



CSR Report 2020



Report target period Jan 2020 to Dec 2020

Report publication date July 2021

RUBYCON CORPORATION
RUBYCON GROUP COMPANIES



Editorial policy

This Report is being prepared as Non-Financial Annual Report on the Environmental and Social Activities of the Rubycon Group.

All Items listed in this Report are Summary of Rubycon Group's Activity Policies and Achievements in the year of 2020, focusing on the specific examples, with respect to items that Rubycon Group is addressing as the important issues.

In addition, the information related to our CSR Activities is also available on our website, which could be viewed at the same time.

Terms included in this report

Report Target Period

This report basically covers activities between January and December 2020, but some activities of 2021 may be included partially. On the other hand, the performance data are, in principle, summarized in the period from April 2020 through March 2021.

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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Messages from the top of Company

In April 1952, Nihon Denkai Seisakusho KK (now: Rubycon Corporation) was founded in Ina-shi, Nagano-ken and the business was started there only with seven staff. Since then, Rubycon has overcome various hardships and privations including its factory burned down once and again as well as other repeated difficulties, and finally Rubycon is ready to pass its 70th anniversary in April of the year of 2022. There is now nobody left within the company who remembers the pioneer days of Rubycon in the memories. However, I strongly believe that we shall never forget the dignity of history of the company which has been finally acquired by the persistent efforts made by the experienced seniors.

Founder of Rubycon late Teruo Tonouchi, in the year of 1961, decided to create Company Song and, in the following year, also decided to create Company Creed saying "For everything, let's be the best in Japan". From all these, I strongly feel the founder's desire to further strengthen the unity and the ambition of the employees of the company as well as to show them the direction of the company at the time when Rubycon was about to celebrate the 10th anniversary of founding.

The words "Tradition and Enterprise", "Endeavor and Improve" and "Sincerity and Trust" are included in a passage of Company Song. The founder repeatedly told us about these words until his later years.

"Tradition and Enterprise"

Thanks to the persistent efforts of our experienced seniors, we are who we are today. In order to pass on a good "Tradition" to future generations, it is essential for all employees to own and maintain "Enterprise" spirit with thinking and acting in a positive way when engaging in any activities.

"Endeavor and Improve"

It is indispensable to keep making "efforts", to devote oneself to one's "studies" and to endeavor day after day to improve with each other instead of being satisfied with the current situation.

"Sincerity and Trust"

"Trust" could be engendered only by adopting an attitude of "Sincerity" when we come in contact with our customers, our shareholders and the local residents of the communities where we are expanding our business through our group companies and sales offices there. A trusted company and a trusted individual; this is exactly what we should pursue.

I would like to value and cherish Company Song more and continue to sing it forever and ever which could be said that "Spirit of Foundation" is incorporated in.

In this dynamically and drastically changing time, now more than ever, we are committed to be more engaged in such CSR (Corporate Social Responsibility) activities as Compliance and Environmental Efforts, Raising Employee Awareness of Work System Reform and Occupational Safety and Health, Promoting Community Participation, Advancing Measures to Support Raising Next-Generation Children as well as Respecting Human Rights and Supporting Labor Practices.

We shall continue to promote product development as well as quality control aiming at Customer Satisfaction, and shall endeavor to contribute to society so that everyone in the local community could always feel close to us.

We look forward to your continued support and cooperation given to Rubycon Group.

Hiroaki Akahane,
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-shi, Nagano
President, Chief Executive Officer	Hiroaki Akahane
Capital	396,000,000yen
Employees	628 (Employees of Rubycon Group 2,714)
Sales Turnover	44.27 billion JPY (consolidated, Financial Year ending September 2020)
Main business activities	Development, design, manufacture and sale of various capacitors and switching power supplies
Brand	RUBYCON
Product offering region	Global
Market segments	Industrial equipment, renewable energy, automotive, power supply, computer, lighting, communication equipment, etc.
Main Industries of Our Customers	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 Contributing to Promote DX of the Society through Electronics Technology >>

Nowadays, various devices & equipment around us are digitalized and equipped with Information Technologies, and the electronic devices & equipment are indispensable in the present-day Society.

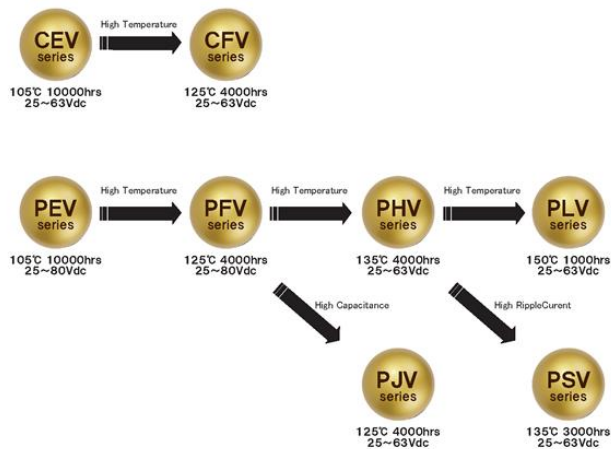
In the electronics industries, Capacitors are being of necessity, and Rubycon recently contributes to so-called Digital Transformation of the Society through electronics technologies by proposing and supplying Capacitors, our main Products, to various electronic devices & equipment.

<< Conductive Polymer Aluminum Solid Electrolytic Capacitors >>



Among Aluminum Electrolytic Capacitors, Conductive Polymer Aluminum Solid Electrolytic Capacitors have wider operating temperature limits than other types of Capacitors, and have various high performance characteristics such as compact, low ESR, and high-ripple current.

This technology enables designing High Efficiency Power Supplies and enables Reduction-in-Number of Capacitors used which was never achieved with conventional types of Capacitors.

This not only realizes High Efficiency but also contributes to Resource Saving and De-carbonization through Miniaturization and Reduction-in-Number of Capacitors.



Comparison with electrolyte

Electrolyte type/125°C	Hybrid type/125°C
TGV series	PJV series
 25v220uF Φ 8x10.5L Volume: 2.64cm ³ Ripple:350mArms X 5 Total : 1750mArms	 25v270uF Φ 8x10.5L Volume: 0.53cm³ ESR:25m Ω Ripple:1920mArms

It is possible to obtain cost & space saving with the same ripple current

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



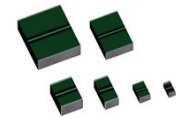
<< Thin film Polymer Multi-Layer Capacitors, PMLCAP >>


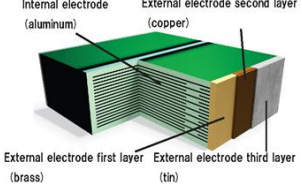
PMLCAP, developed with our proprietary technology, achieves extremely ideal characteristics and contributes to the high performance of electronic devices.

PMLCAP is a surface-mounted film capacitor that achieves a significant reduction in size compared to conventional film capacitors by adopting a revolutionary technology in which electrodes and dielectrics are formed by vacuum evaporation. Compared with high dielectric constant multilayer ceramic capacitors, which have excellent frequency characteristics and temperature characteristics, they have superior "bias characteristics", "beat sound characteristics", "harmonic distortion ratio", etc.

Its characteristics were found among developers and adopted for Mars Exploration Rover / Seismograph, which landed in the plains near the equator of Mars in November 2018. Since then, PMLCAP has been contributing as a sensing key part of ultra-sensitive seismograph to exploring the geological activities and internal conditions of Mars.

PMLCAP
Polymer Multi-Layer Capacitor



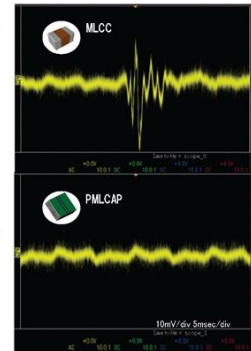
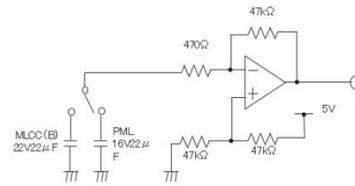
Features		Structure													
 <ul style="list-style-type: none"> ● Best suited for audio equipment ● Temperature Range -55~+125°C 															
	<table border="1"> <thead> <tr> <th>Items</th> <th>Characteristics</th> <th>Items</th> <th>Characteristics</th> </tr> </thead> <tbody> <tr> <td>Rated Voltage</td> <td>16~200Vdc</td> <td>Temperature</td> <td>-55~+125°C</td> </tr> <tr> <td>Capacitance</td> <td>0.0001~22 μF</td> <td>Size</td> <td>1608~5750</td> </tr> </tbody> </table>	Items	Characteristics	Items	Characteristics	Rated Voltage	16~200Vdc	Temperature	-55~+125°C	Capacitance	0.0001~22 μF	Size	1608~5750		
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Rated Voltage	16~200Vdc	Temperature	-55~+125°C												
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Best suited for audio equipment
Inside true wireless earbuds

● Generation of noise due to vibration
Measure the noise difference between PML CAP and MLCC by amplifying the signal by 100 times by tapping the capacitor mounting board.

Circuit of Measurement



<< Aluminum Electrolytic Capacitors for Automotive Application >>

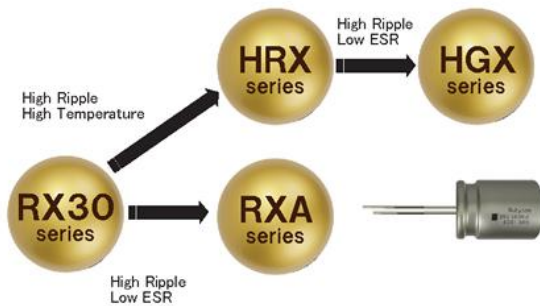
With the development of “C.A.S.E.” (★) in the Automotive Industries, Electronic Components installed in Automobiles have been increasing year by year.

(★) = “Connected, Automated, Shared and Electric”

The Cost % of Electronic Components to the whole Vehicle Cost used to be about 3% in the 1980s, then has being largely increasing in recent years up to 40%, and is still expected to further increase due to replacement by EVs as well as FCVs aiming for De-carbonization.

Rubycon has been devotedly promoting development of advanced Aluminum Electrolytic Capacitors for Automotive Applications including Conductive Polymer Aluminum Solid Electrolytic Capacitors (PZ-CAP) through our intensive internal R&D activities.

LEAD WIRE type for Low Voltage



Features

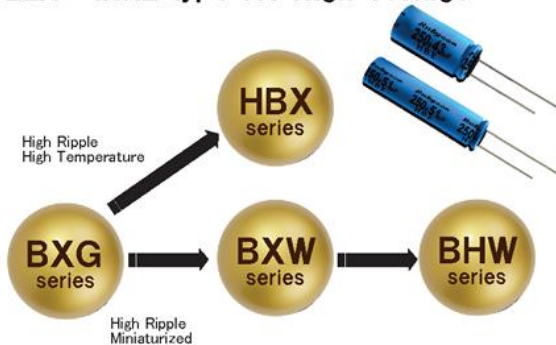
- Miniaturized, High capacitance, High ripple current
- Suitable for DC link of low voltage



HGX			
Items	Characteristics	Items	Characteristics
Rated Voltage	25~70Vdc	Temperature	-40~+135°C(150°C)
Capacitance	1200~6800 μF	Size	φ 12.5x20~ φ 18x30L

RXA			
Items	Characteristics	Items	Characteristics
Rated Voltage	25~70Vdc	Temperature	-40~+125°C(150°C)
Capacitance	51~5600 μF	Size	φ 10x13~ φ 18x30L

LEAD WIRE type for High Voltage



Features

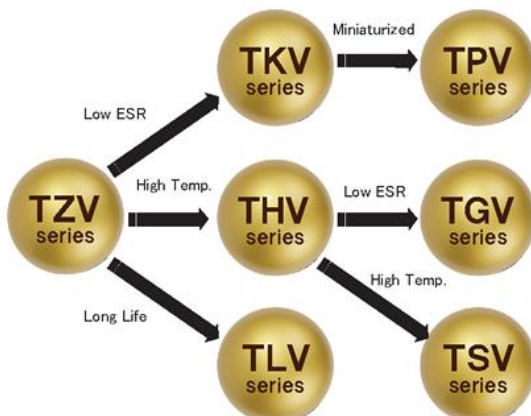
- Miniaturized, High capacitance, High ripple current
- Suitable for DC link of high voltage inverter and PFC circuit



HBX			
Items	Characteristics	Items	Characteristics
Rated Voltage	250~290Vdc	Temperature	-40~+125°C(135°C)
Capacitance	30~56 μF	Size	φ 10x30~ φ 16x20L

BHW			
Items	Characteristics	Items	Characteristics
Rated Voltage	400~450Vdc	Temperature	-40~+105°C
Capacitance	47~220 μF	Size	φ 16x20~ φ 18x50L

SMD type



特徴 Features

- Miniaturized, High capacitance, High Temperature



TPV			
Items	Characteristics	Items	Characteristics
Rated Voltage	6.3~50Vdc	Temperature	-55~+105°C
Capacitance	47~2200 μF	Size	φ 6.3x6.1~ φ 10x10.5L

TSV			
Items	Characteristics	Items	Characteristics
Rated Voltage	25~35Vdc	Temperature	-40~+150°C
Capacitance	47~2400 μF	Size	φ 8x10.5~ φ 18x21.5L

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 comply with all laws and regulations related with our business (labor, environment, welfare, trade, industry, commerce, national tax, civil affairs, etc.) to ensure fair business and transactions.

On the basis of internal rules of Rubycon Main Office, we develop them to be applied to each Rubycon Group company and we improve them mutually with each Rubycon Group company.

We disclose Rubycon Group Code of Conduct in public which conforms to the former EICC (Electronic Industry Citizenship Coalition), and thoroughly implement it to the employees of all Rubycon Group companies.

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

Whistleblower System

We have introduced Whistleblower System with the main purpose of early detection and prevention of legal and compliance violations. The system is designed to accept Whistleblowers' reports from a wide range of the employees, regardless of whether they are inside or outside the organization, and to investigate and respond to all of those reports.

We have made the System known to all of the employees by displaying the posters of the System throughout Rubycon including all of the Group companies, and we make efforts to continuously create an environment where it is easier for whistleblowers to report by setting up a suggestion box and an E-mail account exclusively for the System.

Internal Audit

We have established Internal Audit Department under the direct control of the President in order to audit whether or not all of the activities of the Group companies are being conducted properly and efficiently in accordance with the laws and regulations as well as the Company Policy and the Internal Rules, and to identify risks of any violations in the business activities and provide advice on how to improve and/or correct the operations of the Company. Internal audits are being conducted in all departments of the Group companies.

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 Property Rights (Anti-Counterfeiting Measures)

In order to contribute to the sound development of our businesses, we promote appropriate acquisition of Intellectual Property Rights such as Patent Rights as well as Trademark Rights.

In addition, we actively work to enhance our brand value and protect the interests of our customers through such activities as Anti-Counterfeiting, and so forth. Furthermore, we focus on protecting the Intellectual Property Rights of other third parties in the same manner as our own, and take all possible measures to ensure that we shall never violate any of them.

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.

Privacy Protection

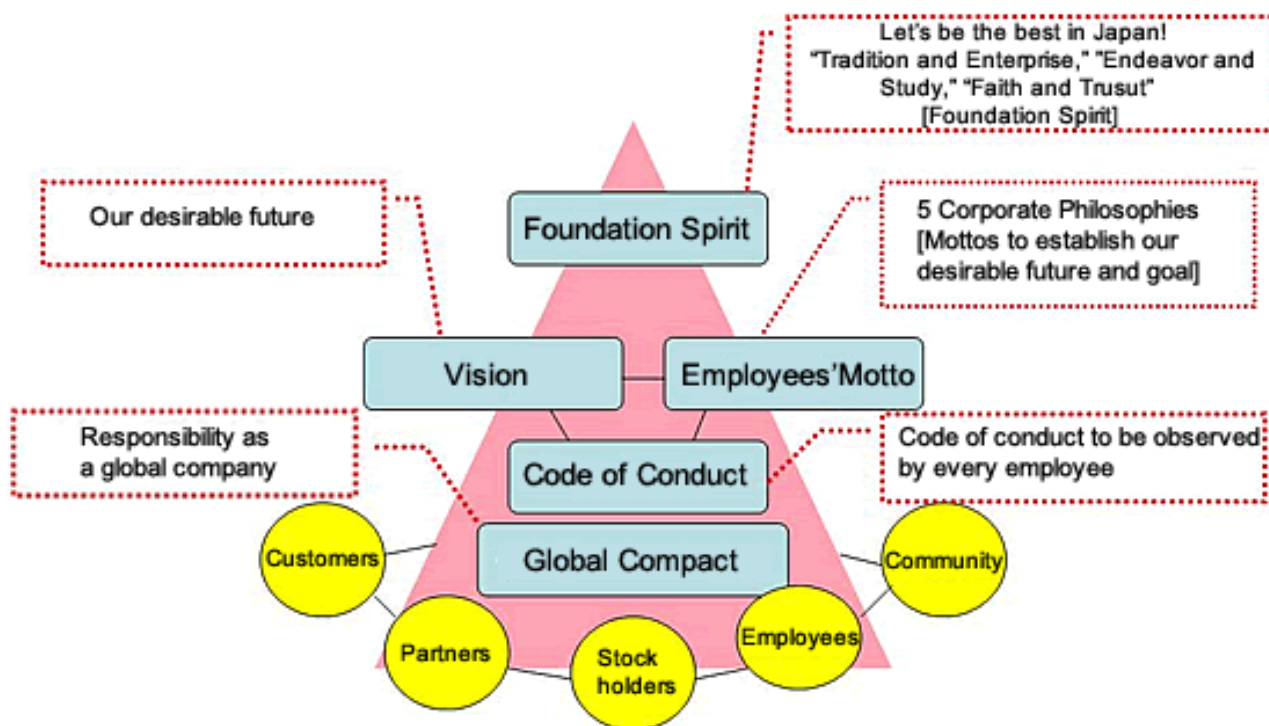
We recognize that Privacy Protection in this Advanced Information Society would be of urgency, and have developed our internal management systems in order to comply with the Japanese Privacy Protection Laws. In this context, General Data Protection Regulation (GDPR), which came into effect in May 2018, has imposed strict rules on the extra-territorial transfer of personal data located within EU. In addition to the measures to meet the requirements of GDPR, having taken this opportunity, we did review our overall privacy protection systems of the Company with the aim of further improvement of our management systems.

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

Rubycon Group Code of Conduct is established to ensure workplace safety of employees and to provide employees with such working environment as required for performing their duties and is aimed to accord with environmental responsibility and corporate ethics as well as to comply with relevant laws and regulations.

Rubycon Group Code of Conduct conforms to former EICC Code of Conduct.

<< Human Rights and Labor >>

1. No forced labor
2. Prohibit Harassment and Inhumane Treatment
3. No child labor
4. No discrimination
5. Reasonable wage
6. Working hours
7. Right to organize of employees

<< Health and Safety >>

1. Machine Safeguarding
2. Workplace safety
3. Workplace sanitation
4. Elimination of Occupational Injuries and Workplace Illnesses
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. Reduction of Industrial Waste
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

CSR Procurement Guidelines

Rubycon Group is working to strengthen Supply Chain Management with a focus on business continuity as well as on sustainable value creation.

We have established "Rubycon Group Procurement Policy" based on our Management Philosophy, and are working to strengthen compliance with laws, regulations, and social norms while demonstrating our basic policy on procurement both internally and externally through our website. Based on the purpose of this procurement policy, we have formulated "Requests to Suppliers," which includes compliance with laws and such social norms as respect for human rights and exclusion of anti-social forces, prohibition of corruption and bribery, promotion of fair and equitable transactions, and environmental consideration.

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



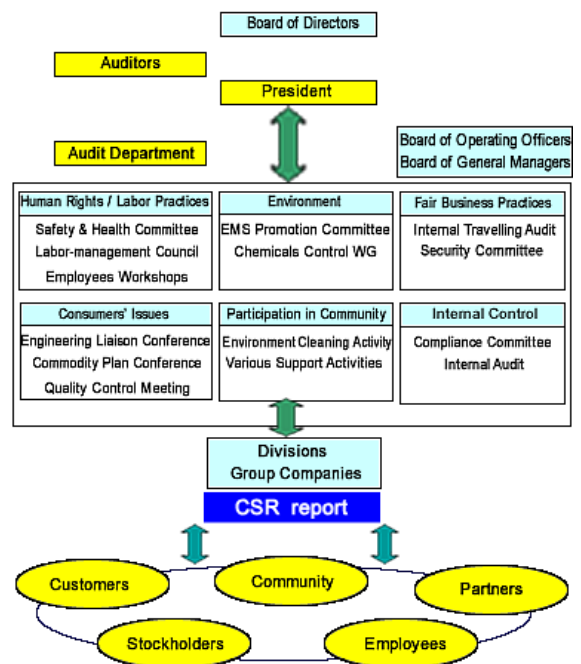
CSR Promotion System

We have positioned CSR activities as the foundation of the Management, and under the direction of the President, all employees are committed to raise each awareness of CSR.

In the Company, all meetings and committees are held on a regular basis without omission, and the contents and results of such meetings are being communicated to all offices and affiliates as common issues.

We practice and promote CSR-Compliant Management which emphasizes dialogue with all stakeholders, including customers, business partners, shareholders, employees, and local communities.

Based on the spirit that any corporation should be a public institution, we comply with business-related laws and regulations. In addition, we provide appropriate feedback to our stakeholders on the status of our businesses in response to their requests.



Performance Data

Corresponding
GRI standard #

Classification		Items	Boundary	Unit	2018	2019	2020		
Company Size	Number of establishments		Consolidated Japan		15	14	14	102-7	
			Consolidated Abroad		12	13	13		
		Total	Consolidated		27	27	27		
	Number of employees	Male	Consolidated Japan	persons	1,343	1,299	1,275	102-7	
		Female	Consolidated Japan	persons	417	391	370		
		Japan Total	Consolidated Japan	persons	1,760	1,690	1,645		
		Male	Consolidated Abroad	persons	306	291	295		
		Female	Consolidated Abroad	persons	681	686	774		
		Overseas Total	Consolidated Abroad	persons	987	977	1,069		
		Total	Consolidated	persons	2,747	2,667	2,714		
Net turnover			Consolidated	billion yen	54.5	48.5	44.2	102-7	
Labor Practices	Number of regular employees	Male	Rubycon Corp.	persons	495	478	477	102-8	
		Female	Rubycon Corp.	persons	165	156	151		
		Total Regular	Rubycon Corp.	persons	660	634	628		
	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	16	15	8	
	Ratio of new employees			Rubycon Corp.	%	2.4%	2.4%	1.3%	
	Number of people leaving (excluding retirement age)			Rubycon Corp.	persons	20	26	14	401-1
	Ratio of people leaving			Rubycon Corp.	%	3.0%	3.9%	2.2%	
	Ratio of reemployed employees (at the retirement age)			Rubycon Corp.	%	78%	90%	86%	
	Ratio of handicapped employees			Rubycon Corp.	%	2.0%	2.2%	2.2%	
	Working hours (per employee per year)			Rubycon Corp.	hours	2,047.9	2,048.5	2,059.8	
	Annual paid holidays taken per employee per year)			Rubycon Corp.	days	8.6	9.07	8.36	
	Average overtime working hours (per employee per month)			Rubycon Corp.	hours	7.3	7.35	8.29	
	Childcare leave *Number of the employees taking Childcare Leave	Male	Rubycon Corp.	persons	1	1	0	401-3	
		Female	Rubycon Corp.	persons	14	3	3		
		Total	Rubycon Corp.	persons	15	4	3		
	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	29	27	28			
	Total	Rubycon Corp.	persons	29	27	28			
Labor union	Number of unionized employees		Rubycon Corp.	persons	385	369	353	102-41	
	Ratio of unionized employees		Rubycon Corp.	%	58%	58%	56%		
Number of incidents resulting in lost-time injuries			Rubycon Group Companies	cases	3	0	1		
Infrequency rate of lost-time injuries			Rubycon Corp.		0.00	0.00	0.79		
			Rubycon Group Companies		0.86	0.00	1.47		

Classification		Items	Boundary	Unit	2018	2019	2020	
Participation in community	Education	Accepted interns	Rubycon Corp.	cases	5	6	0	
			Rubycon Corp.	persons	7	10	0	
	Improvement of the environment around the worksites	Cleaning activities	Rubycon Corp.	cases	3	3	1	
			Rubycon Corp.	hours in total	55	75	120	
	Promotion of arts, culture & sports	Cooperative contribution	Rubycon Corp.	thousand yen	213	374	400	
	Exchange with local communities communities	Guided plant tour	Rubycon Corp.	persons	31	27	0	
		Facilities rented	Rubycon Corp.	hours	0	0	0	
		Number of attending events	Rubycon Corp.	persons	40	40	0	
	Community development & social welfare	Visitors to clock museum	Rubycon Corp.	persons	1,565	1,080	52	
Contribution to local economy		Rubycon Corp.	thousand yen	234	220	200		
Contribution to local organization		Rubycon Corp.	thousand yen	412	414	400		
Environmental Conservation	Total energy consumption	Non-renewable energy source	Rubycon Corp.	TJ	109	106	104	302-1
			Rubycon Group Co.s in Japan	TJ	2,105	1,479	1,657	
		Renewable energy source	Rubycon Corp.	GJ	0	0	0	
		Rubycon Group Co.s in Japan	GJ	258	258	2,251		
	Total electricity consumption	Total	Rubycon Corp.	GWhr	11.0	10.7	10.3	302-1
			Rubycon Group Co.s in Japan	GWhr	200.2	142.5	165.5	
	Greenhouse gases discharged	Scope 1 *1	Rubycon Corp.	kt-CO2	0	0	0	305-1
			Rubycon Group Co.s in Japan	kt-CO2	0	0	0	
		Scope 2 *1	Rubycon Corp.	kt-CO2	5.35	5.02	4.56	305-2
		Rubycon Group Co.s in Japan	kt-CO2	19.54	18.56	20.79		
	Water used		Rubycon Corp.	million m ³	4.7	2.5	2.8	303-1
			Rubycon Group Co.s in Japan	million m ³	38.4	29.0	32.0	
	Waste water		Rubycon Corp.	kt	4.7	2.5	2.8	306-1
			Rubycon Group Co.s in Japan	kt	40	31.1	32.0	
	Discharged industrial waste		Rubycon Corp.	t	177	168	202	306-2
			Rubycon Group Co.s in Japan	t	1,314	961	1,285	
	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	0	1	3		
	Expenses (total)	Rubycon Group Companies	million yen	0.0	0.0	3.0		
	Economic benefits	Rubycon Group Companies	million yen	0	0	1		
Compliance	Number of requests for consultation received by corporate ethics window	Rubycon Group Companies	cases	6	2	0		

*1 Scope 1: Direct CO2 Energy Discharged (Gasoline, Kerosene, LPG, etc.)
Scope 2: Indirect CO2 Energy Discharged (Electricity Purchased)

CSR Activities

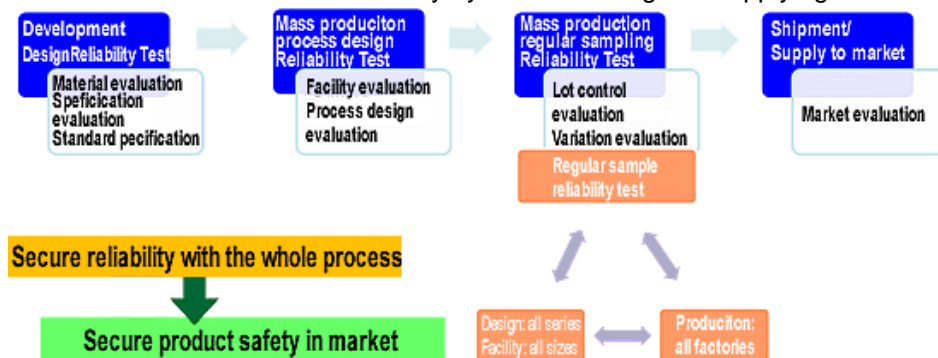
To ensure Safety of Rubycon Products

For Safety of Rubycon Products, we conduct thorough checking even from Product Planning stage whether or not we comply with the relevant laws and regulations, and whether or not we don't use any of the environmentally prohibited substances. We also do our best efforts to ensure Product Safety by informing detailed precautions to our Customers in our catalogues and delivery specifications.

In order to ensure Safety of Rubycon Products, we carry out our reliability tests throughout the entire stages of manufacturing including development, purchasing, production and inspection stages.

We carry out reliability tests at the planning stage of Product Development, for example when designing each process of the entire manufacturing by checking incorrect material-carrying, specification errors, and incorrect settings of production conditions. We carry out also regular spot checks during mass production processes in order to ensure Safety of all series of the Rubycon Products in all of our factories. In addition to all of the above, we also carry out safety verification tests in order to ensure the reliability of the entire processes, and we aim every day to ensure that the Safety and Reliability of all of the Rubycon Products shall never be compromised.

We shall continue our efforts to ensure Safety by manufacturing and supplying Reliable Products.



In the event of Accidents arising from Quality Issues of our Products, or Defects in any of our Products

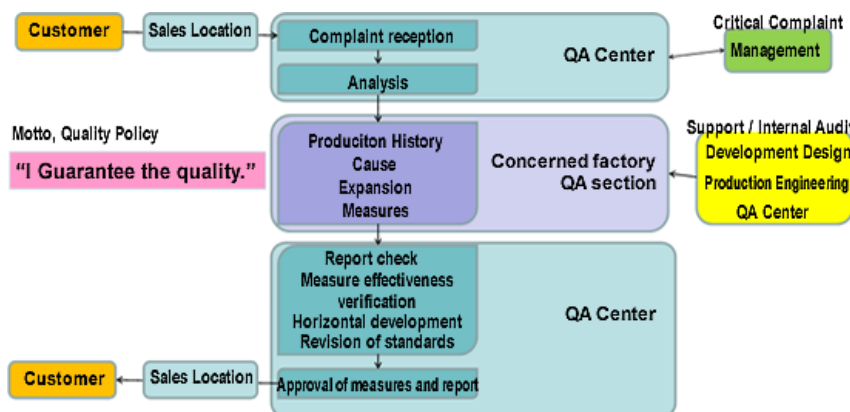
Quality Assurance Center (QA Center) at Rubycon HQs shall be in charge of overall management of receiving complaints from customers regarding accidents, product defects and/or requests for analysis of product defects, as well as of implementing the countermeasures.

The primary analysis of the actual product is being conducted by QA Center using specialized equipment, and the initially received information is immediately communicated to the manufacturing plant of the Products in question, and the investigation of the history and cause of the problem is initiated.

Quality Control Department of the relevant factory shall conduct a spillover investigation, formulate countermeasures, and report the results to QA Center, who shall in turn report to the customers on the countermeasures to be taken.

QA Center conducts internal quality audits in order to confirm the effectiveness of the countermeasures and implement a horizontal deployment in order to prevent its recurrence.

Under the slogan of "I Guarantee Quality", all Rubycon employees are promoting Quality Improvement with the aim of manufacturing & supplying the Products which shall satisfy all of the customers.



C0C : Complaint Zero Campaign

Implemented "C0C (Complaint Zero Campaign)" activities to reduce the released defective Products In order to improve Customer Satisfaction and promote Quality Improvement which leads to Product Safety, we respond all complaints from customers seriously and promote Quality Improvement activities by setting "C0C: Complaint Zero Campaign" as a goal to clarify the responsibilities of the factories which are directly responsible for product manufacturing.

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

In the result of the 9th year, approximately 80% reduction in the complaint rate (number of complaints/output) has been kept. We are addressing to C0C activities to attain "Claim 0."



ISO/IATF Audit and Internal Audit

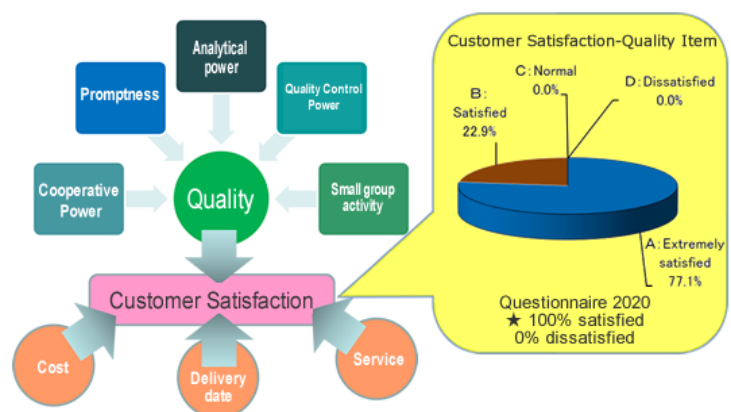
We have acquired ISO9001, IATF16949, ISO14001 and ISO45001 are engaged in production activities based on internal regulations and standards.

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.

Improving 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.



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 handling of Banned Substances, Hazardous Substances, and Toxic 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.

Under the Slogan "I shall Protect the Earth", we shall be environmentally conscious and promote our daily efforts to maintain our comfortable environments.

Compliance Training

In order to abide by Competition Laws, strictly adhere to Subcontract Law, and observe Compliance in general, we conduct in-house Compliance Training for Officers, Managers, and sales staff of Rubycon Corp. and Rubycon Group companies. Study Sessions are also being held at each workplace using the contents of the Compliance Training and the Compliance Committee meetings as educational materials.

* June 4th 2020, Compliance Training

Subject: About Compliance, About Subcontracting Charges Law

Instructors: 3 (In-House), Attendees: 23 (Managers)

* November 9th 2020, Compliance Committee Meeting

* Based on the above Meeting, a study session in each department was organized.

Managerial staff filled and submitted Compliance Check Sheet, and all employees filled and submitted Compliance Declaration.

Environmental Initiatives

De-carbonization and Environmental Impact Reduction

Energy Saving Measures

In 2010, Rubycon was designated as Specified Business Operator according to Act on the Rational Use of Energy, and has been working to save electricity by 1% or more for the entire Company, specifically by saving electricity of lighting, air-conditioning, and production facilities.

Recent results of the savings are as follows (in conversion of per unit consumption):

Year	Energy Saving Result
2016	5.4% decreased
2017	2.4% decreased
2018	0.1% decreased
2019	2.7% increased
2020	8.0% decreased



Running status of circulating roof spray system

Towards reduction of GHG (Greenhouse Gas) emissions

We have been working on CO2 emissions reduction by 1% or more, and recent results of the reductions are as follows:

Year	Emission	% change v. previous year
2016	5,770t-CO2	3.5% decreased
2017	6,267t-CO2	8.6% increased
2018	5,351t-CO2	14.6% decreased
2019	5,017t-CO2	6.2% decreased
2020	4,641t-CO2	7.5% decreased

We use Electric Vehicles (EVs) for inter-company transportation to and from neighboring Company buildings and Group companies, as part of our environmentally friendly efforts to de-carbonize our businesses.

Furthermore, 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.

To promote Recycling

1. Waste Vinyl

Maintaining 100% recycling achievement

2. Paper

Promoting recycling of Paper Waste to reduce the amount of Paper Waste disposed as Combustible Waste, and the recycling rate of 2020 is 71%

3. Other Waste

Promoting recycling by ensuring thorough separation of Industrial Waste, and our ultimate goal is Zero-Emission

PRTR (Pollutant Release and Transfer Register)

Preparing and submitting our reports annually according to PRTR Act, and recent achievements of Transfer are as follows:

(Actuals are summarized in June every year, so each number of Transfer represents the amount one year prior to that year)

Year	Transfer (kg)
2014	180kg
2015	130kg
2016	139kg
2017	240kg
2018	260kg
2019	520kg

Reduction of Industrial Waste

We work to reduce Industrial Waste.

Achievements in recent years are as follows:

Year	Waste
2016	368 tons
2017	272 tons
2018	177 tons
2019	168 tons
2020	202 tons

Respect for Human Rights, Human Resources Development

Our Employment Regulations clearly state that "No employee shall be treated in a discriminatory manner on the basis of Nationality, Creed, Gender, or Social Status" as Equal Treatment.

Furthermore, we comply with various laws and regulations such as "Prohibition of Forced Labor", "Prohibition of Inhumane Treatment", "Prohibition of Child Labor", "Restrictions on Dangerous and Injurious Jobs", and "Restrictions on Dangerous and Injurious Jobs for Expectant or Nursing Mothers".

We also focus on "Working Hour Management" in order to comply with the relevant laws and regulations and to reduce long working hours.

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.

Cultivation of Human Resources

Employee Training

<< Hierarchy Courses >>

- **Group Training for New Employees (every April)**

New employees receive Group Training after joining the Company in order to learn the basics to be prepared as Rubycon employees. In addition, we set time aside for group discussions so that new employees can actively communicate with each other.



After that, all new employees are given six months of On-the-Job

Training at the manufacturing site in order to learn the basics of Monotsukuri (Manufacturing) before being assigned to each department.

- **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.

- **Newly Appointed Supervisors Training (for Newly Appointed Managers and Assistant Managers)**

We educate Newly Appointed Supervisors to ensure that they have enough knowledge and abilities to lead the Staff as workplace leaders, understand the HR Systems as well as the points of performing Personnel Evaluation of the Company.

- **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.

<< **Support for Acquiring Qualifications**>>

- **Reward System for Acquiring Qualifications**

In order to improve skills and motivation of the employees, we provide incentives to those who acquired national qualifications and to those who created excellent technologies related to R&D of the Company. In addition to such national qualifications as National Trade Skills Test, Chief Electrical Engineer, and Health Supervisor, the system also covers such private-sector qualifications as TOEIC and Nissho Bookkeeping Test, with many employees taking up the challenge of acquiring these qualifications. We also reward employees for filing and registering patents, utility models, and designs for the inventions made on the job.

As for TOEIC, we hold an in-house test once a year.

- **Self-Development**

We update a pamphlet of correspondence courses every year and distribute it to all employees so that they can actively utilize it as a tool for self-development.

In particular, we enhance such courses as Prep for acquisition of qualifications as well as language courses.

We also support our employees to improve their skills by encouraging participation in on-line English conversation courses when necessary.

<< **Other Special 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.

- **Utilization of Outside Training Courses**

In addition to internal training courses, we actively utilize outside training courses with the aim of taking advantages of inter-industry exchanges for our participants. Spending time together with people with similar titles or positions in different industries would stimulate and motivate our participants for further skill development. Managerial staff are required to take outside training courses.

Child-care and Nursing Support

Establishment of Child-care and Nursing Support Rules

We have established Child-care and Nursing Support Rules complying with Child Care and Family Care Leave Act. Especially many employees utilize the child-care leaves to return to their former workplaces after the leave. To support child-care, if employees wish, they could work up to 2 hours less per day until March 31 of 2nd grade of elementary school. In addition to hourly leaves for nursing and care of children, employees are allowed to take leave during working hours without notice.

Establishment of Health Care Leave

Health care leave is a unique system which allows employees to convert the unused paid leave up to 10 days per year before disappeared with the retention of 2 years after the conversion. This system meets the needs of long-term care in the event of an accident, injury or illness. It can also be used in case of the sudden closure of a nursery or a school due to the spread of Covid-19.

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.

Kurumin-Mark Certified (by Ministry of Health, Labor and Welfare)

We are also actively working on supporting the development of the next generation, and on August 29, 2008, we received Kurumin-Mark Certification from Nagano Labor Bureau as Accredited Employer for 2008 based on Law for Measures to Support the Development of the Next Generation.

Furthermore, based on the results of the evaluation of our efforts during the certified period of 2011 – 2015, we obtained the certification in 2015 again, which we continue to be certified to this date.



Support to Employees taking Childcare Leave

We support the employees taking Childcare Leave by means of delivering Company Newsletters and the like to them so that they can always be updated with the recent on-goings of the Company, and when they are close to returning to work, we confirm their requests regarding working arrangements they wish so that they could resolve any concerns they may have.

In addition, experienced Industrial Nurses are always available for consultation on Childcare issues while on leave.

Occupational Health and Safety

We carry out various activities toward "Creating a healthy and comfortable workplace". As part of such efforts, we maintain "ISO45001" certification, an occupational health and safety management system. 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 Occupational Environment by Health Representative (Weekly)
- KYT Activities (Once a year)
"Kiken Yochi Training" meaning the foreseeing danger situations training.
- Hiyari-Hatto Proposal Activities (Once a year)
- Internal Health & Safety Audit (Once a year)
- Factory Environment Survey (Twice a year)
- Office Environment Survey (Twice a year)
- Stress Check (Once a year)
- VDT (Visual Display Terminals) Operation Survey (Once a year)
- Risk Assessment and Improvement Activities
- Young Drivers Club Activities
- Disaster Drill
- Safety and Health Education

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.

Job Stress Questionnaire

Job Stress testing was conducted for all employees in February 2021. 450 employees underwent the testing, and an interview with Industrial Physician was conducted for those with severe stress by request, and post-interview care was also provided. The results of the overall health risk assessment were at the national average for the entire company.

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.

Operation Efficiency Improvement

As part of our business practices to promote DX in the Company, we have been constantly improving our operation efficiency and productivity as well as securing more time margin of the employees by upgrading old systems to new ones with better operability, by using Cloud Computing to reduce the man-hours required for the system management, by using web conferencing with no restrictions on venues, and by implementing the workflow for various approval and work processes, and are planning to introduce AI-OCR to simplify data entry.

As the labor shortage is expected in the near future in Japan, we hope that these improvements may reduce workload and time of the employees and lead to relaxation of mind and body and reduction of labor man-hours.

Relationship with Labor Union

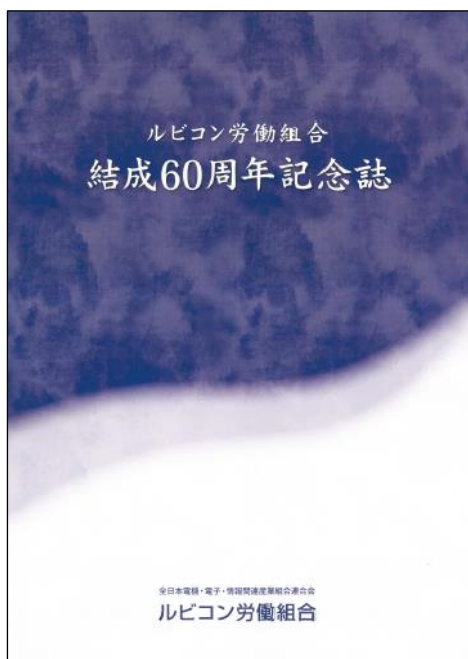
Labor-Management Council

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.



60th Anniversary of the Labor Union



Rubycon's Labor Union celebrated its 60th anniversary.

On this occasion, we prepared a 60th anniversary commemorative magazine and distributed it to all employees including Managers along with a commemorative gift.

Participation in Community and Development

Promotion of Social Contribution in Local Communities

We shall actively participate in revitalizing the local communities where we operate and in resolving the local issues, and shall strive to contribute to the development of the local communities and the people there.

We shall also respect the unique culture and history of each country, region, and ethnic group (including Indigenous People and Ethnic Minorities), comply with not only the laws and regulations of the relevant location but also the international standards, and conduct responsible business operations in consideration of the local communities.

Promotion of Social Contribution Activities

Acceptance of Workplace Experience Applicants

From the viewpoint of Community Contribution and Youth Development, we do our best to accommodate the students of junior high school, high school, and university as well as working adults and the disabled wishing for participation in Workplace Experience Program. However, due to the spread of Covid-19, we couldn't accept any applicants in 2020.

As soon as Covid-19 goes down, we will actively resume accepting the applicants, starting from the neighboring junior high school students.

《Tracking Record of accepting the applicants in 2019》			
Month	Subjects	Head-count	Duration
February	College Students (Internship)	18	3 days
March	Children of employees (Factory Tour) *Elementary School	2	1 day
May	Student of Harutomi Junior High School (Internship)	1	2 days
May	Students of Minami-Minowa Junior High School (Internship)	2	2 days
May	Students of Nishi-Minowa Junior High School (Internship)	2	3 days
August	Students of Komagane Industrial High School (Internship)	2	2 days
September	Students of Tobu Junior High School (Internship)	2	2 days
September	College Students (Internship)	3	1 day
October	Students of Ina Junior High School (Internship)	1	2 days

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.

Promotion of Social Contribution in Local Communities

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.



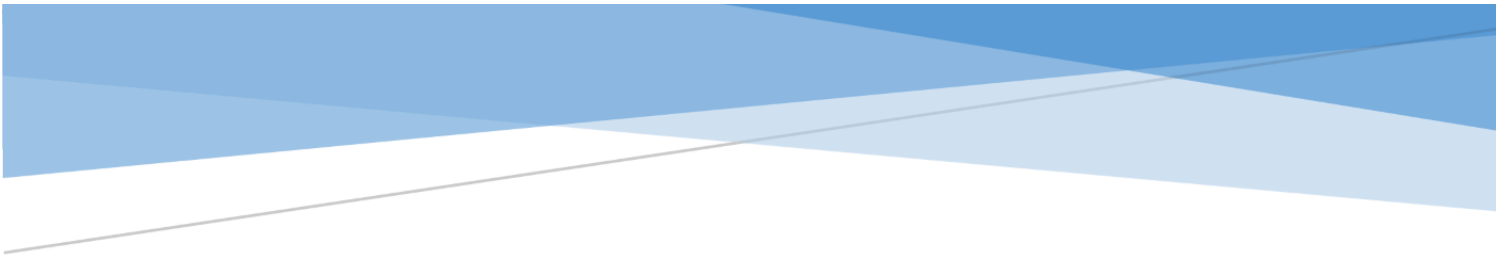
Major Performances in 2020 and Goals and Plans in 2021

Major Item	Minor Item	Goal and Plan in 2020	Major Performances in 2020	Goal and Plan in 2021	
Corporate Governance	CSR Management	To establish and implement our policy of compliance with EICC Code of Conduct and support to 10 Principles of UN Global Compact through our business activities	Submitted COP to UNGC Headquarters on July 14, 2020	To continue to submit COP to UNGC HQs	
	Interaction with Stakeholders		Declared our policy of compliance with EICC Code of Conduct and support to 10 Principles of UN Global Compact on Rubycon Website	To promote prioritized items of the activities for dialogue with stakeholders in Rubycon Group companies	
	Corporate Governance	To promote highly transparent management	Prepared CSR Report 2020 and posted it together with Rubycon Code of Conduct on our website		To draw up CSR Report and put it on our Web Site To continue Compliance Training and Internal Audits in all Departments of the Company To continue Whistleblower System
		To comply with relevant laws and regulations	Conducted Compliance Training for new employees. Conducted Compliance Training for Managers. Used the content of Training for all departments as educational materials		
	To strengthen Internal Controls	Conducted Internal Audit in 28 departments of Rubycon Group companies			
Human Rights / Labor Practices	Respect of Human Rights / No Discrimination	To promote Human Rights Awareness Activities	Conducted Human Rights Education out of CSR Training and Education Program for new employees as part of New Employee Orientation	To continue to promote Human Rights Awareness Activities	
	Human Resources Development	To enhance employee training	Performed Chinese and English language courses once a week (Not implemented this year to prevent the spread of Covid-19)	To enhance and implement Training and Education Programs	
			In April 2020, Group Training was held for new graduate employees to learn the basics of the Company, business manners, and the like. Despite the anticipated cancellation of Group Training due to the spread of Covid-19, Skill Improvement Training for managers was conducted in November 2020, and in March 2020, Evaluator Training was conducted to reaffirm the basics of personnel appraisal rules		
	Support to Work Diversity	To continue to employ elderly people according to their willingness and ability to work	Continued Employment Extension Program	To revise Employment Extension Program To consider Mandatory Retirement at the age of 70	
		To support employees for Childcare	Supported employees who wish to extend Childcare Leave	To expand Short Working-Hour System for Childcare To encourage Male Employees to take Childcare Leave	
	Safety and Health of Employees	To take measures to prevent lifestyle-related diseases among employees	Conducted Health Consultation by Industrial Physicians and Industrial Nurses	To continue to provide Health Consultation for the employees	
		To promote Workplace Safety and Health	To promote risk assessment and improvement activities (monthly review by Safety and Health Committee)	Conducted safety and health patrols two times during National Occupational Health Week and National Safety Week, respectively. Specifically, indoor and outdoor environment clean-up activities, evacuation drills, and seat belt use surveys were conducted survey * For prevention of the spread of Covid-19, evacuees didn't evacuate outdoors, but stayed at their workplaces to follow and confirm Evacuation Procedures instead	To continue to promote Workplace Safety and Health activities
To obtain ISO 45001 certification			Obtained ISO 45001 certification as a result of on-site ISO Audit		
Cooperation with Labor Union	To promote joint events with Rubycon Labor Union	Organized Labor-Management Committee Meetings to exchange opinions and to share information	To continue to promote joint events with Rubycon Labor Union		

Major Performances in 2020 and Goals and Plans in 2021

Major Item	Minor Item	Goal and Plan in 2020	Major Performances in 2020	Goal and Plan in 2021
Environment	Environmental Management	To maintain ISO 14001 Certification and comply with it	Maintained ISO 14001 Certification in Rubycon Group companies	To maintain ISO 14001 Certification in Rubycon Group companies
	Environment-friendly Business Process	To fully control the handling of banned substances, hazardous substances, and toxic substances	Ensured that Chemical Safety Working Group followed all of their instructions to Rubycon Group companies	To continue to control the handling of banned substances, hazardous substances, and toxic substances
			Instructed Suppliers to follow Green Procurement practices	
		To reduce industrial waste and promote recycling	Maintained practicing 100% recycling of waste vinyl	To reduce industrial waste and promote recycling
			Achieved 71% recycling of industrial waste A (paper)	
	Save Energy Measures: To save energy by 1% or more year-on-year in conversion of per unit consumption	Achieved 8.0% energy saving from the previous year in conversion of per unit consumption between April 2020 and March 2021	Energy Saving Measures: To save energy by 1% or more year-on-year in conversion of per unit consumption	
	Reduction of CO2 Emissions: To achieve 1% or more reduction from the previous year	Recorded 4,641 t-CO2 emissions for April 2020 - March 2021, equivalent to 7.5% CO2 reduction from the previous year	To achieve 1% or more CO2 reduction from the previous year	
Environment-compatible Products	To develop compact and high-ripple current products as environmental features	Developed and marketed the compact products including upgrades of existing ones as follows: 7 Items of Non-Solid Aluminum Electrolytic Capacitors 3 Items of Electric Double-Layer Capacitors	To develop compact products as environmental features	
Fair Business Practices	Risk Management	To implement risk reduction activities as part of Risk Management	Conducted risk reduction activities on CSR items.	To continue risk reduction activities
	Fair Competitions and Trades	To fulfill CSR at every stage of Rubycon's supply chain	Provided Rubycon Suppliers occasionally with information on "Supplier Complaint & Consultation Desk" as part of CSR	To conduct CSR Questionnaire for the Rubycon Suppliers
		To comply with laws and regulations pertaining to transactions with suppliers	Conducted Compliance Training on June 4th in 2020 Conducted Compliance Training on November 9th in 2020	To continue to comply with laws and regulations pertaining to transactions with suppliers
			To comply with laws and regulations of trade-related operations	
	Information Protection and Control	To promote enhancement of Information Security-related management (positioned as the most important item of Risk Management)	Reviewed Security Management Rules, provided education of the Rules for employees, ensured thorough implementation of the Rules, and took countermeasures against violations Completed the first step toward GDPR Compliance and kept the Company compliant thereafter (Euro Offices established Agreement on Privacy Protection with each of the contractors and other Rubycon offices, drafted the Information Management Policy, and reviewed the Privacy Policy as well as the contents of their Web Site)	To continue to promote enhancement of Information Security-related management
Protection of Intellectual Properties	To protect IP of the Company and the third parties and take measures against counterfeits	Promoted to establish IP of the Company through appropriate acquisition of Patent and Trademark rights Protected the Rubycon brand and the customers' interests through various measures including anti-counterfeiting To respect and protect IP of the third parties	To continue to protect IP of the Company and the third parties, and take measures against counterfeits	
Consumer Safety and Protection	Improvement of product quality/safety	To design and develop the Products with safety in mind	Developed FMEA from the past quality data including safety Restructured the Quality Standards and reviewed each SOP for the Products for automotive application	To store the past quality data in the Database and continuously develop FMEA to promote improvement of the quality of the Products for automotive application
		To promote quality improvement of Rubycon Group companies	Implemented "C0C (Complaint Zero Campaign)" activities to reduce the released defective Products	To continue to promote quality improvement through audits for prevention of recurrence of quality issues as part of C0C activities of Rubycon Group companies
	Product Accident/Failure Plan	To reduce number of days to deal with defect reporting and to promote prompt actions.	Achieved target number of response days for reporting within 6 days and maintained it thereafter Achieved target number of response time for emergency reporting within 24 hours and maintained it thereafter	To reduce number of days to deal with defect reporting and maintain it thereafter To check status of emergency report system and maintain it thereafter
	Improvement of Customer Satisfaction	To conduct Customer Satisfaction surveys	Conducted a questionnaire to major customers on quality, time of delivery, price and service. Attained 100% of customer satisfaction in quality (of which 77.1% are completely satisfied)	To continue to conduct Customer Satisfaction surveys
Participation in Community / Community Development	Social Service Program	To promote Social Contribution activities in local communities	Continued to open Tonouchi Memorial Park to the public	To continue to promote Social Contribution activities in local communities of Rubycon Group companies
		To promote activities of local fire stations and Japan Red Cross Service volunteers	Handled all activities for local fire-fighting and for JRC volunteer services as special paid holidays	

◀MEMO▶



WE SUPPORT

