In April 2011, Sony embarked on Green Management 2015, its next set of mid-term environmental targets in line with its Road to Zero global plan, which outlines a long-term goal of achieving a zero environmental footprint. Green Management 2015 sets forth specific targets, which have been backcasted from the Group’s goals for 2050, focusing on the impact of the entire product life cycle in four key areas—climate change, resources, chemical substance management and biodiversity.

To achieve these targets, Sony will leverage its comprehensive global environmental management system, which integrates the Company’s corporate headquarters with its business divisions and sites worldwide. In addition, the Group has obtained integrated certification under ISO 14001, the international standard for environmental management systems, and is continuously working to improve its environmental performance.

For further details on the 2015 targets, see:
Sony Road to Zero global environmental plan: http://sony.net/SonyInfo/csr/eco/RoadToZero/
Environmental Activities within Sony’s Operations (FY2010)

Curbing Climate Change  Reducing greenhouse gas emissions at sites
In fiscal year 2010, greenhouse gas emissions at sites were approximately 1.53 million tons, down approximately 31% from fiscal year 2000. To reduce greenhouse gas emissions, Sony has positioned improvements in the efficiency of energy use at its sites as its greatest priority. This effort encompasses initiatives in both infrastructure and systems, including the introduction of energy-efficient facilities and the launch of an internal training program for the Company’s energy conservation experts.

Sony is also aggressively pursuing the use of renewable energy. In fiscal year 2010, Sony succeeded in offsetting global reductions in greenhouse gas emissions by 127,000 tons through the use of green electricity certificates and other initiatives. Electricity acquired from renewable sources accounted for approximately 9% of Sony’s total electricity purchases worldwide. Further, with regard to perfluorocarbons (PFCs) and other greenhouse gases emitted in the production of semiconductors and LCD panels, Sony is working to reduce emissions through the introduction of treatment equipment.

Conserving Resources  Reducing waste at sites
Total waste generated by sites amounted to approximately 128,000 tons, a reduction of approximately 54% from fiscal year 2000. Sony’s reuse/recycle rate was 99.6% for manufacturing sites in Japan and 87.1% for manufacturing sites outside Japan. Sony continues to promote the reuse/recycling of waste from sites in its products and packaging materials on a global basis.

Reducing water consumption by sites
Sony sites used approximately 15.75 million m³ of water in manufacturing operations, comprising water purchased or drawn from groundwater. This was a reduction of approximately 41% compared with fiscal year 2000. Sony is taking steps to reduce water used by its sites around the world.

Managing Use of Chemical Substances  Management of chemical substances at sites
Sony has developed Group-wide standards to the management of chemicals used at sites and has implemented measures aimed at reducing the amounts of such substances transferred and released into the air and water as emissions or waste. In fiscal year 2010, emissions of volatile organic compounds (VOCs) released into the atmosphere amounted to approximately 1,184 tons, which represents a 35% reduction from the fiscal year 2000 level.

Sony has established and been implementing internal standards for the prevention of environmental accidents as well as for emergency responses as part of its measures to ensure the proper management of chemical substances.

Conserving Biodiversity  Measures to conserve biodiversity
Under policies and guidelines related to biodiversity, Sony is promoting ongoing activities to incorporate more green spaces at its various facilities and to preserve and restore the natural environment. For example, in Japan, the Kohda Site of Sony EMCS Corporation’s Tokai TEC has maintained the Sony Forest on factory grounds since 1998 and has since made it available to the local community. In recognition of these efforts, the Kohda Site received Superlative Stage certification in 2011, the highest level of certification available under the Social and Environmental Green Evaluation System (SEGES)*, making it the first such site in Japan to receive this distinction.

* SEGES is an evaluation and certification program run by the Urban Green Space Development Foundation. SEGES evaluates businesses’ green spaces and the contribution to society and the natural environment these businesses are making through the protection and nurturing of such spaces. SEGES particularly recognizes outstanding initiatives by businesses.
Sony is striving to achieve a zero environmental footprint at every stage of the product life cycle and throughout its business activities.

**Technology Development**

**Upward heat reflection film for curbing the heat island effect**

In recent years, many large buildings have introduced features to limit the level of solar heat penetration through windows. However, by protecting the building interior from solar heat there is the risk that the sun’s heat (infrared rays) and sunlight may be reflected onto the ground or nearby buildings, contributing to an urban heat island effect. To address such issues, Sony successfully developed the world’s first heat-shielding film for window glass, which selectively reflects (using retroreflection) the heat component of the solar rays back toward the sky while allowing visible light to penetrate the glass. At present, Sony is conducting simulations and field testing of the film at various Sony facilities and is aiming for commercialization of the product within the next few years.

**Plant-derived flocculants for wastewater treatment**

Sony is also stepping up efforts to develop purification technologies for industrial water. Sony has focused its attention on the properties of a particular plant-derived material for binding together waterborne pollutants. Using this material, Sony has developed a flocculant for rapidly coagulating and settling sludge in wastewater that contains heavy metals and other hazardous substances by binding these pollutants into larger clumps. This newly developed flocculant provides enhanced heavy-metal-removal performance compared with conventional synthetic polymer-derived flocculants, while requiring that a lower amount of flocculant be added to wastewater. Sony Group manufacturing facilities are currently conducting verification trials with the new flocculant, which could offer a wide range of environmental and cost-related advantages.

**Collection and Recyling**

Sony recognizes its social responsibility as a manufacturer, and adheres to recycling laws and regulations in the countries and regions in which it operates by promoting the collection and recycling of used products. These laws include the Home Appliance Recycling Law in Japan, the EU Directive on Waste Electrical and Electronic Equipment (the WEEE Directive) in Europe and various state recycling laws in the United States targeting used appliances. In fiscal year 2007, U.S. subsidiary Sony Electronics Inc. (SEL) voluntarily introduced the Sony Take Back Recycling Program, a nationwide initiative that allows consumers to drop off Sony products at designated collection centers free of charge for recycling. In fiscal year 2009, based on cooperation from retail stores, SEL also established the voluntary GreenFillSM program, which enables consumers to recycle small electronics equipment from any manufacturer free of charge, simply by placing it in the collection box at a participating retail location. Even in certain countries and regions that have not yet introduced recycling laws or regulations, Sony undertakes a broad array of activities. For example, in 2011, Sony Colombia S.A., a sales subsidiary in South America, launched a free-of-charge collection program for end-of-life products and batteries with the support of Colombia’s Ministry of the Environment, Housing and Territorial Development. Under this program, the first of its kind in the electronics industry, Sony Colombia is promoting the collection and recycling of all used Sony products, including televisions and audio equipment.

**Product Planning and Design**

**Reducing product operating power consumption**

Across its entire electronics product range, Sony continues to bolster power-saving performance as it strives to maintain its industry-leading position for product power conservation. Over a two-year period between 2008 and 2010, Sony succeeded in reducing annual power consumption of its leading BRAVIA™ LCD television models by approximately 30%. In addition, Sony is pursuing measures to reduce power consumption in each product category, such as its globally marketed Blu-ray Disc™ players and VAIO® personal computers.

* Comparison of annual power consumption of the BRAVIA™ V1 Series (launched in 2008) and BRAVIA™ EX700 Series (launched in 2010) 40-inch and 46-inch models (calculated based on Japanese energy conservation laws at the time of product launch)

**Power-saving functions of the BRAVIA™ LX900 Series LCD television**

This series includes an Intelligent Presence Sensor with a Face Detection feature, which not only recognizes whether someone is in front of the television but also detects whether the person is watching the television screen. It then automatically responds by adjusting picture brightness or by shutting the picture off if no one is watching, thereby enhancing power-saving performance.
Resource conservation in Sony products

Through environmentally conscious design, which considers the resources used in Sony products from the perspective of the 3Rs (reduce, reuse, recycle), Sony is working to reduce product weight and introduce materials such as vegetable-based plastics and recycled plastic made from waste DVDs and CDs into its products. With regard to recycled plastic, Sony recycles waste plastic collected from within and outside the Sony Group. This recycled plastic is then utilized effectively in a wide variety of products, including televisions, digital cameras, audio products and recording media. In fiscal year 2010, Sony used more than 24,000 tons*1 of recycled plastic.

*1 The gross amount including virgin plastic and additives mixed with the recycled plastic.

Development and use of SoRPIAs (Sony Recycled Plastic)

In February 2011, Sony developed SoRPIAs (Sony Recycled Plastic), a flame retardant plastic that has the world’s highest*2 recycled content ratio of more than 99%. SoRPIAs was used in the bezel (screen rim) of BRAVIA™ LCD television KDL-40EX52H and two other BRAVIA™ models launched in spring 2011. SoRPIAs is made from the recycled polycarbonate waste plastic collected from within and outside the Sony Group and blended with a new flame retardant containing sulfur, which Sony developed at its own laboratories. Sony expects SoRPIAs to achieve an estimated 80% reduction in CO₂ emissions in the plastic manufacturing process (including transportation) compared with conventional plastic.

*2 Based on Sony research as of February 2011. Conventional flame retardant recycled plastics used in electronics products have a recycled content ratio of less than 60%.

Operations

Sony sets such targets as greenhouse gas emissions and waste reduction on a unified global basis. Sony also takes a proactive global approach to reducing the environmental footprint of its factories and offices and pursues local activities with the aim of contributing to environmental sustainability.

For more information, see Environmental Activities within Sony’s Operations (page 15).

Introduction of the Green Star Program

In fiscal year 2011, Sony will begin to introduce using its own program for assessing the environmental performance of manufacturing and non-manufacturing Sony Group sites worldwide. Developed to assist Sony in achieving the goals set forth in its Road to Zero global environmental plan, the Green Star Program seeks to make comprehensive assessments of the results of site initiatives from the four key environmental perspectives—climate change, resources, chemical substance management and biodiversity—with evaluation criteria based on numerical targets and policies concerning each area. The Green Star Program provides a comprehensive evaluation of each site based on quantitative and qualitative assessments.

Logistics

Sony is decreasing shipping weight by reducing the weight of finished products. At the same time, Sony is striving to reduce CO₂ emissions and the amount of packaging materials used in logistics by optimizing transportation efficiency (i.e., making product packaging more compact and improving load efficiency), as well as by switching to modes of transportation and utilizing other shipping techniques that lessen our environmental footprint, including modal shift and joint shipping. In Brazil, for shipments from its factory in Manaus to São Paulo, Sony Brasil Ltda. changes to maritime transportation, thereby reducing CO₂ emissions by approximately 100 tons compared with transportation by truck.

Procurement

With regard to designated chemical substances contained in products and parts, Sony has formulated its own set of standards for managing chemical substances, which reflect both legally mandated standards worldwide and the views of its stakeholders. Simultaneously, Sony operates the Green Partner Environmental Quality Approval Program, and purchases electronic parts only from suppliers who have passed this audit and have been certified as Green Partners. Further, Sony has begun gathering data from its suppliers on chemical substances contained in parts and materials, and is working toward compliance with the EU’s REACH regulations*1. In addition, in fiscal year 2010, Sony continued to participate in the Electronic Industry Citizenship Coalition’s (EICC)*2 Supplier Carbon Reporting System. These and other activities enable Sony to monitor the greenhouse gas emissions of its principal manufacturing outsourcing partners.

*1 REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals): Regulations introduced in the EU for managing chemical substances

*2 EICC (Electronic Industry Citizenship Coalition): A CSR alliance established in 2004 with the aim of improving processes in the electronics industry supply chain. Sony was one of several companies to participate in the EICC’s establishment.

For more information, see Environmental Activities within Sony’s Operations (page 15).
Sony strives to address the needs of local communities by leveraging its innovative products and technologies, as well as the capabilities of Sony Group employees, individually and in partnership with its stakeholders.

For the Next Generation

“For the Next Generation” is a phrase adopted by Sony to describe its CSR direction. Sony continues to pursue a wide range of initiatives, including actively promoting science education for children, a core pursuit initiated by one of Sony’s founders, Masaru Ibuka, and leveraging its entertainment resources to provide support for arts education. These initiatives are consistent with Sony’s social contribution policy, which is to “undertake activities in fields where Sony is best able to do so, to help address the needs of communities.”

Sony also strives to fulfill its responsibilities as a global corporate citizen by participating in efforts to support the Millennium Development Goals (MDGs)*1, which seek to resolve such key global development challenges as environmental conservation and poverty, and by providing assistance in the aftermath of major disasters.

In fiscal year 2010, the Sony Group spent approximately 4.6 billion yen*2 on social contribution activities, while a total of 200,000 Sony Group employees*3 participated in a variety of volunteer initiatives. Sony keeps contributing to the realization of a sustainable society.

*1 The Millennium Development Goals (MDGs) are international development goals drawn from the actions and targets contained in the Millennium Declaration, which was adopted by 189 United Nations member states at the UN Millennium Summit in September 2000. Member states have agreed to achieve these targets by 2015.
*2 Cumulative figure. In addition to donations, sponsorships and independent program expenses (facility operation expenses), this amount includes the market prices of products donated.
*3 Includes participants in fundraising efforts and blood drives.

Highlights of Social Contribution Initiatives

Education

Sony has provided support for science education, as envisioned by Masaru Ibuka, for more than five decades. Today, Sony supports a variety of initiatives—including educational workshops organized by Sony Group companies and its various foundations—that aim to teach children around the world about science, technology and the arts through hands-on experiences.

Millennium Development Goals

As a global company, Sony is keenly aware of the importance of the MDGs and works in cooperation with international organizations and NGOs to promote a diverse range of initiatives around the world, with the goal of achieving increasingly effective results for program beneficiaries.

Biodiversity Preservation

In order to help realize a sustainable society, Sony is engaged in a variety of initiatives aimed at preserving biodiversity. Sony is assisting in this effort by leveraging its distinctive digital imaging technologies, as well as other technologies and services, to promote environmental awareness among global audiences.

Sony’s Social Contribution Activities

For the Next Generation

Education

Sustainability
Resolutions for Global Issues
- Climate Change
- Biodiversity
- Millennium Development Goals

Sony’s Approach to Utilizing Its Resources

Technology & Service
Employees
Partnership

Sony’s Social Contribution Activities
Sony Science Program
The Sony Science Program conducts workshops aimed at teaching children about the joys of technical craftsmanship and the principles of science and technology through hands-on experiences. By conducting experiments and by experiencing a wide range of interactive exhibits at museums such as Sony ExploraScience in Tokyo and Beijing and the Sony Wonder Technology Lab in New York, children and their families learn about the many ways in which technology can be used to accomplish virtually anything, which together welcome approximately 550,000 visitors annually.

The workshops, many of which are planned and conducted by Sony engineers, are held in Japan, China, Singapore, the U.S. and other locations. In fiscal year 2010, more than 3,400 children participated globally. In cooperation with NGOs and other organizations, we also continue to hold workshops for children at primary schools located in areas devastated by the Great East Japan Earthquake.

http://www.sony.net/ssp

EYE SEE Project
Since 2006, Sony has cooperated with the United Nations Children’s Fund (UNICEF) to stage the EYE SEE Project, a digital photography initiative for children, in seven countries. EYE SEE encourages children in developing countries to document their day-to-day lives in photographs. These images are then showcased to the world via websites and exhibitions, thereby facilitating better understanding among international audiences of the difficult circumstances these children are facing. The project also inspires children to take an interest in helping to resolve the problems facing their communities. In 2011, an EYE SEE workshop in Mali educated children about children’s rights, together with not only instruction about photographic techniques but also how to create photographs that speak to people’s hearts.

http://www.sony.net/eyesee

Conservation International
Since 1995, Sony and Conservation International (CI), a global NGO involved in environmental protection, have worked together to make global biodiversity accessible to audiences worldwide. For the past 15 years, Sony has supplied CI with cameras and editing equipment, as well as other support. Using Sony’s state-of-the-art technology, CI has been able to capture rare photographs and video footage of wildlife and biodiversity from around the world, thereby helping to raise awareness of critical global environmental issues.

In 2010, Sony supplied CI with its “NEX-5” interchangeable lens digital cameras, as well as 3D Handycam® camcorders. These cameras have enabled CI to utilize 3D technology to produce compelling 3D images that convey the wonder of biodiversity. By delivering rare scenes of biodiversity to people all over the world, including CI’s pavilion at the Tenth Conference of the Parties to the Convention on Biological Diversity (COP10) held in Nagoya, Japan, in October 2010, Sony and CI are working to ensure biodiversity protection and conservation.

http://www.sony.net/biodiversity
Sony’s employees are its most important asset, and its ongoing efforts to offer dazzling products, services and content that enhance consumers’ lives depend on its ability to attract and retain talented employees. Accordingly, Sony actively pursues diversity—individuals with a wide range of values and

**Recruitment**  Globalizing our workforce

With the aim of securing human resources with capabilities that transcend national, regional and business boundaries, Sony’s recruitment policy emphasizes respect for each individual’s unique abilities and values. Sony is promoting the localization of its operations by working to secure local human resources that best respond to national, regional and location-specific needs. Additionally, with the aim of securing talented human resources crucial to growing its global business, Sony recruits university graduates overseas to work in Japan. Having set a target for increasing the portion of new university graduates it recruits who are non-Japanese nationals to 30%, Sony is taking a variety of related measures, including conducting recruiting presentations worldwide.

**Leveraging**  Fostering global business leaders

As a company that does business worldwide, Sony recognizes the importance of cultivating talented employees with leadership potential and an international perspective. Since fiscal year 2008, Sony has appointed global talent directors from among its regional human resources managers. Global talent directors are charged with identifying promising individuals with the aim of fostering such individuals as future business leaders. To this end, Sony has also set up a global job rotation project, under which global talent directors select promising candidates and key positions within their particular area of responsibility and seek out appropriate matches during sessions held biannually for this purpose. At present, approximately 100 Sony employees, primarily management-level and mid-tier executives, are rotating through a schedule of global job assignments. Last year, with the aim of reinforcing efforts to foster future regional business leaders from Latin America, for example, Sony introduced the Positioning for Success program, a job rotation initiative arranged by global talent directors.

**Support**  Creating work environments that bring the capabilities of its diverse employees into full play

Sony not only adheres to the laws and customs of the countries and regions in which it operates, but also offers flexible work arrangements that assist employees trying to balance the demands of work and caring for children or nursing ill family members. Through such efforts, as well as through a variety of career support measures, Sony aims to help its employees achieve a healthy work–life balance. In addition, Sony has been addressing to improve its work environments in a variety of ways. From fiscal year 2010, for example, Sony has integrated various independent Group surveys into a global employee survey, enabling it to access and analyze employees’ opinions across the Sony Group using consistent indicators. The fiscal year 2010 survey was distributed to employees at Sony Group companies globally. The response rate was approximately 90%.
personalities from a broad spectrum of countries, cultures and races, irrespective of gender or the presence or absence of physical limitations—and has worked to create a global framework that enables talented employees to bring their capabilities into full play.

### Training & Development
**Supporting employee development for dynamic growth**

Sony offers on-the-job learning, as well as a variety of programs designed to enhance individual abilities and specialized skills, which are tailored to local needs. These include programs aimed at:

- Fostering global business leaders;
- Nurturing management skills, in line with the belief that leadership abilities are essential for employee growth; and
- Supporting individual career-building efforts.

In fiscal year 2010, Sony Corporation invited young software engineers from Japan, China and India to participate in its Global Human Resources Development Program, an initiative undertaken as part of Sony’s R&D Platform. While studying and living together for approximately three weeks, participants welcomed visits from Indian IT vendors and took part in specialized development courses for software engineers.

### Leveraging
**Providing proper support for diverse employees (Diversity & Inclusion)**

Sony implements a variety of initiatives aimed at bringing the capabilities of all employees into full play. Examples include:

- A project aimed at supporting career and network building and at creating an environment conducive to the greater employment of women;
- Efforts to provide work environments in which disability is not an obstacle.

To expand employment opportunities for disabled individuals, Sony ensures that the experiences of Sony Taiyo Corporation—the Sony Group’s first special-purpose subsidiary—and other Group companies regarding the modification of facilities and efforts to promote understanding in the workplace, are shared Groupwide. In fiscal year 2010, employees with disabilities accounted for 2.31% of Sony Corporation’s workforce, exceeding the 1.8% mandated by Japanese law for companies over a certain size.

### Communication
**Facilitating effective communication between management and employees and among employees themselves**

Sony strives to maintain a healthy work environment and effectively execute its business strategies by placing a high priority on communication. Since 2005, for example, Sony has held town hall meetings and CEO dialogues to facilitate direct communication with employees. Such initiatives enable top management to convey policies and thinking on strategies and structural reforms directly to employees, and at the same time, gain an understanding of the views of employees, and the issues they face on the frontlines. To promote communication among employees in Japan, Sony utilizes its own social networking service (SNS). Use of the SNS is voluntary and helps promote a sense of unity across the organization. Approximately 10,000 employees have registered to use the SNS, which acts as a cross-functional forum for discussion and collaboration in such areas as product development and problem solving across multiple business units.
In recent years, stakeholders increasingly have placed value not only on the quality of a company’s finished products, but also on how responsibly it manages its supply chain. Stakeholders look at such issues as responsiveness to quality issues and customer concerns, as well as at working conditions and occupational health and safety for the individuals who

Supply Chain Management

Supply chains overlap considerably in the electronics industry, with multiple manufacturers of finished products sharing the same subcontractors and parts suppliers. Sony is a founding member of the Electronic Industry Citizenship Coalition (EICC), a CSR alliance established in 2004 to address issues related to human rights, labor conditions and the environment at all stages of the supply chain of the electronics industry, including secondary suppliers.

In 2005, Sony established the Sony Supplier Code of Conduct, based on industry best practices as highlighted in the EICC code of conduct, to help ensure that suppliers understand Sony’s expectations in more detail and that the code is observed by suppliers around the world. Sony also requests assessments to confirm supplier compliance with the code and, based on the results thereof, may seek to inquire further about suppliers’ CSR initiatives through investigations and/or the implementation of joint audits.

Addressing Issues Related to the Environment, Labor, Human Rights and Conflicts in the Procurement of Minerals

The EICC addresses such issues as environmental impact and the possible violation of human rights of laborers involved in the extraction of minerals essential in the manufacture of electronics products. There are also concerns that certain minerals are being used to finance the activities of armed groups in the Democratic Republic of the Congo and its adjoining countries. In July 2010, the United States government enacted the Dodd-Frank Wall Street Reform and Consumer Protection Act, one section of which relates to these “conflict minerals” and requires the disclosure of certain information by companies covered under the act regarding the extent to which they use the specified minerals originating in the Democratic Republic of the Congo and neighboring countries and whether those minerals are conflict minerals.

In 2008, the EICC and the Global e-Sustainability Initiative (GeSI) established a working group on mining and launched a joint study aimed at gaining a better understanding of the use of minerals in the electronics industry as a whole and identifying the potential for efficient industry-wide action on minimizing the negative effects of such use of minerals.

Sony has set a policy to eliminate conflict minerals—to the extent possible—from its supply chain. Sony maintains a framework and measures for implementation of such policy. With the goal of gathering information on the supply routes of certain minerals used in its products, in August 2011 Sony initiated an audit of certain product categories. This program makes use of the EICC/GeSI’s industry-benchmark tools and conflict minerals reporting template, as well as joint conflict-free smelter certification programs.

Sony and several other EICC member companies are providing support for a traceability project for tin launched in 2010 by ITRI, a tin industry organization. In pursuing such activities, Sony remains actively engaged with the EICC and other external stakeholders, including NGOs and industry groups.
Quality Management System

Sony continually strives to reinforce its quality management by enhancing the system’s framework and incorporating quality improvement measures into all electronics processes, from development through to sales and service activities.

- Quality Strategy Meetings, which are attended by top management from each business group, are held regularly to discuss and set policies, strategies and key measures relating to product and service quality, and function as the ultimate decision-making forum for related matters.
- Quality Officers Meetings, which are attended by Quality officers appointed within each business group, are also held regularly, to evaluate the progress of quality improvement plans, expedite efforts to achieve targets, share information pertaining to quality issues and propose initiatives and responses to common challenges.
- Quality officers and CS officers from around the world meet to share information on quality-related measures, common issues and responses to promote global-level initiatives.
- To fortify its ability to identify any quality issues that arise in different markets and to accelerate its response, Sony has established a committee at its Tokyo headquarters, charged with swiftly gathering information pertaining to quality issues from a wide range of sources both in Japan and overseas. The Committee then shares this information with quality management and technology experts on a weekly basis.
- Sony has also formulated quality standards applicable to all electronics products and related services, including those produced by OEM/ODM suppliers. These quality standards establish criteria in such areas as product safety and performance, labeling, and services, and are updated continuously to reflect technological advances, changes in applicable legal and regulatory requirements, and evolving social imperatives.
- As initiatives aimed at improving product safety, Sony has established an in-house committee to address product safety from a medical perspective to prepare related standards and share ever-evolving understanding of human health.
- In the Quality Reliability Lab, established in 2009, specialists continue to work on developing elemental technologies that are vital to product reliability and reliability technologies that are an integral part of newly developed technologies and products.
Sony is committed to meeting and exceeding its customers’ expectations. The Company strives to deliver high-quality, reliable products that consumers can use with confidence, as well as heartfelt customer service with a personal touch.

**Responsiveness and Customer Service**

Sony strives constantly to increase its awareness of its customers’ views and works hard to improve customer satisfaction around the world.

Sony established its first Customer Information Centers in 1963 in Japan to respond to customer inquiries. Today, Sony has Customer Information Centers worldwide, with the goal of providing the best possible service to customers wherever they may be. Sony provides training for employees and staff of service partners involved in customer response activities worldwide to enable common solutions. Sony also increasingly uses the Internet to communicate with customers, providing prompt information about products, as well as support and other services.

Customer feedback helps Sony improve its products and services. To this end, opinions about products and reports of malfunctions received from customers by Sony Customer Information Centers are shared with related departments, ensuring that prompt improvements in product quality can be made. Internally, a Quality Hotline and a dedicated quality website serve as important mechanisms through which employees can submit comments about product and service quality.

Currently, there are more than 6,700 Sony service locations worldwide, allowing Sony to respond promptly to customer requests. Sony is working to shorten distribution and repair times and reviewing repair fees in different regions with the ongoing goal of enhancing overall customer satisfaction.

**Cyber Attack and Personal Information Protection**

In April 2011, PlayStation®Network, Qriocity and Sony Online Entertainment systems were the victims of an unprecedented criminal cyber attack that forced us to temporarily shut down these services. Sophisticated criminal intrusions into network systems like the ones we experienced pose a threat not only to our customers, but also to the entire business world. We have engaged some of the most respected names in cyber security, and together we have worked to strengthen our information security systems, placing our highest priority on ensuring the security of our customer information.

Sony’s network strategy is among its most important business initiatives. The Company will continue to contribute to the protection of customer information and the development of a secure and sound networked society, while further strengthening the information control structure for the entire Sony Group.
Information pertaining to Sony’s CSR activities is comprehensively disclosed on Sony’s websites. An electronic version of the printed report is also available. Please access the following websites for additional information about Sony’s CSR and environmental activities in various regions around the world.

Sony’s Websites Pertaining to CSR & Environmental Activities

Global Sites
http://www.sony.co.jp/csr (Japanese)
http://www.sony.net/csr (English)

Americas
http://www.sony.com/green
http://www.sonypictures.com/green

East Asia

Europe
http://www.sony.eu/eco

Pan-Asia
http://www.sony-asia.com/section/csr

For Inquiries Regarding This Report or Sony’s CSR Activities:

Sony Corporation
Corporate Social Responsibility Dept.
7-1, Konan 1-chome, Minato-ku,
Tokyo 108-0075, Japan
Phone: 81-3-6748-2111
Fax: 81-3-5448-2244
http://www.sony.net/SonyInfo/csr/contact

Museums and Exhibition Spaces
Sony organizes exhibitions of various kinds, including exhibitions at educational museums that are designed to stimulate interest in media, science, technology and the arts.

Sony ExploraScience (Tokyo and Beijing)
In these science museums produced by Sony, visitors can actually see, touch and enjoy the principles and laws of science in action and the progress and fascination of digital technology.
http://www.sonyexplorascience.jp/english/

Sony Wonder Technology Lab (New York)
This interactive museum brings technology and creativity together to make learning experiential, entertaining and fun. The Lab’s exhibits showcase the positive impact technology can have on virtually any discipline, from medicine to movie-making.
http://www.sonywondertechlab.com

Sony Archives (Tokyo)
The Sony Archives building showcases the pioneering products that Sony has given the world as well as a variety of significant documents and materials related to Sony’s history.
http://www.sony.net/SonyInfo/CorporateInfo/History/Museum/

Sony has obtained third-party verification from Bureau Veritas Japan Co., Ltd. to ensure the reliability and consistency of environmental data found in this report and on Sony’s website, and to facilitate the ongoing improvement of Sony’s environmental management.
For the Next Generation

Corporate Social Responsibility Report
Executive Summary
Year Ended March 31, 2011
Sony Corporation