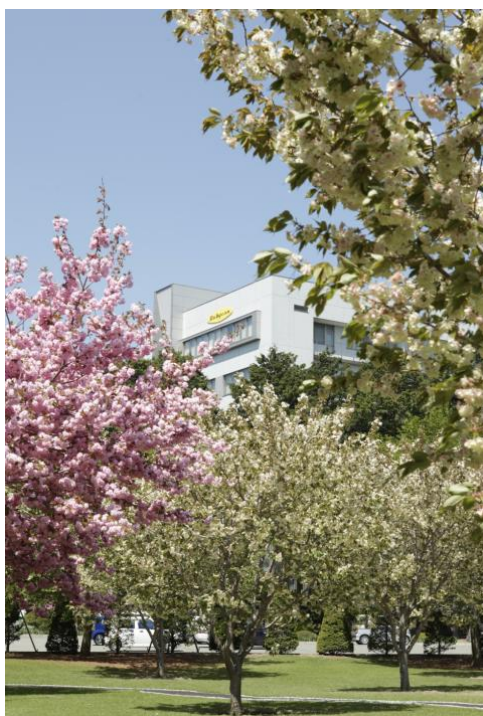


Rubycon

CSR Report 2017



Report target period Jan 2017 to Dec 2017
Report publication date July 2018

**RUBYCON CORPORATION
RUBYCON GROUP COMPANIES**



Editorial policy

This report is prepared as an annual report of non-financial information about the environmental and social efforts of Rubycon Group Companies.

Listed items are summaries of concrete examples of activity policy and actual results in 2017 concerning the important issues we are working on.

In addition, information related to CSR activities is also posted on the website, for your convenience.

Terms included in this report

Report Target Period

This report basically covers activities between January and December 2017, but some activities of 2018 may be included partially. On the other hand, the performance data are, in principle, summarized in the period from April 2017 thru March 2018.

Target Organizations

"Rubycon" and "Company" refer to Rubycon Corporation, and "Rubycon group" or "group companies" primarily mean Rubycon Corporation and its domestic affiliates.

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Send inquiry to:

Rubycon Corporation
General Affairs Department

Tel : 0265-72-7112

web: <http://www.rubycon.co.jp/en>

Messages from the top of Company

Founding spirit "Tradition and Enterprise," "Effort and Study," and "Faith and Trust"

These words are included in the phrases of our company song. All employees work together to establish "Company Tradition" and pass it down the generations with "Enterprise Spirit." Every employee is conscious of "Effort and Study." "Faith" is essential to win "Trust" of customers, shareholders and community residents as well as our employees. These are reflected to our company song as the "Founding Spirit."

We have been providing products over 60 years under the spirit. Also in the future, we will continue to hold the spirit as our origin, so as to provide reliable and satisfactory products with our experience on technology and quality, and to contribute to creation of affluent society.

Aiming at contribution to better and sustainable society

Social environments in our country are radically changing such as the falling birthrate and the aging population, information-oriented society and globalization. Under these circumstances, we recognize that it is most important for us to sincerely and steadily work on what we can contribute through our businesses for sustainable growth of society and our group companies.

We are also promoting CSR (Corporate Social Responsibility) activities by setting compliance, environmental initiatives, raising employees' awareness of occupational health & safety, participation in communities, human rights and labor practices as priority areas. As part of these efforts, we acquired the OHSAS 18001 certification, an occupational health and safety management system, in March 2018.

Our products are not usually seen directly, but they are used in every part of society. Through continued efforts and technological innovation, we will continue to create new value necessary for society and aim to contribute to a sustainable and better society.

We appreciate your continued support to Rubycon Group Companies.

Itsuaki Tonouchi, President and C.E.O
Rubycon Corporation

Company Creed

Let's be the No.1 in Japan in all aspects!

Employees' Motto

5 Corporate Philosophies

- 1. Be honest and faithful in daily living**
- 2. Work and live properly**
- 3. Be loving in all aspects**
- 4. Self examine today's deeds and be grateful of no regrets**
- 5. Believe in yourself and believe in hopes**

Rubycon Company Song

Supervised by Teruo Tonouchi (Founder)

Lyrics by Sen Kinoshita

Composed by Yoshihiro Nishimura

Arranged by Akira Sakashita

1. Shinano surrounded by many mountains
Senjo in the east, Komagatake in the west
covered with virgin snow for thousands years
tradition and enterprise, Oh! Rubycon
strive together hand in hand
2. Water going away to the south
eternal Milky Way in the center of the sky
washing out rocks without standing still
efforts and training, Oh! Rubycon
study together hand in hand
3. Thousands of flowers on the ground
brilliant Big Dipper in the sky
swear to Home Town Ina
faith and trust, Oh! Rubycon
advance together hand in hand

Overview of Rubycon Group Companies

Trade name	Rubycon Corporation
Established	April 28, 1952
Headquarters	1938-1 Nishi-Minowa, Ina City, Nagano Prefecture
President & C.E.O	Itsuaki Tonouchi
Capital	396,000,000yen
Employees	695 (Employees of Rubycon Group 2,858)
Sales Turnover	49.9 billion JPY (consolidated, Financial Year ending September 2017)
Main business activities	Development, design, manufacture and sale of various capacitors and switching power supplies
Brand	RUBYCON
Business operating countries	13 countries(Japan, Indonesia, Thailand, USA, Germany, the Netherlands, China, Hong Kong, Taiwan, Singapore, Malaysia, India, Korea)
Product offering region	Global
Market segments	Industrial equipment, renewable energy, automotive, power supply, computer, lighting, communication equipment, etc.
Customer types	Electric / electronic equipment manufacturer, EMS (electronics manufacturing services), distributor, trading company, etc.

Japan Production Bases



Overseas Production Bases



Japan Sales Bases



Overseas Sales Offices



Consumer Safety and Protection

Rubycon products contribution to society

<< Rubycon products contribute to society through power electronics technologies >>

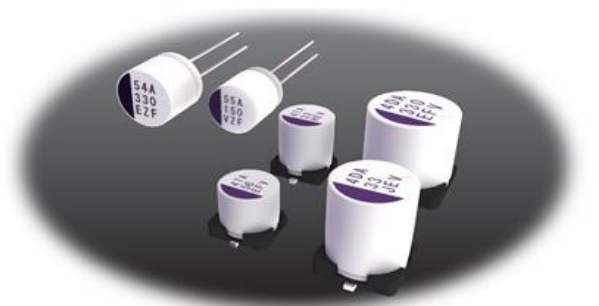
Urgent global themes such as energy issues are faced by societies. Core technologies to control energy with countermeasures to avoid escalation of global warming with power electronics are of primary importance. Rubycon is proposing capacitors to various power conversion devices to contribute higher efficiency, longer life and miniaturization.

<< Conductive Polymer Aluminum Solid Electrolytic Capacitor >>

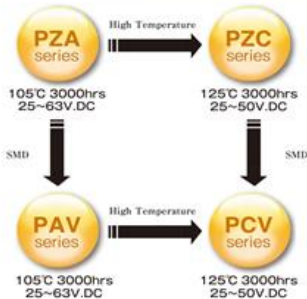
Conductive polymer aluminum solid electrolytic capacitors have a wider temperature range, are more compact, have lower ESR, and higher resistance to ripple current than other aluminum electrolytic capacitors. These features enable high-efficiency power supply design and can contribute to the reduced number of parts. The net result of this capacitor technology is energy savings improved efficiency.



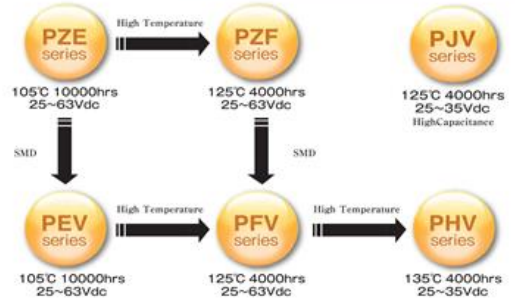
Winding Type Conductive Polymer Aluminum Electrolytic Capacitor(PZ-Cap) is one of Rubycon's new products, commercialized under long-established know-how of development and mass production for non-solid aluminum electrolytic capacitors added with our original utilization technologies for conductive polymer.



Series Line-up

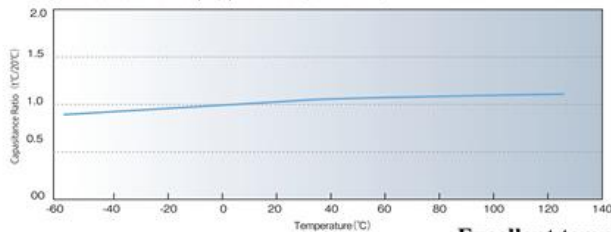


Series Line-up Hybrid Type



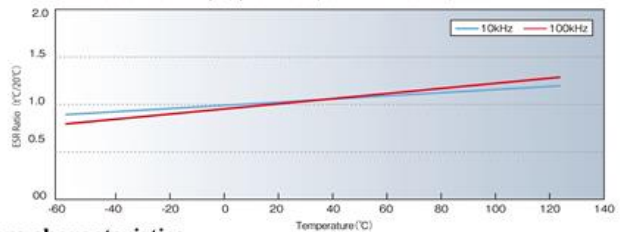
Capacitance Ratio Characteristics

(PFV series : 63V 56μF, φ10×10.5L, at 120Hz)



ESR Ratio Characteristics

(PFV series : 35V 270μF, φ10×10.5L, at 10kHz/100kHz)



Excellent temperature characteristics

<< Example of parts reduction with
conductive polymer aluminum solid electrolytic capacitor >>

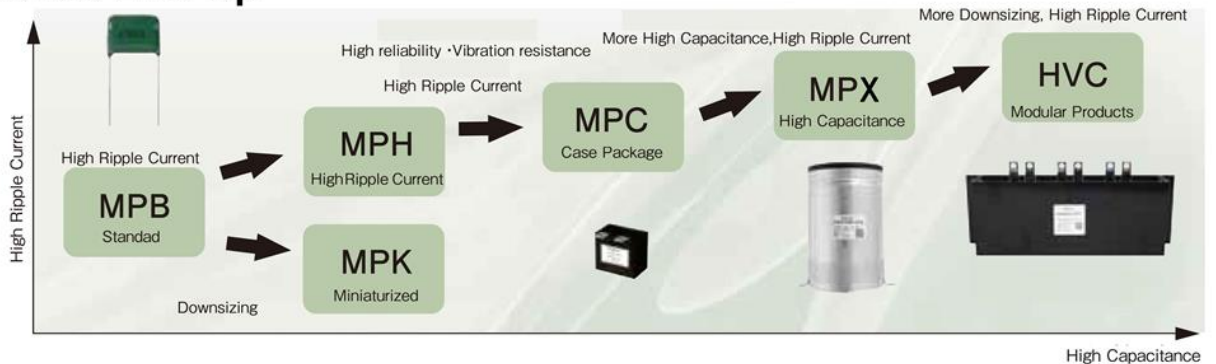


<< Power Film Capacitor >>

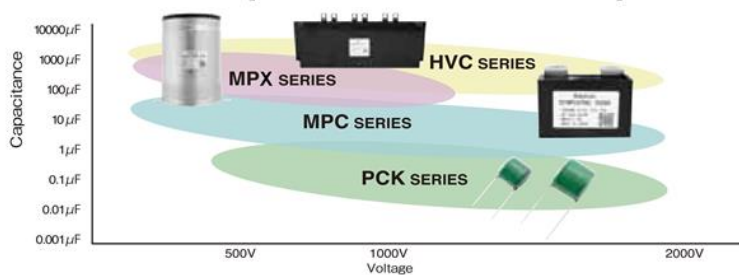
Voltage and current of main circuits have been increased to improve efficiency in power electronics. Most notably, in applications such as solar/wind power and automotive. Demand of large film capacitors (referred to as power film capacitors) is increasing. We are addressing deposition technology and low ESL (inductance) designs improve efficiency and improve miniaturization



Series Line-up



Series Line-up of Power Film Capacitors



Various terminal types are available for customer's requirements.

<< Screw Terminal Type Aluminum Electrolytic Capacitor >>

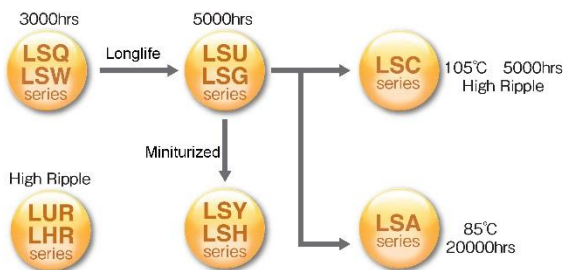
Screw Terminal Type Aluminum Electrolytic Capacitors are used for main circuit of power electronics together with power film capacitors.

We are downsizing dimensions and raising withstand voltage with our independent development of new electrolytes and adoption of high capacitance etched foil.

Stud screw type capacitors have efficient heat radiation structure and high resistance to ripple current, so as to contribute to efficient packaging and downsizing of equipment.

We are further addressing to develop new electrolyte and foil for higher voltage use, which is important to circuits for the next-generation power electronics semiconductor.

● Screw terminal type Aluminum Electrolytic Capacitors



Features

- 85°C 20000hrs
- Longer life than the conventinal series

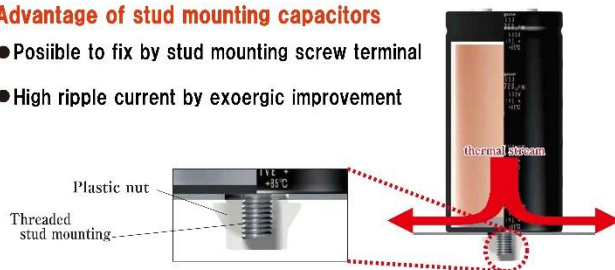
Items	Characteristics	Items	Characteristics
Rated Voltage	350~450Vdc	Temperature	-25~+85°C
Capacitance	1800~15000μF	Size	φ64X104L~φ90X219L

Features

- 85°C 5000hrs
- Screw terminal Aluminum electrolytic capacitors with threaded stud mounting

Advantage of stud mounting capacitors

- Possible to fix by stud mounting screw terminal
- High ripple current by exoergic improvement



Features

- 85°C 5000Hrs
- Added 580Vdc

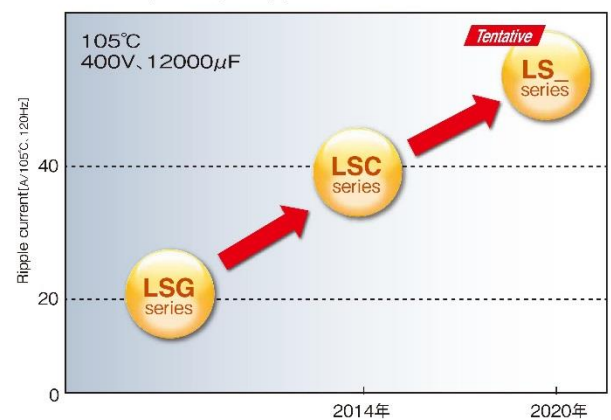
Items	Characteristics	Items	Characteristics
Rated Voltage	350~580Vdc	Temperature	-25~+85°C
Capacitance	1200~18000μF	Size	φ51X98L~φ90X241L

Features

- 105°C 5000hrs High Ripple current
- Higher Ripple (Max:170%)

Items	Characteristics	Items	Characteristics
Rated Voltage	350~450Vdc	Temperature	-25~+105°C
Capacitance	1800~15000μF	Size	φ64X104L~φ90X219L

Road map of High Ripple current



<< Electric Double Layer Capacitor >>

Electric double layer capacitors use "electric double layer" produced on the boundary between the electrode and electrolyte (as dielectric) for storing electric charges. This capacitor realizes quick charge-discharge cycles as well as long life since there aren't chemical reactions to store charges.

This capacitor is ideal for applications requiring momentary large current such as power assist and energy regeneration. If the capacitor is used as the main power for rechargeable equipment, maintenance is reduced.

Application

Power electronics

Power-assist, Regenerative electric power and smoothing circuit of output.

- Vehicle
- UPS
- Train
- Copying machines

Rapid charge / discharge

Rapid charge and discharge capability

- Toys driven by motors
- Portable device
- Home electronic appliances

Natural energy generation

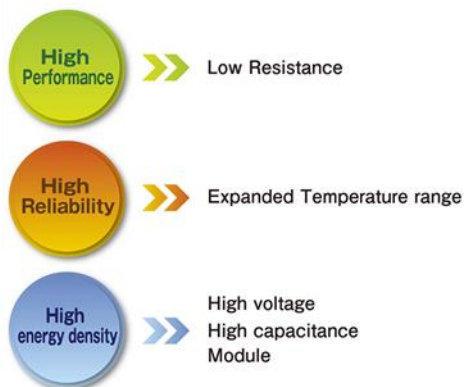
Power Supply in combination with Solar Energy, Windmill energy, e.t.c.

- Street lights
- Traffic signs
- Base of cellular phones



A module of multiple capacitors as well as a single electric double layer capacitor, expands applications. Please expect coming electric double layer capacitors useful to effective energy use.

Development trend of EDLC



For automotive, industry 30V30F



For office automation 24V120F



For backup 20V230F

Fair Business Practices

We are compliant regarding relevant statutes, internal regulations, social norms and ethics, and excluding relations with antisocial forces, so as to promote business activities through fair and good competition and to secure safe and ease of customers in consideration of views and positions of ordinary citizens.

Compliance

We are observing all statutes relating to business (labor, environment, public welfare, trade, industry, commerce, national tax and civil affairs), and as well as conducting fair business and transactions.

On the basis of our internal regulations, we are developing such activities to our group companies through mutual improvement.

We have published Rubycon Group Code of Conduct conforming to EICC (Electronic Industry Citizenship Coalition), and are providing it to all employees and group companies.

If any compliance violation is found, we will seek accurate facts to determine the cause followed by strict action to prevent recurrence.

Internal Audit

We have a designated audit department under the president's direct supervision to audit fair and proper performance of internal activities in accordance with relevant statutes, operation policy and internal regulations. The department will further provide advice to improve and correct our business as well as the risks for compliance in organizational activities. This audit covers all organizations in each company group.

Risk Management

In addition to Risk Management Activities conducted since 2012, we are strengthening internal systems and reviewing relevant internal regulation since inquiries from customers on code of conduct and ethical risk management are increasing.

We will also assess effectiveness of disaster contingency plan as well as reviewing BCP (Business Continuity Plan) for disaster and unexpected contingency.

Protection of Intellectual Properties (Measures against Counterfeit Products)

We are promoting the appropriate intellectual property formation such as acquisition of patent rights and trademark right to contribute to sound development of business activities. We are also working to protect our customers' interests by enhancing brand value through activities of eradication of counterfeit products. Furthermore, we strive to respect and not to interfere intellectual property of other companies, as well as to protect our own intellectual property.

Protection and Control of Information

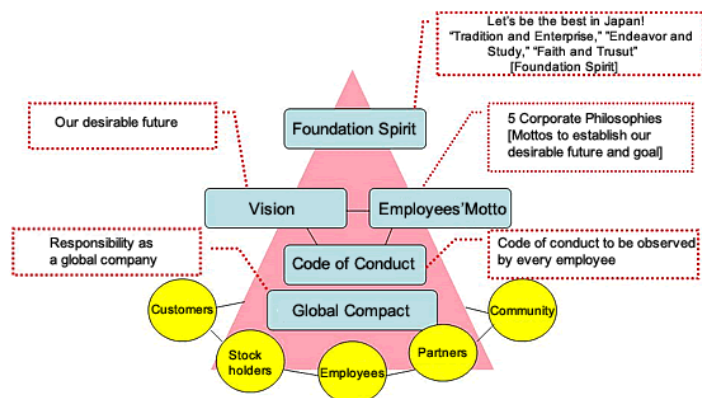
Misuse of information important to corporate management will have significant impact on relations of trust with partners and their management. We have established security policy and privacy policy recognizing importance of information assets. We give the first priority in risk management and BCP to the policies. We are protecting and controlling information assets through education of employees and various security measures and activities.

Organization Governance

CSR Policy

Rubycon's CSR System to accomplish corporate social responsibility is shown at the right. Decision-making is performed referring to the vision, the employees motto and the Global Compact, on the basis of the foundation spirit.

All of these support us to remain a reliable company to stakeholders such as customers, partners, stockholders, employees and the community, and to drive steady CSR activities.



Rubycon Group Code of Conduct

The purpose of Rubycon Group's Code of Conduct is to define business activities of our employees complying with laws and observing environmental responsibility and corporate ethics under a safe labor environment. It complies with the EICC Code of Conduct.

<< Human Rights and Labor >>

1. No forced labor
2. No inhumane treatment
3. No child labor
4. No discrimination
5. Reasonable wage
6. Working hours
7. Right to organize of employees

<< Safety and Health >>

1. Machine Safeguarding
2. Workplace safety
3. Workplace sanitation
4. Occupational injury and illness
5. Emergency preparedness
6. Physically demanding work
7. Facility safety and sanitation
8. Health of employees

<< Environment >>

1. Product content restrictions
2. Chemical materials to be used in production process
3. Environmental management system
4. Minimal impact on environment (e.g. waste water, sludge, exhaust gas)
5. Environmental permits and administrative approval
6. Effective utilization of resources and energy (3R)
7. Reduction of greenhouse gas emission
8. Waste reduction
9. Disclosure of environmental preservation activities
10. Preservation of biodiversity

<< Fair Trade and Ethics >>

1. No corruption or bribery
2. No abuse of dominant bargaining position
3. No improper advantage
4. No anticompetitive act
5. Provision of accurate information on product and service
6. Respect to intellectual property
7. Appropriate export control
8. Disclosure of information
9. Prevention and early detection of irregularity
10. Prohibition of reprisal
11. Responsible mineral procurement

<< Quality and Safety >>

1. Security of product safety
2. Quality management system

<< Information Security >>

1. Safeguarding for threat to computer network
2. No leakage of personal information
3. No leakage of confidential information of customers and third parties

<< Social Action >>

1. Contribution to society and community

The Ten Principles of the United Nations Global Compact

In October 2011, Rubycon Corporation expressed the support for the universal principles about Human Rights, Labour, Environment and Anti-corruption upheld by United Nations, and officially joined the UN Global Compact.

Rubycon Corporation contributes to society thru business activities, by supporting 10 principles of the UN Global Compact.

The Ten Principles of the United Nations Global Compact

«Human rights»

Principle 1 : Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2 : make sure that they are not complicit in human rights abuses.

«Labor»

Principle 3 : Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4 : the elimination of all forms of forced and compulsory labor;

Principle 5 : the effective abolition of child labor; and

Principle 6 : the elimination of discrimination in respect of employment and occupation.

«Environment»

Principle 7 : Businesses should support a precautionary approach to environmental challenges;

Principle 8 : undertake initiatives to promote greater environmental responsibility; and

Principle 9 : encourage the development and diffusion of environmentally friendly technologies.

«Anti-corruption»

Principle 10 : Businesses should work against corruption in all its forms, including extortion and bribe

Rubycon CSR Procurement Guidelines

Rubycon Group is striving to strengthen supply chain management with a view to business continuity and sustainable value creation.

We have established the "Rubycon Group Procurement Policy" based on our management philosophy, and we are striving to strengthen compliance with laws and social norms as well as showing our basic stance on procurement inside and outside the company through our website.

Based on the objective of this procurement policy, "Request to valued Suppliers" was established by emphasizing compliance with laws and social norms such as respect for human rights and rejection of anti-social forces, prohibition of corruption and bribery, promotion of fair and impartial businesses, and consideration for the environment.

With these two guidelines as the two driving wheels of procurement activities, we are working on building and strengthening relationships based on equitable, fair and transparent transactions with suppliers.

Rubycon Group Procurement Policy

<< Compliance with laws and social norms >>

We will comply with laws and social norms (Respect for human rights such as prohibition of child labor and forced labor, laws, standards, treaties, etc. of various countries including prevention of corruption etc.), and conduct sound and fair corporate activities. Suppliers of materials and services necessary for the production of Rubycon products are also requested to comply with laws and social norms.

<< Green procurement and environmental consideration >>

In line with the Rubycon Environmental Policy, we established green procurement standards, we continue the environmentally friendly materials procurement activities, and we strive to realize a sustainable human society and sound environment.

<< Promotion of equitable and fair business transactions >>

We open widely to both domestic and international suppliers (including candidates of suppliers), and conduct fair and impartial business transactions in accordance with established policies and procedures.

<< Supplier selection policy >>

In selecting suppliers, we are committed to make comprehensive judgement among the following factors: compliance with laws and social norms, environmental consideration, ensuring stable quality and safety, stable and reliable supply, stable management foundation, superior technical capability, appropriate information protection, respect of other companies' intellectual property, compliance with the designated delivery date, appropriate price, etc.

<< Enhancement of partner relationship with suppliers >>

We strive to build and maintain trust relationship based on mutual understanding with suppliers.

<< Prohibition of giving and receiving of private benefit >>

We prohibit employees from receiving inappropriate personal benefits (including entertainment and gifts) from suppliers without exception.

CSR Plan in Rubycon



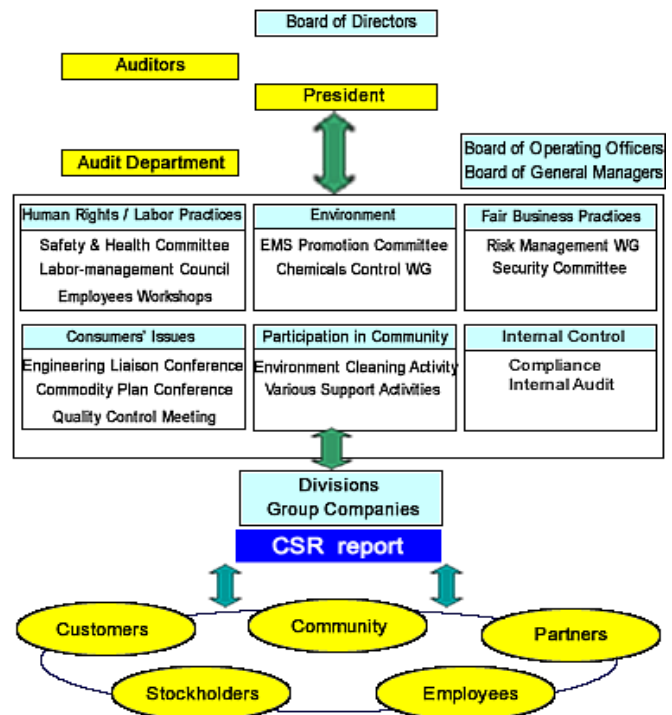
CSR Promotion System

CSR activities are positioned as the business itself, and awareness of all employees to CSR is raised under instruction of the president.

Each of the conferences and councils is regularly held, and decisions are penetrated into the whole group including divisions and affiliated companies to share problems.

CSR management is promoted, emphasizing interaction with customers, partners, stockholders, employees and the community.

We are securing compliance under the spirit that a corporate is a public institution. We provide proper feedback of requests from stakeholders.



Performance Data

(from April to March)

Corresponding
GRI standard #

Classification		Items	Boundary	Unit	2015	2016	2017		
Company Size	Number of establishments		Consolidated Japan		17	17	15	102-7	
			Consolidated Abroad		11	11	11		
		Total	Consolidated		28	28	26		
	Number of employees	Male	Consolidated Japan	persons	1,398	1,430	1,406	102-7	
		Female	Consolidated Japan	persons	447	426	430		
		Japan Total	Consolidated Japan	persons	1,845	1,856	1,836		
		Male	Consolidated Abroad	persons	330	327	328		
		Female	Consolidated Abroad	persons	692	692	694		
		Overseas Total	Consolidated Abroad	persons	1,022	1,019	1,022		
		Total	Consolidated	persons	2,867	2,875	2,858		
Net turnover			Consolidated	billion yen	48.5	49	49.9	102-7	
Labor Practices	Number of regular employees	Male	Rubycon Corp.	persons	523	533	522	102-8	
		Female	Rubycon Corp.	persons	163	162	164		
		Total Regular	Rubycon Corp.	persons	686	695	686		
	Number of temporary employees	Male	Rubycon Corp.	persons	0	0	0	102-8	
		Female	Rubycon Corp.	persons	0	0	0		
		Total Temporary	Rubycon Corp.	persons	0	0	0		
	Ratio of temporary employees out of total employee			Rubycon Corp.	%	0	0	0	102-8
	Number of newly hired employees			Rubycon Corp.	persons	41	23	38	
	Ratio of new employees			Rubycon Corp.	%	6.0%	3.3%	5.6%	
	Number of people leaving (excluding retirement age)			Rubycon Corp.	persons	18	21	15	401-1
	Ratio of people leaving			Rubycon Corp.	%	2.6%	3.0%	2.2%	
	Ratio of reemployed employees (at the retirement age)			Rubycon Corp.	%	100%	100%	78%	
	Ratio of handicapped employees			Rubycon Corp.	%	2%	2%	2.3%	
	Working hours (per employee per year)			Rubycon Corp.	hours	2,011.2	2,023.5	1,982.2	
	Annual paid holidays taken per employee per year)			Rubycon Corp.	days	8.6	8.44	8.55	
	Average overtime working hours (per employee per month)			Rubycon Corp.	hours	8.16	7.97	7.01	
	Childcare leave	Male	Rubycon Corp.	persons	1	1	1	401-3	
		Female	Rubycon Corp.	persons	9	6	4		
		Total	Rubycon Corp.	persons	10	7	5		
	Childcare leave restoration rate			Rubycon Corp.	%	100%	100%	100%	401-3
	Family care leave	Male	Rubycon Corp.	persons	0	0	0		
		Female	Rubycon Corp.	persons	0	0	0		
		Total	Rubycon Corp.	persons	0	0	0		
Shortened working hours for childcare or family care	Male	Rubycon Corp.	persons	0	0	0			
	Female	Rubycon Corp.	persons	22	24	28			
	Total	Rubycon Corp.	persons	22	24	28			
Labor union	Number of unionized employees	Rubycon Corp.	persons	378	377	387	102-41		
	Ratio of unionized employees	Rubycon Corp.	%	55%	54%	57%			
Number of incidents resulting in lost-time injuries			Rubycon Group Companies	cases	4	5	3		
Infrequency rate of lost-time injuries			Rubycon Corp.		1.56	0.76	0.75		
			Rubycon Group Companies		1.18	1.45	0.85		

Classification		Items	Boundary	Unit	2015	2016	2017	
Participation in community	Education	Accepted interns	Rubycon Corp.	cases	8	4	5	
			Rubycon Corp.	persons	15	10	9	
	Improvement of the environment around the worksites	Cleaning activities	Rubycon Corp.	cases	5	6	1	
			Rubycon Corp.	hours in total	90	95	70	
	Promotion of arts, culture & sports	Cooperative contribution	Rubycon Corp.	thousand yen	312	317	387	
	Exchange with local communities	Guided plant tour	Rubycon Corp.	persons	282	121	51	
		Facilities rented	Rubycon Corp.	hours	10	8	4	
		Number of attending events	Rubycon Corp.	persons	65	69	68	
	Community development & social welfare	Visitors to clock museum	Rubycon Corp.	persons	3,026	2,511	1,805	
		Contribution to local economy	Rubycon Corp.	thousand yen	409	416	167	
Contribution to local organization		Rubycon Corp.	thousand yen	322	340	415		
Environmental Conservation	Total energy consumption	Non-renewable energy source	Rubycon Corp.	TJ	143	117	128	302-1
			Rubycon Group Co.s in Japan	TJ	1,763	1,926	2,093	
		Renewable energy source	Rubycon Corp.	GJ	0	0	0	
			Rubycon Group Co.s in Japan	GJ	249	267	268	
	Total electricity consumption	Total	Rubycon Corp.	GWhr	11.7	11.4	11.7	302-1
			Rubycon Group Co.s in Japan	GWhr	166.3	173.8	195.1	
	Greenhouse gases discharged	Scope 1	Rubycon Corp.	kt-CO2	0	0	0	305-1
			Rubycon Group Co.s in Japan	kt-CO2	0	0	0	
		Scope 2	Rubycon Corp.	kt-CO2	5.98	5.77	6.27	305-2
			Rubycon Group Co.s in Japan	kt-CO2	26.85	24.90	23.64	
	Water used		Rubycon Corp.	million m ³	5	5.8	4.8	303-1
			Rubycon Group Co.s in Japan	million m ³	23.8	23.8	23.8	
	Waste water		Rubycon Corp.	kt	5.0	5.8	4.8	306-1
			Rubycon Group Co.s in Japan	kt	35	36	37	
	Discharged industrial waste		Rubycon Corp.	t	194.9	229.3	183.2	306-2
			Rubycon Group Co.s in Japan	t	1,373.6	1,578.0	1,454.6	
	Final landfill of industrial waste		Rubycon Corp.	t	0	0	0	306-2
			Rubycon Group Co.s in Japan	t	0	0	0	
	Release of PRTR-listed substances	into air	Rubycon Corp.	t	0	0	0	305-7
			Rubycon Group Co.s in Japan	t	0	0	0	
		into water	Rubycon Corp.	t	0	0	0	306-1
			Rubycon Group Co.s in Japan	t	0	0	0	
Total		Rubycon Corp.	t	0	0	0		
		Rubycon Group Co.s in Japan	t	0	0	0		
Harmful atmospheric pollutants released		Rubycon Corp.	t	0	0	0	305-7	
Discharged substances with atmospheric impact	SOx	Rubycon Corp.	t	0	0	0	305-7	
	NOx	Rubycon Corp.	t	0	0	0		
	Soot and dust	Rubycon Corp.	t	0	0	0		
Discharged substances with water quality impact	COD	Rubycon Corp.	t	0	0	0		
	Total phosphorus	Rubycon Corp.	t	0	0	0		
	Total nitrogen	Rubycon Corp.	t	0	0	0		
Environmental accounting	Capital investment (total)	Rubycon Group Companies	million yen	79	142	42		
	Expenses (total)	Rubycon Group Companies	million yen	8.8	9.5	5.6		
	Economic benefits	Rubycon Group Companies	million yen	0	0.91	0.57		
Compliance	Number of requests for consultation received by corporate ethics window		Rubycon Group Companies	cases	14	4	5	

CSR Activities

Security of Product Safety

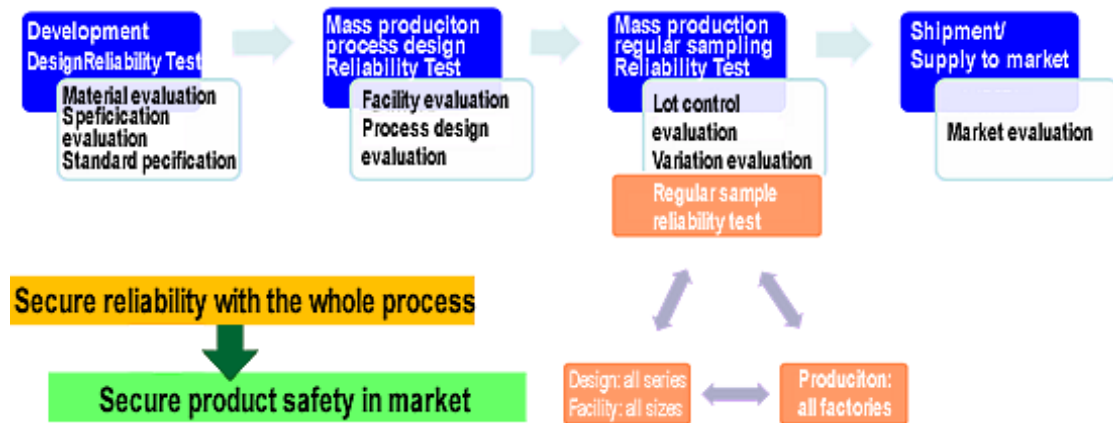
We closely check compliance and non-use of banned substances in planning phase of product development, in order to secure product safety.

We also describe safety instructions in our catalog and delivery specifications.

We perform reliability tests with various processes to secure safety of products to be manufactured.

We conduct reliability tests in various phases, including process design phase to secure correct materials, specifications and production conditions. During the mass production phase we check reliability of all products through regular sampling, also during the product development and planning phases. Such tests include reliability and the general process is confirmed in addition to safety, so as to maintain the reliability of Rubycon products.

We are striving to supply safe and reliable products now and in the future.



Response to Product Accident and Failure

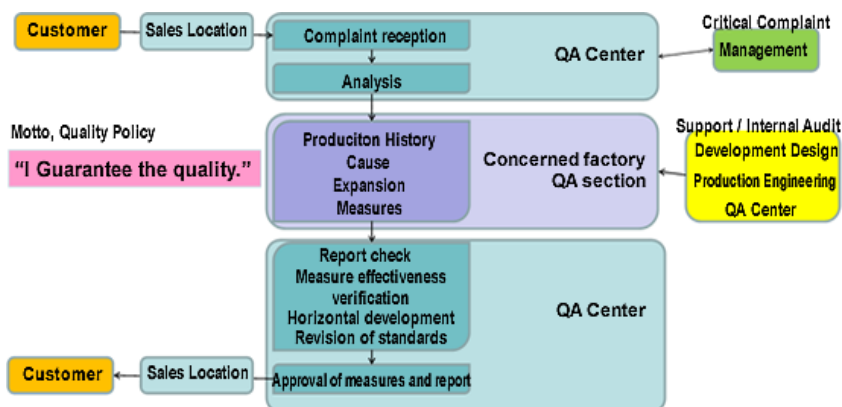
Quality Assurance Center (QA Center) receives complaints and investigation requests for accident and failure from customers through each sales office.

QA Center uses special equipment for the primary investigation of returns and notifies complaint information to the concerned factory on the current day. Then the center starts investigation of production record and the root cause of the failure.

Quality Control Section in the concerned factory performs expansion estimation and prepares measures to report to QA Center. QA Center reports the measures to each customer.

QA Center further performs validation and horizontal development of the measures through internal audit, so as to confirm the change.

Under the motto "I guarantee the quality," all of Rubycon's members are aiming to win customer satisfaction as well as addressing quality improvements.



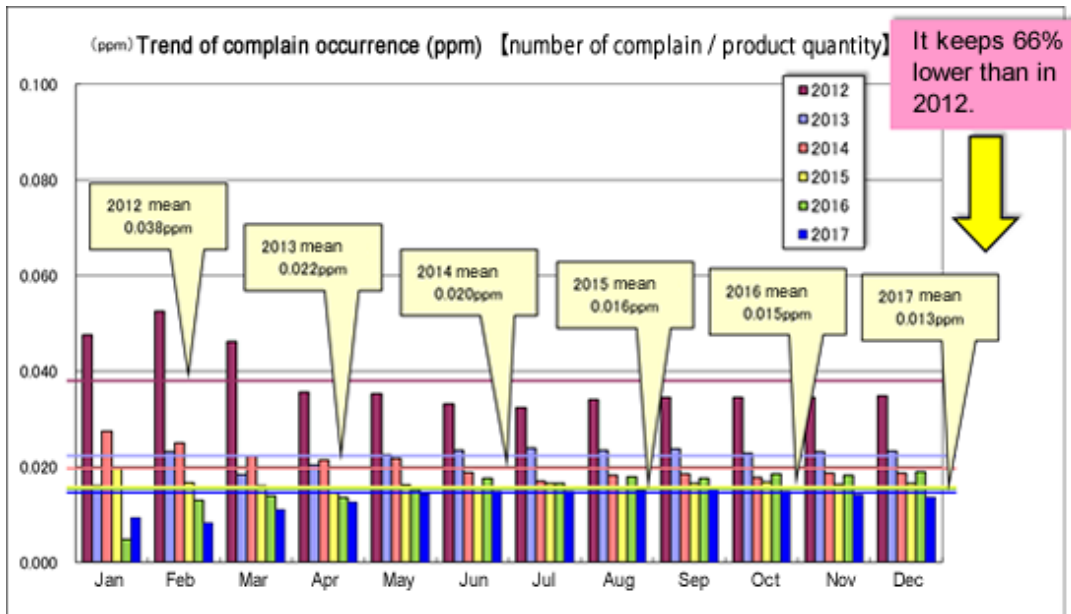
C0C: Claim 0 Campaign

We accept every complaint from customers with sincerity in order to improve customer satisfaction and quality related with product safety.

We have started quality improvement activities as the manufacturer responsible for our products, so as to attain our goal "Claim 0."

We started Claim 0 Campaign (C0C) in May, 2012.

In the result of the sixth year, 66% reduction in the complaint rate (number of complaints/output) has been kept. We are addressing to C0C activities to attain "Claim 0."



Factory recognition commendation

We evaluate the outcome of C0C activities by factory, and we grant an Award every year.

In 2017, the Akita Rubycon Daisen Factory, which achieved the "zero" complaint for 33 consecutive months, won the Award.

Improvement of Customer Satisfaction

We have the quality policy of "manufacture to win customer satisfaction" that provides customers with relief and trust through 5 pillars of cooperation power, promptness, analyzing ability, quality control ability, small group activities. We are addressing Customer Satisfaction through quality to contribute to the society and the future.

We conduct customer questionnaire every year including cost, delivery and service as well as quality, so as to improve customer satisfaction



ISO/TS audit and internal audit

We have acquired ISO9001, ISO/TS16949, ISO14001 and OHSAS18001 and are engaged in production activities based on internal regulations and standards.

As well as receiving audits by third-party organizations in order to confirm whether the production activities are conducted firmly in accordance with the standard requirements, we are also promoting interconnection among various sections in the company and working on improvement of mutual levels, by conducting internal audits by the auditor team whose representatives are selected from each division.

Green Procurement

We are purchasing materials, parts and components for Rubycon products from partners who are proactively reducing environmental burdens and addressing to reduce substances in the "Environmentally-controlled Substance List," and observing statutes and social norms of each country.

We will continue such activities in the future.

Control of Banned and Hazard Substances

We have specified our "Banned and Abolished Substance List" for banned and hazardous substances and are continually updating it according to customers' requirements of green procurement including RoHS and REACH regulations.

We have a check system for RoHS regulated substances in material reception stage through regular XRF analysis for samples and inspection of high-precision analysis data.

We also have a material tracing system to prevent reception, incorporation and contamination of banned and abolished substances. In the system, a barcode is used to identify all materials under cooperation of suppliers to establish material traceability. We have a database to trace material information within 24 hours to prevent environmental defects from being released.

We are continually striving for preserving the comfortable environment with the catchphrase "I preserve the globe."

Compliance Training

We conducted in-house training for competition law compliance.

Managers training in March 2017:	34 attended
General employees training in Apr.-Nov. 2017:	
1,265 attended	(Headquarters: 499 and affiliates: 766)
Executive Training in Jan. 2018:	11 attended
Sales Training in Jan.-Feb. 2018:	99 attended
	(Headquarters: 68 and affiliates: 31)



Reduction of Environmental Burden

Energy Saving

Rubycon has been designated as a specific proponent according to the Act on the Rational Use of Energy in 2010, and have been addressing to annual energy saving rate more than 1% , working on measures of saving energy of lighting, air-conditioning, compressors and production equipment.

Energy saving achievements in recent years are as follows:

Year	Energy Saving Result
2015	1.2% decreased
2016	5.4% decreased
2017	2.4% decreased



Running status of circulating roof spray system

(Conversion per unit consumption)

Reduction of CO2 emission

We strive to achieve annual 1% reduction of CO2 emission. Achievements in recent years are as follows:

Year	Emission	% change v. previous year
2015	5,981t-CO2	1.5% decreased
2016	5,770t-CO2	3.5% decreased
2017	5,922t-CO2	2.6% increased

We achieved size & weight reduction and performance improvement of our products through R&D to respond to customers requests. We continue further improvement in size reduction to reduce CO2 emission and contribute on energy conservation.

Promotion of Recycling

1. Waste Vinyl

We maintain 100% recycling of waste vinyl

2. Paper

We segregate paper from combustible waste to pass on 66% of combustibles to recycling.

3. Miscellaneous

We are addressing to recycle to establish Zero Waste Emission.

PRTR (Pollutant Release and Transfer Register)

We prepare annual report according to the PRTR Act. The achievements in recent years are as follows:

1. 2013: 430kg transferred
2. 2014: 340kg transferred
3. 2015: 180kg transferred
4. 2016: 130kg transferred
5. 2017: 139kg transferred

Reduction of waste generation

We are working on the reduction of waste generation.

Recent achievements are as follows:

1. Generated waste 2013: 391 tons
2. Generated waste 2014: 366 tons
3. Generated waste 2015: 334 tons
4. Generated waste 2016: 344 tons
5. Generated waste 2017: 368 tons

(Waste increased in 2016 & 2017 due to increased production)

Environmental Clean-up Activity

We, at Rubycon, are operating research, development and production in natural blessings. As expressed with our environmental catchphrase "I preserve the environment," we are continually striving for cleaning on and around our premises by preserving nature, in order to make visitors comfortable.



<< Voices >>

Participation in Environment Clean-up Activity / Masayoshi Goto, Purchasing Department



In the environmental cleanup activity, my team mainly work on the glasses of the entrance doors. I concentrate cleaning glasses once started doing it.

In the winter morning, the fingertips are cold and hard, but it is the place to welcome customers and visitors, so I would like to contribute as for everyone to feel comfortable visiting us.

<<Factory tree-planting commendation>>

We won the prize of Chairperson of the Japan tree-planting center at the 36th factory tree-planting promotion national convention, by our activities for the tree-planting in the company premises being praised.



Respect of Human Rights

Our employee regulations specify equal opportunity such that employees are not discriminated by their nationality, religion, sex or social position.

These regulations also specify strict compliance of "prohibition of forced labor", "prohibition of inhumane treatment", "prohibition of child labor", "restriction of dangerous and harmful work" and "restriction of dangerous and harmful work for pregnancies" as stipulated by law. We are further addressing "control of working hours" to prevent overwork.

We have also formally participated in UN Global Compact proposed by the UN in October, 2011, and put up our original poster in each of our departments including our group companies and overseas distributors in order to comply with the 10 rules.

We are thoroughly instructing the importance to respect and cooperate with each other for pursuing work through personnel training courses described below.

Personnel Training

Employee Training

<< Hierarchy Courses >>

- **Intensive Fresh Recruit Training (April, every year)**

Intensive training for 10 days is provided to fresh recruits to build up basic skill as an employee of Rubycon. Group discussion over hours is included to fully communicate each other.

Afterwards, all newly hired employees will conduct hands-on training at the manufacturing site for half a year to acquire the basics of monozukuri, and then will be assigned to the intended sections.



- **Fresh Recruit Follow-up Training (at 6 to 12 months from employment)**

Fresh recruit follow-up training is provided at a certain period after assignment. In the training, each trainee reviews his or her acts in the initial period to determine the extent of accomplishment of the target set at the time of employment, and sets a new target for the next step.

- **Young Employee Training (4th or 5th year after employment)**

This training is provided to motivate each young employee to proactively expand his or her work scope beyond his or her duty, so as to grow into mid-level employee.

- **Class 1 Employee Qualification Training (for mid-level employees 7-10 years from employment)**

We have an ability-based grade system, and Class 1 employee corresponds to mid-level employee. This training is aimed to improve awareness of responsibility as mid-level employee, so as to pursue work in wider viewpoint.

- **Beginning Supervisor Training (for beginning chiefs, leaders and managers)**
We provide beginning management with training of role and responsibility of management, labor management, understanding of Company counts, goal setting, and communication with staff.
- **Beginning Management Training (for beginning general managers)**
We provide beginning management with training of role and responsibility of management, labor management, understanding of Company counts, goal setting, and communication with staff.

<< Language Courses >>

- **English Course**

We provide primary English course every week to develop global persons with external native speaking instructors. Also, a TOEIC certification examination is held at the company once a year to self-evaluate own English skills.



- **Chinese Course**

Employees of Chinese origin teach Chinese to other employees once a week, since Chinese market is huge and attractive for us.



<< Correspondence Courses >>

- We update the brochure for correspondence courses every year so as to promote self-development of each employee. We prepare e-learning courses compatible with smart phone and tablet, so as to establish environment for easy learning.
We have further compulsory courses as a promotion requirement for comprehensive-work employees.

<< Other Professional Courses>>

- **Mental Healthcare Course**
We believe that physical and mental health of employees is the first step to create dynamic workplace. Then we invite an instructor from Nagano Industrial Health Promotion Center or else once every few years to hold mental healthcare course.
- **Telephone Manners Course**
We have telephone manner training for personnel with frequent telephone response each year. Such personnel participate in a telephone manners competition.
2 employees participated in the contest in Ina and Komagane area last year, and achieved outstanding results as 3rd place (excellent award, ability to participate in the prefectural convention) and 4th place (superior award). She won the excellent award at the prefectural convention as well.



Ina and Komagane area
District Tournament Contestant

Creation of Comfortable Workplaces

Child-raising and Nursing Care

Establishment of Child-raising and Nursing Vacation Regulation

We have "Child-raising and Nursing Vacation Regulation" complying with the Child Care and Family Care Leave Act. Many of our employees use child-raising vacation to return to work.

To support child-raising, employee raising a child up to the first grade of primary school can select working hours 2 hours shorter than regular at most.

Establishment of Healthcare Vacation

Healthcare vacation system is our original one to accumulate annual paid holidays not used up to 10 days for a year with the retention of 2 years at most. This system helps need of long cure due to accident, injury or disease.

Hourly Paid Holiday

We also have an hourly paid holiday system in which an employee can have hourly holiday up to 3 days in a year. It is useful for late attendance or early leaving due to going to a hospital for one's own or a family's sake.

Acquisition of Kurumin Mark

We have been addressing to the next-generation development support, and approved Kurumin Mark by Nagano Labor Bureau on August 29, 2008 according to the Act for Measures to Support the Development of the Next Generation. We have been awarded the second approval in 2015 for the activities conducted between 2011 and 2015.



Mothers' Meeting

We gather female employees in child-raising vacation and working raising children, so as to exchange child care information. It is a good opportunity to consult childcare problems.

Occupational Health and Safety

We carry out various activities toward "Creating a healthy and comfortable workplace". As part of such efforts, we acquired "OHSAS 18001" certification, an occupational health and safety management system, in this fiscal year.

In improvement activities, we are working to raise awareness of employees' occupational health and safety.

- Health and Safety Committee meetings (12 times a year)
- Health and safety Patrols (Twice a year)
- Health and safety patrols [Factory] (6 times a year)
- Patrol of Health Representative (Weekly)
- KYT Activity(Once a year)
"Kiken Yochi Training" meaning the foreseeing danger situations training.
- Hiyari-Hatto Proposal Activity (Once a year)
- Factory Environment Survey (Twice a year)
- Plant Environment Survey (Twice a year)
- VDT Environment Survey(Annual)
- Risk Assessment
- Young Drivers Club
- Disaster Drill
- Safety and Health Education



Photo of Disaster Drill

Address to Mental Healthcare

As described in the section of professional training, we provide mental healthcare training with external instructors.

We take appropriate actions for persons of mental disorder in cooperation of personnel section, company nurse and company doctor.

Health Consultation

Company nurse picks up 3 to 4 persons every month from long-hour workers and employees with findings in medical check, to consult company doctor on monthly visit.

Stress Check

Based on the amended Occupational Health and Safety Law, we conducted a stress check in October 2017. 447 employees took the examination of stress check, and several of them chose to take an interview with industrial doctors.

KYT (Danger Prediction Training) activities

KYT activities are conducted at each section of the company once a year, by having section members think about what kind of dangers exist in the workplace, decide important issues among them to work on, study how to resolve them, and set the goals by when to resolve them.

By doing it, we encourage them to have a habit looking around for searching potential dangers in the workplace.

Hiyari-Hatto(Near miss) suggestion activities

Hiyari-Hatto (near miss) is literally "a thing that makes you feel emotion of fear in an unexpected event" by a step before a serious accident.

Heinrich's is one of the empirical rules, and the content is that there are 29 minor accidents and 300 near-miss incidents (hiyari-hatto) exist behind one serious accident. According to such rule, we collect from each section reports about such incidents once a year, and take appropriate measures to eliminate risk of accidents.

Baseball team activities

Rubycon's soft baseball club, one of the most powerful teams in the prefecture, has been very active although with only 12 members.

They achieved remarkable results in 2017, e.g., they won the championship at 72nd Emperor's Cup Nagano Prefecture Tournament, the best 4 position at 72nd National Sports Festival Nagano Prefecture Tournament, and the championship at 62nd Central Japan Toshi-taiko Baseball Competition Nagano Prefecture Tournament.

We expect that they keep up their best as a representative of the community.



Relation with Labor Union

Labor-management Council

We have labor-management council with labor union of the company, for the common purpose of "development of company and happiness of employees."

The council is held as necessary at any time to find resolution through discussion, including the regular "Spring Labor-management Negotiation" in every spring.



Summer festival

We co-host summer festival together with the labor union, in the time of Ina-matsuri Festival in August. Section managers make Yakisoba noodles and shaved ice to serve to employees. It is helpful to activate communication among employees.



<< Voices >>

Participation in Summer Festival / Yuta Miyashita, PZ SBU Center

My family members participated in the summer festival. When we arrived at the venue, we saw a crowd around the stalls already.

My children looked nervous initially, but the tension was gradually relieved as they received some food at the stalls. They gladly showed the prizes they received, and they were hanging out there with very satisfied appearances.

It was my first time attending the festival together with my family, and we had a very good time. I would like to participate it next time again.

Bus tours hosted by the Labor Union

As part of welfare programs, we hold several bus tours a year for employees. Destinations are various, including cultural heritage, factory tour, theme park, etc. Normally about 40 people participate in a tour. By doing one day activity together with people in other departments who are less involved in daily work, it helps revitalize communication beyond the fences between departments.



At Yamanashi Sweets Factory



At Universal Studio Japan

Participation in Community and Development

Social Contribution Activities

Acceptance of Internship and factory tour

In the view of social service and youth development, we accept the requests of internship for students of junior high-school, high-school and university, businesspeople and disabled people as much as possible. Such requests are increasing year after year, and we are going to accept to the utmost extent.

《Track Record of Internship and Factory Tour in 2017》			
Month	Subjects	Head-count	Duration
March	Children of employees who are entering Primary School (Tour)	14	1day
May	Students of Nishiminowa junior high school (Internship)	2	3days
May	Student of Harutomi junior high school (Internship)	1	1day
July	Students of Komagane industrial high school (Internship)	2	2days
September	Students of Ina-Tobu junior high school (Internship)	2	2 days
November	Students of Ina junior high school (Internship)	2	2 days

Participation in Clean-up Activity around Tenryu River Area

We are participating in clean-up activities around Tenryu River Area (Tenryu River Environmental Picnic) every year to cooperate with community residents, as a part of Local Beautification Activity. The activities work as parent-child communication, as children of employees participate in them.



Promotion of local firefighting activities and Japanese Red Cross Service activities

We promote cooperation with and participation in community activities. Local firefighting activities and local Red Cross service activities are especially important for local active disaster prevention and local welfare. We treat absence due to participation in such activities as paid holidays.

Participation in Ina-matsuri Festival

We participate in Ina-matsuri Festival every year with a dancing team.

The dancing team performs powerful dance in gratitude for the community, in order to encourage the festival.



<< Voices >>

Participation in Ina Matsuri Festival / Manami Hirasawa, R&D Group (Photo: the first from the right)



I participated in Rubycon team last year.

I joined the citizen dance for the first time since I joined the company, and I learned that there are some difficult parts such as choreography than I thought. However, I got taught by senior employees gently and clearly, so I was able to have fun while practicing and on the festival day. It was a very good opportunity as I was able to interact with people in other departments through dancing practices and Ina Matsuri festival. Through the Ina Matsuri festival, I would like to continue promoting the energetic and lively Rubycon.

Contribution to revitalization of community

Tonouchi Clock Memorial Museum

Approximately 250 mechanical clocks mainly from Europe in the 18th to 19th century are exhibited at the Museum, all of which are still counting time. Deceased Mr. Teruo Tonouchi used to wish that people sympathize with the passion for the science of the predecessors and children foster interest in science through complicated mechanical clocks, and wish to give some help to improve regional culture. The museum was built with such his wishes, and it is quietly standing in a grove in which more than 1,000 rhododendrons were planted.

The clock museum that is maintained with the consideration to the preservation of natural environment, and that with the carillon's bell ringing in the forest, is a well-known cultural facility of the area.



Tonouchi Memorial Park



In the park within the Company campus, more than 100 cherry trees were planted, of which majority are turmeric cherry trees carried from Yuri-honjo City of Akita Pref., and as well some red peony cherry blossoms and weeping cherry trees.

It has been open to the community and has become a place for relaxation.

Lending the baseball stadium

We have a Rubycon stadium equipped with lighting for night games. While the company baseball team is away from hometown due to expedition or else, the stadium is open to community. It is used by various organizations, including local youngsters baseball team practices.



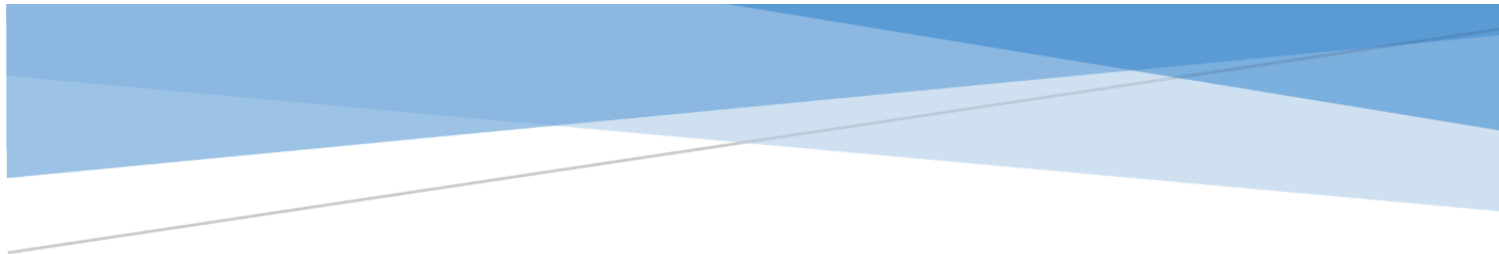
Major Performances in 2017 and Goals and Plans in 2018

Major Item	Minor Item	Goal and Plan in 2017	Major Performances in 2017	Goal and Plan in 2018	
Corporate Governance	CSR Management	Policy to comply with EICC Code of Conduct. Support of 10 rules of UN Global Compact, and develop them to business activities	Submitted COP to the headquarters of UN Global Compact on July 14, 2017	To promote priority themes in the group	
	Interaction with Stakeholders		Declared our policy to comply with EICC Code of Conduct and support of 10 rules of UN Global Compact on Rubycon Website.		
	Corporate Governance	Promotion of transparent management		Made out CSR Report 2017 and published on our website including Code of Conduct.	Creation of CSR report and publication on our website. Compliance training to extend to all divisions of the company. Continuation of internal audits.
		Improvement of compliance and internal control		Compliance training was conducted for managers and general employees.	
Human Rights / Labor Practices	Respect of Human Rights / No Discrimination	Promotion of human rights enlightenment	Performed human rights education in fresh recruit training (April)	Promotion and continuation of human rights enlightenment activity	
	Human Resources Development	Improvement of employee training		Performed Chinese and English language courses once a week.	Improvement and performance of training program
				A managers' training was conducted on September 20, 2017, with 51 managers attending to improve their awareness of managerial positions for the preparation of entering FY67 term. A fresh managers' training was conducted on January 24, 2018, for 9 newly appointed managers to gain basic managerial skills. On March 21, 2018, a personnel appraisal training was conducted for 20 newly appointed supervisors to gain basic skills of evaluating personnel appraisal.	
				2 fresh employees participated in the telephone manner contest in Ina and Komagane area on September 8, and achieved outstanding results as 3rd place (excellent award, ability to participate in the prefectural convention) and 4th place (superior award). She won the excellent award at the prefectural convention as well.	
	Support to Work Diversity	Continued employment according to motivation and ability of each retired employee		Continuance of extended employment system	Revision of extended employment system
		Support to childcare		Labor union and management together examined the response to the revised Child Care and Family Care Leave Act enforced in October 2017, and revised Labor Regulations accordingly.	To make employees well aware of the revised contents of the laws and regulations.
	Safety and Health of Employees	Measures for lifestyle diseases		Health consultation	Continuance of measures for lifestyle diseases Mental health care for young
		Promotion of safety and health in workplace		Risk assessment and improvement activities (monthly review by safety and health committee)	To obtain OHSAS18001 certification Continuation of workplace safety and health activity
				Performed safety and health patrols in the National Labor Health Week and the National Safety Week twice in a year, together with indoor environment clean-up activity, fire drill, sheet-belt use rate survey.	
		To obtain OHSAS18001 certification		OHSAS18001 certification was acquired in March 2018.	
Activation of internal circles			Rubycon's soft baseball club, one of the most powerful teams in the prefecture, has been very active although with only 12 members. They achieved remarkable results in 2017, e.g., they won the championship at 72nd Emperor's Cup Nagano Prefecture Tournament, the best 4 position at 72nd National Sports Festival Nagano Prefecture Tournament, and the championship at 62nd Central Japan Toshi-taiko Baseball Competition Nagano Prefecture Tournament. We expect that they keep up their best as a representative of the community.	Amendment of Labor Regulations	
			Summer Festival (Aug. 5).		
			As part of welfare programs, several bus tours a year for employees are managed by labor union. Destinations are various, including cultural heritage, factory tour, theme park, etc. Normally about 40 people participate in a tour. Participants enjoyed much by visiting Yamanashi Sweets Factory and Universal Studio Japan in 2017.		
			Held labor-management council regularly to exchange opinions and to share information.		

Major Performances in 2017 and Goals and Plans in 2018

Major Item	Minor Item	Goal and Plan in 2017	Major Performances in 2017	Goal and Plan in 2018	
Environment	Environmental Management	Continuing approval and compliance of ISO14001	To update to 2015 version and to maintain all over the group	Maintenance all over the group	
	Environment-friendly Business Process	Management of banned substances and hazardous and toxic materials		Chemicals control WG (every 2 months) to penetrate instructions into the group Instruction of Green Procurement to suppliers	Continuing management of banned substances and hazardous and toxic materials
		Reduction of industrial waste and promotion of recycling		Attained 100% recycle of waste vinyl Attained 66% recycle of industrial waste A (paper)	Reduction of industrial waste and promotion of recycling
		To reduce energy consumption in conversion per unit consumption by 1% or more compared to the prior year		Achievement in conversion per unit consumption between April 2017 and March 2018 was 2.4 % reduction against the prior year.	To reduce energy consumption in conversion per unit consumption by 1% or more compared to the prior year
		To reduce CO2 emission 1% or more compared to the prior year		CO2 emission between April 2017 and March 2018 was 5,922t-CO2, resulting 2.6 % increase against the prior year.	To reduce CO2 emission 1% or more compared to the prior year
	Environment-compatible Products	Launch of compact and high-ripple products to help protecting environment		The following series were marketed: 4 series of miniaturized aluminum electrolytic capacitors, 1 series of miniaturized conductive polymer aluminum solid electrolytic capacitors (hybrid type), and 1 series of high-ripple conductive polymer aluminum solid electrolytic capacitors (hybrid type)	Development of miniaturized and high-ripple products as environment-friendly products
Fair Business Practices	Risk Management	Risk reduction activities	Conducted risk reduction activities on CSR items.	Continuance of risk reduction activities	
	Fair Competitions and Trades	CSR in the supply chain	CSR questionnaire was carried out with 71 suppliers.	To carry out the CSR questionnaire by using an upgraded form than the 2017 version.	
		Compliance in transactions with suppliers	A seminar on the subcontractors protection laws was conducted on February 14, 2018.	Continuing compliance in transactions with suppliers	
		Compliance in trading	Reviewed trading examination system.	Continuing compliance in trading	
	Information Protection and Control	Promotion of information security control (critical in risk management items)	Reviewed security control regulations and performed training and measures.	Continuing promotion of information security control Responses to GDPR	
Protection of Intellectual Properties	Protection of company's and others' intellectual property Promotion of anti-counterfeit product measures	Formation of appropriate intellectual property such as acquisition of patent right and trademark right Protection of brands and protection of customers' interests through activities such as eradication of counterfeit goods Respect and protect other companies' or persons' intellectual property	Continuation of protection of intellectual property and promotion of anti-counterfeit product measures		
Consumer Safety and Protection	Improvement of product quality/safety	Design considering capacitor safety	Performed FTA/FMEA deployments from the past trouble list including safety aspect. Automotive quality was restructured. Operational procedures for automotive requirements were reviewed.	Continuation of registration of the past troubles and FTA/FMEA deployment. Promotion of automotive quality improvements.	
		Promotion of quality improvement in Rubycon Group	Claim 0 Campaign was conducted. Audit for prevention of recurring problems and long-term support for C0C activities were provided to Indonesia plant.	Continuing promotion of improvement in product quality in Rubycon Group companies by conducting audit for prevention of recurring problems in C0C activities.	
	Product Accident/Failure Plan	To reduce number of days to deal with defect reporting and to promote prompt actions.	The target within 6 days of reporting was maintained. The emergency reporting system was maintained.	Continuing reduction of number of days to deal with defect reporting. To maintain the emergency reporting system.	
	Improvement of Customer Satisfaction	Customer satisfaction survey	Conducted a questionnaire to major customers on quality, time of delivery, price and service. Attained 95% of customer satisfaction in quality, and the "Complete Satisfaction" was 66%.	Continuance of customer satisfaction survey	
Participation in Community / Community Development	Social Service Program	Promotion of social service in each location	An environmental picnic in the Tenryu River aqueous system was held on May 20, and about 70 Rubycon employees participated for garbage collection activities in the Tenryu River basin.	Continuing promotion of social service activities in each location	
			60 employees participated in Ina Matsuri Festival (Aug. 5).		
			Continued public exhibition of Tonouchi Memorial Museum.		
		Promotion of local fire fighting activity and Japanese Red Cross activity	Handled all of the activities as special paid holidays.		
	Acceptance of internship	Accepted 9 persons (including students, business people and handicapped) for internship.			

《MEMO》



WE SUPPORT



RUBYCON CORPORATION
RUBYCON GROUP COMPANIES

