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Production Strategy Division Head

**Kouji Yamagishi**

**Profile**

Joined Sony Neagari Corporation Inc. (formerly the Company's Neagari Plant), in 1991. Subsequently served as the Deputy Head of Administration Division at Suzhou Plant in China. After returning to Japan, appointed as General Manager of the Production Control Department and later Head of Production Sector. In the current position since October 2020.

Feature

—Our Efforts for Environmental Consideration—

While focusing on the technological development that will help reduce environmental impact, we will aim for zero CO<sub>2</sub> emissions by 2030.

**Environmental contributions through products and technologies**

We are developing technologies that will help reduce environmental impact and turning those technologies into products as well as reducing environment-related controlled substances. While there are direct examples of these environmentally conscious products, such as surface mounted type fuses for which we have developed and achieved completely lead-free many of our products contribute to reducing environmental impact indirectly as our customers' raw materials through lower power consumption, longer product life, and thinner, and smaller products. Recently developed products such as our particle-arrayed anisotropic conductive films that use large-diameter conductive particles, optical elastic resins for inkjet coating, and diffusive microlens array have also achieved major reductions in power consumption on our customers' side.

Through our "design-in" and "spec-in" approaches to customers, we take up our customers' environmental issues from the development stages and turn them into products. This is the main form of our contribution to the environment. We also work with DIG Promotion Department, which is in charge of creating new businesses that lead to the solution of social issues, and Corporate R&D Division, which is participating in government-academia collaboration programs, to respond to the growing environmental needs.

**Efforts to reduce environmental impact in business activities**

Regarding the reduction of environmental impact in business, we have set a new target of "zero CO<sub>2</sub> emissions from business-derived electricity consumption" in 2030. Approximately 80% of our CO<sub>2</sub> emissions are from power consumption. We will work to address this

issue by assessing the effectiveness of three main areas: renewable energies, new energies such as hydrogen and ammonia, and energy conservation activities. Among these, in particular, leveraging purchases of J-credits and other measures, we will consider the procurement of solar power and biomass-derived electricity, first installing it at our mother plant, Tochigi Technology Center. Power procurement is another urgent challenge from the perspective of business continuity planning (BCP) due to the impact of climate change disasters. We must therefore hasten the strengthening of this area in particular.

Given that many of our products have high global market shares, we also emphasize initiatives in Scope 3 value chains in the GHG protocol, working to understand the carbon footprint of each of our suppliers. Using databases of environment-related controlled substances and other sources that have already been established, we will expand supply chain environmental information and strive to

see the whole picture of environmental management. In the operation of our business, besides CO<sub>2</sub>, we have environmental targets for waste materials, water, and VOC. We will review these targets and make physical investments to improve them.

**Realization of our long-term vision**

Addressing environmental issues requires multifaceted activities, including supplier initiatives and collaboration with government, academia, and local governments. These activities are not performed by specific specialized organizations alone but the activities that the entire company and each and every employee is involved in, after setting targets that are linked to business activities. Based on our long-term vision, we will strive to raise environmental awareness among employees, make technological contributions to the environment, and reduce environmental impact across the entire corporate organization.

