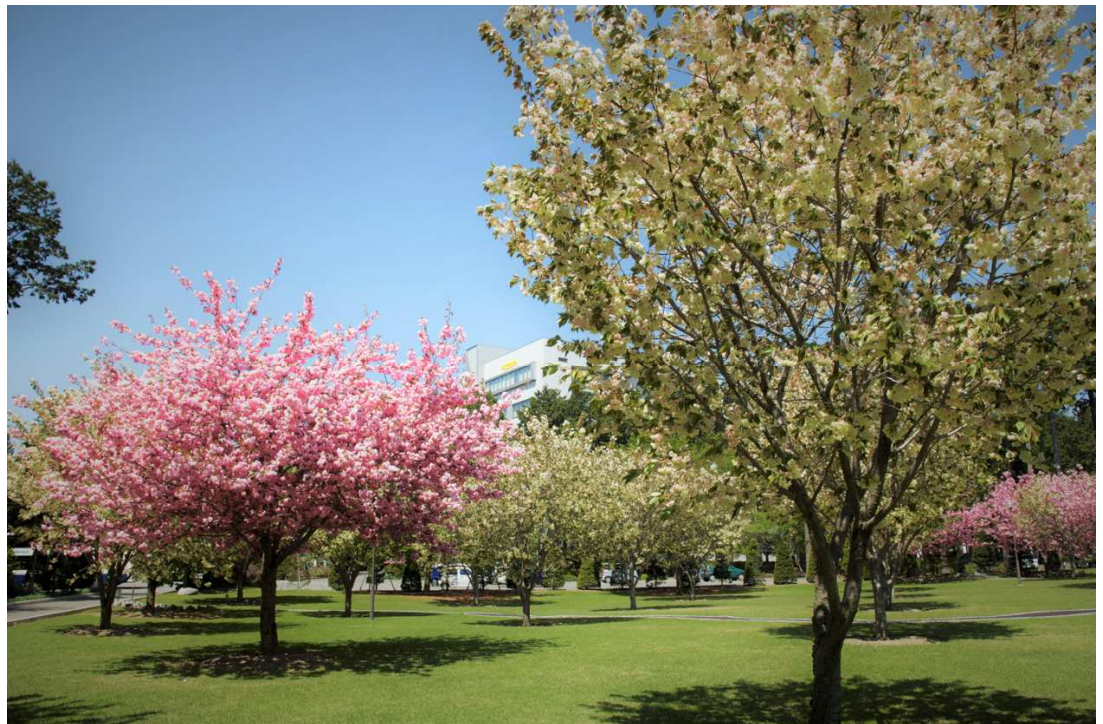**CSR Report 2021**

Report target period Jan 2021 to Dec 2021
Report publication date   July 2022

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 2021, 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 2021, but some activities of 2022 may be included partially. On the other hand, the performance data are, in principle, summarized in the period from April 2021 through March 2022.

Target Organizations
"Rubycon" and "Company" refer to Rubycon Corporation, and "Rubycon group" or "group companies" primarily mean Rubycon Corporation and it's domestic affiliates.

Send inquiry to:
Rubycon Corporation
General Affairs Department
Tel : 0265-72-7112
web: http://www.rubycon.co.jp/en

Contents

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 Celebrated its 70th anniversary in April 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
Head Office	1938-1 Nishi-Minowa, Ina-shi, Nagano
Representative	Hiroaki Akahane
Capital	396,000,000yen
Employees	1,215 (Employees of Rubycon Group 2,734)
Sales Turnover	56.1 billion JPY (consolidated, Financial Year ending September 2021)
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

＜List of locations：https://www.rubycon.co.jp/en/company/locations/＞

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.
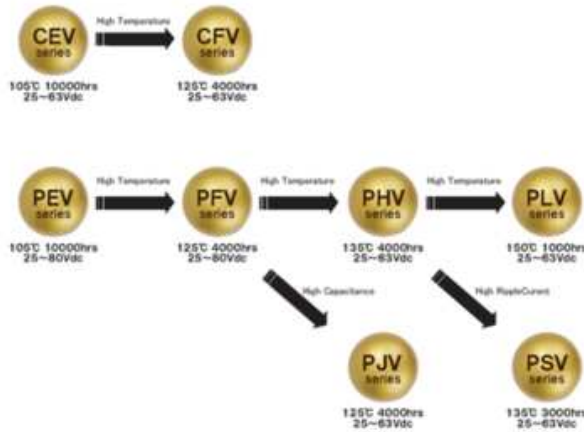 This technology enables designing High Efficiency Power Supplies and enables Reduction-in-Number of Capacitors used which was never achieved with conventional types of Capacitors.
  This not only realizes High Efficiency but also contributes to Resource Saving and De-carbonization through Miniaturization and Reduction-in-Number of Capacitors.

＜Hybrid type : https://www.rubycon.co.jp/en/products/hybrid/＞

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

Compared to conventional Aluminum Electrolytic Capacitors, Conductive Polymer Aluminum Solid Electrolytic Capacitors are capable of very high ripple currents. As an example, where six conventional Aluminium Electrolytic Capacitors are required, only one would be enough with the same performance, saving a much larger space on the Board and contributing to the Miniaturization of the Device.

<< Thin film Polymer Mult-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：https://www.rubycon.co.jp/en/products/pmlcap/＞

<< 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 ratio of electronic component costs in vehicles was around 3% in the 1980s, but has increased to around 40% in recent years, and is around 70% for electric vehicles due to the replacement of EVs and FCVs in the context of decarbonisation. Further increases are expected in the future.

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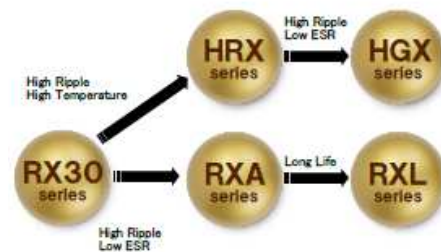
Features
- Miniaturized, High capacitance, High ripple current
- Suitable for DC link of low voltage

HGX series / RXL series

HGX

Items	Characteristics	Items	Characteristics
RatedVoltage	25~70Vdc	Temperature	−40~+135℃(150℃)
Capacitance	1200~6800 μF	Size	φ12.5x20~ φ18x30L

RXL

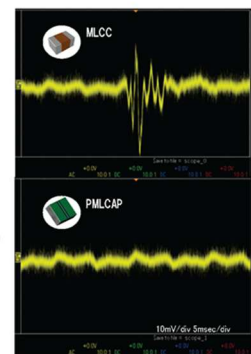| Items	Characteristics	Items	Characteristics
RatedVoltage	16~35Vdc	Temperature	−55~+125℃
Capacitance	510~7500 μF	Size	φ10x16~ φ18x30L

LEAD WIRE type for High Voltage
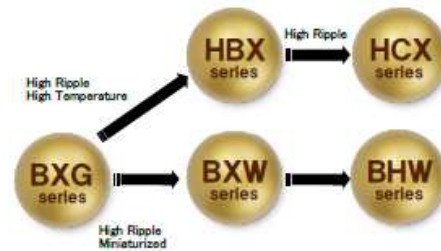
Features
- Miniaturized, High capacitance, High ripple current
- Suitable for DC link of high voltage Inverter and PFC circuit

HCX series / BHW series

HCX

Items	Characteristics	Items	Characteristics
RatedVoltage	250~290Vdc	Temperature	−40~+125℃
Capacitance	22~51 μF	Size	φ10x40~ φ16x20L

BHW

Items	Characteristics	Items	Characteristics
RatedVoltage	400~450Vdc	Temperature	−40~+105℃
Capacitance	47~220 μF	Size	φ16x20~ φ18x50L

SMD type
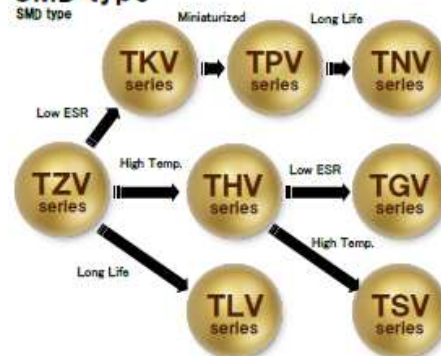
特徴 Features
- Miniaturized, High capacitance, High Temperature

TSV series / TNV series

TNV

Items	Characteristics	Items	Characteristics
RatedVoltage	6.3~35Vdc	Temperature	−55~+105℃
Capacitance	330~2200 μF	Size	φ8x10.5~ φ10x10.5L

TSV

Items	Characteristics	Items	Characteristics
RatedVoltage	25~35Vdc	Temperature	−40~+150℃
Capacitance	47~2400 μF	Size	φ8x10.5~ φ18x21.5L

＜SMD type : https://www.rubycon.co.jp/en/products/al-chip/＞

＜Radial lead : https://www.rubycon.co.jp/en/products/al-radial-lead/＞

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 business site and 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, including Group companies.

Risk Management

In addition to the risk reduction activities that have been ongoing for many years, the company is promoting the strengthening of internal systems and the review of relevant internal regulations in order to respond to customer requests for risk assessment in terms of codes of conduct and ethics.

In addition, as earthquakes and other disasters have been occurring frequently in recent years, the effectiveness of the disaster management rules is assessed through a BCP operation check, together with a review of the BCP (Business Continuity Plan) in preparation for unforeseen events.

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 are deeply aware that the use and protection of Privacy Data is of Paramount Importance in our Corporate Activities. To date, we 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.
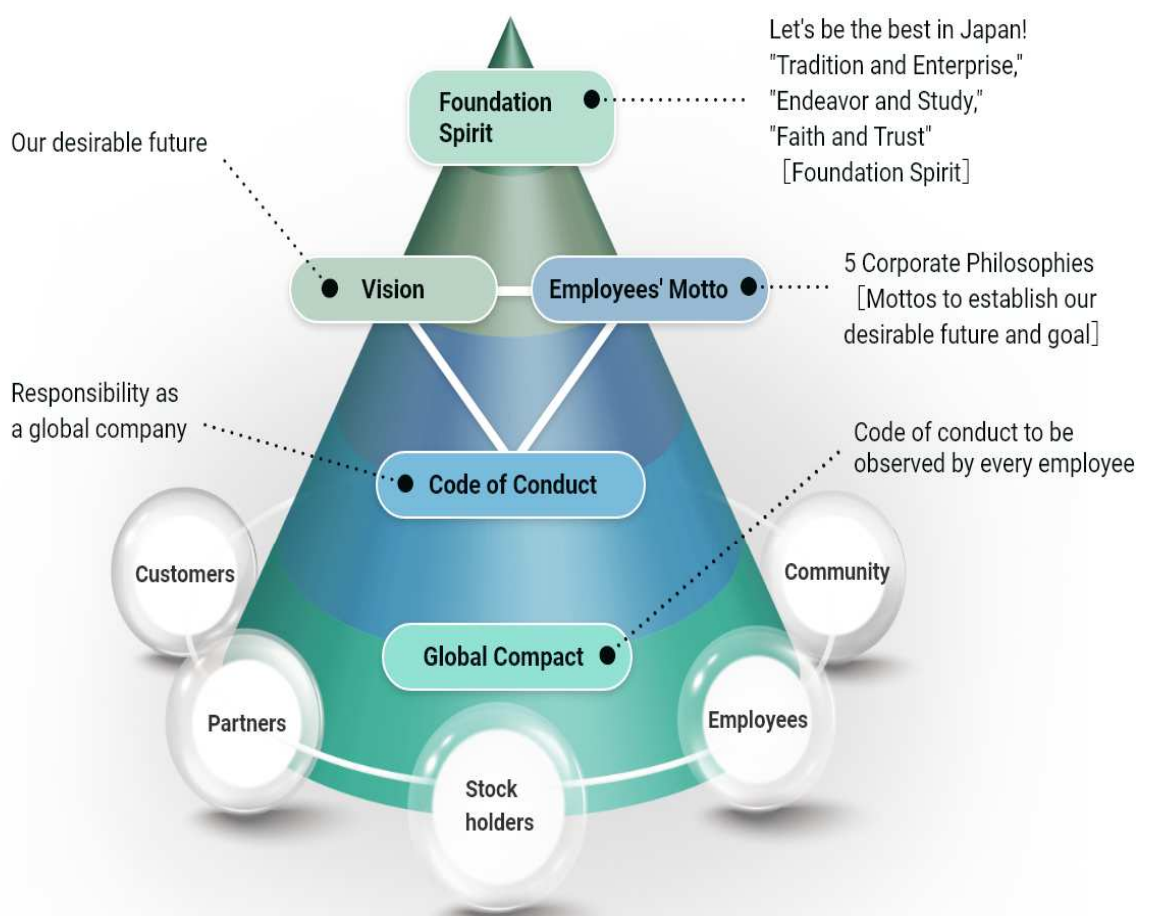
Rubycon Group Code of Conduct

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

＜RUBYCON GROUP Code of Conduct More information：
https://www.rubycon.co.jp/en/sustainability/csr/rule/＞

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»
Principle10 : 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.

〈 Reference. : [Request to valued Suppliers (rubycon.co.jp)](rubycon.co.jp) 〉

<< 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 complehensive judgement among the following factors: compliance with laws, regulations, human rights and other 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

Participation in Community and Development

Social Action Program

Human Rights

Respect of Human Rights

Personal Training

Child-raising and Nursing Care

Consumer Issues

Security of Product Safety

Response to Product Accident and Failure

Improvement of Customer Satisfaction

Rubycon

Organization Governamce

Labor Practices

Safety and Health

Prohibition of Harassment

Address to Mental healthcare

Relation with Labor Union

Fair Business Practices

Observance of various statutes

Risk Management

Protection and Control of Information

Environment

Reduction of Environmental Burden

Conformance with RoHS Directives

ISO14001 Acquisition Information

conforming to spirit of ISO26000

CSR Promotion System

1   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.

2   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.

3   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

Classification	Items		Boundary	Unit	2019	2020	2021	Corresponding GRI standard #
Company Size	Number of establishments		Consolidated Japan		14	14	14	102-7
			Consolidated Abroad		13	13	13	
		Total	Consolidated		27	27	27	
	Number of employees	Male	Consolidated Japan	persons	1,299	1,275	1,267	102-7
		Female	Consolidated Japan	persons	391	370	362	
		Japan Total	Consolidated Japan	persons	1,690	1,645	1,629	
		Male	Consolidated Abroad	persons	291	295	341	
		Female	Consolidated Abroad	persons	686	774	861	
		Overseas Total	Consolidated Abroad	persons	977	1,069	1,202	
		Total	Consolidated	persons	2,667	2,714	2,831	
	Net turnover		Consolidated	billion yen	48.5	44.2	56.1	102-7
Labor Practices	Number of regular employees	Male	Rubycon Corp. Head Office	persons	478	477	479	102-8
		Female	Rubycon Corp. Head Office	persons	156	151	150	
		Total Regular	Rubycon Corp. Head Office	persons	634	628	629	
	Number of temporary employees	Male	Rubycon Corp. Head Office	persons	0	0	0	102-8
		Female	Rubycon Corp. Head Office	persons	0	0	0	
		Total Temporary	Rubycon Corp. Head Office	persons	0	0	0	
	Ratio of temporary employees out of total employeer		Rubycon Corp. Head Office	%	0	0	0	102-8
	Number of newly hired employees		Rubycon Corp. Head Office	persons	15	8	18	
	Ratio of new employees		Rubycon Corp. Head Office	%	2.4%	1.3%	2.9%	
	Number of people leaving (excluding retirement age)		Rubycon Corp. Head Office	persons	26	14	8	401-1
	Ratio of people leaving		Rubycon Corp. Head Office	%	3.9%	2.2%	1.3%	
	Ratio of reemployed employees (at the retirement age)		Rubycon Corp. Head Office	%	90%	86%	82%	
	Ratio of handicapped employees		Rubycon Corp. Head Office	%	2.2%	2.2%	2.2%	
	Working hours (per employee per year)		Rubycon Corp. Head Office	hours	2,048.5	2,059.8	2,098.3	
	Annual paid holidays taken per employee per year)		Rubycon Corp. Head Office	days	9.07	8.36	8.91	
	Average overtime working hours (per employee per month)		Rubycon Corp. Head Office	hours	7.35	8.29	11.52	
	Childcare leave *Number of the employees taking Childcare Leave	Male	Rubycon Corp. Head Office	persons	1	0	0	401-3
		Female	Rubycon Corp. Head Office	persons	3	3	7	
		Total	Rubycon Corp. Head Office	persons	4	3	7	
	Childcare leave restoration rate		Rubycon Corp. Head Office	%	100%	100%	100%	401-3
	Family care leave	Male	Rubycon Corp. Head Office	persons	0	0	1	
		Female	Rubycon Corp. Head Office	persons	0	0	0	
		Total	Rubycon Corp. Head Office	persons	0	0	1	
	Shortened working hours for childcare or family care	Male	Rubycon Corp. Head Office	persons	0	0	0	
		Female	Rubycon Corp. Head Office	persons	27	28	25	
		Total	Rubycon Corp. Head Office	persons	27	28	25	
	Labor union	Number of unionized employees	Rubycon Corp. Head Office	persons	369	353	365	
		Ratio of unionized employees	Rubycon Corp. Head Office	%	58%	56%	58%	102-41
	Number of incidents resulting in lost-time injuries		Rubycon Group Companies	cases	0	1	2	
	Infrequency rate of lost-time injuries		Rubycon Corp. Head Office		0.00	0.79	0.79	
			Rubycon Group Companies		0.00	1.47	0.57	

	Classification	Items	Boundary	Unit	2019	2020	2021	
Participation in community	Education	Accepted interns	Rubycon Corp. Head Office	cases	6	0	7	
			Rubycon Corp. Head Office	persons	10	0	19	
	Improvement of the environment around the worksites	Cleaning activities	Rubycon Corp. Head Office	cases	3	1	0	
			Rubycon Corp. Head Office	hours in total	75	120	0	
	Promotion of arts, culture & sports	Cooperative contribution	Rubycon Corp. Head Office	thousand yen	374	400	400	
	Exchange with local communities communities	Guided plant tour	Rubycon Corp. Head Office	persons	27	0	0	
		Facilities rented	Rubycon Corp. Head Office	hours	0	0	0	
		Number of attending events	Rubycon Corp. Head Office	persons	40	0	0	
	Community development & social welfare	Visiters to clock museum	Rubycon Corp. Head Office	persons	1,080	52	27	
		Contribution to local economy	Rubycon Corp. Head Office	thousand yen	220	200	200	
		Contribution to local organization	Rubycon Corp. Head Office	thousand yen	414	400	400	
Environmental Conservation	Total energy consumption	Non-renewable energy source	Rubycon Corp. Head Office	TJ	106	104	119	302-1
			Rubycon Group Co.s in Japan	TJ	1,479	1,657	1,896	
		Renewable energy source	Rubycon Corp. Head Office	GJ	0	0	0	
			Rubycon Group Co.s in Japan	GJ	258	2,251	2,026	
	Total electricity consumption	Total	Rubycon Corp. Head Office	GWhr	10.7	10.3	11.8	302-1
			Rubycon Group Co.s in Japan	GWhr	142.5	165.5	189.3	
	Greenhouse gases discharged	Scope 1 *1	Rubycon Corp. Head Office	kt-CO2	0	0	0	305-1
			Rubycon Group Co.s in Japan	kt-CO2	0	0	0	
		Scope 2 *1	Rubycon Corp. Head Office	kt-CO2	5.02	4.56	5.22	305-2
			Rubycon Group Co.s in Japan	kt-CO2	18.56	20.79	23.78	
	Water used		Rubycon Corp. Head Office	million ㎥	2.5	2.8	3.2	303-1
			Rubycon Group Co.s in Japan	million ㎥	29.0	32.0	37.0	
	Waste water		Rubycon Corp. Head Office	kt	2.5	2.8	3.2	306-1
			Rubycon Group Co.s in Japan	kt	31.1	32.0	37.0	
	Discharged industrial waste		Rubycon Corp. Head Office	t	168	202	Under Compilation	306-2
			Rubycon Group Co.s in Japan	t	961	1,285		
	Final landfill of industrial waste		Rubycon Corp. Head Office	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. Head Office	t	0	0	0	305-7
			Rubycon Group Co.s in Japan	t	0	0	0	
		into water	Rubycon Corp. Head Office	t	0	0	0	306-1
			Rubycon Group Co.s in Japan	t	0	0	0	
		Total	Rubycon Corp. Head Office	t	0	0	0	
			Rubycon Group Co.s in Japan	t	0	0	0	
	Harmful atmospheric pollutants released		Rubycon Corp. Head Office	t	0	0	0	305-7
	Discharged substances with atmospheric impact	SOx	Rubycon Corp. Head Office	t	0	0	0	305-7
		NOx	Rubycon Corp. Head Office	t	0	0	0	
		Soot and dust	Rubycon Corp. Head Office	t	0	0	0	
	Discharged substances with water quality impact	COD	Rubycon Corp. Head Office	t	0	0	0	
		Total phosphorus	Rubycon Corp. Head Office	t	0	0	0	
		Total nitrogen	Rubycon Corp. Head Office	t	0	0	0	
	Environmental accounting	Capital investment (total)	Rubycon Group Companies	million yen	1	3	3	
		Expenses (total)	Rubycon Group Companies	million yen	0.0	3.0	3.0	
		Economic benefits	Rubycon Group Companies	million yen	0	1	2	
Compliance	Number of requests for consultation received by corporate ethics window		Rubycon Group Companies	cases	2	0	0	

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

Process to ensure Product Safety

To ensure the safety of our Products, we comply with the relevant laws and regulations from the product development and design stage, confirm non-use of environmentally banned substances, provide technical materials with precautions for safe use, and conduct reliability tests by adding safety confirmation items in each process.

・conduct reliability tests at the product development and design stage
・reliability tests to confirm manufacturing conditions at the process design stage
・reliability tests to monitor lot variation by periodically sampling all factories and series
  in the mass production process

Maintaining product safety and reliability throughout the process.
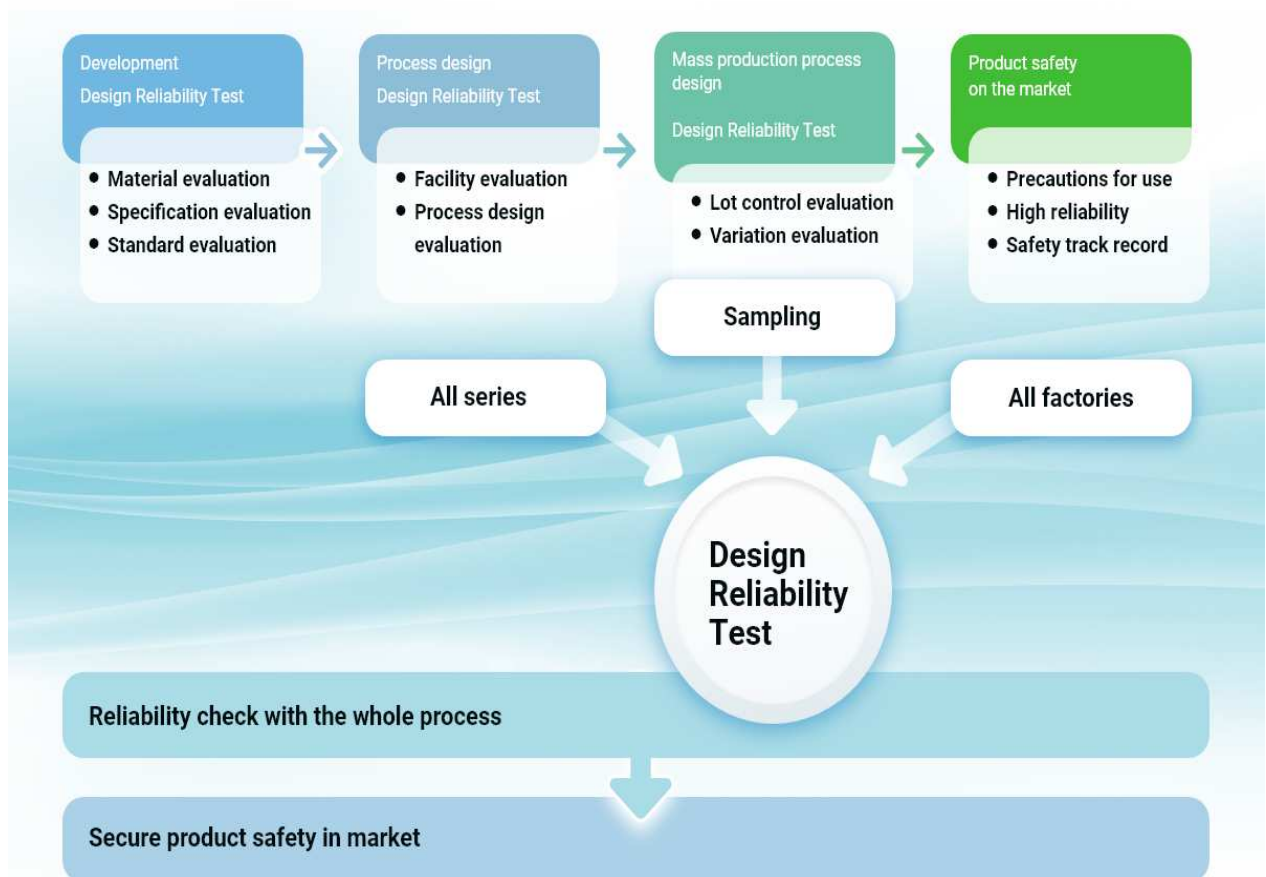
C0C :Complaint Zero Campaign

  In order to improve Customer Satisfaction and achieve Quality Improvements that lead to Product Safety, we take complaints from Customers Seriously, and as the Responsibility of the factories that directly manufacture our products, we are carrying out the Claim 0 Campaign, a Quality Improvement activity, with the aim of achieving "Zero" Complaints. The Campaign is an ongoing improvement activity based on the "The Three Reals Philosophy" principle of 'Actual place', 'Actual part' and 'Actual situation'.
  In 2021, major order fluctuations occurred, such as tight supply and demand for semiconductors/electronic parts, material suppliers shutting down their operations due to the spread of the Covit-19 infection, and Customers in Japan and abroad shutting down their operations.
  The number of complaints and their transition rate increased to the same level as in 2019, before the spread of the Covit-19 infection. This is a result of the stagnation of Claim 0 Campaign activities centered on real audits due to our infection prevention measures.
  We will continue to maintain infection prevention measures, activate Claim 0 Campaign activities again, and promote the reduction of complaints.

○External Complaints (ppm) [Complaints / Production]
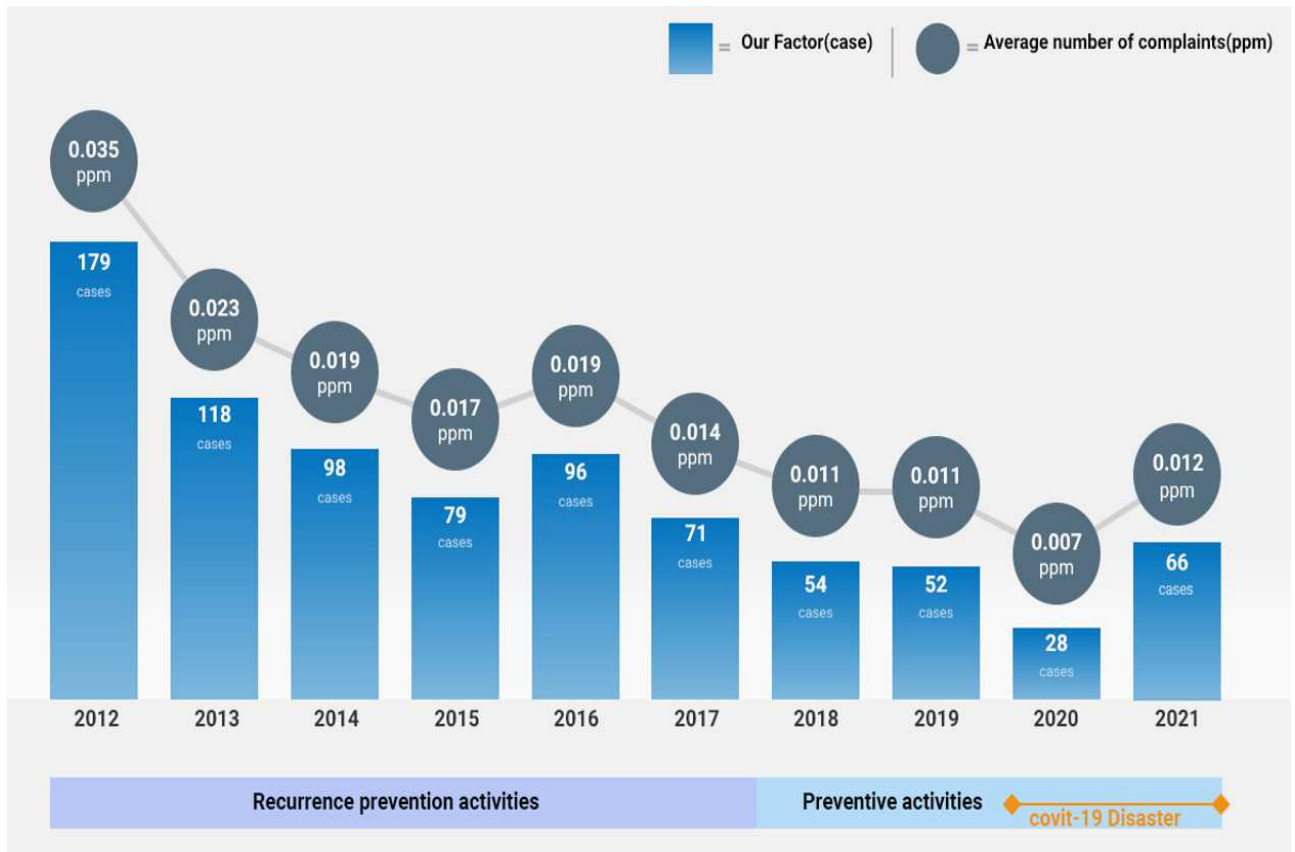
How to respond to Product Accidents or Product Defects

Complaints from customers regarding Product Accidents or Product Defects, or requests for analysis, will be accepted by Rubycon's Quality Assurance Center through each Rubycon sales office.

The Quality Assurance Center shall conduct a primary analysis of the product in question with specialized equipment, and communicate the information to the factory concerned (24 hours a day, 7 days a week), and the investigation into the history and the cause of the problem shall begin.

The relevant factory conducts a ripple effect survey and countermeasure planning, and the Quality Assurance Center centrally manages reporting to customers and implementing countermeasures. The Quality Assurance Center conducts internal audits of the effectiveness of the countermeasures and the progress of horizontal deployment, and everyone involved is promoting quality improvement under the slogan, "I guarantee quality.
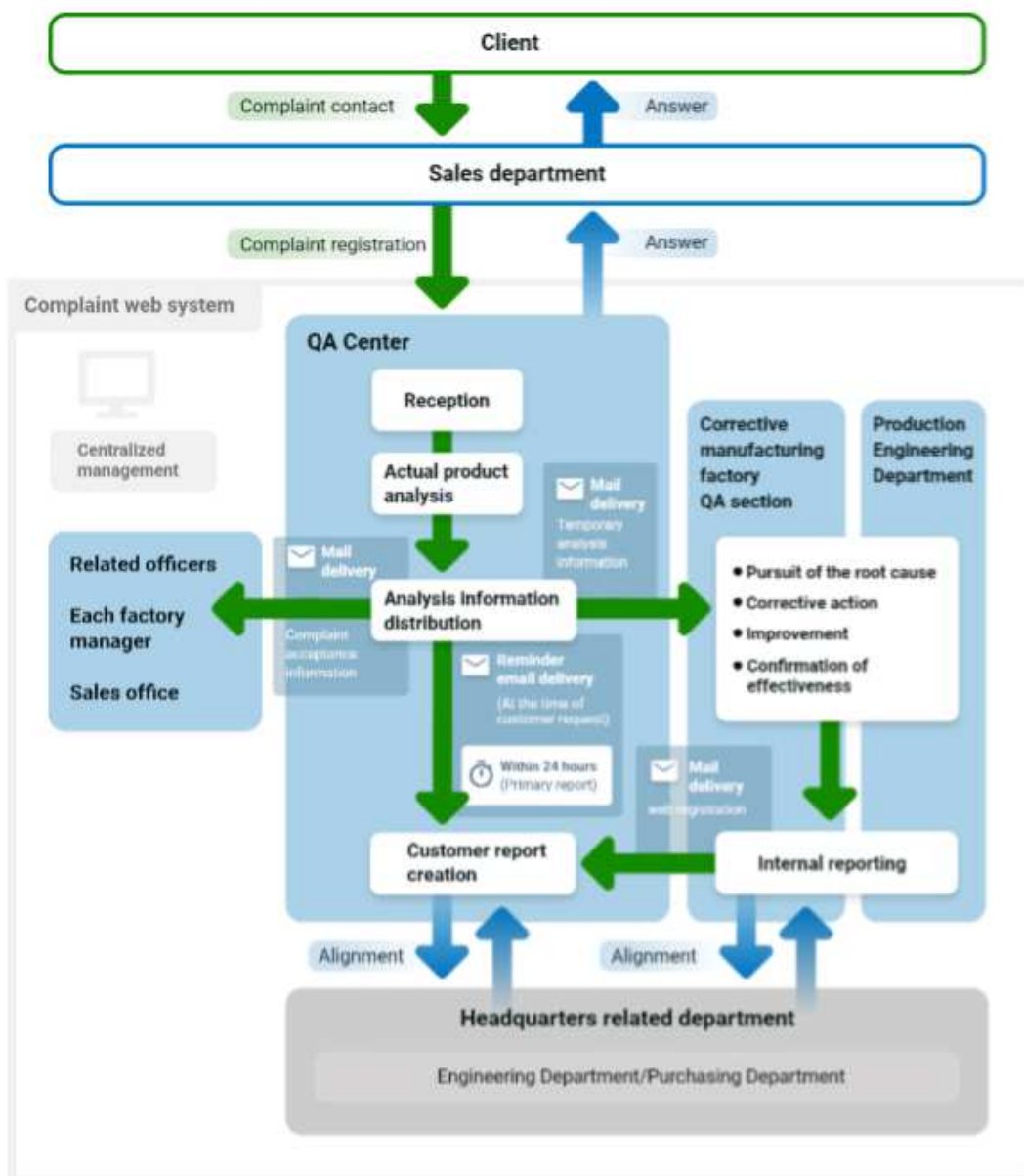
Improving Customer Satisfaction

 We shall promote C0C activities to improve Product Quality, operate Reliability Testing System, comply with IATF & ISO International Standards, and improve corporate cooperation based on establishing Quality Assurance System & Complaint Handling System, with the goal of improving Customer Satisfaction. In reporting to our customers, we are committed to Customer Service with the Motto of improving speed and ability to analyze complaint issues.

 Rubycon has Quality Policy of serving Society and contributing to the Future through manufacturing Products with Satisfaction of o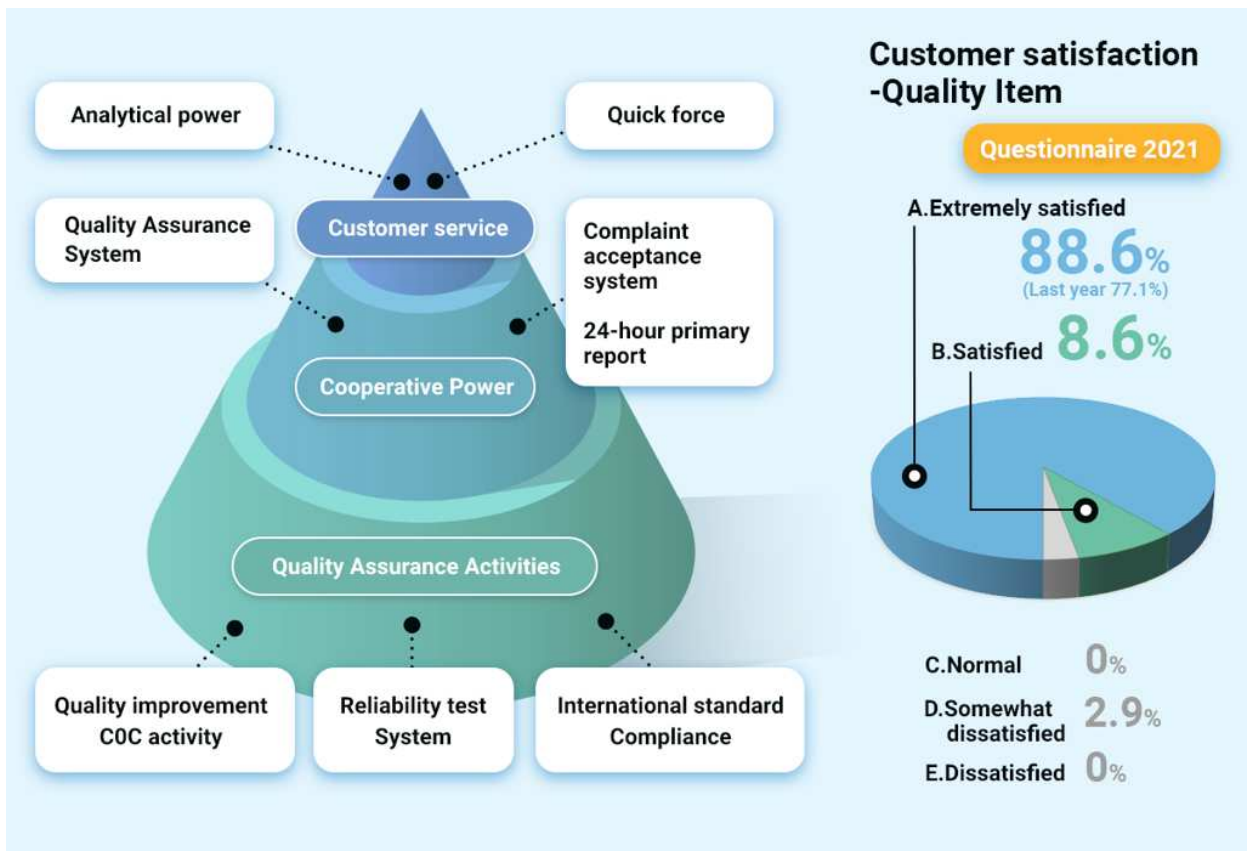ur Customers, and we conduct annual Customer Satisfaction Survey on evaluation of such items as Cost, Delivery, and Service, and Quality as the top priority, and always strive to improve Customer Satisfaction.

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 actvities 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.

Management of green procurement and responsible mineral procurement

Based on the slogan "I will protect the Earth" in our procurement policy, we are conducting sustainable activities throughout the supply chain in terms of compliance with laws and regulations, CSR procurement, green procurement, and responsible procurement of conflict minerals, in order to provide products that are trusted and satisfactory to our customers and society.

For green procurement, we have clearly regulated our "List of Environmentally Hazardous Substances" for banned substances and dangerous/hazardous substances, and we are constantly updating and developing the requirements of green procurement standards for chemical substances including RoHS and REACH regulations from our customers, and reflecting the confirmation of non-use as our requirements.

At the time of material receiving, we have established a system for confirming high-precision analysis value data such as XRF analysis for RoHS regulated substances, and we have achieved thorough material traceability management by noting barcodes that distinguish all delivered materials.
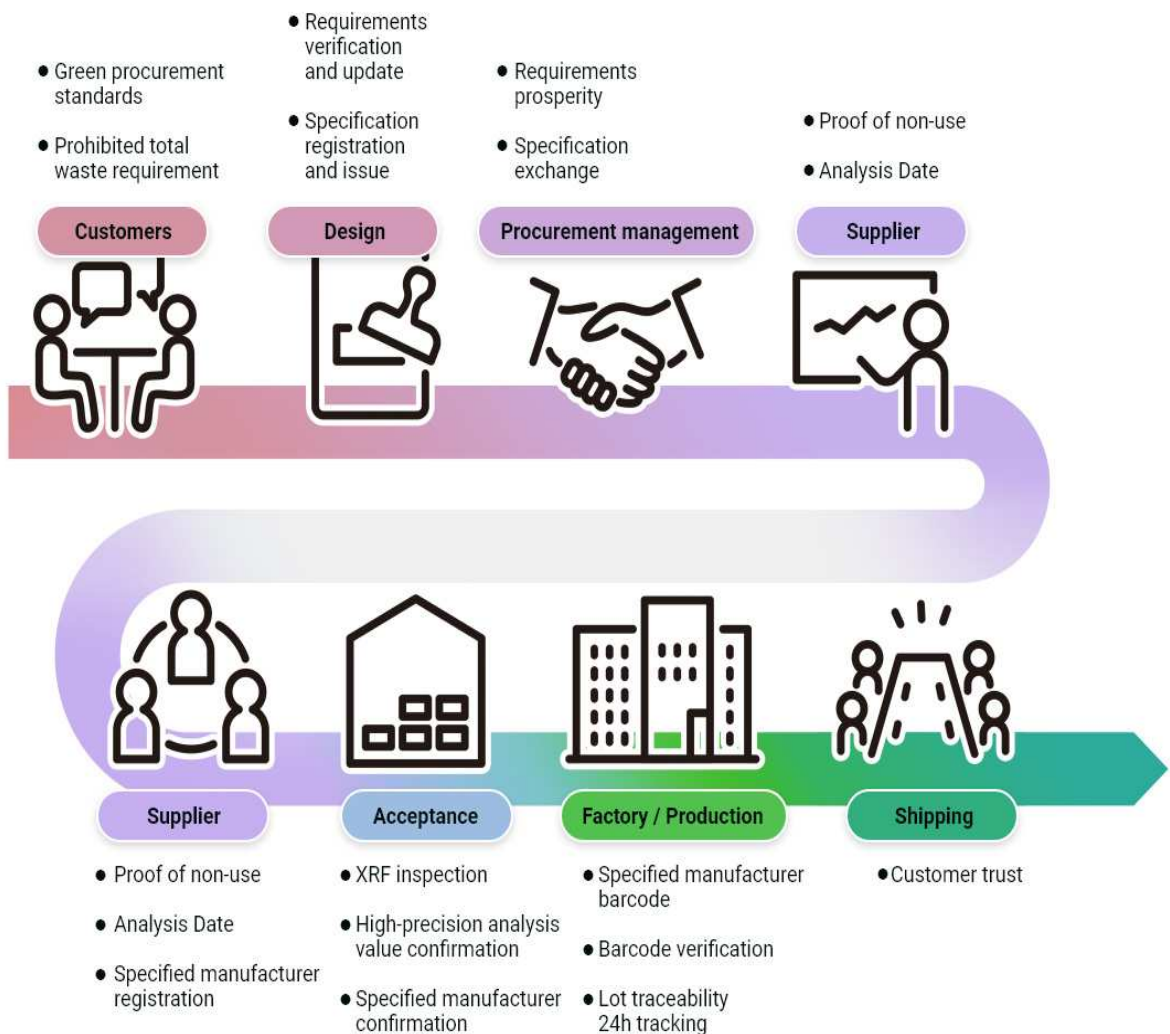
Efforts to maintain the environment and CSR procurement through environmental awareness education and CSR education

In environmental awareness education, we have built a system to ensure that we do not use, add, mix, or contaminate prohibited or obsolete substances, and that we do not produce environmentally abnormal products through traceability management and tracking within 24 hours.
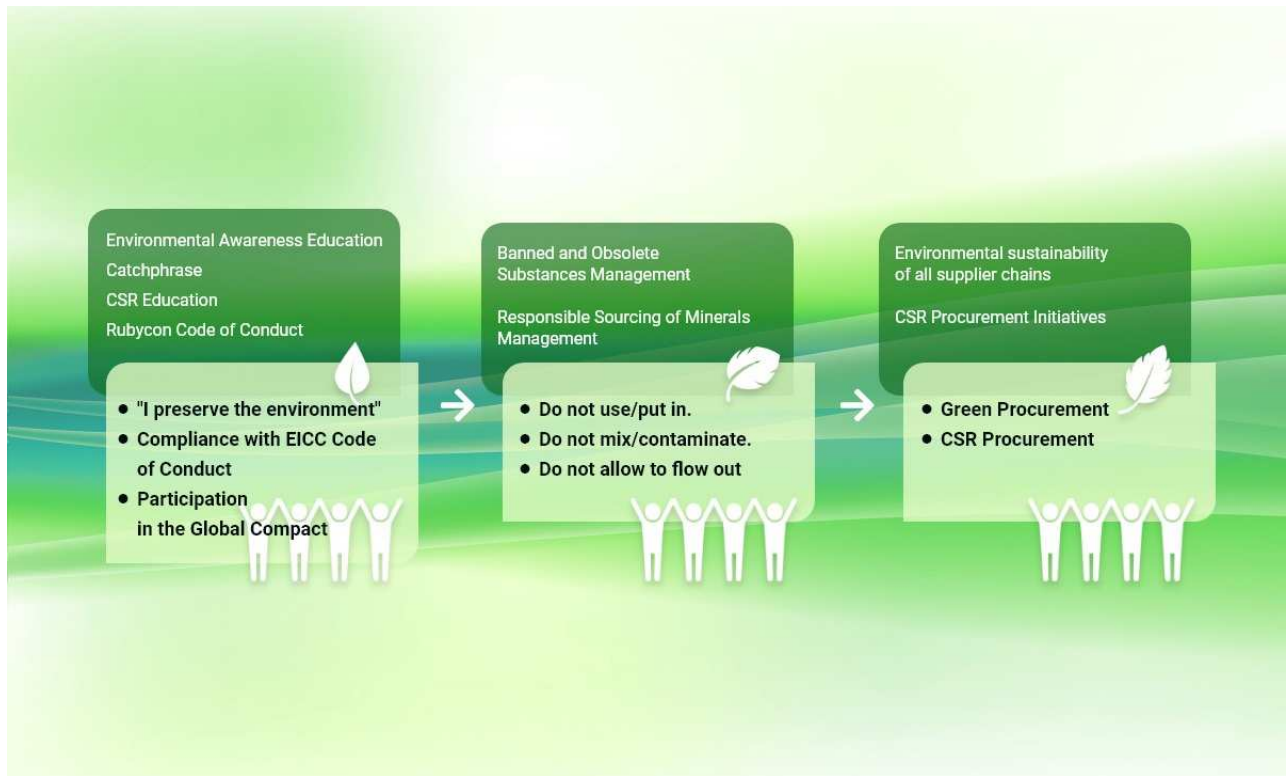
Regarding responsible mineral procurement, we declare our basic policy from the perspective of CSR that we will not procure minerals related to conflict or human rights through our supply chain.

Responsible mineral procurement policy

The problem of minerals such as tin, tantalum, tungsten, gold, and cobalt, which may become a source of funding for organizations involved in human rights violation, such as forced labor, child labor, and illegal employment of foreign workers, as well as poor working conditions, environmental destruction, and corruption in conflict zones and high-risk areas, has been raised as a serious social issue.

Rubycon Group's basic policy is not to procure minerals related to conflict or human rights violations according to the "Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High Risk Areas" issued by the Organization for Economic Cooperation and Development (OECD).

To fulfill social responsibility in the procurement activities of the Rubycon Group, we will promote responsible mineral procurement throughout the whole supply chain.

We also take part in the survey briefing sessions held by JEITA's "Responsible Minerals Procurement Study Group", collect the latest information, actively use the common survey implementation manual and guidance, and conduct educational activities on responsible minerals procurement in accordance with the Rubycon Code of Conduct and CSR procurement system.

We will also ask related suppliers to supply information on smelters and refiners through the supply chain, and aim to procure from smelters and refiners without any problems.

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.
 * February 2022, Compliance Training
   Subject: About Compliance
 Managerial staff filled and submitted Compliance Check Sheet, and all employees filled and submitted Compliance Declaration.
 * February 2022, About Subcontracting Charges Law Training
   Subject: Web-based training
   Instructors: 1 (External Lecturers)
 Participants: All employees

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
2015	4.8% decreased
2016	5.4% decreased
2017	2.4% decreased
2018	0.1% decreased
2019	2.7% increased
2020	3.4% decreased
2021	3.5% decreased

Running status of circulating roof spray system

Towards reduction of GHG (Greenhouse Gas) emmissions

We have been working on CO_2 emmissios reduction by 1% or more, and recent results of the reductions are as follows:

Year	Emission	% Change v.pervious year
2015	5,981t -CO2	1.5% decreased
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	4,892t -CO2	7.5% decreased
2021	5,596t -CO2	14.4% increased

* In the current financial year, orders received exceeded Production Capacity and production was carried out in continuous operation throughout the year, which resulted in an increase in CO2 emissions increased.

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 2021 is 64%
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	180 kg
2015	130 kg
2016	139 kg
2017	240 kg
2018	260 kg
2019	400 kg
2020	680 kg

Reduction of Industrial Waste

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	Waste
2015	344 tons
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.

Promoting Diversity and Inclusion

We are committed to promoting "Diversity" in our Company.

We also work to achieve "Inclusion", by accepting inclusion of diversity of people and by utilizing each individual's characteristics.

We aim to achieve the both by creating an environment where employees can demonstrate their abilities and work with vigour.

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 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 stuff 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.

<u>Occupational Health and Safety</u>

  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. "ISO45001" certification was only awarded to the head office, but this year each of the offices also underwent an extended audit and passed certification.

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
- ・ 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 Tool.

Recent initiatives.
- ・Introduction of a cloud-based AI-recognition-based minute documentation tool and dedicated equipment.
- ・Introduction of multilingual translation documentation tools.

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.

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. Due to the spread of Covid-19, we couldn't accept any applicants in 2020, but in 2021, we are gradually resuming acceptance.

《Tracking Record of accepting the applicants in 2021》			
Month	**Subjects**	**Head-count**	**Duration**
August 2021	Students of Komagane Industrial High School (Internship)	2	2 days
November 2021	College Students (Internship on the Web)	2	1 day
December 2021	College Students (Internship on the Web)	4	1 day
January 2022	Nagano Prefecture Nanshin Institute of Technology (Internship)	2	2 days
January 2022	College Students (Internship on the Web)	4	1 day
February 2022	College Students (Internship)	1	1 day
February 2022	College Students (Internship on the Web)	4	1 day

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 equiped 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 youngstars baseball team practices.

Organisation of baseball classes

Baseball lessons by our Baseball team, which had been suspended due to the Covit-19, have resumed.
・Nov 2021 : Midorigaoka Junior High School
・Dec 2021 : Achi Junior High School

Major Performances in 2021 and Goals and Plans in 2022

Major Item	Minor Item	Goal and Plan in 2021	Major Performances in 2021	Goal and Plan in 2022
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 ・Continued COP submission ・Promoting priority themes in the Group	Submitted COP to UNGC Headquarters on July 14, 2021	Continuing Report Submission
	Interaction with Stakeholders		With the renewal of our website, we have announced that we will enhance the sustainability page and procurement page, as well as support the policy of complying with the old EICC Code of Conduct and the UN Global Compact 10 Principles.	To promote prioritized items of the activities for dialogue with stakeholders in Rubycon Group companies
	Corporate Governance	To draw up CSR Report and put it on our Web Site	Prepared CSR Report 2021 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 Compliance Training in all Departments of the Company	Conducted Compliance Training for new employees. Conducted Compliance Training for all employees. Used the content of Training for all departments as educational materials	
		To continue Whistleblower System and Internal Audits	Conducted Internal Audit in 30 departments of Rubycon Group companies. Continued awareness of the whistleblowing system during internal audits	
Human Rights / Labor Practices	Respect of Human Rights / No Discrimination	To continue 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 and implement Training and Education Programs	Performed Chinese and English language courses once a week (Not implemented this year to prevent Covid-19 infection)	To enhance and implement Training and Education Programs
			In April 2021, Group Training was held for new graduate employees to learn the basics of the Company, business manners, and the like. In order to prevent Covit-19 infection, we have no choice but to cancel many group training, and on 2021/6, we only conducted training for managers regarding the personnel system.The end of the Covit-19 infection is beginning to appear, and we plan to resume group training in 2022.	
	Support to Work Diversity	To continue to employ elderly people according to their willingness and ability to work ・To revise Employment Extension Program ・To consider Mandatory Retirement at the age of 70	Start of re-employment system for those aged 65 and over (new system).	To revise Employment Extension Program To consider Mandatory Retirement at the age of 70
		To support employees for Childcare ・To expand Short Working-Hour System for Childcare ・To encourage Male Employees to take Childcare Leave	Supported employees who wish to extend Childcare Leave. There is no record of taking Childcare leave for men this year.	To expand Short Working-Hour System for Childcare To encourage Male Employees to take Childcare Leave Establishment of a Childcare leave Consultation desk.
	Safety and Health of Employees	To continue to provide Health Consultation for the employees	Conducted Health Consultation by Industrial Physicians and Industrial Nurses	To continue to provide Health Consultation for the employees
		Promotion and Continuation of occupational health and safety in the workplace	To promote risk assessment and improvement activities (monthly review by Safety and Health Committee)	To continue to promote Workplace Safety and Health activities
			Conducted safety and health patrols two times during National Occupational Health Week and National Safety Week, respectively.	
		Continued ISO 45001 certification	ISO 45001 audited and updated. Initially, the acquisition was only at the head office, but it passed the extended examination for each business site in Japan.	
	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 2021 and Goals and Plans in 2022

Major Item	Minor Item	Goal and Plan in 2021	Major Performances in 2021	Goal and Plan in 2022
Environment	Environmental Management	To maintain ISO 14001 Certification in Rubycon Group companies	Maintained ISO 14001 Certification in Rubycon Group companies	To maintain ISO 14001 Certification in Rubycon Group companies
	Environment-friendly Business Process	To continute to control the handling of banned substances, hazardous substances, and toxic substances	Ensured that Chemical Safery Working Group followed all of their instructions to Rubycon Group companies	To continute 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 64% 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 3.5% energy saving from the previous year in conversion of per unit consumption between April 2021 and March 2022	Energy Saving Measures: To save energy by 1% or more year-on-year in conversion of per unit consumption
		Reduction of CO2 Emmissions: To achieve 1% or more reduction from the previous year	Recorded 5,596 t-CO2 emissions for April 2021 - March 2022, equivalent to 14.4% CO2 Increase from the previous year	To achieve 1% or more CO2 reduction from the previous year
	Environment-compatible Products	To develop compact products as environmental features	Developed and marketed the compact products including upgrades of existing ones as follows: 12 Items of Non-Solid Aluminum Electrolyti Capacitors	Development of environmentally friendly products that consume less power, are smaller in size, etc.
Fair Business Practices	Risk Management	To continue risk reduction activities	Conducted risk reduction activities on CSR items.	To continue risk reduction activities
	Fair Competitions and Trades	To conduct CSR Questonnaire for the Rubycon Suppliers	Provided Rubycon Suppliers occasionally with information on "Supplier Complaint & Consultation Desk" as part of CSR	To conduct CSR Questionnaire for the Rubycon Suppliers
		To continue to comply with laws and regulations pertaining to transactions with suppliers	Conducted Compliance Training on February 2022 Conducted About Subcontracting Charges Law Training on February 2022	To continue to comply with laws and regulations pertaining to transactions with suppliers
		To continue to comply with laws and regulations of trade-related operations	To continue to comply with laws and regulations of trade-related operations	To continue to comply with laws and regulations of trade-related operations
	Information Protection and Control	To continue to promote enhancement of Information Security-related management	Reviewed Security Management Rules, provided education of the Rules for employees, ensured thorough implementation of the Rules, and took countermeasures against violations	To continue to promote enhancement of Information Security-related management
			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)	
	Protection of Intellectual Properties	To continue 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 store the past quality data in the Database and continuously develop FMEA to promote improvement of the quality of the Products for automotive application	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 continue to promote quality improvement through audits for prevention of recurrence of quality issues as part of C0C activities 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 maintain it thereafter To check status of emergency report system and maintain it thereafter	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 continue to conduct Customer Satisfaction surveys	Conducted a questionnaire to major customers on quality, time of delivery, price and service. Attained 97.2% of customer satisfaction in quality (of which 88.6% 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	
		Engaging with local communities	・Baseball classes by our baseball club for local junior high schools and Groups. ・As part of our group company merger and 70th anniversary business, we donated to neighboring cities, towns and villages that we are always indebted to. ・Donations were made mainly in the form of goods brought in by employees to support projects related to childcare in neighbouring municipalities.	

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