

Environmental Organization

Sony's commitment to the environment spans the globe. Environmental Conservation Committees (ECCs) in Japan, North America, Europe and Asia are constantly striving to identify the problems facing their regions and devise responses that can be implemented easily and efficiently. The various business units in the Sony Group also pursue environmental programs tailored to specific offices or product areas. Together, the ECCs and the business units engage in a wide range of initiatives to conserve and protect the environment on a global scale.

Environmental Conservation Committees

Reflecting the thinking of the corporate executive board, the Sony ECC in Japan ultimately determines the environmental-response measures of Sony operations around the world. This body drafted the Global Environmental Policy, for example, and directs the planning, proposal and implementation of various systems and policies to guide the entire Sony Group.

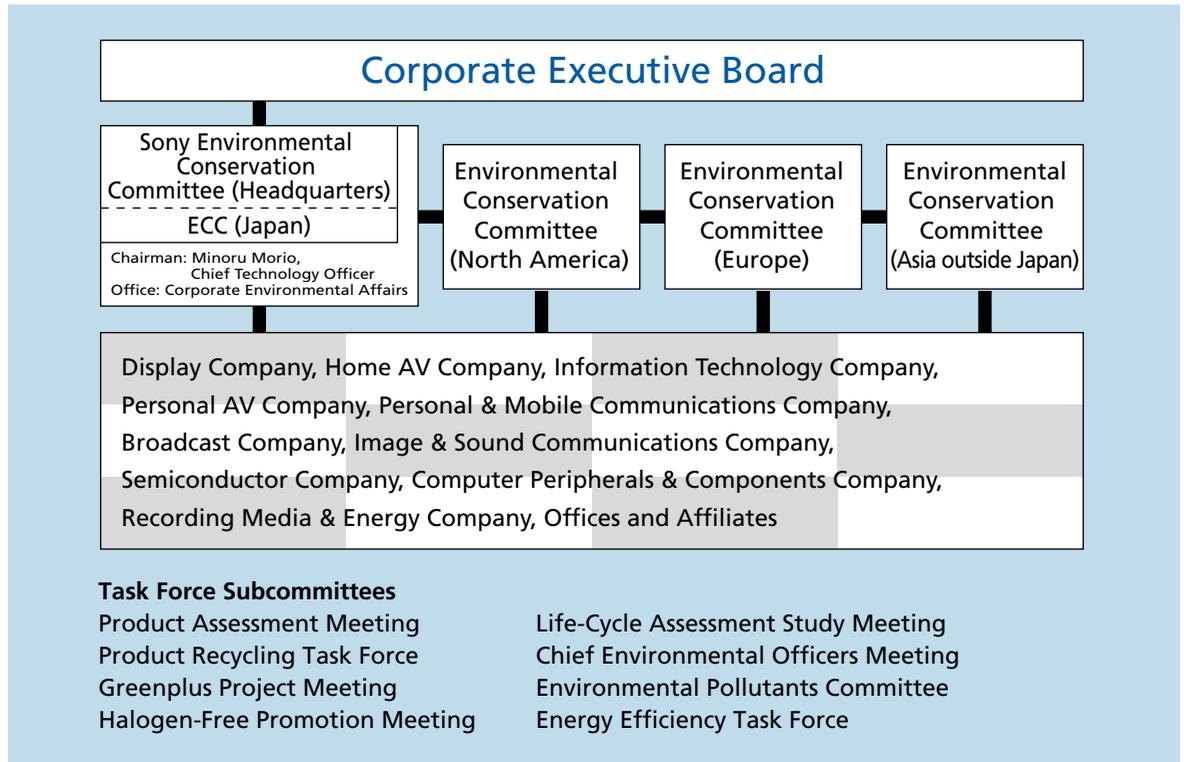
Both in Japan and overseas, ECCs are well acquainted with the issues confronting their regions and the particular demands of their markets. They also have a firm grasp of local regulations. Drawing on this knowledge, each ECC works with Group offices and affiliates within its region to conduct local environmental programs. Moreover, individual offices and affiliates devise their own environmental goals and projects. With the support of the ECCs, these bases thus work from specific guidelines covering all offices, plants, subsidiaries and product areas.

Environmental Conferences

Every year, the four regional ECCs each hold an Environmental Conference. These meetings bring together the environmental representatives of regional offices and affiliates as well as committee members from other regions. Attendees review the year's activities and draw up future action plans. The gatherings also provide a valuable forum for the exchange of information. The company's chief environmental officers attend the conference in Japan. Among other things, they evaluate common global policy and issue corporate directives to mold the Group's environmental activities.

Task Force Subcommittees

The Corporate Environmental Affairs office regularly holds a variety of task force subcommittee meetings. The purpose of these gatherings is to look more closely into certain issues concerning the environment and develop more detailed objectives and action plans. Complete minutes of these meetings are sent to the overseas Environmental Conservation Committees.



ZATION ORGANIZATION



A Sony Environmental Conference, held at the head office in December 1996

Highlights of Environmental Activities

- | | | |
|----------|------|---|
| April | 1976 | The Environmental Conference is formed, chaired by the president. |
| May | 1976 | The Environmental Science Center is established. Hazardous waste materials and working environments of Group operations in Japan are evaluated (see page 12). |
| April | 1985 | Sony Corporation of America begins environmental audits. |
| March | 1989 | A special committee is convened to study measures to eliminate the use of chlorofluorocarbons (CFCs). |
| August | 1990 | The President's Policy on the Environment is disseminated among corporate staff. |
| October | 1990 | The Environmental Conservation Committee organization is initiated. |
| November | 1991 | Sony signs the Business Charter for Sustainable Development of the International Chamber of Commerce. |
| April | 1993 | Global Environmental Policy is established and implemented. CFC cleaning agents are eliminated from all production processes of the Sony Group worldwide. |
| February | 1994 | The Sony Environmental Award program is launched (see page 25). |
| May | 1994 | The Greenplus Project is launched (see page 8). |
| July | 1994 | Guidelines for achieving environmental ISO certification are established. |
| May | 1995 | Sony Kohda Corporation becomes the first company in the Sony Group to attain ISO-14001 certification. |
| October | 1996 | The Sony Environmental Action Plan is revised. The Green Management 2000 program is established. |
| February | 1997 | The number of Group companies with ISO-14001 certification exceeds 30. |