Building Clean, Environmentally Friendly Factories on a Local and Global Scale

**Action Taken in FY2005**

In order to continue reducing the environmental impact due to consumption of energy and resources and the use of chemical substances in production, the Yazaki Group’s fourteen production sites in Japan are engaged in environmental preservation activities mainly in the following three areas: (1) The prevention of global warming through CO₂ emissions reduction, (2) A zero-emission initiative for the purpose of building a recycling-based society, and (3) Chemical substance management with a focus on legal compliance and safety.

The figure below quantitatively summarizes the total volumes of the resources that were put into production activities and the substances of concern that were released into the atmosphere or waterways in FY2005. Although the CO₂ emissions per unit of production decreased thanks to improvements in productivity, the total volume slightly exceeded the level of the previous fiscal year. In terms of waste reduction, all fourteen production sites achieved zero emissions. Yazaki is in the process of expanding these programs to affiliated companies and is also proceeding with initiatives to achieve its next goal in this area — the complete elimination of landfill waste. With regard to chemical substance management, Yazaki has completely eliminated dichloromethane from all its sites, including thirty-six affiliated companies, and has begun building a framework to comprehensively manage chemical substances and reduce their use.

**FY2005 Goals**

1. Reduction of total CO₂ emissions by 14.7% from the 1990 level (Goal: 110,315 tons)
2. Reduction of CO₂ emissions per unit of production by at least 3% from the 2001 level
3. Reduction of the volume of waste disposed of in landfills by 95% from the 1999 level
4. Implementation of the 5Rs initiative at affiliated companies
5. Establishment and promotion of goals for the reduction of substances subject to PRTR
6. Complete elimination of dichloromethane from products manufactured by the Yazaki Group, including affiliated companies

**FY2005 Results**

1. Reduced total CO₂ emissions by 14.5% from the 1990 level (actual: 110,565 tons)
2. Reduced CO₂ emissions per unit of production by 21.4% from the 2001 level (actual: 18.48 tons)
3. Reduced the volume of waste disposed of in landfills by at least 95% from the 1999 level at each of the fourteen production sites
4. Assessed the current status and volume of waste being generated, and established reduction goals
5. Began VOC reduction activities
6. Completely eliminated dichloromethane from products manufactured by the Yazaki Group, including affiliated companies

**Volume of Resources Input and Volume of Substances Released into the Environment at Fourteen Production Sites in FY2005**

- **INPUT**
  - Total volume of resources input:
    - Materials: 200,000 tons
    - Energy: 1.30 x 10⁶ GJ
    - Substances subject to PRTR: 4,918 tons
    - Water for industrial use: 4.97 million m³

- **OUTPUT**
  - CO₂ emissions
    - Volume of greenhouse gases emitted: CO₂: 110,565 tons
  - Recycling
    - (excluding money back recycling)
    - Waste recycled: 4,418 tons
  - Waste
    - Generated: 4,568 tons
      - (reduction: 128 tons)
  - Effluents, wastewater
    - Total volume of wastewater: 3.639 million m³
  - Final disposal
    - Waste disposed of: 22 tons

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Under their respective ISO 14001-compliant environmental management systems, all fourteen production sites of the Yazaki Group in Japan are continuing efforts to improve their environmental performance and striving to establish clean factories that do not have an adverse impact, either globally or locally.

**Prevention of Global Warming (CO2 Emissions Reduction)**

In order to help prevent global warming, which is said to have a wide-ranging impact on the natural environment, including on climate fluctuation and ecological changes, Yazaki is promoting energy conservation and productivity improvement initiatives to reduce CO2 emissions. With the Kyoto Protocol having come into effect, the Japan Auto Parts Industries Association, of which Yazaki is a member, has established a voluntary goal of reducing total CO2 emissions by 7% from the 1990 level by 2010. Based on its medium- to long-term environmental action plan, Yazaki is adopting initiatives to reduce its total CO2 emissions volume by 22% from the 1990 level (128,645 tons) by FY2009, and to reduce its emissions per unit of production by 7% from the FY2002 level (23.5 tons) by FY2009.

In its CO2 emission reduction efforts for FY2005, Yazaki exceeded its goal in terms of volume per unit of production and basically achieved its goal in terms of total volume. In FY2006, Yazaki plans to implement comprehensive measures under new goals based on a new reference year and a new reference value.

**Major Efforts to Help Prevent Global Warming**

In FY2005, Yazaki’s fourteen production sites implemented various global warming prevention measures, including (1) The enforcement of turning off lights, pumps, and motors when not needed, (2) The prevention of production equipment idling, (3) The conversion to air conditioners that conserve energy, and (4) The increased efficiency of air conditioning and lighting through departmental and divisional consolidation.

**Energy Management in Accordance with the Revised Energy Conservation Law**

The current Energy Conservation Law designates plants whose energy consumption exceeds a certain level as factories requiring energy management. For these factories, the law mandates the appointment of an energy manager, regular reporting, and a reduction goal of at least 1% in usage per unit of production. In March 2005, the Energy Conservation Law was revised by the Cabinet to strengthen energy conservation regulations. One of the results of this revision is that the number of factories designated as requiring energy management increased. Additionally, the respective Bureaus of Economy, Trade and Industry will conduct on-site energy conservation inspections, and penalties will be assessed on factories where no improvement is evident.

Among Yazaki’s production sites, the Ohama Factory was inspected by the Kanto Bureau of Economy, Trade and Industry in April 2005, and received an overall score of 99 out of 100. Based on the principle of legal compliance and voluntary goals that are more stringent than governmental regulations, Yazaki is continuing its initiatives to manage and conserve energy.
Waste Reduction (Zero Emissions)

In order to bring about a recycling-based society, Yazaki is taking action to utilize resources effectively. In terms of waste-reduction activities, Yazaki is promoting zero-emissionsinitiatives that do not generate any waste, based on its 5Rs initiative that encompasses the following principles: Reduce, Reuse, Recycle, Repair, and Refuse (a refusal to buy products that are not environmentally sound).

The total volume of waste generated by Yazaki in FY2005 was reduced by 4.0% from the FY2004 level to 4,568 tons. Of this volume, 97% was recycled, bringing the total volume of waste disposed of in landfills to only twenty-two tons (reduced by 23% from FY2004 and by 99% from the 1999 level). The Phase 1 Zero-Emission Goal of zero landfill waste was achieved by all of Yazaki’s production sites. The Phase 2 Goal of the complete elimination of waste requiring final disposal was achieved by the Ohama, Hodosawa, Fuji, and Shimada Factories, bringing the total to five, including the Numazu Factory which had achieved this goal in FY2004.

*Definition of zero emissions at Yazaki:
1. Zero landfill waste: Reducing the volume of materials that must be disposed of as final waste by 95% or more from the 1999 level, while at the same time reducing the volume to 3% or less of the total volume of waste generated.
2. Complete elimination of waste requiring final disposal: Reducing the volume of materials that must be disposed of in FY2005 as final waste to 1% or less of the total volume of waste generated in FY2005, and zero general or industrial waste from production sites that must be disposed of as landfill waste, excluding sludge from human waste.

Major Initiatives for Achieving Zero Emissions

With the dual goals of achieving zero landfill waste at all production sites and the complete elimination of waste requiring final disposal at those sites that have already achieved zero landfill waste, Yazaki has proceeded with recycling of materials such as waste alcohol, mixed waste plastic, and glass/ceramics. Yazaki has also taken steps to increase employee awareness by making sorting processes more visible, presenting sorting instructions in multiple languages and exhibiting recycling methods for the attainment of thorough collection and sorting.

In its efforts to expand the 5Rs initiative to its affiliated companies, Yazaki has begun assessing the current status of waste management at these companies. Yazaki plans to then move on to zero-emission activities in FY2006 by propagating the initiatives undertaken at the major production sites to the affiliated companies, where it hopes to reduce final waste to 1% or less of the total volume of waste generated by the end of FY2006.

Recycling of Printed Circuit Boards

Overview of Total Waste Processing Flow in FY2005 (All Fourteen Production Sites)

- Total waste generated (excluding CO2 emissions, effluents and wastewater): 23,310 tons
- Waste: 4,568 tons (19.6%)
  - Sludge, waste plastics, waste oils, scrap paper, etc.
- Money back recycling: 13,742 tons (58.4%)
  - Waste oil, metal scrap, etc.
- Recycled: 22,822 tons (97.9%)
  - Direct processing: 513 tons (2.2%)

Overview of Total Waste Processing Flow in FY2005 (All Fourteen Production Sites)

In Focus

Yazaki’s Zero-emission Initiative Is Recognized by Local Governments

FY2005 saw some impressive achievements in waste and emissions reduction. The Niimi Factory received Eco Site certification in the zero emissions site category under the Okayama Eco Site Certification System, which is based on the Okayama Prefectural Ordinance for Establishing a Recycling-based Society. In FY2004, the Niimi Factory successfully reduced the volume of waste it disposed of in landfills to seven tons, or 3% of the 1999 level, and maintained its zero emissions status in FY2005 as well. Meanwhile, the Tenryu Factory hosted an inspection tour by representatives from Shizuoka Prefecture, based on the recommendation of the Shizuoka Industrial Waste Management Association, and received the Governor’s Prize for Plants Promoting Proper Industrial Waste Disposal.

Akio Watanabe, Environment Management Representative of the Niimi Factory, holding the Okayama Eco Site Certificate.
In order to minimize the environmental impact of released waste and chemical substances, Yazaki is striving to achieve its goal of zero emissions; each production site is taking action to reduce the substances of concern that are specific to its manufacturing lines and the resulting products.

### Reducing Substances of Concern
(Chemical Substance Management)

In order to manage chemical substances that impact negatively on the global environment and all forms of life and are subject to government regulations, Yazaki is taking action from the perspective of banning usage, reducing usage, and instituting tighter controls for substances whose safety has not been verified. In FY2005, Yazaki organized a project group to study the establishment and operation of a system to manage the use of chemical substances, and also began building a framework that will enable each major production site to assess and manage the usage status (of both the types and volumes of substances) at its affiliated companies. In terms of reducing substances that are subject to PRTR (Pollutant Release and Transfer Register),* Yazaki has begun taking steps to reduce its usage of the major VOCs, including toluene, xylene, and ethylbenzene. Beginning in FY2006, Yazaki will begin measures to reduce its usage of these substances by 30% from the 2000 level by FY2009.

Furthermore, to comply with the EU ELV and RoHS directives, Yazaki has established a system that will prevent the four banned substances from being used in its products and ensure the complete separation of those substances from those that are not subject to the directives. Through this system, which also includes chemical substance measuring instruments, Yazaki has established complete control over what substances come into and leave its factories.

Replacing paint in an electrodeposition tank at the Hamamatsu Factory

*PRTR: Register used for tracking the release and transfer of legally designated environment-polluting chemical substances

### Major Efforts to Reduce Substances of Concern

The Japan Auto Parts Industries Association has established a voluntary goal of reducing the volume of dichloromethane, trichloroethylene, and tetrachloroethylene, which are harmful air pollutants, by 95% from the 2002 level by 2010. Yazaki actively promoted the initiatives required to achieve its own goal of complete elimination by FY2005. With the last production site to still use these substances having established a lubricant-removal process and a cleaning process that uses an alternative cleaning agent, Yazaki has achieved complete elimination at all of its fourteen production sites and thirty-six affiliated companies.

Furthermore, in order to quickly apply environmental measures that have been implemented regarding automobiles to the Environmental Systems Sector — for example, in the area of ELV disposal — the Hamamatsu Factory took steps to eliminate the lead from paint electrodeposited on air conditioning equipment. In addition to switching to alternative lead-free paint, the Hamamatsu Factory removed thirty-one tons of old lead paint that remained in the electrodeposition tanks, and replaced it with lead-free paint after cleaning the tanks.

### Water Conservation

In order to ensure efficient water use, Yazaki assessed water consumption at all fourteen of its production sites, evaluated how water is being used at these sites, and developed a reduction plan. It has established a goal of reducing water consumption per unit of production by 15% from the FY2005 level by FY2010.

In FY2005, total water consumption was down by 13% from FY2004 to 4.97 million cubic meters.

### Trends in Water Consumption
(All Fourteen Production Sites)

<table>
<thead>
<tr>
<th>Year</th>
<th>Industrial-use water</th>
<th>Municipal water supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2005</td>
<td>0.269 million m³ (5%)</td>
<td>0.498 million m³ (10%)</td>
</tr>
<tr>
<td>FY2004</td>
<td>4.332 million m³ (85%)</td>
<td>Groundwater 4.198 million m³ (85%)</td>
</tr>
</tbody>
</table>

*Volume consumed: The volume of substances converted into other substances through reactions, or transferred out of production sites as part of or adhering to products

*Volume recycled: Includes volumes recycled for money back, for free, and for a fee

*Volume removed: The volume of substances converted into other substances through incineration, neutralization, decomposition, reaction, etc.

*Volume transferred: The volume of substances converted into other substances through reactions, or transferred out of production sites as part of or adhering to products

*Volume handled: The volume of substances handled before conversion into other substances
Quality Improvement Initiatives Start with the Goal of Achieving Zero Processing Defects

I believe that the first step we must take in achieving a goal, be it product quality or protecting the environment, is educating people. And heart-to-heart communication is the key to educating people. Rather than trying to compel our employees to pay attention to specific things and behave in certain ways, I believe in asking them to listen and leading by example. In the Zero Processing Defects initiative in particular, I have asked our employees to eliminate redundancy and mistakes, and work methodically to identify the causes of problems by intensely applying the "Mieruka" concept which focuses on providing visual images of specific anti-defects activities designed to encourage employee's awareness. As we have been codifying and standardizing the results of these steps, we have also been working on developing our human resources (which leads to the creation of high-quality products). By continuing to ask "Why?", I hope to develop a highly capable workforce that is comprised of self-motivated employees who are constantly looking for ways to improve things.

Hitoshi Inoue
Former Factory Manager
Shimada Factory
(Appointed General Manager of the Quality Management Division in July 2005)

Environmental Policy
(Acquired ISO14001 certification in 1999)

Principle
In pursuit of the goal of protecting the global environment and achieving an affluent society, the Shimada Factory is committed in the course of its business activities to not only abide by laws and regulations as well as other agreements, but also to actively promote policies that protect the environment.

Code of Conduct
1. In order to reduce environmental impact, we shall establish and implement an environmental management system as well as promote continual improvement.
2. We shall strengthen our management of environmental conservation efforts and ensure the complete prevention of pollution and contamination.
3. We shall comply with environmental laws and regulations as well as other requirements to which the Shimada Factory has agreed, and implement initiatives to preserve the environment.
4. We shall establish environmental purposes and goals, implement the necessary initiatives, and constantly reassess our progress:
   (a) Reduction of electricity usage
   (b) Reduction of hazardous chemical substances and wastes
   (c) Efficient use of petrochemical products
   (d) Development and design of environment friendly products
5. We shall distribute Environmental Policy Cards to all employees to install and increase environmental awareness. This Environmental Policy must be accessible to the general public.

Hitoshi Inoue
Former Factory Manager
Shimada Factory
(Appointed General Manager of the Quality Management Division in July 2005)

Quality Improvement Initiatives Start with the Goal of Achieving Zero Processing Defects

Because automotive meters are precision instruments that are rendered defective by even a small scratch on the surface glass, a certain defect rate has long been considered unavoidable. For example, at the Shimada Factory, collection buckets used to fill up with defective products within a short time.

In February 2003, following the Quality Declaration by Yazaki's top management, the Shimada Factory was selected as a model factory which was to look for new ways to improve quality. The then Factory Manager Hitoshi Inoue, who had just been appointed to his post in January of the same year, organized a Practical Project of Monozukuri. Dedicated
staff, including five New Yazaki System instructors, began working on new ways to improve quality that targeted all production lines. The Project established the goal of Zero Processing Defects, presenting a previously unheard-of level of challenge.

**Asking “Why?” Five Times; Comprehensively Identifying Causes and Corrective Measures**

In order to promote the change of employee attitudes toward defects and encourage the creative thinking needed to comprehensively identify the causes of problems and corrective measures, Inoue began a Morning Follow-up Meeting based on the concept of “asking why five times.” He summoned approximately fifty workplace leaders every morning and had them explain the defects that had occurred the previous day. Whenever the identified causes and corrective measures were vague, he repeatedly kept asking “Why?” until he received a satisfactory explanation. He believed that the true cause of any defect and the appropriate corrective measure could be identified if the defect was repeatedly investigated from many angles by asking “Why?” five times. About six months after initiating this practice, everyone started asking “Why?” when defects occurred and began to work with a shared sense of urgency about quality improvement. Some production lines began to occasionally achieve zero defects. It was as if a massive boulder began to slowly begin to move. Soon, all production lines were competing to post the largest number of consecutive days with zero defects.

**Drastic Reduction in Waste Achieved by Eliminating Mistakes, Wasteful Practices, Inconsistencies and Unreasonable Requirements**

As the Zero Processing Defects initiative proceeded, its positive effect on the environment also became evident. For example, the defect collection buckets now take several months to fill up, and the fact that so few defective products are being produced means that the volume of waste generated has been drastically reduced. In addition to purging waste and lost resources, the basic attitude of “strict adherence to rules” that underlies the Zero Processing Defects initiative has also helped increase awareness about waste sorting. The Shimada Factory, which lists the solid establishment of the 5S* system as the core of its basic approach, is implementing its own unique waste reduction measures, such as reducing waste using internally-made machines and converting discarded polystyrene foam into fuel for blast furnaces. Through these efforts, the factory is taking proactive steps to effectively utilize and recycle resources. Furthermore, in order to ensure that environmental awareness is constantly present in the day-to-day work environment, the Shimada Factory is pouring resources into awareness-raising activities. Steps are being taken to integrate the pursuit of quality with environmental conservation through, for example, the environmental information space provided in each workplace.

*5S: Seiri (organization), Seiton (orderliness), Seiso (sanitation), Seiketsu (cleanliness), and Shitsuke (discipline)

**Volume of Lead-tainted Waste Generated from Meter Production (Per Unit)**

- April 03: 2.0
- May: 1.5
- June: 1.0
- July: 0.5
- August: 0.0
- September: 0.0
- October: 0.0
- November: 0.0
- December: 0.0
- January '04: 0.0
- February: 0.0
- March: 0.0

*Printed circuit boards for meters use solder, which contains lead. The volume of lead-tainted waste also declined in parallel with the Zero Processing Defects initiative.

**The Evidence: Pursuit of Quality Leads to Reduced Environmental Impact**

On molding lines, in addition to reducing raw material loss, productivity improvements have led to significant energy conservation effects. A typical example is the significant reduction in the time needed for changing molds. The time for changing molds, which was three minutes before the Zero Processing Defects initiative began, has gradually been shortened to twenty-five seconds. By striving to further shorten it to twenty seconds, the Shimada Factory is striving to minimize energy consumption per unit of production, thus significantly improving productivity.

Furthermore, in order to ensure that environmental awareness is constantly present in the day-to-day work environment, the Shimada Factory is pouring resources into awareness-raising activities. Steps are being taken to integrate the pursuit of quality with environmental conservation through, for example, the environmental information space provided in each workplace, internal audit training given by external instructors, and the introduction of material flow cost accounting.

**Every Day Is a Challenge for Maintaining Zero Processing Defects**

As the Zero Processing Defects initiative has resulted in improved quality, we can actually see the continuous decline in the volume of wasted parts. Although it was not easy, the joy we felt when we first achieved Zero Processing Defects was wonderful. Compliance with the ELV Directive is also an important issue, for which we are adopting stringent measures. For example, we have installed hazardous material detection instruments which strictly ensure that the four banned substances do not get mixed into secondary materials such as inspection markers, and have applied safety stickers to those products that are free of banned substances.

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*Zero Processing Defects Achievement Status*

- Line A: 407 consecutive days with zero defects (As of July 15, 2005)
- Line B: 387 consecutive days of zero defects
- Line C: 275 consecutive days of zero defects

**Number of zero defects achieved on all lines**

- Oct. '03: 0
- Nov.: 0
- Dec. Jan. '04: 0
- Feb.: 0
- March: 0

"Anshin-Dana" on which safety stickers are placed, and an explanation board...
Working with Local Communities for the Preservation of the Natural Environment at the Foot of Mt. Fuji

Although I assumed the post of Factory Manager only last January, I plan to reevaluate the Fuji Factory’s environmental activities, bearing in mind the fact that it is located in a rural area, and to implement measures that will further build the confidence and trust of the people in the local communities. For the Fuji Factory, the major environmental issues are CO₂ emissions, noise, and substances of concern. My philosophy is to promote the establishment of mechanisms that will prevent their generation in the first place rather than relying on equipment to reduce them. Therefore, I will work to strengthen our monitoring and checking systems to achieve substance levels that are stricter than required by laws and regulations, and implement improvement measures under a finely tuned system. I also plan to increase our factory's level of community involvement and make the Fuji Factory an integral part of the local community.

Environmental Policy
(Acquired ISO 14001 certification in 1998)

Taking into account its impact on the global environment and observing its commitment to appropriate environmental preservation during the course of its business activities, the Fuji Factory has established the following environmental policies:

1. Establish purposes and goals, reevaluate them, and make continual improvements, while at the same time abiding by laws and regulations as well as other agreements
2. Reduce emissions (including waste) and decrease the use of hazardous substances to prevent environmental pollution
3. Conserve energy and resources through efficient usage

Initiatives toward the Steady Increase in Energy Usage Efficiency

The Fuji Factory is a key production site that manufactures copper wire and compounds that are used as raw materials for Yazaki products, as well as electric wire and cables. Because the factory is equipment-intensive, it uses much more energy than other production sites. Therefore, it is striving to achieve an energy efficiency improvement of at least 1% every year while implementing systematic energy conservation measures and increasing employee awareness. A piece of equipment that characterizes the Fuji Factory is the YCR (Yazaki Continuous Rod) melting furnace, which uses twenty-three burners to melt forty tons of copper per hour at the high temperature of 1,200°C. Both virgin copper and reclaimed copper are used as the feed material. In FY2005, the method of feeding copper sheets into the melting furnace was improved so that they are uniformly distributed inside the furnace. This change improved thermal efficiency...
Development of Environmentally Friendly Products and Stringent Incoming/Outgoing Control of Substances of Concern

The Fuji Factory develops and produces environmentally friendly products such as lead-free PVC compounds and electric wires, some of which do not contain PVC. Taking advantage of the fact that the factory is vertically integrated, manufacturing everything from various types of compounds to electric wire, a system has been established that can quickly provide customers with environmentally friendly electric wire of various types that will suit their purposes and requirements. The factory is also taking action toward obtaining Environmental Labeling Type III for VVF cable (electric wire for indoor wiring), one of its main products.

Additionally, in order to comply with the EU ELV and RoHS directives, the Fuji Factory installed X-ray fluorescence (XRF) analyzers for measuring the lead content of compounds. A voluntary standard of 50ppm or less, which is stricter than that stipulated by the directives, was established and stringent incoming/outgoing control instituted.

Promotion of Zero Emission Achievement through Innovative Steps

Yawara Industries Co., Ltd., which is adjacent to the Fuji Factory, collects and recycles wooden spools used for shipping electric wire. In keeping with their environmentally friendly practices, they are focusing on reducing the amount of paint wasted as they repair and paint the reusable wooden spools. In order to reduce the volume of paint used by minimizing the amount wasted through splattering, the company changed the type of painting nozzle to an ‘air curtain.’ By using air to guard the paint being sprayed, the company has successfully prevented paint from splattering, reducing its paint usage by 3.4 tons in one year (9% reduction from FY2004).

The Fuji Factory as a whole achieved complete elimination of landfill waste in 2003. It has maintained this status since then, and its waste recycling rate has reached 99.9%.

Preservation of a Beautiful Countryside

The Fuji Factory considers cooperation among local governments, local communities, and corporations to be essential for environmental preservation; as a result, it actively participates in environmental volunteerism and environmental events. One such activity was the clean-up of the area surrounding the factory site led by the Factory Manager. The factory annually participates in a Mt. Fuji clean-up event sponsored by the local government, in addition to a project that highlights the importance of water, which includes teaming up with kindergarten children to release carp into local waterways. Furthermore, the factory is making efforts to maintain good relations with the surrounding local communities by holding cherry blossom viewing events and summer evening festivals. To educate its employees and increase their environmental awareness, it is considered essential to hold local activities that contribute socially, in addition to monthly environmental education and activities during Environment Month (June of every year).

Toward Environmental Preservation Being Practiced by All Employees

I am involved in various types of efforts to ensure everyone’s environmental commitment, including preparation of monthly environmental education materials, planning for Environment Month, holding exchange meetings with people in local communities, and arranging and preparing for clean-up activities. Of the highest priority at present is green purchasing. I look for ‘green’ products and introduce them over the intranet, as well as check on which products each department is purchasing and ask them to switch to green products when necessary. With a little extra effort, I hope we’ll be able to achieve 100% green purchasing in the not too distant future!