



CSR REPORT 2021



DMC Co., Ltd.
Interface with Touch

Contents	Message from the President	Corporate Profile	Corporate Management & CSR	Product Safety & Security	Respect for Human Rights	Labor Practices	Sustainable Supply Chain Management	Environmental Conservation	Contribution to Regional Society	Governance	GRI Sustainability Reporting Guidelines
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Editorial Policy

FY2020 DMC CSR activities have been published in PDF format (2021 CSR Report) to ensure availability to the greatest number of stakeholders possible. We publish DMC CSR Report to explain business activities performed to respond to the expectations of our stakeholders, to build trusting relationships with them, and to deepen their understanding about our business.

■ Target Organizations

Company names used in this report are abbreviated as follows:

- DMC Co., Ltd. : DMC Co., Ltd. only
- “DMC” or “DMC Group” : DMC Co., Ltd. and PT. DMC TEKNOLOGI INDONESIA
- “PT. DMC TEKNOLOGI INDONESIA” or “Indonesia Factory” : PT. DMC TEKNOLOGI INDONESIA only

■ Reporting Period

January 1, 2020 – December 31, 2020 (Some activities in this report include content before and after the above period.)

■ Date of Issue

August 2021 (The next issue is scheduled for publication in August 2022.)

■ Guidelines used as reference

Global Sustainability Reporting Standards (GRI Standards) 2016/2018/2019/2020

■ Issuing Department & Contact Information

DMC Co., Ltd. Management Section
3-6-1 Hirano-cho, Chuo-ku, Osaka, 541-0046, Japan
Aioi Nissay Dowa Insurance Midousuji-Bldg. 3F,

Corporate Profile (As of December 31, 2020)

Company Name:	DMC Co., Ltd.
Head Office:	Takanawa Sengakuji Ekimae Building 11F, 2-18-10 Takanawa, Minato-ku, Tokyo, 108-0074, Japan
Date of Foundation	1973
Business Description:	Design, manufacture, and sale of touchscreens and related products
Capital:	75.6 million JPY
Net Sales	3,454 million JPY (Consolidated)
Subsidiary:	PT. DMC TEKNOLOGI INDONESIA
Parent Company:	USCO Corporation
Number of employees	703 (Consolidated)* ¹ 145 (Non-consolidated)* ¹
	*Including full-time employees, dispatched employees (only in Indonesia), and part-time employees
Client Companies:	128 ²

*1: As of December 31, 2020 *2: As of March 31, 2021

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Message from the President

Identifying global trends, we provide sincere responses to diverse customer needs in a timely and flexible manner.



President, DMC Co., Ltd.

Tetsuya Sada

Considering the current conditions caused by COVID-19

DMC has provided a wide variety of convenient touchscreens in manufacturing, healthcare, finance, transportation, advertising, and many other fields. In FY2020, due to the increasing spread of COVID-19, we encountered stagnation in the demand for touchscreens in the field of industrial equipment, which is our area of expertise. However, since December 2020, when the market that had been stagnant because of the trade frictions between the U.S. and China and recession in the semiconductor industry gradually started moving forward, receipt of orders significantly increased, which minimized the damage.

COVID-19 significantly affected global markets. However, in such unpredictable times, we must also be able to promptly identify market trends in order to grow our business. DMC considers this critical moment as an important opportunity, and has placed a priority on research and development of touchscreens with additional value. One of them is a touchless panel whose demand has drastically grown in the midst of the pandemic. We are also developing hybrid products with dual functions such as touch and touchless touchscreens that can be used as touchless touchscreens in simple operations such as reception at restaurants and banks while being used as regular touchscreens in more complex and individualized operations such as placing orders.

DMC technology will increase its presence in healthcare, IoT and other advanced fields of technology. Flexibility is required to identify and respond to emerging trends in a rapidly changing society and in rapidly changing times. Manufacturing a wide variety of touchscreens in small lots, DMC continues to respond to diverse customer needs rapidly and accurately.

Going carbon neutral with eco-friendly production methods

Society has been undergoing significant change and people's awareness of the environment has grown increasingly high. In the electronics industry, approaches to realization of a carbon neutral society by 2050 have been accelerated. DMC is also

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placing a priority on reducing CO₂ emissions throughout the Group.

The manufacture of our products requires a significant amount of electricity. We place a priority on shifting to production methods that minimize the use of electricity to reduce CO₂ emissions. For example, the etching process used to remove unnecessary thin films using agents when forming printed circuit board patterns requires a significant amount of electricity. Replacing the process with the laser thin-film removal makes it possible to reduce electricity consumption. At the same time, this can reduce the use and emission of harmful substances such as agents and waste liquid, which leads to a cleaner and safer work environment for operators.

Prioritizing the concept of securing long-term stable supply

We also consider reinforcement of the BCP to be one of the most urgent issues in maintaining our ability to respond rapidly to the outbreak of infections, the occurrence of natural disasters caused by global warming, and a wide range of other risks. In February 2021, due to floods caused by heavy rains in Indonesia, our product base had to suspend operations for about two months. Because this occurred along with the COVID-19 crisis, we felt the urgent need to review our supply chain throughout the Group. Returning to the principle of securing long-term stable supply, we are improving production systems both at home and abroad to deliver high-quality products to customers even under difficult circumstances.

We have taken preventive measures against COVID-19 since the early stage, measures such as checking the temperature of individual employees, reducing contact with others, and limiting entry to factories. Our preventive measures have helped us to minimize COVID infections, maintain production line operations, and avoid significant problems. The thorough infection control regimen implemented at the Shirakawa Factory in Fukushima has enabled us to maintain operations without experiencing any cases of COVID-19.



Increasing manpower through human resource cultivation both at home and abroad

The key to the global expansion of business is ensuring that the strength of employees at overseas bases is reflected to group companies. We are planning to restart the one-year training system in Japan for employees in Indonesia, which has been suspended due to COVID-19, to increase the manpower.

We also place a priority on cultivating human resources at our bases in Japan. The Shirakawa Factory promotes thorough in-house education and job rotation to cultivate competent engineers. In FY2020, a teenage employee that transferred from the manufacturing division to the design division in his second year at DMC has steadily learned skills as a design engineer, which we believe is an outstanding result of our job rotation promotion system. The Shirakawa Factory has also promoted recruitment of high school graduates in the local region, which contributes to regional employment.

Along with the effective use of senior employees and support measures for female staff, we also continue our efforts to ensure a work environment that enables diverse employees with different ideas, languages, religions, and cultures to work together and exercise their capabilities.

Establishing strong relationships with all stakeholders

Society will continue changing with increasing speed. In order to continuously grow as a company providing solutions for businesses and daily life based on touchscreens, it is important for us to perceive changes in society and be flexible in meeting the needs created by such changes.

To realize this, it is essential for us to establish strong relationships with all stakeholders, including affiliated companies. One company can no longer achieve goals alone. While not insisting on the growth and expansion of our business, we should prioritize deepening communication and moving forward with DMC Group companies, customers, supply chains, employees, shareholders, people in the communities and local governments to establish a stable and sustainable business environment. COVID-19 has prevented me from visiting factories and being able to communicate with employees. However, we use web conferences, and continue to seek new ways of communication to deepen understanding with one another.

We continue performing individual missions to realize fulfilling lives and a sustainable society for all.

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Corporate Profile

Global Business Structure (As of June 31, 2021)

DMC increases synergetic effects among USCO Group companies and manufactures attractive products.

USCO Group Companies

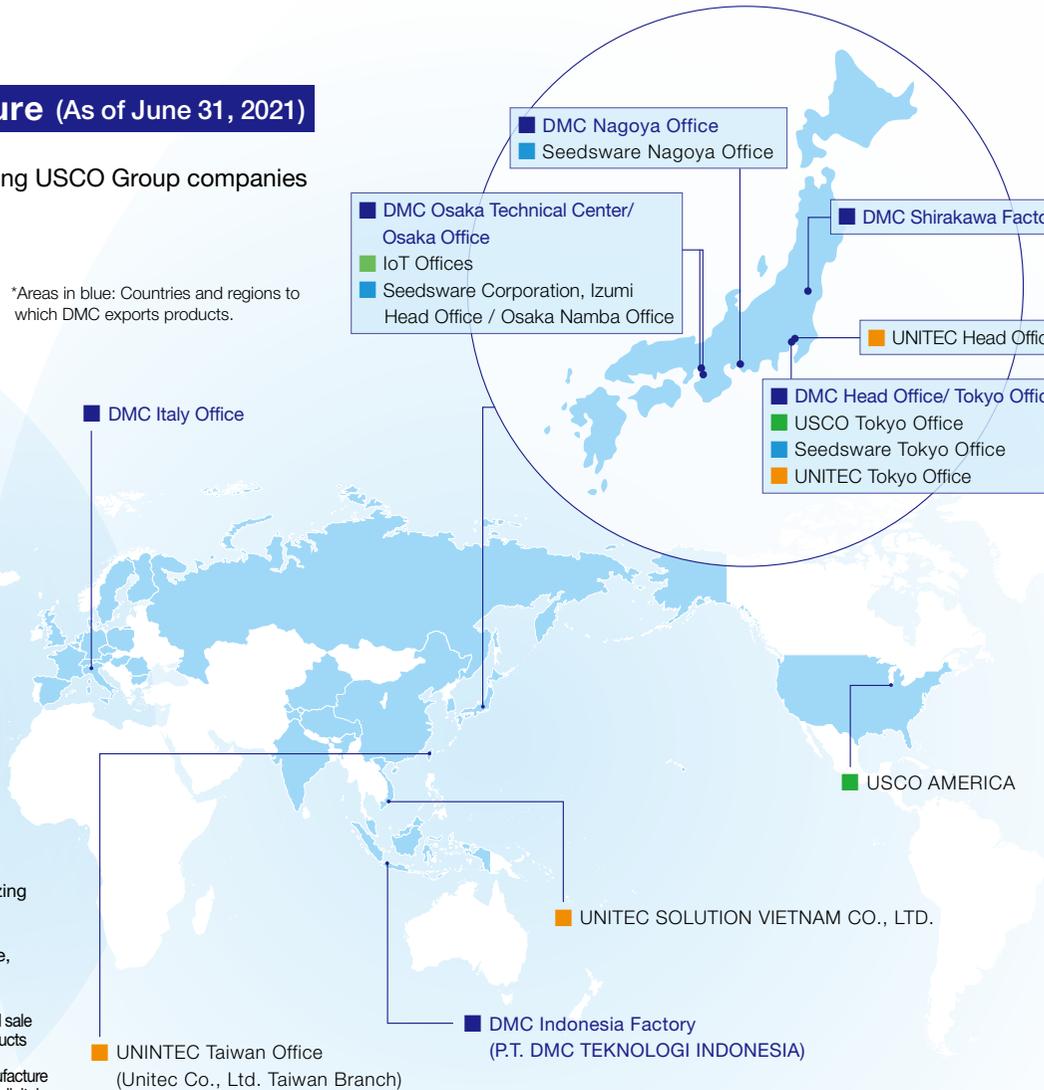
Through a consistent development system employed in cooperation with USCO Group companies, we provide user interface that meets customer needs.

<ICT & Interface Business Structure>



- USCO Corporation** Business support specializing in truck and electronics
- DMC Co., Ltd.** Development, manufacture, and sale of touchscreens
- Seedsware Corporation** Development, manufacture, and sale of touchscreen application products
- Unitec Co., Ltd.** Design, development, and manufacture of software and hardware using digital technology

*Areas in blue: Countries and regions to which DMC exports products.

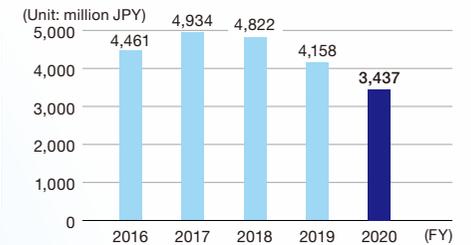


Financial Information (DMC Co., Ltd.)

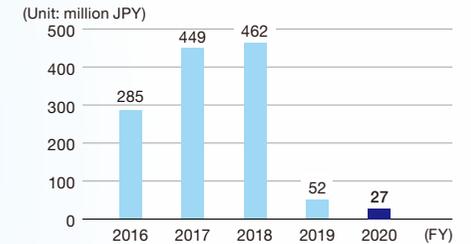
Net sales were significantly influenced by COVID-19 pandemic. Due to a decrease in orders for mass production from existing customers and delays in new customer development schedules, net sales decreased 17.3% compared with FY2019.

In spite of a reduction of expenditures, operating income and ordinary income decreased due to the decrease in net sales.

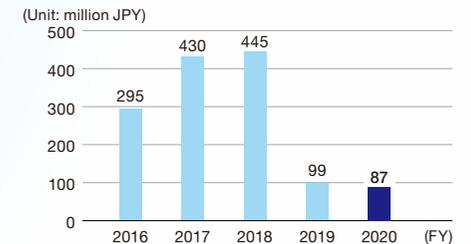
Net Sales



Operating Income



Ordinary Income



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DMC Products & Services

DMC Products

In addition to more than 100 types of standard touchscreens, DMC has provided more than 1,000 customized products to customers. We maintain close communication with customers from the design and development stage to ensure that products are suitable for the target environment and conditions. The manufacture and sale of durable touchscreens and the provision of outstanding support has enabled us to enjoy steady growth with our many associates.

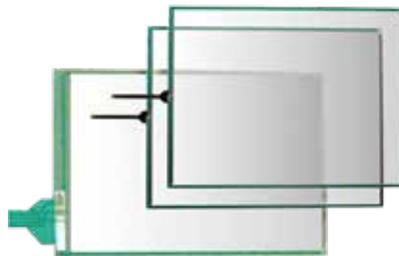
1 Resistive Touchscreens

Resistive touchscreens detect points touched with fingers or a pen by measuring changes in voltage.

They are easy to use and feature reliable operability. Operation with gloves or pen is possible.

Light-touch types of resistive touchscreens require significantly less input load compared with conventional types, and are capable of gesture operation input like smart phones.

In addition to a single-touch type, we offer a multi-touch type that expands the range of operability.



2 Capacitive touchscreens

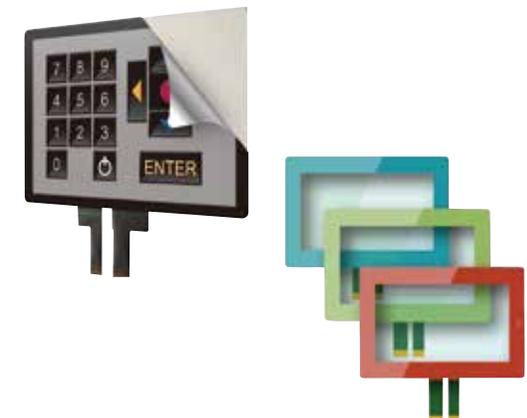
Capacitive touchscreens detect points touched by fingers utilizing capacitance-couplings generated between the fingers and panel.

DMC offers light-weight film and film structure types for consumer use as well as tough and weather-resistant glass and glass structure type for industrial use.



3 Providing solutions

Our factories are capable of bonding cover glass, film, and LCD to create customized touchscreens.



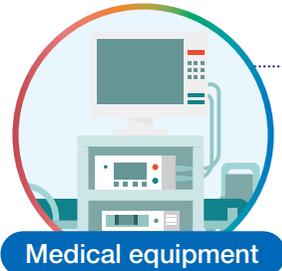
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DMC products make everyday life better

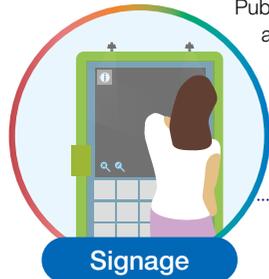
DMC Group helps to make everyone's life more secure, rich, and comfortable through the development of leading-edge products.

We envision the potential of touchscreens and offer the world a wide range of solutions.

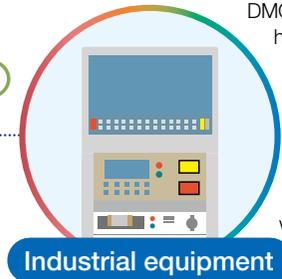
DMC touchscreens are used in healthcare fields, such as treatment, diagnosis, analysis, and examination devices that feature antifouling and anti-bacterial films in order to keep the screen surface clean.



Public displays used for reception, advertising, and information signage feature high durability due to possibility of outdoor use. Number of touchscreens used in large signage exceeding 40 inches has been increasing.



Touchscreen for KIOSK use has been increasing in demand, as it contributes to user-friendliness of KIOSK, which serves children, the elderly and visitors from abroad.



DMC Group's experience, know-how and long history of producing touchscreens for industrial equipment has earned strong customer trust. DMC touchscreens feature stable longterm supply, long service life, and good value in response to a wide range of customer needs.



While not used as a drink server, touchscreens display advertisements, making design very important. Touchscreens in beverage dispenser feature stylish surface design with high transparency and design-printed cover glass so that they can be outstanding advertising displays.

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Corporate Management & CSR

Management Vision

USCO Group Motto



With the USCO Group motto of “Toward an exciting future” as our guide, we strive to provide the most effective support to companies working to achieve their dreams.

Following this motto, DMC provides touchscreens with novel potential to create happiness and a brighter future for all.

DMC Corporate Philosophy

DMC strives to achieve sustainable growth while promoting happiness throughout society.

DMC considers its corporate philosophy the heart and soul of its business activities. Following this philosophy, all employees work together to contribute to the affluence and sustainability of the society we serve.

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DMC Corporate Philosophy Structure

Action Agenda

Pursuing cooperation between Indonesia and Japan, DMC establishes trusting customer relationships and maintains stable profits.

Purposes

- Prioritizing employee happiness while contributing to regional society
- Promoting regional employment
- Investing profit into next-generation business

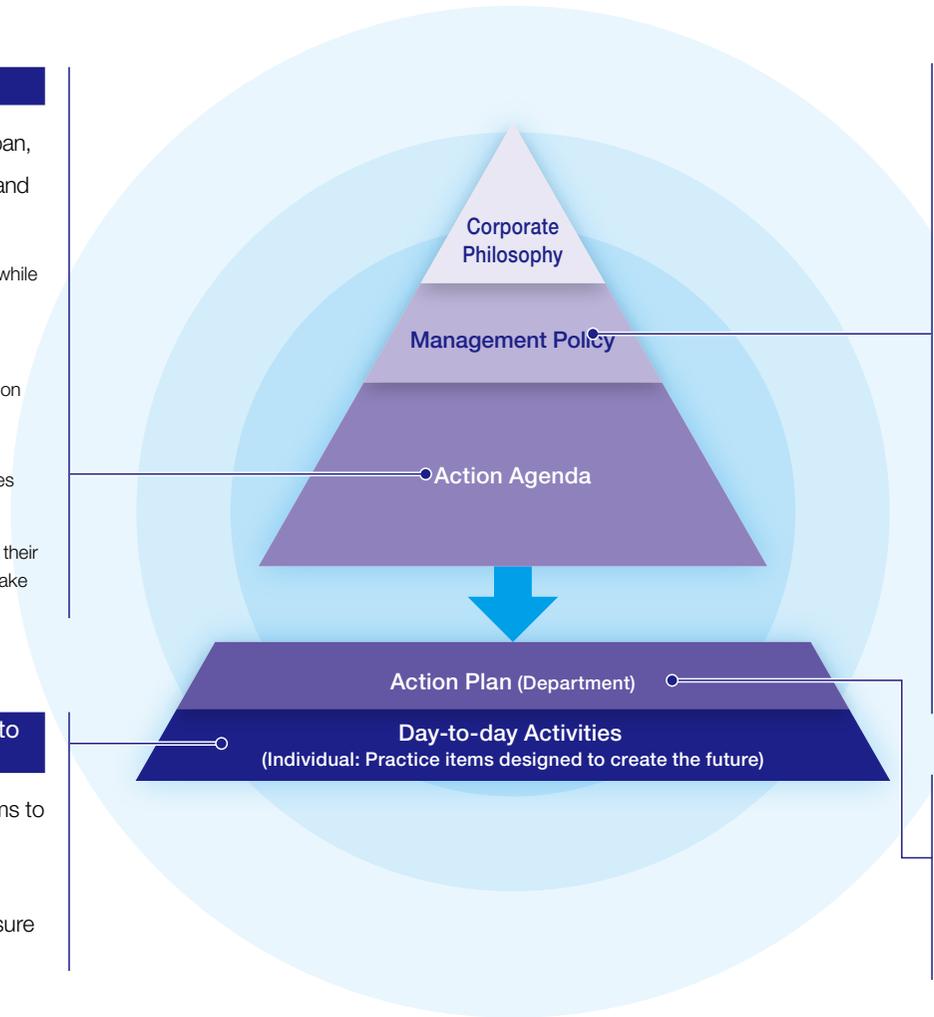
Goals

- All employees improve themselves while helping others to improve.
- Employees take responsibility for their current and future roles as they take effective action.

Daily Activities (Practice items designed to create the future)

We list day-to-day work attitudes in Practice Items to Create the Future.

All employees recite these together at morning assemblies to increase their awareness and ensure that they are put into practice.



Management Policy

- (1) We promote fair, transparent and free competition and strive to ensure appropriate transactions in accordance with rules and principles.
- (2) We work on procurement, production and sales with social and environmental consideration that contribute to the realization of a sustainable society.
- (3) We provide customers with the best value to ensure mutual growth.
- (4) We respect the individuality of all employees as we provide a safe and secure working environment for mutual growth through sustainable business.
- (5) We respect the culture and customs of our neighbors around the world as we strive to contribute to the development of society through sustainable business growth.

Action Plan FY2021

Ambidextrous management
 Securing overwhelming profits through the deepening of businesses and a shift to the next generation (products / services / human resources)

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DMC CSR

CSR Concept

DMC touchscreens are used in indicators, industrial-use monitors, machine tools, measurement devices as well as in KIOSK and other terminals. Recently, expanded use in public services includes medical devices, ticket machines, and digital signage, showing the important social responsibility that DMC has accepted.

We recognize that providing products, solutions and other services, returning our business achievements to society, and sincerely performing business activities while assuring product safety and security, environmental conservation, compliance with laws and regulations, respect for human rights, and fair and equitable transactions lead to the fulfillment of our social responsibility.

We also recognize that participating in regional activities is an extremely important social responsibility, and we are always on the lookout for more ways to be involved.

CSR Promotion Structure

DMC has established a CSR promotion structure centering on its CSR Secretariat to uniformly promote a wide range of approaches by individual departments and divisions. The CSR Secretariat is directed by the president to ensure that top management is directly involved in the operation of CSR activities. DMC has also established a structure to discuss and report important CSR matters at management meetings to promote uniform approaches for both management and CSR.

DMC leverages multidisciplinary cooperation with departments and divisions in charge of CSR to ensure effective product safety and security, respect for human rights, labor practices, supply chain management, environmental conservation, and regional contribution. The CSR Secretariat provides full support for these activities.

In FY2020, we held CSR seminars on the importance of the human rights policy and supply chain management for newly hired employees to promote in-house CSR activities. Employees in managerial positions recognized issues through the confirmation of progress in CSR promotion at each division to increase the awareness of employees about CSR activities.



Stakeholder Engagement

Stakeholder Engagement

DMC strives to communicate with stakeholders through a wide range of systems to ensure that it remains a company capable of contributing fully to the society we serve. We report opinions of our stakeholders to the top management and reflect them to management activities with stakeholder engagement as the top priority.

Stakeholders	Details	Major Responsibilities and Issues	Means of Communication
Customers	DMC sells touchscreens to distributors and manufacturers around the world.	<ul style="list-style-type: none"> Manufacturing high-quality and safe products Disclosing product information Designing environmentally friendly products Stable supply of products and provision of support 	<ul style="list-style-type: none"> Communication from product development to supply Providing solutions Contact information Customer satisfaction surveys Direct visits by the President
Shareholders & Financial Institutions	DMC's sole shareholder is its parent company, USCO Corporation.	<ul style="list-style-type: none"> Improvement of corporate value Appropriate return of profits Timely and appropriate information disclosure 	<ul style="list-style-type: none"> Shareholders meeting / Financial settlement briefing Shareholder meeting reports
Suppliers	DMC strives to realize a sustainable society with suppliers manufacturing ingredients and parts that DMC procures for touchscreen production.	<ul style="list-style-type: none"> Stable ordering CSR promotion throughout the supply chain 	<ul style="list-style-type: none"> Factory audit Periodical discussions CSR procurement questionnaires Contact information
Employees	DMC has 703 employees in Japan and Indonesia.	<ul style="list-style-type: none"> Ensuring a safe and secure working environment Respect for human rights Respect for diversity Development and utilization of human resources 	<ul style="list-style-type: none"> Hotline Personnel affairs division Safety and Health Committee Labor Union (Indonesia) and periodical meetings Joint Japan-Indonesia interactions and other events
Regional Society	DMC business activities vitalize the areas we serve while respecting regional cultures and customs around the world.	<ul style="list-style-type: none"> Social contribution through business Through cooperation with local businesses Regional vitalization Respect for regional cultures and customs Protection of the regional environment Creation of employment 	<ul style="list-style-type: none"> Regional volunteer activities Interactions with local businesses Factory visits Support for restoration from disasters Contact information Internship system and school visits in the local communities
Supervisory authorities & Local governments	DMC understands the laws and regulations of each country where we conduct business. We also interact with regional governments to vitalize local areas.	<ul style="list-style-type: none"> Compliance to laws and regulations Cooperation to solve social issues Regional vitalization through cooperation with local governments 	<ul style="list-style-type: none"> Making proposals to solve social issues Information exchange with local governments

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Approaches to Sustainable Development Goals (SDGs)

DMC places a priority on responding to the needs and requests of its business partners, customers, and other stakeholders through its business to fulfill its social responsibility and promote approaches to the sustainable development goals (SDGs) adopted by the United Nations.

What are SDGs?

The SDGs comprise 17 goals and 169 targets set by the United Nations in September 2015 in “Transforming our World: the 2030 Agenda for Sustainable Development.” Under the leadership of the United Nations, many countries have pledged their cooperation to address social and economic development issues such as poverty, gender equality, and social justice within the 15 years from 2015 to 2030 with the hope of realizing a world in which no one is left behind.

SUSTAINABLE DEVELOPMENT GOALS



Relationship between SDGs and DMC Business

We compare major DMC approaches with SDGs.

Related Goals	DMC Approaches with SDGs
<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all at all ages</p> <ul style="list-style-type: none"> • Development and manufacture of medical-use touchscreens • Employee health promotion (Mental health) • Development of touchless functions
<p>4 QUALITY EDUCATION</p>	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <ul style="list-style-type: none"> • Human resource cultivation (Support for employees wishing to acquire specialized knowledge, the provision of both group training at different levels and in-house training and seminars, and the cultivation of global human resources) • Development and production of touchscreens for electronic blackboards used in correspondence education programs
<p>5 GENDER EQUALITY</p>	<p>Achieve gender equality and empower all women and girls</p> <ul style="list-style-type: none"> • Promotion of diversity (Promotion of social participation by women)
<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <ul style="list-style-type: none"> • Work-life Balance (Approaches to ensuring appropriate working hours/ Support for child rearing and nursing care) • Promotion of diversity (Continuation system/ Promotion of employment of individuals with disabilities) • Prevention of industrial accidents through the promotion of 5S
<p>10 REDUCED INEQUALITIES</p>	<p>Reduce inequality within and among countries</p> <ul style="list-style-type: none"> • Protecting human rights (In-house rooting of human rights policy/ Compliance with human rights policy) • Development and manufacture of touchscreens responding to multi-language needs
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Realize the development of comprehensive, safe, resilient and sustainable cities and living environments</p> <ul style="list-style-type: none"> • Contribution to communities using valuables produced in the process of appropriate waste management and effective use for welfare activities
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns</p> <ul style="list-style-type: none"> • Publication of CSR Report • Reduction of waste • Chemical substance management • Development and manufacture of durable touchscreens with weather resistance • CSR procurement (Implementation of procurement policy and guidelines, conducting questionnaires) • Afforestation (Mangrove seedlings) • Reduction in the use of paper • Development and manufacture of touchscreens corresponding to touch pen operation to realize paperless meetings • Promotion of paperless operations
<p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impact</p> <ul style="list-style-type: none"> • Reduction of CO₂ emissions • Environmental education (Holding seminars on quality control and environmental management systems) • Water resource conservation • Preparation for natural disasters caused by climate change through BCP

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CSR Mid- and Long-term Policies

DMC established FY2018 CSR Mid- and Long-term Policies to promote CSR activities.

We share annual goals, issues, and improvement plans among all employees and implement the PDCA cycle aiming to achieve goals.

○ ... Goal achieved △ ... Partial progress × ... No progress

Fields	CSR Items	Mid- and Long-term Policies	FY2020 Targets	Assessment	FY2020 Achievements	FY2021 Targets	Contribution to SDGs
Product Safety & Security	Product Safety & Security	Continual operation of quality management system	Reducing serious complaints	○	<ul style="list-style-type: none"> Reduced complaints related to lots by 60% compared with the previous year Reduced complaints by 15% compared with the previous year 	Reducing compensation for complaints by 27% compared with the previous year	
	Human Rights Protection	Establishment and operation of the system that develops human rights awareness	Providing employee seminars to raise awareness of human rights: 100% attendance rate	○	<ul style="list-style-type: none"> Held compliance seminars, including human rights and harassments, for newly hired employees Held human rights seminars for employees in managerial positions Held web seminars on human rights and harassment for all employees 	<ul style="list-style-type: none"> Continuation of human rights seminars for newly hired employees Holding nonregular moral seminars, and delivered education materials to increase awareness of human rights, harassment, and compliance (once per month) 	
Labor Practices	Promotion of Diversity	DMC develops and utilizes a wide variety of human resources to reinforce diversity management.	<ul style="list-style-type: none"> Nurturing the female employees with leadership potential Holding newly appointed manager trainings and leadership trainings and nurturing the female employees who apply for managers and leaders. 	○	<ul style="list-style-type: none"> One female employee with leadership potential was selected to attend basic seminars for managers Seven female employees with leadership potential were selected to attend leadership seminars 	<ul style="list-style-type: none"> Continual cultivation of female employees with leadership potential Continually holding seminars about knowledge and skills required for employees in managerial positions 	
	Work-life Balance	DMC strives to maintain a working environment that allows employees to maintain a good work-family balance.	<ul style="list-style-type: none"> Total overtime working hours: Average of eight hours or less per month Ratio of paid-holiday use: 80% 	△	<ul style="list-style-type: none"> Total overtime working hours: Average of 7.2 hours per month Ratio of paid-holiday use: 52.2%*1 	<ul style="list-style-type: none"> Total overtime working hours: Average of 10 hours or less per month*2 Ratio of paid-holiday use: 76.5% 	
	Human Resource Cultivation	DMC develops the abilities of employees to develop human resources that support business activities.	<ul style="list-style-type: none"> Holding seminars for both new and current employees in managerial positions, and training to improve language ability (English). Providing in-house interviews to increase employee motivation for work: 100%*3 	△	<ul style="list-style-type: none"> Held basic seminars for managers, leadership seminars for employees in managerial positions, seminars for evaluators, and joint seminars for employees in their 1st and 2nd years of employment Language seminars were not held due to COVID-19. Held in-house interviews for all employees 	<ul style="list-style-type: none"> Holding seminars for different categories of employees such as newly hired employees, general employees, leaders, and employees in managerial positions 	
	Work Environment Safety	DMC promotes the health and safety of employees and conducts vigorous business management.	<ul style="list-style-type: none"> Health check rate: Maintaining 100% Influenza vaccination rate: 100% 	△	<ul style="list-style-type: none"> Health examination rate: 100% Influenza vaccination rate: 22.7% 	<ul style="list-style-type: none"> Health check rate: Maintaining 100% Influenza vaccination rate: 80% 	

*1 Due to shutdown periods for prevention of COVID-19
 *2 Overtime is expected to increase due to urgent task.
 *3 Contract employees have interview with immediate managers.

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Fields	CSR Items	Mid- and Long-term Policies	FY2020 Targets	Assessment	FY2020 Achievements	FY2021 Targets	Contribution to SDGs
Sustainable supply chain management	CSR Procurement	DMC promotes supplier compliance with CSR procurement guidelines and expands application to new customers.	<ul style="list-style-type: none"> Providing CSR supplier questionnaires to partner and cooperative companies: 80% 	×	<ul style="list-style-type: none"> DMC conducted surveys on conflict minerals and chemicals specified by the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) CSR supplier questionnaires were not provided. 	<ul style="list-style-type: none"> Rate of requests to current suppliers to submit a Confirmation of Consent to adhere to the CSR Procurement Guidelines: 80% Making requests to new suppliers to submit a Confirmation of Consent to said CSR Procurement Guidelines 	
Environmental Conservation	Environmental Conservation	DMC effectively uses energy and resources and contributes to environmental conservation through recycling and the reduction of waste.	<ul style="list-style-type: none"> Reduction of CO₂ emissions (Compared with the previous year) Reduction of wastes by changing specifications of parts and ingredients Reduction of wastes by improving processes 	○	<ul style="list-style-type: none"> Reduced CO₂ emissions by 16% compared with the previous year Reduced 3% waste disposal compared with previous year Reduced loss in manufacturing processes by 32% compared with the previous year 	<ul style="list-style-type: none"> Reduction of CO₂ emissions (Compared with the previous year) Collection of recyclable precious metals to reduce waste Collecting confidential documents and recycling to create regenerated pulp Reducing loss caused by design errors by 58% compared with the previous year 	 
Regional Contribution	Contribution to Regional Society	<ul style="list-style-type: none"> DMC contributes to the realization of a better society through social contribution activities as a company that continuously strives to maintain the trust of stakeholders. Respecting cultures and histories in different countries and regions and aiming to establish a strong bond as a part of the regional society 	<ul style="list-style-type: none"> Fund-raising activities for disasters Promoting forest conservation activities including afforestation, etc. (Overseas) 	△	<ul style="list-style-type: none"> Donated part of recycling profits to the Chisana Osewabin campaign by the Shirakawa Chamber of Commerce and Industry. Fund-raising activities for disasters were not carried out. 	<ul style="list-style-type: none"> Recycling activities through the collection of empty contact lens cases Accepting students from two high schools in Fukushima Prefecture into an internship program Cleaning local communities (April - November) Cleaning around the Shirakawa Factory Participation in Shirakawa Youth Association (Volunteer activities, etc.) Returning part of profits from recycling to local communities 	  
Management Structure	Corporate Governance	DMC ensures transparency and fairness in its business activities, continues sustainable growth and increases corporate value.	Promoting transparent management through the provision of opportunities to communicate with stakeholders (employees, partners, local residents, shareholders, etc.) more than the previous year.	○	<p>Employees: Provided monthly reports to factories and offices, and communicated with employees</p> <p>Business partners: Held meetings with important business partners</p> <p>Regions: Participated in briefings at industrial parks</p> <p>Shareholders: Submitted monthly reports and held joint strategy meetings twice yearly</p>	Promoting transparent management through the provision of opportunities to communicate with stakeholders (employees, partners, local residents, shareholders, etc.) more than the previous year.	
	Compliance	DMC understands and follows both domestic and overseas laws, regulations, and customs, and it take action with a spirit of high corporate ethics.	<ul style="list-style-type: none"> Seminars regarding compliance: four times a year Participation rate of seminars regarding compliance: 80% 	○	Held web seminars, including compliance (Rate of participation of full-time employees: 100%)	<ul style="list-style-type: none"> Seminars regarding compliance: Four times a year Attendance rate: Improving to 80% 	
	CSR Management	DMC promotes CSR management responding to the needs of and requests from stakeholders and society.	Reviewing CSR mid-term policies and promoting goal achievement	△	Established the revised plan for CSR mid-term policies	Reviewing CSR mid-term policies and promoting goal achievement	—

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Product Safety & Security

DMC offers high-quality, safe and secure products to customers and end users.

Product Safety & Security

With “Customer Satisfaction,” “Quality and Environment First,” and “Trust and Reassurance” as mottos, leading touchscreen manufacturer DMC established and operates an ISO9001 certified quality management system that provides products in accordance with its quality and environmental policies.

Quality & Environmental Policies

DMC has established quality and environmental policies that express our corporate philosophy of “achieving sustainable growth while promoting happiness throughout society.”

1. We will provide high-quality products to all our markets, products that satisfy customer requirements, laws, and regulatory requirements.
2. We will measure and analyze the response of the customers and regions we serve to continuously improve our products, processes and systems.
3. We seek to reduce our environmental footprint through our commitment to preventing pollution, reducing waste and saving resources.

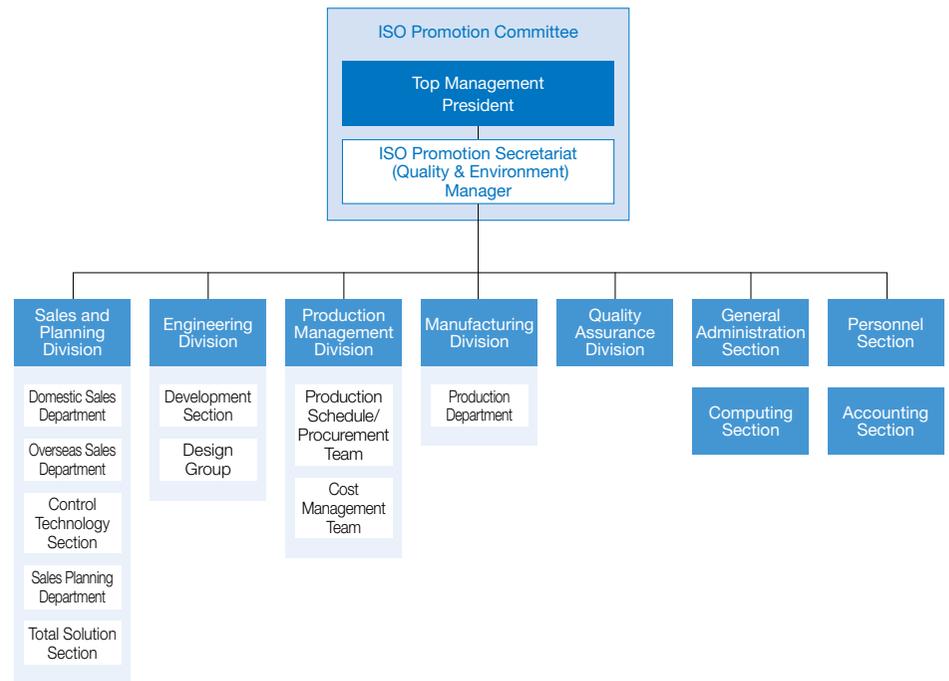
President. Tatsuya Sada

Quality & Environmental Management System

DMC’s quality assurance system aims to meet customer expectations for safe, high-quality products and services. We conduct yearly management reviews to examine and evaluate the

state of our quality management system in line with our quality and environment policies and quality targets to ensure constant improvement. DMC shares progress in target achievement and product quality issues at Quality and Environment Council meetings held once per month, and promotes the PDCA cycle to ensure that all employees understand quality and environment policies and achieve ISO targets established by each division. In addition, Shirakawa Factory, Shirakawa Factory II, Indonesia Factory, Tokyo Office, Osaka Office, and Nagoya Service Office acquired ISO certification for the design, development and production of touchscreens. The rate of certification by production bases of DMC Group is 100%.

Quality & Environmental Management System Diagram



QMS/EMS Application Range: Shirakawa Factory, Tokyo Office, Osaka Office, Nagoya Service Office

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Approaches to product quality improvement

DMC holds periodic product strategy meetings with the participation of the President, representatives of Sales & Planning Department, Sales Department, Engineering Division, Production Division, and Quality Assurance Division. An important DMC Group strength is to have technology, know-how, and systems that can precisely respond to a wide range of customer requests. It is important for us to accurately understand customer requests and consider detailed specifications for products. Therefore, personnel in charge of engineering visit customers with the personnel in charge of sales to have direct communication with customers. Because it is critical to accurately understand customer requests and consider detailed specifications for products, personnel from the engineering and sales departments visit customers together to ensure direct communication.

DMC ensures the execution of improvement plans to address complaints about products and defects in the manufacturing process through QA patrols* to prevent defects from recurring. Such approaches allowed us to reduce complaints by 15% compared with the previous year, and no serious accidents resulting from use of the products were reported.

*QA: Quality Assurance

Improvement of Customer Satisfaction

DMC Sales Division conducts a customer satisfaction survey with 20 items in six categories (sales, sales promotion, delivery, quality, technical capability, and competitiveness) once a year targeting its major sales agents, and shares the results as customer voices among the relevant departments and divisions. This allows us to identify issues and improve products with the goal of maintaining customer trust. In FY2020, DMC distributed questionnaires to 12 sales agents (10 in Japan, and 2 overseas), and the response rate was 100%.

Ensuring Product Safety

DMC performs proper chemical substances management from design to disposal to ensure the safety of our products.

We use chemical substances for our products in accordance with the laws and regulations specified by each country and promote the reduction of hazardous chemical substances that may affect people and the environment. We assess the safety of all our products to ensure that hazardous chemical substances restricted by the RoHS Directive, including lead, mercury,

cadmium, and hexavalent chromium are not contained in or attached to our products, or to ensure that the amount of those substances contained in or attached to our products is less than what is stipulated by laws and regulations. We reduce or cease use of the substances that we determine cause risk to ensure product safety.

We obtain a Material Safety Data Sheet (MSDS) that describes the danger and toxicity, and precautions of chemical substances and raw ingredients containing specific chemical substances to ensure safe handling until disposal.

The Quality Assurance Division plays a central role in the proper management of chemical substances and acquires the most up-to-date information and movements to ensure a prompt response to revisions in a wide range of laws and regulations regarding chemical substances.

We also hold training and seminars for Quality Assurance Division members throughout the year. In FY2020, to prevent the spread of COVID-19, we decided not to have external seminars, but to have in-house seminars only. In FY2021, we are planning to hold external seminars, including environmental surveys, analyses, and evaluation testing, and other in-house seminars.



Management of Hazardous Chemical Substances

<https://www.dmccoltd.com/english/support/chemicals-management/>

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Respect for human rights

DMC considers it our responsibility to respect the rights and individuality of all stakeholders throughout all group companies.

Human Rights Protection

Human rights issues related to global business activities have come more to the forefront in recent years, and this has accelerated the promotion of protections in international frameworks. In line with the corporate philosophy of *promoting happiness throughout society*, DMC has strived to expand its business globally. In response to global issues related to human rights, DMC established its Human Rights Policy in 2017 in accordance with the UN Guiding Principles on Business and Human Rights. We place a priority on respecting the human rights of all employees and other stakeholders under the International Bill of Human Rights, and the Declaration on Fundamental Principles and Rights at Work by the International Labor Organization (ILO). Specifically, we established our Procurement Policy and CSR Procurement Guidelines to promote thorough understanding of human rights protection among all suppliers as well as to guide appropriate actions against the potential impact of our business activities on human rights and eliminate behaviors that violate human rights, including forced labor and child labor.

Human Rights Policy

In accordance with the corporate philosophy of “achieving sustainable growth while promoting happiness throughout society,” DMC strives to realize a sustainable society through its business while taking account of social and environmental issues. In order to do so, we place a priority on our responsibility to protect human rights.

[Corporate responsibility to protect human rights]

We understand the significance of our corporate responsibility to promote the protection of human rights, to protect stakeholders’ rights and individuality, and to provide a safe, secure and comfortable working environment.

The DMC Human Rights Policy conforms to the International Bill of Human Rights and the Declaration on Fundamental Principles and Rights at Work by the International Labor Organization (ILO).

Responsibility for human rights protection applies to all executives and employees at DMC and its affiliated companies. We also require all our suppliers and business partners to protect human rights. If human rights are violated, we take prompt and appropriate action.

[Fulfillment of our responsibility to protect human rights]

DMC promotes human rights protections in accordance with the Guiding Principles on Business and Human Rights specified by the United Nations.

DMC has established human rights due diligence processes to identify DMC business that impacts human rights and strives to reduce or prevents human rights violations. DMC continues examining the effects of such measures to respond to the potential or actual influence on and risk of human rights efficiently.

In the event that DMC business activities cause a negative impact on human rights, either directly or indirectly, it shall strive to address the issue immediately through appropriate action.

DMC follows the laws and regulations of the regions where it conducts business activities.

In the event that there is a contradiction among internationally adopted human rights conventions and laws and regulations in individual countries and regions, DMC strives to follow international principles of human rights protection.

DMC provides appropriate education and enlightenment to implement this basic policy into its business activities.

We also discuss responses to potential and actual impact on human rights with stakeholders.

DMC discloses the progress and results of its approaches to human rights protection on its website and reports.

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Supplementary Provisions Regarding Labor

[Prohibition of Forced Labor and Child Labor]

DMC respects the free will of all employees and prohibits forced labor. DMC provides employment conditions in advance in the language that the relevant employee prefers. DMC does not require any employee to surrender his/her passport, official ID card, or work permit.

[Appropriate Working Hours]

DMC does not ask any employee to work in excess of the maximum weekly working hours specified by local laws and regulations. DMC provides each employee at least one holiday per week.

[Securing Rights of Employees]

DMC respects the individual employee's freedom of association, freedom to join or not join the union, right to collective bargaining and peaceful assembly in accordance with local laws and regulations. DMC promotes direct communication between individual employees and top management without fear of discrimination, revenge, threat, or harassment. DMC prohibits the illegal firing of any employee.

Fair and Equitable Recruitment

We recruit individuals based on their aptitude and abilities without regard to nationality, ethnicity, thinking or beliefs, religion, physical disability, gender, gender identity, or sexual preference to provide job opportunities for a wide variety of people. We also have systems in place to provide fair wages and benefits in consideration of human rights.

Prohibition of Forced Labor and Child Labor

When recruiting individuals, we confirm age to prevent child labor. At our DMC factory in Indonesia, which has a high risk of child labor, we require all employees to submit documents to confirm their age. In addition, DMC prohibits forced labor, secures appropriate working hours, and develops a work environment based on respect for the culture in each location. At the Shirakawa Factory, we built a prayer room equipped with space for ritual ablution and provide prayer times for Muslim employees.

Prevention of Discrimination and Harassment

DMC respects the personality of individual employees and strives to prevent discrimination or harassment. Since employees in managerial positions or higher positions are required to have proper knowledge and skill to handle discrimination and harassment, DMC scheduled self examinations and seminars in FY2020. In and after January 2021, DMC delivered moral improvement seminars to all employees, provided questionnaires and collected responses to understand in-house conditions. Results were also sent to all employees.

Installation of a Human Rights Reporting & Consultation Desk

DMC has established a whistleblowing desk to provide appropriate and prompt responses to reports and consultations regarding human rights to prevent the risk of violations. In June 2020, we also established an external consultation desk, which received three consultations during the year. When receiving a report or consultation at the whistleblowing desk, we interview related persons, check the facts, and establish a disciplinary committee if necessary to decide how to proceed.

Sharing the Human Rights Policy throughout the company

DMC held study meetings on social issues and movements related to human rights both at home and abroad for directors, managers, and other employees in managerial positions for the purpose of disseminating its Human Rights Policy among group companies. In addition, at the Indonesia Factory, we have published a report on social activities once per year since FY2019 as a tool to enable employees to learn about the importance of CSR activities, including compliance with the Human Rights Policy and social issues related to human rights.

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Labor Practices

DMC strives to maintain appropriate labor practices and provide a safe, secure and comfortable working environment to enable all employees to adequately exert their abilities through work.

Human resource data (As of December 2020)

Number of employees

(Unit: person)

		2018	2019	2020
Japan	Male	77	79	84
	Female	51	58	61
	Subtotal	128	137	145
Indonesia	Male	314	285	260
	Female	369	338	298
	Subtotal	683	623	558
Total		811	760	703

Number Hired (non-consolidated)

(Unit: person)

		2018	2019	2020
New graduates	Male	4	2	5
	Female	3	4	5
	Subtotal	7	6	10
Mid-career recruits	Male	5	3	1
	Female	5	2	0
	Subtotal	10	5	1

Average number of years of service

(Unit: year)

		2018	2019	2020
Japan	Male	9.3	10.0	10.6
	Female	8.5	9.0	9.0
	Subtotal	9.0	9.6	9.9
Indonesia	Male	7.7	7.7	8.4
	Female	6.1	8.0	7.9
	Subtotal	6.7	7.9	8.6

Number of individuals in managerial positions

(Unit: person)

		2018	2019	2020
Japan	Male	16	17	26
	Female	0	1	1
	Subtotal	16	18	27
Indonesia	Male	33	39	35
	Female	5	7	7
	Subtotal	38	46	42

Turnover rates

(%)

		2018	2019	2020
Japan	Male	—	7.8	5.9
	Female	—	14.3	4.9
	Subtotal	—	8.8	5.5

Average age

(Unit: age)

		2018	2019	2020
Japan	Male	40.9	41.7	41.3
	Female	40.4	39.8	38.7
	Subtotal	40.9	40.9	40.2
Indonesia	Male	26.7	28.5	30.5
	Female	25.0	27.0	29.4
	Subtotal	25.7	27.4	29.5

Ratio of female employees

(%)

		2018	2019	2020
Japan		39.8	42.3	42.1
Indonesia		54.0	54.3	53.4

Promotion of Diversity

Basic Concept

DMC aims to promote diversity by developing a corporate climate that respects and accepts the individuality of each employee. DMC also places a priority on mutual understanding to be a company where all employees, including females, non-Japanese, seniors, and the disabled can work with peace of mind. We also believe that such a corporate climate allows us to produce new and flexible ideas that meet diverse customer needs and secure excellent human resources.

Promotion of Women's Empowerment

DMC promotes women's empowerment and proactively recruits female employees. We recruit based on standards that apply regardless of gender, and provide support for career formation through our human resource development programs regardless of gender through the assignment of the right person to the right place. In FY2020, DMC started a new program for labor management, human rights, and harassment targeting employees with leadership potential.

Employment Continuation System (Reemployment System)

DMC has a reemployment system that allows employees with accumulated experience and knowledge to exert their abilities after retirement. Retiring employees who satisfy the requirements and express a desire to do so are eligible to continue working up to the age of 65. Losing senior employees with accumulated knowledge and experience due to retirement is a significant loss for DMC, a company whose business requires advanced skill to maintain its competitiveness. DMC fully utilizes senior employees as important human resources capable of educating and training younger generations to improve the company's capability in the engineering business.

Reemployment Rate

(%)

		2018	2019	2020
Male		100	100	100
Female		100	Not applicable	100

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A teleworking system has been implemented in response to the opinions of employees wishing to work at home

Yoshie Saito, Overseas Sales Department

—Would you please tell us about your career at DMC and your current job?

Although I stopped working as a temporary worker when I had my baby, I restarted as a part-timer hired directly by the company, and have become a full-time employee there. From the time I was a temporary worker, I have been engaged in assistance for overseas sales, and supported sales activities for sales agents around the world. I am mainly in charge of Europe and North America.



—How do you feel about the support system to make it easier to continue working while raising children?

Even before the outbreak of COVID-19 in 2019, I thought about working from home. Because my supervisors and the Personnel Affairs Division always work hard to ensure a comfortable work environment and listen to our opinions, I brought the subject up with them, and they approved of the idea. I realize it was tough developing the system from scratch, so I really appreciate their flexibility and kindness in helping to meet my needs.

—What changed after you started working from home?

My work involves contacting people overseas, so my workday often continues into the evening due to the time difference. This means staying at the office late. As the time my child would start elementary school neared, I knew I would not be able to continue working this way. Being able to work from home reduced my stress about staying late at the office by enabling me to be at home with my child while working. Working from home made a big difference; and as my child got used to it, it became even easier. I feel that it's also nice that my child sees me when I'm working. I think this allows me to set a good example. Working from home has given me many advantages like this.

—What is your goal and what do you expect of DMC regarding the promotion of women's empowerment?

My goal is to brush up my skills through the acquisition of certifications and deepening my knowledge about my work. I am very satisfied with my work and I am very happy that I can continue to pursue my goals even after I enter a new life stage. I appreciate the support I received from DMC. This is possible because of support from the company, my family, friends and the people around me. I expect that DMC continues to help employees by creating a comfortable work environment that matches their life stage.

Promoting the Employment of Individuals with Disabilities

DMC respects the right of individuals with disabilities to work, and actively recruits from this valuable pool of human resources. The employment rate of individuals with disabilities in 2020 was 0.68% (non-consolidated). We continue working to improve the employment rate of the disabled.

Work-life Balance

Basic Concept
DMC improves in-house systems to allow all employees to choose their own way of working in an environment that ensures a good work-life balance according to family situation. DMC also works to increase the productivity and satisfaction of employees through work-style reform.

Approaches to Appropriate Working Hours

DMC ensures appropriate working hours for employees and prevents overwork in accordance with the Rules of Employment specifying appropriate working hours, overtime and holiday work, and the Labor-Management Agreement.

Overtime and holiday work are monitored each month by divisions, and we notify individual employees whose actual working hours are close to exceeding the limit to prevent excessive overtime work. The shutdown periods initiated to prevent the spread of COVID-19 in FY2020 naturally affected the average rate of annual paid-holiday use. However, we continue providing an environment in which employees are encouraged to use paid-holidays.

Regarding overtime work, we ensure fair and proper payment in accordance with the Salary Regulations.

Average monthly overtime working hours per employee in FY2020 was 7 hours and 11 minutes, which achieved the FY2020 target (eight hours or less).

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Rate of Annual Paid Holiday Use

		2020 (%)		
		2018	2019	2020
Japan	Male	65	72.2	48.4
	Female	100	82.9	57.6
	Subtotal	71.5	76.5	52.2
Indonesia	Male	76	73.4	75.6
	Female	77	76.5	77.8
	Subtotal	76.8	75.6	76.9

Average Monthly Overtime Hours (per person)

		2020 (hours)	
		2019	2020
Japan	Male	7.3	8.0
	Female	4.6	6.2
	Subtotal	6.2	7.2
Indonesia	Male	9.1	5.3
	Female	8.1	5.7
	Subtotal	8.5	5.6

Implementation of a Remote Working System

USCO Group flexibly responds to workstyles for the purpose of preventing COVID-19 infection and ensuring safety. Where possible, DMC offices continue implementing flex-time and remote work. Such systems are, however, impossible at factories, where the physical presence of employees is essential for operations.

In addition, regarding the implementation of diverse workstyles after COVID-19, we will fully examine identified issues and points to be improved, and discuss the rules, scope, application and approval methods as well as the appropriateness of full-scale implementation.

Support for Child Rearing and Nursing Care

DMC has childcare leave, nursing care leave, and childcare time systems to ensure that employees caring for children and family members requiring care can continue working during different life stages.

We believe that helping employees to continue working leads to increased corporate value through the retention of competent individuals with valuable experience. Therefore, division managers have meetings with employees who are taking care of children or family members requiring nursing care to better understand the employees' situations and promote the use of support systems. In FY2020, two female employees took childcare leave.

Human Resource Development

Basic Concept

DMC believes in individual potential and works on the improvement of in-house education systems aiming to help employees exercise their abilities and improve themselves.

Management Systems & Operations

USCO Group sets the goal of contributing to society through the persistent growth of companies keeping in mind the hopes, dreams and happiness of our employees and their families. To cultivate the spirit required to realize this goal and improve the capabilities and careers of employees, DMC continues its development of a wide range of systems and tools to cultivate human resources that support its business activities. In addition to our annual education and training plans for individual employees, we have also established a framework that allows individual managers to monitor the actual state of education and training as well as the effectiveness of their employees. The eligibility of fulltime employees for promotions and pay raises is evaluated on an annual basis by both the personnel affairs division and their respective division managers.

In addition, we also conduct company information sessions and school visits to secure human resources specialized in engineering that will play important roles in the future of the DMC Group.

Support to Help Employees Acquire Specialized Knowledge

The production of DMC touchscreens requires advanced knowledge and skills. To continue providing high-quality products, we ensure support that helps employees to acquire certifications specified by laws and regulations. In FY2020, three employees acquired QC Level 3 certification.

In FY2018 and FY2019, DMC created manuals for all divisions to standardize and hand down business activities that tend to depend upon individual knowledge and skills. In FY2020, DMC continued improving business activities and revising manuals as needed.

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Training for groups at different levels

DMC Group periodically provides training for groups at different levels through seminars common to all USCO Group companies. These include Seminar for Executives, Seminar for Managers, Seminar for Evaluators, Basic Seminar for Managers, and Global Human Resource Cultivation Seminar for New Employees. DMC held seminars in FY2020, as shown below.

Overview of Group Training at Different Levels (FY2020)

Name of the Training	Subjects	Description
Seminar for New Managers	Employees with leadership potential	This seminar was provided to equip participants with basic knowledge for managers. Participants deepened their understanding of the roles of managers, acquired knowledge about labor laws necessary for labor management, and coaching and teaching methods necessary for managers.
Study Meeting for Evaluators	Managers	This seminar was provided to increase awareness of evaluators and standardize the evaluation standards throughout DMC Group companies.
Leadership Seminar	Employees at the level of 4 or higher	This seminar was provided to equip participants with leadership skills through group work.
Human Rights and Harassment Seminar	Number of employees in managerial positions	This seminar was provided to help participants acquire knowledge of human rights and harassment as managers.
Seminar during Shutdown Period	All employees	This was an online seminar consisting of 75 class sessions on rights, harassment, disaster control, information security, quality management, etc. totaling 5,576 hours.

In-house Training Overview (FY2020)

Name of the Training	Subjects	Description
Sales Skill Seminar (held twice)	Employees engaged in sales	This seminar was provided to help participants develop their sales and service skills through roll-playing.
Seminar for Business Mail	Rank-and-File Employees	This seminar was provided to help participants learn how to write business mail, create a signature, set passwords for attached files and many other skills related to e-mail.
Seminar for prospective employees of the group and employees who have worked six months after joining the company	Prospective & new employees with university degrees	Seminar for improvement of communication skills & preparing for the 2nd year
Joint Seminar for Employees in their 1st and 2nd Years of Employment	Employees in their 1st and 2nd Years of Employment	This seminar was provided to help participants improve their communication skills and increase their awareness as experienced employees.

Human Resource Development for Global Business

DMC enhances human resources through a system that allows employees to experience business outside Japan, a practical skills training system at a factory in Japan for Indonesia Factory employees, and a system that dispatches Japanese engineers to provide training to employees at the Indonesia Factory. DMC also holds events at the Indonesia Factory to promote cross-cultural communication. These approaches are designed to develop a corporate climate that allows all employees to exchange opinions about quality improvement, etc. with the goal of manufacturing products with consistent quality based on the same standards in both Japan and Indonesia.

DMC also established a language training system that provides English lessons in Japan and Japanese lessons in Indonesia to promote smooth communication between the Head Office and the Indonesia Factory.

Language Training Overview

Location	Description
Head Office (Tokyo Office), Osaka Office, Shirakawa Factory	Providing periodic English lessons at each base. The curriculum consists of listening, reading and writing programs for business. Attendance rate was approximately 80% in FY2019.
Indonesia Factory	Setting the time to learn Japanese twice a week targeting executive trainees and individuals planning to participate in technical training in Japan. Five employees participated in the training in FY2020. (The seminar was canceled in and after August 2020 due to COVID-19.)

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Work Environment Safety

Basic Concept
 Based on the idea that human resources are treasures for the company, DMC strives to ensure a work climate that prioritizes the safety and health of employees to create a work environment in which all the employees can fulfill their potential and find satisfaction.

Management Systems & Operations

To establish a safety and sanitation management system in accordance with the Industrial Safety and Health Act, DMC facilitates the assignment of Safety and Health Managers, improvement of the safety and health promotion system, the submission of proposals for improving safety and sanitation, education for safety and sanitation, and measures to improve health status. DMC holds monthly Safety and Sanitation Committee meetings to discuss basic measures to prevent risk and health impairment. The company's industrial physician attends Safety and Sanitation Committee meetings to provide advice and instruction on improvement of the working environment and employee health, and conducts inspections at each office. In the event that the state of operations and sanitation presents a risk to health, the industrial physician has the authority to immediately take the necessary measures to correct insufficiencies.

Approaches to the Prevention of Labor Accidents

The DMC Group safety and sanitation management system strives to prevent labor accidents. We have also started new programs: Gathering slogans for safety and health from employees to increase their awareness of health and sanitation management both at work and home, and to prevent industrial accidents; Holding safety seminars for newly hired employees; Sharing minor incident cases among Safety and Health Committee members; and Holding seminars for risk assessment at work. Risk assessment allows us to identify potential danger or toxicity at work and it helps prevent and reduce those risks. During the 5S safety patrol, we carry out periodical inspections to check dangerous or unsafe sections, and the areas where minor incidents have occurred, and issue a Request for Improvement aiming to address such problems immediately.

There were no labor accidents in 2020 (consolidated).

Labor Accident Frequency & Severity Rate (consolidated)

	FY2018	FY2019	FY2020
Labor Accident Frequency Rate*1	0.0	0.0	0.0
Labor Accident Severity Rate*2	0.0000	0.0000	0.0000
Industrial Accident Frequency Rate (Electronics)	0.63	0.50	0.52
Industrial Accident Severity Rate (Electronics)	0.07	0.01	0.05

*1 Labor Accident Frequency Rate: Number of deaths and injuries in labor accidents per 1 million actual working hours. It shows the frequency of labor accidents.
 *2 Labor Accident Severity Rate: Number of workdays lost per 1,000 actual working hours. It shows the severity of accidents.

Employee Health Promotion

DMC places a priority on creating a work environment that allows individual employees to maintain physical and psychological health to ensure the ability to continue working with vigor and satisfaction. We conduct annual health checks and have a consultation system for the employees diagnosed with health problems as well as the face-to-face checks and advice given by our industrial physicians. The health check rate in FY2020 was 100% throughout the DMC Group.

Mental Health

DMC provides employee stress checks specified by the Industrial Safety and Health Act. We assess the stress level of individual employees, a physician provides guidance, and DMC takes measures for better employment to ensure the mental health of all employees.

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Sustainable Supply Chain Management

DMC establishes cooperative relationships with suppliers throughout the world and pursues CSR procurement in consideration of the environment and the community to realize a sustainable society.

CSR Procurement

The DMC Group established its Procurement Policy to specify our mission to purchase materials and services in consideration of the environment and society. We also established the CSR Procurement Guidelines to promote appropriate procurement throughout our supply chain with a priority on consideration for the environment and society by thoroughly familiarizing suppliers and partner companies with our commitment to realizing a sustainable society. We also provide questionnaires regarding CSR procurement to suppliers to supervise their approaches.

Management System & Operation

Procurement is managed by the Procurement Group and supervised by the Production Management Department Manager. When we consider new business transactions, the selection of partners is based on our Procurement Policy. In the primary assessment, each division assesses engineering capability, reliability, hazardous substances contained in materials and material performance in accordance with the evaluation and selection criteria specified by DMC Group. In the secondary assessment, the Purchase Group assesses the stability of supply, price, and CSR procurement questionnaire results to determine supplier qualifications. Existing suppliers are assessed over a wide range, including compliance, response to defects, and CSR approaches, to determine their continuing eligibility. The evaluation and selection criteria are also reviewed accordingly and spread to all employees to establish a system that ensures proper judgment throughout all group companies.

Procurement Policy

DMC follows the laws and regulations specified by each country, social norms, and corporate ethics, and conducts fair procurement activities to fulfill our social responsibility taking into account human rights, the global environment, and labor safety as we establish cooperative and trusting relationships with our employees and businesses for mutual growth.

1. Compliance with Laws, Regulations and Social Norms
DMC conducts procurement activities in accordance with laws, regulations and social norms both at home and abroad.
2. Fair and Equitable Business Transactions based on Economic Rationality
DMC thoroughly evaluates economic rationality such as quality, reliability, price, delivery date, and procurement period to conduct fair, equitable and transparent business transactions.
3. Ensuring Quality and Safety
DMC strives to maintain and improve quality and safety with suppliers to provide valuable products.
4. Human Rights Protection
DMC procurement activities respect human rights in accordance with our Human Rights Policy.
5. Environmental Conservation
DMC strives to manufacture products containing fewer hazardous substances and conducts activities considering environmental conservation.

Questionnaire on CSR Procurement

DMC works with its suppliers on procurement in consideration of the environment and regional society in accordance with the Procurement Policy and CSR Procurement Guidelines. DMC monitors major CSR approaches by its suppliers and promotes activities through its CSR Procurement questionnaire based on the items shown on the right, aiming for the further promotion of CSR activities throughout our supply chain. In FY2020, we did not conduct CSR procurement questionnaires due to COVID-19. However, to further promote CSR procurement approaches, we are planning to update the CSR Procurement Guidelines and ask major suppliers to confirm their consent to adhere to the updated guidelines (Confirmation of Consent). We continue working on the realization of a sustainable society with our suppliers in accordance with the CSR Procurement Guidelines.

Questionnaire Items

1. Labor
2. Safe and Sanitation
3. Environment
4. Ethics
5. Management System

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Work Environment Safety

Basic Concept

DMC is committed to not using conflict minerals, minerals mined under conditions in which armed conflict, human rights abuse or environmental destruction occur, to prevent funds from flowing to armed groups. We procure the tin and gold used as raw materials in the manufacture of DMC touchscreens from conflict-free smelters such as CFSI*. If we find that our product contains conflict minerals, we take prompt corrective measures.

* CFSI: International conflict-free sourcing initiative

Management System & Operation

Tin and gold are essential to the manufacture of touchscreens. DMC established a system under the supervision of the Director & Production Management Division Manager designed to prevent the use of conflict minerals. We gather information on conflict minerals from all suppliers and require tin and gold to be procured from smelters whose products are certified conflict-free. We surveyed our 103 suppliers using the Conflict Mineral Reporting Template (CMRT) developed by the Responsible Business Alliance (RBA) and Global e-Sustainability Initiative (GeSI). The response rate was 97.1% in FY2020.

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Environmental Conservation

DMC recognizes environmental issues as significant and promotes environmentally friendly approaches in its business activities.

Environmental Conservation

DMC Group has acquired ISO14001 certification for its domestic factories and its Indonesia Factory (acquisition rate at DMC production sites: 100%), and the company conducts environmental activities with the participation of all employees. Our environmental management system was established to unify company management and environmental activities, implement environmental action plans into our business activities, and take a wide range of approaches in accordance with our Quality and Environmental Policies.

We strive to increase individual employee awareness of energy saving and contribute to the prevention of global warming throughout the company. We work together to reduce electricity consumption in offices, energy consumption in sales and production activities, and fuel consumption in employee commutes to decrease environmental load and increase environmental conservation.

Environmental Management System

DMC Group strongly believes that business activities and environmental conservation should be part of the same decision-making process. We implement our environmental management system into each business activity process to promote its environmental management.

Chaired by the President, the DMC Group ISO Promotion Committee was established as the highest organ of decision making for environmental management. The ISO Promotion Secretariat

handles the management of factories, divisions, and business bases under the supervision of the ISO Promotion Committee. Each division establishes Quality and Environmental Plans and reports progress and results at monthly Quality and Environmental Conferences that the President attends to ensure the effective application of the PDCA cycle.

▶ See page 13 [Quality & Environmental Management System Diagram](#)

Internal Audit

DMC carries out annual internal audits for the environment, through which skillful internal auditors confirm conformance to ISO14001 standards and the effective implementation of its environmental management system.

DMC holds meetings before and after audits to clarify priority items, confirm the content identified out by auditors with the related divisions and departments while the ISO Promotion Secretariat shares issues to promote improvement throughout the DMC Group, and handles progress management of the issues until the next meeting aiming to improve the quality of internal audits and environmental activities performed by the DMC Group.

In-house Education

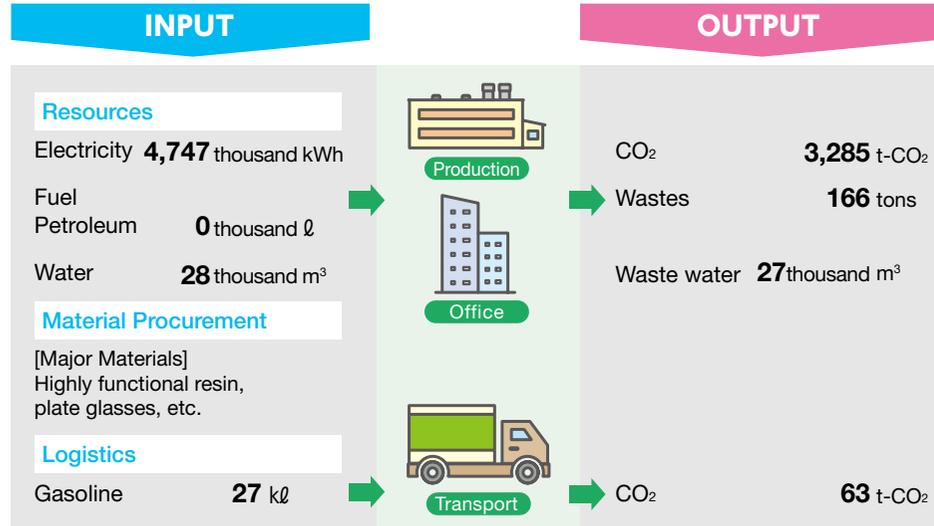
DMC Group considers human resource development critical to the promotion of its environmental management activities. To this end we have established a curriculum to provide individual employee education based on specialization and level.

DMC specifies that all division managers provide opportunities for employees to recognize and learn quality and ISO policies in order to maximize business results through the linkage of division and individual targets. The above-mentioned content is described in specific formats, including the influence of unachieved goals on business, and all content is managed by the ISO Promotion Secretariat. The eligibility of fulltime employees for promotions and pay raises is evaluated on an annual basis by both the personnel affairs division and their respective division managers.

Through QC test preparation, basic theory and practice regarding materials and construction methods, and other themes in each division (3 of 3 participants passed the test in FY2020), DMC promotes the acquisition of specialized knowledge on the environment and global response capabilities.

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Material Balance



(Figures represent the total of Japan and Indonesia)

Response to Climate Change

Basic Concept

In the face of climate change, DMC considers the reduction of CO₂ emissions that contribute to increasing temperatures as our corporate responsibility and works toward this in all phases of the production and delivery of touchscreens through the effective use of energy and other approaches.

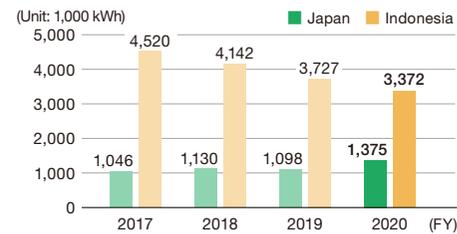
Management System & Operation

General Administration Section takes charge of company-wide improvement activities. We conducted energy-saving campaigns, shifted to LED lighting, implemented highly efficient PC monitors and other devices, and shifted business vehicles to eco-friendly vehicles throughout the company. In addition, DMC worked on the improvement of energy efficiency in all phases of manufacturing process. The Shirakawa Factory, which started full operation in 2020, has

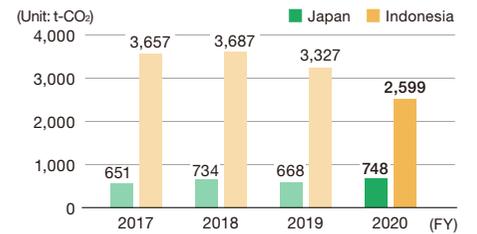
implemented equipment that enables the establishment of specific humidity and temperature control blocks in its manufacturing zones. Shifting to LED lighting, implementing an automatic switch-off lighting system, and enhancing our Cool Biz campaign help us to reduce energy consumption. However, the total floor space expanded 2.7 times because of the new factory system, and electricity consumption increased. Gasoline consumption decreased by 28% because of the restrictions on movement during the spread of COVID-19.

As a result, DMC successfully reduced domestic CO₂ emissions by 12% compared with the previous year to 748t-CO₂.

Power Usage



CO₂ emissions (in production)



SCOPE 3 Emissions

DMC Group calculated greenhouse gases emitted in all its business activities in accordance with SCOPE 3, the recognized standard for the calculation and reporting of greenhouse gas emissions throughout the supply chain. Clarifying emissions throughout our supply chain and identifying the potential for reducing emissions will lead to CO₂ reduction and contribute to the fight against global warming.

Ministry of the Environment
https://www.env.go.jp/earth/ondanka/supply_chain/gvc/en/supply_chain.html

FY2020 CO₂ Emissions by Scope & Category

Scope & Category	Emissions (t-CO ₂)
SCOPE 1	63
SCOPE 2	3,285
SCOPE 3	9,594
Category 1 Purchased Goods and Services	6,935
Category 2 Capital Goods	62
Category 3 Fuel- and Energy-related Activities (not included in scope 1 or 2)	324
Category 4 Transportation and Delivery (Upstream)	1,401
Category 5 Waste Generated in Operations	5
Category 6 Business Travel	68
Category 7 Employee Commuting	195
Category 11 Use of Sold Products	606

* Figures represent the total of Japan and Indonesia

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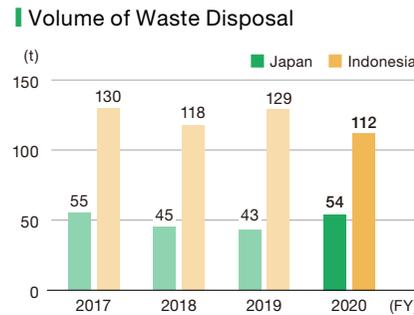
Approaches to Waste Reduction

Basic Concept
 DMC strives to realize a sustainable recycling-oriented society through the effective utilization of resources, and the reduction and recycling of waste following predetermined targets.

Management System & Operation

DMC issues an industrial waste management manifest to monitor waste discharged from its factories and offices. We utilize an exclusive database to ensure uniform control over the management of disposal service providers and the industrial waste management manifest to continuously monitor the status of waste disposal.

Because reducing the defect rate in production directly leads to waste reduction, efforts that DMC make for the improvement of production processes include the establishment of structures to maintain the best quality.



Approaches to Paper Reduction at DMC

DMC Group digitalizes and shares documents, and manages decision-making processes, order sheets, and work hours by computer to reduce paper.

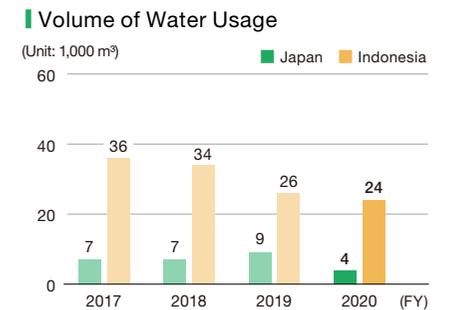
We continue working on reducing paper while improving our business processes.

Water Resource Conservation

Basic Concept
 Infrastructure improvement has been delayed due to an increase in population and demand for water resources that have accompanied economic growth. This has accelerated water shortages and pollution, which has had a significant impact on our lives and environment. DMC considers the effective use of water in manufacturing and the conservation of water resources.

Management System & Operation

DMC Group established an integrated management system for water and environmental quality to promote water resource conservation. We also apply the PDCA management cycle to improve environmental management. We select wastewater treatment plants and outsource the neutralization of wastewater discharged at our plants to reduce environmental load. To ensure the effective use of precious water resources, we have implemented a recycling system into processes requiring large amounts of water in Indonesia since FY2017, which resulted in a more than 30% reduction in water use.



Reducing the Discharge of Chemical Substances

Management System & Operation

DMC works to reduce the use of chemical substances that may directly influence the environment through its production processes. No discharge or transfer of PRTR substances were detected in the fiscal year.

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Third-Party Assurance



SUSA
Sustainability Accounting Co., Ltd.

Independent Assurance Statement

September 23, 2021

Mr. Tatsuya Sada
President
DMC Co., Ltd.

1. Purpose
We, Sustainability Accounting Co., Ltd., have been engaged by DMC Co., Ltd. (hereinafter "the Company") to provide limited assurance on the CO₂ emissions of the Company and PT. DMC TEKNOLOGI INDONESIA in FY2020, which are 63t-CO₂ (Scope1), 3,285t-CO₂ (Scope2) and 9.6 thousand t-CO₂ (Scope3). The purpose of this process is to express our conclusion on whether the CO₂ emissions data were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the CO₂ emissions data. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.

2. Procedures Performed
We conducted our assurance engagement in accordance with International Standard on Assurance Engagement 3000 (ISAE 3000) and 3410 (ISAE3410). The key procedures we carried out included:

- Interviewing the Company's responsible personnel to understand the Company's standards
- Reviewing the Company's standards
- Performing cross-checks on a sample basis and performing a recalculation to determine whether the CO₂ emissions were calculated in accordance with the Company's standards.

3. Conclusion
Based on the procedures performed, nothing has come to our attention that causes us to believe that the CO₂ emissions have not been calculated in all material respects in accordance with the Company's standards.

We have no conflict of interest relationships with the Company.



Takashi Fukushima
Representative Director
Sustainability Accounting Co., Ltd.

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Contribution to Regional Society

DMC is involved in the vitalization of regional society, the restoration of areas damaged by natural disasters, and social contribution activities centering on the cultivation of the next generation to realize a sustainable society.

Contribution to Regional Society

DMC has factories in Japan and Indonesia with a head office in Tokyo and business bases in Osaka. Based on recognition of the importance of deepening communication with residents in the community and establishing favorable relationships for the further expansion of our business, we promote cooperation with local governments and companies to contribute to the development of regional society and fulfill our responsibility as a corporate citizen.

Social Contribution Activities in Japan

In FY2020, DMC recycled precious metals generated through the manufacturing processes, and donated part of the profits to the Chiisana Osewabin campaign by the Shirakawa Chamber of Commerce and Industry. The Chiisana Osewabin is a campaign that delivers locally produced rice and specialty food to students from Shirakawa City who are living in other cities and suffering seriously due to the spread of COVID-19.

In FY2021, DMC restarted the internship program for high school students in the local communities that had been suspended in FY2020 due to COVID-19.

A DMC employee dispatched



to the Youth Association of the Shirakawa Chamber of Commerce and Industry for a year participated in volunteer activities.

In addition, DMC participates in the “eyecity eco project” organized by HOYA CORPORATION Eye Care Company to collect empty cases of contact lens from 2019. Empty cases collected by DMC are recycled into reclaimed polypropylene at recycling plants and used to produce a wide variety of recycled products. Furthermore, the profit from recycled products is donated to the Japan Eye Bank Association. In FY2020, we collected about 4,600 empty cases (weight: 4.6kg).



Social Contribution Activities in Indonesia

DMC Indonesia Factory also donated protective clothing (gloves, masks, and gowns) to local medical centers to reduce the shortage of medical equipment due to the COVID-19 pandemic. We continue working on a wide range of social contributions aiming to coexist with regional society.



Donating relief goods



Donated personal protective equipment



Medical personnel wearing donated protective clothing

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Governance

In accordance with the Management Policy, DMC strives to establish environments and systems that enable our corporate governance to function effectively.

Corporate Governance

DMC strives to cultivate a corporate climate that respects the rights and benefits of its shareholders, customers, partners, employees and all other stakeholders in accordance with its management policy, establish systems that enable our corporate governance to function effectively to maximize mid- and long-term corporate values, and develop a solid management structure.

Governance System

The DMC Board of Directors has responsibility for making business management decisions through active discussions and reinforcement of supervisory functions over the Company's management activities. The Board of Directors is composed of four Directors, and Board Meetings are held to address important matters regarding monthly management activities and to report the state of business execution.

DMC also holds Management Meetings with the participation of Directors, external advisors, and other appropriate individuals to reinforce prompt decision making, supervisory, and business execution functions. At Management Meetings, members thoroughly discuss basic measures regarding business, management policy, management plans and other important issues submitted by divisions and departments prior to Board Meetings, which enhances the optimization of decision making.

In addition, Group Company Meetings of USCO, the parent company of DMC, are held with the participation of top management of each group company to report the state of business performance of each group company, discuss and make decisions regarding business strategy

and operation as USCO Group.

Audit System

DMC Group audits are conducted by a part-time auditor and an external accountant to validate the adequacy of the financial information. Shareholder supervision rights are enhanced for supervision of the execution of business by the Board of Directors in accordance with laws and regulations. Shareholders have the right to request the convocation of a Board of Directors Meeting in the event that a director acts outside the scope of the purpose of the Board of Directors, and to express their opinions at the Board of Directors Meeting.

Compliance

With 40% of its total production taking place in global markets, compliance with both domestic and overseas laws, regulations and social norms is the top DMC priority in all business activities. DMC strives to ensure compliance throughout the organization.

In FY2020, no serious violations of laws and regulations were reported.

Prevention of Bribery

Basic Concept

DMC recognizes bribery and corruption as serious risk factors that have the potential to significantly damage the reputation of the company, and is committed to preventing illegal acts as well as scandals due to a lack of awareness.

In accordance with the Basic Policy on Gifts and Entertainment, DMC prohibits not only inappropriate compensation for public servants and representatives of private companies, including gifts, entertainment, and benefits, for the purpose of gaining or maintaining business, but also the promise, offer, or approval of such inappropriate compensation. DMC also established a system that specifies standards and approval processes for expenses regarding dining with business partners, and continues providing business partner management, education, and enlightenment activities for the executives and employees. Specifically, we require advance application for and detailed reporting after the use of customer-related

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entertainment expenses to prevent bribery and corruption. Any violation of these rules triggers the implementation of corrective measures and strict action against violators.

Whistle-blower system (Hotline)

DMC Group has established an Internal Reporting Desk to enhance the prevention and early detection of violations against laws and regulations, and acts of dishonesty as well as to increase its reliability in society. DMC confirms the content of reports and consultations, takes corrective action and provides guidance. We also provide follow-up support to confirm that employees are not treated unfairly in order to provide appropriate protections. We received three reports and consultations in FY2020.

To establish a framework to accept reports and provide consultations for violations of compliance and harassment policy in business activities, we established Consultation Service Centers at Human Affairs & General Administration Sections at DMC and General Administration Division at USCO.

Compliance Seminars

DMC strives to increase employee awareness of compliance through seminars. In FY2020, DMC held seminars for newly hired employees focusing on general violations of compliance, and seminars regarding the Subcontract Act for employees at the Production Management Division.

Information Security

Basic Concept

DMC recognizes the importance of personal and other information received from our customers. In line with this, we have established a system to control such information and work to increase employee awareness and knowledge of the appropriate handling thereof to enhance the management system.

DMC has established “Information Management Regulations” and “Personal Information Protection and Management Regulations” for appropriate information management. We assign an Information System Manager and Personal Information Protection Manager in accordance with the regulations described above to ensure appropriate management and initiate measures

for security. We also strive to increase employee awareness and knowledge of information management through in-house education. In addition, we dispose of media that contain information requiring the management specified by the above-mentioned regulations after physical destruction to prevent the risk of information leak. Thorough information management over subcontractors includes the requirement for recycling subcontractors to issue certificates of completion after data destruction.

In FY2020, we further enhanced our network, including the security system, along with the extension and expansion of remote work due to COVID-19. In FY2021, we are planning to adopt the SECURITY ACTION plan created by the Information technology Promotion Agency, a public institute under the Ministry of Economy, Trade and Industry, and declare ourselves a one-star organization to increase awareness both inside and outside the company.

In addition, we enhanced information security by installing a fingerprint authentication system for entry to and exit from the Indonesia Factory to prevent unauthorized entry and information leakage.

Risk Management

Risk Management System

DMC places a priority on risk management to accurately recognize risks that may have a significant influence on corporate value and business continuity, and strives to minimize damage by such risks.

Every year, each division manager clarifies both internal and external issues to identify and evaluate risks associated with such issues. Measures for risk assessment and effectiveness are appropriately managed through monitoring in accordance with the management plan and targets set for each risk. Top management assesses appropriateness, validity, and effectiveness quarterly and shares its assessment with each division manager to realize effective risk management.

Measures against COVID-19

In response to the global spread of COVID-19, DMC strives to ensure infection control to protect the health of its employees and their families and to continue stable business activities.

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In Japan, DMC takes preventive measures against COVID-19, including the wearing of masks, sanitizing, the implementation of remote work and flex-time systems, temperature checks when each employee arrives at the company in the morning, action history books, health surveys for guests, and a set response to infected individuals in accordance with guidelines provided by the government. In Indonesia, we implement thorough infection control in accordance with rules issued by the Ministry of Industry of Indonesia, and manage the health status of all employees using the Messenger app. Employees that commute to work use transportation provided by DMC in principle, and remote work is implemented when possible. We perform appropriate risk management in preparation for further spread of the infection using other approaches such as distributing health management flows for employees and their families when they feel sick.

Approaches to the Business Continuity Plan (BCP)

DMC established a BCP in preparation for emergencies to ensure the safety of human life and the continuation of business activities. When a large disaster occurs, we must continue to provide supplies to customers, which we believe leads to the promotion of employment and vitalization of the local economy. We place a priority on business continuity to prevent disruption of our supply chain.

For emergencies, we have established an organizational structure headed by the president and subleaders assigned to perform external response, restoration, financial management and logistics support. This structure is capable of receiving top-down instructions and securing information management.

In FY2019 and 2020, BCP Promotion members played a central role in creating BCP formats with the responsible divisions and departments, and the systematic simplification of manuals based on specific measures and BCP cycle theory.

In FY2021, in response to the flood in Indonesia, DMC recognized the importance of the creation and operation of BCP and has started creating full-scale manuals to mitigate the risk of damage caused by earthquakes or fires at the Shirakawa Factory.

We continue expanding the system of settlement, maintenance and revision of the BCP through periodical BCP education and training, and opinion exchange. We continue to improve our response to the BCP through opinion exchange with other companies and create effective business plans and structures for application in cooperation with our business partners, others in the industry and local communities.

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Global Sustainability Reporting Standards (GRI Standards) 2016/2018/2019/2020 Content Index

CSR Report 2020 is prepared in reference to the Global Reporting Initiative(GRI) Sustainability Reporting Standards 2016/2018 and contains Standard Disclosures.

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