

RUBYCON CORPORATION

CSR Performance Data

Report target period Apr 2022 to Mar 2023
(Report Publication July 2023)



Photo: Memorial Park in our headquarters

Rubycon Group Code of Conduct

1 Human Rights and Labor

i. Voluntary labor

We will employ all workers of their free will, and assure free selection to leave or end their employment. We strictly prohibit human-rights abuse including forced labor, restraint, domination, slavery, human traffic and abduction, and do not reserve identification of any employee.

ii. Prohibit Harassment and Inhumane Treatment

We prohibit all forms of harassment, corporal punishment, physical or mental oppression, or any other form of harassment or inhumane treatment in the workplace, and the violators shall be referred to Disciplinary Committee of the Company for severe punishment.

iii. No child labor

We will not employ children under the minimum age for employment. We will not employ individuals under 18 years old.

iv. No discrimination

We will not discriminate due to race, color, age, gender, sexual orientation, ethnicity, disability, pregnancy, religion, political orientation, affiliation to union or marital status on recruiting, employment, promotion, reward or training so as to establish equal opportunity and fair treatment.

v. Reasonable wage

We will observe wage laws stipulating the minimum wage, overwork and legal payment, and pay wages on due dates, but not conduct illegal deduction. We will deliver pay statement to every employee without delay.

vi. Working hours

We will manage working hours, holidays and vacations of every employee to comply with the statutory limit.

vii. Right to organize of employees

We will respect employees' rights to organize, to protest, and to affiliate with labor council as the means to win labor-management council for working environment and wage level, in compliance with relevant statutes. Employees may frankly talk with management regarding their concerns about labor conditions and business practices without threat of reprisal, assault or harassment.

2 Health and Safety

i. Machine Safeguarding

We will take necessary safety measures for equipment to be used in the company and conduct appropriate maintenance.

ii. Workplace safety

We will evaluate safety risks in workplaces to secure safety through appropriate design, engineering and management means. We will provide employees with safety training and protection as appropriate. We will respond (in good faith) to safety concerns from employees.

iii. Workplace sanitation

We will review workplace environment including harmful chemicals and waste as well as noise, odor and take appropriate measures for control and protection.

iv. Elimination of Occupational Injuries and Workplace Illnesses

We shall monitor the status of Occupational Injuries and Illnesses and take appropriate countermeasures.

v. Emergency preparedness

We will estimate potential injuries and accidents to prepare emergency plan for human safety and communicate it to all employees.

Rubycon Group Code of Conduct

vi. Physically demanding work

We will identify physically demanding works and appropriately administrate them to prevent injury and illness.

vii. Facility safety and sanitation

We will ensure safety and sanitation of facilities for employees (e.g. dormitory, canteen, lavatory) and maintain potable water, air conditioners, and emergency exits.

viii. Health of employees

We will adequately control health of every employee.

3 Environment

i. Product content restrictions

We will control all of the statutory banned and restricted chemicals in all of our products, while complying with relevant statutes and customer requirements.

ii. Chemical materials to be used in production process

We will control all of the statutory banned and restricted materials in our production processes and comply with relevant statutes and customer requirements.

iii. Environmental management system

We will establish and operate environmental management system.

iv. Minimal impact on environment

(e.g. waste water, sludge, exhaust gas)

We will comply with laws and regulations on waste water, sludge, exhaust gas, and improve them with our voluntary standards.

v. Environmental permits and administrative approval

We will obtain necessary administrative authorization according to laws and regulations, and submit required reports.

vi. Effective utilization of resources and energy (3R)

We will set our original goal to save resources and energy while continuing to strive for effective utilization of them.

vii. Reduction of greenhouse gas emission

We will set our original goal to reduce greenhouse gas emission and final waste, and continually strive for the reduction.

viii. Reduction of Industrial Waste

We will set our original goal to reduce final waste and continually strive for reduction.

ix. Disclosure of environmental preservation activities

We will always disclose the results of our environmental activities.

x. Preservation of biodiversity

Agreeing to basic rules of biodiversity preservation, we are addressing to preservation of natural environment in our premises.

4 Fair Trade and Ethics

i. No corruption or bribery

We will maintain sound and normal relations with politicians and administrative officers to prevent bribery and illegal donation.

ii. No abuse of dominant bargaining position

We will keep from abuse of dominant bargaining positions or acts which are disadvantageous to our partners.

Rubycon Group Code of Conduct

iii. No improper advantage

We will not offer or accept improper advantages in relation to customers and the society.

iv. No anticompetitive act

We will not hinder fair and transparent competition.

v. Provision of accurate information on product and service

We will provide customers with accurate information on our products and services.

vi. Respect to intellectual property

We will respect (but not infringe) intellectual properties of third parties.

vii. Appropriate export control

We will establish appropriate export control system on the technologies and articles covered by laws and regulations.

viii. Disclosure of information

We will not provide false or inaccurate information to customers and the society.

ix. Prevention and early detection of irregularity

We will be aware of laws and regulations as well as social norms and strive for prevention and early detection of irregularities.

x. Prohibition of reprisal

We will protect confidentiality of accusers including employees and subcontractors.

xi. Responsible mineral procurement

To identify that tantalum, tin, tungsten and gold contained in our products are not funded and/or result of payoff from any armed group that are committing serious human-rights abuse in the Democratic Republic of Congo and neighboring countries. We will survey origin and circulation route of every mineral through our supply chain, and disclose correct information according to customers' request.

5 Quality and Safety

i. Security of product safety

We are conducting product design according to opinions and requests of customers.

ii. Quality management system

We will establish and operate our quality management system.

6 Information Security

i. Safeguarding for threat to computer network

We will prepare protective plan for any threat to computer network so as to protect our company and other companies from damage.

ii. No leakage of personal information

We will appropriately administrate and protect personal information on partners, third parties and our employees.

iii. No leakage of confidential information

of customers and third parties

We will appropriately administrate and protect confidential information received from partners and third parties.

7 Social Action

i. Contribution to society and community

We will proactively address activities that contribute to development of the international society and the community.

Performance Data

Company Size

Classification	Boundary	Unit	2018	2019	2020	2021	2022
Net turnover	Group consolidation	billion yen	54.5	48.5	44.2	56.1	68.8
Number of establishments (Including branches and sales offices)	Consolidated Japan		15	14	14	14	12
	Consolidated Abroad		12	13	13	13	14
	Grand Total			27	27	27	27

※In 2021 and 2022, we will merge with 5 domestic production bases and convert them into offices.

Employee Information

Classification	Boundary	Items	Unit	2018	2019	2020	2021	2022	
Number of employees • Including Contract employees, part-time employees (Not including temporary employees)	Consolidated Japan	Male	persons	1,343	1,299	1,275	1,267	1,079	
		Female		417	391	370	362	331	
		Japan Total		1,760	1,690	1,645	1,629	1,410	
	Consolidated Abroad	Male	persons	306	291	295	341	341	
		Female		681	686	774	861	861	
		Overseas Total		987	977	1,069	1,202	1,202	
	Consolidated Total				2,747	2,667	2,714	2,831	2,612
	Non-consolidated (Headquarters and offices)	Male	persons	495	478	477	479	961	
		Female		165	156	151	150	315	
		Non-consolidated Total		660	634	628	629	1,276	

※Non-consolidated: Headquarters only until 2021. From 2022, after subsidiary merger (head office and post-merger office)

※As of the end of December each year until 2021. From 2022, it will be as of the end of March according to our fiscal year.

Employee Information:Employment status

Classification	Boundary	Items	Unit	2018	2019	2020	2021	2022	
Number of regular employees	Non-consolidated (Headquarters and offices)	Male	persons	495	478	477	479	853	
		Female		165	156	151	150	278	
		Total		660	634	628	629	1,131	
Number of non-regular employees (Not including temporary employees)		Male	persons	-	-	-	-	108	
		Female		-	-	-	-	37	
		Total		-	-	-	-	145	
Percentage of regular employees				%	-	-	-	-	88.6

※Non-consolidated: Headquarters only until 2021. From 2022, after subsidiary merger (head office and post-merger office)

Employee Information:Employee age distribution

Classification	Boundary	Items	Unit	2018	2019	2020	2021	2022		
Employee age distribution • Including Contract employees, part-time employees (Not including temporary employees)	Non-consolidated (Headquarters and offices)	Under 30	Male	persons	66	63	55	57	98	
			Female		34	29	24	20	29	
			Total		100	92	79	77	127	
		30 to under 50 years old	Male	persons	277	262	250	245	461	
			Female		96	90	91	91	158	
			Total		373	352	341	336	619	
		50 to under 60 years old	Male	persons	152	153	172	177	267	
			Female		35	37	36	39	87	
			Total		187	190	208	216	354	
		Total under 60				660	634	628	629	1,100
		over 60 years old	Male	persons	-	-	-	-	135	
			Female		-	-	-	-	41	
Total			-	-	-	-	176			

Classification	Boundary	Items	Unit	2018	2019	2020	2021	2022	
Number of newly hired employees (Regular employees only)	Non-consolidated (Headquarters and offices)	Under 30	Male	persons	9	10	5	13	15
			Female		1	0	0	1	7
			Total		10	10	5	14	22
		30 to under 50 years old	Male	persons	1	2	1	1	11
			Female		2	2	0	2	3
			Total		3	4	1	3	14
		50 to under 60 years old	Male	persons	1	1	2	1	4
			Female		2	0	0	0	0
			Total		3	1	2	1	4
		Total new regular employees				16	15	8	18
Ratio of new employees	Non-consolidated(Headquarters and offices)		%	2.42	2.37	1.27	2.86	3.54	

※As of the end of December each year until 2021. From 2022, it will be as of the end of March according to our fiscal year.

※Headquarters only until 2021. From 2022, after subsidiary merger (head office and post-merger office)

Classification	Boundary	Unit	2018	2019	2020	2021	2022
Number of people leaving (excluding retirement age)	Non-consolidated (Headquarters and offices)	persons	20	26	14	8	61
Ratio of people leaving		%	3.03	4.10	2.23	1.27	5.39
Ratio of reemployed employees (at the retirement age)		%	78	90	86	82	89
Ratio of handicapped employees		%	2.0	2.2	2.2	2.2	2.2

※Results from January to December until 2021.

From 2022, the actual results will be from April to March in line with our company's fiscal year.

Labor practices 1

Classification	Boundary · Items	Unit	2018	2019	2020	2021	2022
Ratio of average base salary for women to average base salary for men	Non-consolidated (Headquarters and offices)	%	64	68	68	70	64
Ratio of average total compensation for women to average total compensation for men		%	55	54	51	59	64
Percentage of total compensation for non-regular employees to total compensation for regular employees (Average total compensation of contract employees / Average compensation of regular employees)		%	–	–	–	–	59
Working hours (per employee per year)		hours	2,047.9	2,048.5	2,059.8	2,098.3	2,149.9
Annual paid holidays taken per employee per year		days	8.60	9.07	8.36	8.91	9.20
Average overtime working hours (per employee per month)		hours	7.30	7.35	8.29	11.52	15.80

Classification	Boundary · Items	Unit	2018	2019	2020	2021	2022
Childcare leave *Number of the employees taking	Non-consolidated (Headquarters and offices)	persons	1	4	3	7	14
Number of male employees who took childcare leave	Less than 1 week	persons	1	1	0	0	2
	1-2 weeks		0	0	0	0	1
	More than 2 weeks		1	0	0	0	4
Childcare leave restoration rate	Non-consolidated (Headquarters and offices)	%	100	100	100	100	100

Classification	Boundary	Items	Unit	2018	2019	2020	2021	2022
Family care leave	Non-consolidated (Headquarters and offices)	Male	persons	0	0	0	1	0
		Female		0	0	0	0	0
		Total		0	0	0	1	0
Shortened working hours for childcare or family care		Male	persons	0	0	0	0	0
		Female		29	27	28	25	29
		Total		29	27	28	25	29
Labor union ※Participation rate = Number of unionized employees / Number of regular employees		Number of unionized employees	persons	385	369	353	365	427
		Ratio of unionized employees	%	58.3	58.2	56.2	58.0	37.8
Education : Accepted interns		cases		5	6	0	7	8
		persons		7	10	0	19	27

※Labor Union: Some business establishments are positioned as social gatherings, so they are not included in the number of labor union members.

Labor practices 2

Classification	Boundary · Items	Unit	2018	2019	2020	2021	2022
Number of employee accidents (not involving absence from work)	Consolidated Japan	case	4	2	5	7	14
Number of incidents resulting in lost-time injuries (with 1-3 days of absences from work)	Consolidated Japan	case	0	0	1	4	5
Number of incidents resulting in lost-time injuries (with 4 or more days of absence from work)	Consolidated Japan	case	0	0	0	1	2

※Before 2020, only head office. From 2021, the entire domestic group.

Headquarters only

※It will be from April to the end of March according to our fiscal year.

Environmental Conservation : Energy

Classification	Items	Boundary	Unit	2018	2019	2020	2021	2022
Total energy consumption	Non-renewable energy source	Headquarters only	TJ	109	106	110	133	128
		Offices & Subsidiaries	TJ	301	247	270	298	264
		Total			410	353	380	431
	Renewable energy source	Headquarters only	GJ	0	0	0	0	0
		Offices & Subsidiaries	GJ	258	258	225	227	260
		Total			258	258	225	227
Total electricity consumption	Total	Headquarters only	GWhr	11.0	10.7	11.2	13.5	13.0
		Offices & Subsidiaries	GWhr	29.0	25.0	27.0	30.0	26.0
		Total			40.0	35.7	38.2	43.5
Energy Saving Measures	in conversion of per unit consumption (year-on-year)	Headquarters only	%	0.1% decreased	2.7% increased	3.4% decreased	3.5% decreased	1.2% increased
		Offices & Subsidiaries	%	-	-	-	-	-

Environmental Conservation : Water

Classification	Items	Boundary	Unit	2018	2019	2020	2021	2022	
Water used		Headquarters only	million m ³	-	25.0	28.0	32.0	23.0	
		Offices & Subsidiaries	million m ³	-	29.0	32.0	37.0	30.0	
		Total			-	54.0	60.0	69.0	53.0
	BY SOURCE	Fresh surface water	Headquarters,Offices & Subsidiaries	million m ³	-	28.0	31.0	35.0	27.0
		Groundwater		million m ³	-	26.0	29.0	34.0	26.0
		Third-party water		million m ³	-	0.0	0.0	0.0	0.0
		Other		million m ³	-	0.0	0.0	0.0	0.0
			Total		-	54.0	60.0	69.0	53.0

Classification	Items	Boundary	Unit	2018	2019	2020	2021	2022
Waste water		Headquarters only	t	-	37.0	28.0	32.0	23.0
		Offices & Subsidiaries	t	-	29.0	32.0	37.0	30.0
		Total		-	66.0	60.0	69.0	53.0

Environmental Conservation : Emissions

Classification	Items	Boundary	Unit	2018	2019	2020	2021	2022
Greenhouse gases discharged ※1	Scope 1	Headquarters only	kt-CO2	0.12	0.08	0.06	0.08	0.07
		Offices & Subsidiaries	kt-CO2	0.00	0.00	0.00	0.00	0.00
		Total		0.12	0.08	0.06	0.08	0.07
	Scope 2	Headquarters only	kt-CO2	5.23	4.94	4.84	5.52	5.87
		Offices & Subsidiaries	kt-CO2	11.80	10.90	11.80	12.50	13.00
		Total		17.03	15.84	16.64	18.02	18.87

※ 1 GHG Emissions: We measure carbon dioxide emissions, which make up the majority of greenhouse gases.

Classification	Items	Boundary	Unit	2018	2019	2020	2021	2022
Discharged industrial waste		Headquarters only	t	177	168	202	324	213
		Offices & Subsidiaries	t	1,314	961	1,285	1,944	1,278
		Total		1,491	1,129	1,487	2,268	1,491
Final landfill of industrial waste		Headquarters only	t	0	0	0	0	0
		Offices & Subsidiaries	t	0	0	0	0	0
		Total		0	0	0	0	0

Classification	Items	Boundary	Unit	2018	2019	2020	2021	2022
Total weight of waste generated (the percentage the company's waste that was hazardous waste)	Solid Waste	Headquarters only	t	-	-	-	91.0	58.0
		Offices & Subsidiaries	t	-	-	-	-	-
	Hazardous Waste Ratio	Headquarters only	%	-	-	-	48.5	43.7
		Offices & Subsidiaries	%	-	-	-	-	-
	Single-use plastics	Headquarters only	t	-	-	-	76.0	62.0
		Offices & Subsidiaries	t	-	-	-	-	-
Release of PRTR-listed substances ※2	atmospheric emissions	Consolidated Japan	kg	0.0	0.0	0.0	0.0	0.0
	into water		kg	0.0	0.0	0.0	0.0	0.0
	Soil emissions		kg	0.0	0.0	0.0	0.0	0.0
Transfer of PRTR-listed substances ※2	transferred quantity		kg	260	400	680	600	420
Harmful atmospheric pollutants released		Headquarters only	t	0	0	0	0	0
		Offices & Subsidiaries	t	0	0	0	0	0
Discharged substances with atmospheric impact	SOx,NOx, Soot and dust	Headquarters only	t	-	-	-	-	0.0
		Offices & Subsidiaries	t	-	-	-	-	0.0

※2 : Substances subject to PRTR by JCIA

Emissions: Amount emitted into the atmosphere, water, and soil

Amount transferred: Amount contained in waste and transferred outside the company

Classification	Items	Boundary	Unit	2018	2019	2020	2021	2022
Discharged substances with water quality impact	COD	Headquarters only	t	-	-	-	-	-
		Offices & Subsidiaries	t	-	-	-	-	-
	Total nitrogen	Headquarters only	t	-	-	-	-	1,078.0
		Offices & Subsidiaries	t	-	-	-	-	-
	Volatile Organic Compounds (VOCs)	Headquarters only	t	-	-	-	-	-
		Offices & Subsidiaries	t	-	-	-	-	-
	Hazardous air pollutants (HAPs)	Headquarters only	t	-	-	-	-	-
		Offices & Subsidiaries	t	-	-	-	-	-
	Particulate matter (PM10)	Headquarters only	t	-	-	-	-	-
		Offices & Subsidiaries	t	-	-	-	-	-
	Persistent organic pollutants (POPs)	Headquarters only	t	-	-	-	-	-
		Offices & Subsidiaries	t	-	-	-	-	-
Environmental accounting	Capital investment (total)	Consolidated Japan	million yen	0.0	1.0	3.0	3.0	124.0
	Expenses (total)		million yen	0.0	0.0	0.0	0.0	0.0
	Economic benefits (total)		million yen	0.0	0.0	1.0	2.0	10.0
To promote Recycling : Recycling rate	Waste Vinyl	Headquarters only	%	100	100	100	100	100
		Offices & Subsidiaries	%	-	-	-	-	-
	Paper	Headquarters only	%	54	64	71	64	60
		Offices & Subsidiaries	%	-	-	-	-	-

●Internal Audit

For the purpose of strengthening internal control, we conduct internal audits on-site every year, including domestic business sites and group companies.

Classification	Unit	2018	2019	2020	2021	2022
Implementation status of direct local audits	Department	22	38	28	30	31

●Provision of environmentally friendly products

As environmental measures, we are promoting the development of products that through Miniaturization , long life, of Capacitors and high-ripple.

Classification	Unit	2018	2019	2020	2021	2022
Number of products that have completed product development and have been launched (Includes upgrades for existing series)	Number of products	9	13	10	12	9

●Improving product quality and ensuring safety

○We aim to improve customer satisfaction and improve quality that leads to product safety.

- Until 2017, we focused on recurrence prevention activities, but from 2018 onwards, we are implementing preventive activities along with recurrence prevention activities.
- We are implementing a zero external complaints campaign (COC: Claim 0 Campaign) to reduce defects.

Classification	Unit	2018	2019	2020	2021	2022
Our Factor	case	54	52	28	66	43
	Average number of complaints(ppm)	0.011	0.011	0.007	0.012	0.011

In 2022, as a result of revitalizing the activities of the Claim 0 Campaign (zero external complaints campaign) and conducting patrol guidance at factory sites, the number of cases was reduced from 2019 before COVID-19 disaster.

※From 2022, due to the merger of subsidiaries, PML and film capacitors, which are products of the Matsukawa Plant, are also included in the results.

○Rubycon has Quality Policy of serving Society and contributing to the Future through manufacturing Products with Satisfaction of our 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.

Classification	items	Unit	2018	2019	2020	2021	2022
Customer satisfaction survey results	Extremely satisfied	(%)	60.0	67.5	77.1	88.6	71.4
	Satisfied	(%)	32.5	25.0	22.9	8.6	28.6
	Normal	(%)	7.5	7.5	0.0	0.0	0.0
	Somewhat dissatisfied	(%)	0.0	0.0	0.0	2.9	0.0
	Dissatisfied	(%)	0.0	0.0	0.0	0.0	0.0



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