



# DMC SUSTAINABILITY REPORT

# 2023



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### Editorial Policy

The 2023 Sustainability Report has been published in PDF format to summarize DMC's sustainability activities in FY2022. We publish DMC Sustainability 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. or DMC: DMC Co., Ltd. only
- "DMC" or "DMC Group": DMC Co., Ltd., DMC Iwaki Co., Ltd., and PT. DMC TEKNOLOGI INDONESIA
- "PT. DMC TEKNOLOGI INDONESIA" or "Indonesia Factory": PT. DMC TEKNOLOGI INDONESIA only

\*In October 2021, we took over the touch panel manufacturing division from NKK SWITCHES CO., LTD. and began operating a plant in Iwaki City, Fukushima Prefecture (Iwaki Factory), so figures for this plant are included thereafter.

#### Reporting Period

January 1, 2022 - December 31, 2022 (Some activities in this report include content before and after the reporting period.)

#### Issuing Department & Contact Information

DMC Co., Ltd. Planning and Administration Office (Former Management Section)  
3F Shinanobashi-Toyo Building, 1-12-4 Usubohonmachi, Nishi-ku, Osaka 550-0004 JAPAN

#### Date of Issue

October 2023  
(The next issue is scheduled for publication in August 2024.)

#### Guidelines used as reference

- Global Sustainability Reporting Standards (GRI Standards) 2016/2018/2019/2020/2021
- ISO 26000

### Corporate Profile (As of December 31, 2022)

Company Name:	DMC Co., Ltd.
Head Office:	11F Takanawa Sengakuji Ekimae Building, 2-18-10 Takanawa, Minato-ku, Tokyo 108-0074 JAPAN
Date of Establishment:	1973
Business Description:	Design, manufacture, and sale of touchscreens and related products
Capital:	75.6 million JPY
Net Sales:	6,018 million JPY (Consolidated)
Subsidiary:	DMC Iwaki Co., Ltd.
Parent Company:	PT. DMC TEKNOLOGI INDONESIA USCO Corporation
Number of Employees:	883 (Consolidated) <sup>*1</sup> 166 (Non-consolidated) <sup>*1</sup>
	<sup>*1</sup> Including full-time employees, dispatched employees (only in Indonesia), and part-time employees
Client Companies:	165 companies <sup>*2</sup>

<sup>\*1</sup>: As of December 31, 2022 <sup>\*2</sup>: As of March 31, 2023

# Message from the President

## Message from the President



President, DMC Co., Ltd.

*Tatsuya Sada*

The new DMC started after the merger with Seedsware and contributes to solving social issues through business in a wider range of fields.

As of January 1, 2023, DMC merged with Seedsware, which is also a member of the USCO Group, and launched “DUSH” as a unified brand for the products of both companies, starting a new life as DMC.

In this message from the President, we asked President Tatsuya Sada and Executive Vice President Susumu Wada about the thoughts behind the new DMC’s management philosophy and vision, as well as DMC’s goal of sustainable management.

### Touch screens that have become an indispensable part of daily life

—Do you think the market has significantly changed since DMC was founded in 1973 and started manufacturing touch screens in 1991?

**Sada** Our core business has been the manufacture and sale of touch screens and related modules based on sensor technology, which is one of our strengths. Recently, however, there has been a high demand for touch screen computers and touch screen monitors that incorporate touch screens manufactured by our company.

**Wada** I think the change in needs is also due to the shortage of labor due to the decrease in the working population. Most of our products are for industrial equipment used in factories, etc., and the operation of the machines was limited to skilled workers. In recent years, however, the need for simple operability that can be used by less-skilled operators is rapidly increasing. We realize that our products are required to have higher operability as their applications are expanding into areas

where the general public operates them, such as POS cash registers and self-service payment terminals in hospitals.

—On the other hand, there was the COVID-19 pandemic, an event that completely changed our behavior, and I think this may have strengthened interest in some areas.

**Wada** Touchpanels are used in medical equipment for diagnosis, analysis, and testing. As such, there is interest in products with antimicrobial functions that prevent infection even if viruses or bacteria adhere to the panel during operation, and anti-fouling functions that prevent the panel from becoming difficult to see if it gets dirty with fingerprints or blood.

**Sada** I think demand is increasing in areas closely related to the social issues Japan is facing right now, such as labor shortages and expectations for advanced medical needs associated with an aging society. Under these marketing conditions, we have merged with Seedsware in January 2023, which is also a member of the USCO Group, in order to meet a wider range of needs and contribute to solving our customers’ issues. The synergy effect of the technology

# Message from the President



and know-how possessed by DMC, which has mainly dealt with touch panels and modules, and Seedsware, which has dealt with panel embedded products such as touch panel computers and monitors from a position closer to the product users, has enabled DMC to quickly respond to changes in a wide range of fields and markets.

**Wada** Many of our customers operate globally, and we expect our market to expand globally as well. However, we believe that the prerequisite for this is to be chosen by our clients as a partner that can work together with them to solve difficult problems. Achieving this is the main goal of this integration. We believe that by working hand in hand with our customers, solving problems one by one, and growing together, we can ultimately contribute to the sustainable development of society.

## Revision of Management Philosophy and the Thoughts Behind It

**—In your management philosophy, which was revised in conjunction with the merger, you state that you “pursue an ‘exciting tomorrow’ that is happy and sustainable both materially and spiritually.” Please tell us about the thoughts and feelings that went into it.**

**Sada** The USCO Group, to which we belong, has adopted the slogan “Challenging Today for an Exciting Tomorrow”. In revising our management philosophy, the management team once again discussed what exciting means to us. Thinking back to the past, we agreed that we were most excited when we were passionate about our work, even when times were tough.

For example, when the Great East Japan Earthquake struck in 2011, the area around the former headquarters plant was off limits and production had to be halted. And this was just as we were working on launching a new product in 2010. In order to keep the delivery date to the customer, the employees worked together to overcome the difficult situation by transferring the production of the old products to the Indonesia Factory and finding an outside production partner for the new products. This was a difficult experience for me, but I experienced that when everyone works with passion, an exciting future opens up. We want to be a company where everyone can have this kind of experience and work with passion, and we have incorporated this desire into our new management philosophy.

**Wada** The new brand “DUSH” also expresses our thoughts on management. D, U, and S are acronyms for DMC, Unitech (a group company responsible for the development of touch panel application technology) and parent companies USCO and Seedsware. The final H is for Happiness. We do not want to be happy only for ourselves, but to grow and be happy together with all our stakeholders by mobilizing the power of our group. The message is that we will continue to take on challenges without fear of change and make the world a happier place.

**Sada** It may be tough to continue to take on challenges, but we will feel more excited to work with our customers to solve their problems, even though we may be facing difficulties.

## Toward Carbon Neutrality

**—I hear that requests from customers to reduce CO<sub>2</sub> emissions are increasing as we move toward achieving carbon neutrality by 2050.**

**Sada** We have set a CO<sub>2</sub> reduction target of 26.6% by 2025, and so far we are making good progress.

**Wada** A specific example of our efforts is the shift in manufacturing methods. Wet etching (a process that uses corrosion to form circuit patterns on glass or film), one of the manufacturing processes, requires a very large amount of power. We believe that by eliminating this method and converting to a laser-based manufacturing method, we can significantly reduce power consumption. We have already launched a project and are in the process of selecting equipment to implement the method by 2025.

We also see the environmental impact of the transportation of raw materials and products as an issue that



# Message from the President

cannot be overlooked. We import glass plates used for touch panels from China and manufacture touch panels in Japan and Indonesia, with transportation going back and forth between China, Japan, and Indonesia in the process from procurement to manufacturing. Therefore, by reviewing suppliers and shortening transportation routes, we expect to reduce costs and CO<sub>2</sub> emissions.

**Sada** There is also a trade-off between environmental initiatives and profits. Anti-smudge films are used to improve quality, but while using more of them reduces the number of defective panels, it also increases the amount of film waste. From a different perspective, however, the advantages of reducing panel waste outweigh the disadvantages of using film. We believe that it is the responsibility of management to navigate a good balance between this type of profit enhancement and environmental initiatives.

**Wada** In recent years, major customers have started to focus on GX (Green Transformation) in conjunction with DX (Digital Transformation), and the industry as a whole is turning

in a green direction. We believe that these types of trends will accelerate in the future, and we are committed to developing power-saving equipment.

**Sada** All of these initiatives are halfway through the process, but they are important efforts that will lead to reductions in man-hours and raw materials, as well as to reductions in disposal and waste, which we have been promoting for a long time. In the process it will promote product improvement and quality enhancement, which should lead to better corporate management. We will contribute to the realization of carbon neutrality through our creative initiatives while raising awareness of sustainability throughout the supply chain, from upstream to downstream.

## To Be a Company That Is Permanently Needed by the World

—What is the intent of your vision of “a leading interface solutions company, a 101-year-old company that

continues to grow and adapt to change”?

**Sada** Originally, we stated that we would become a 100-year-old company (a company that perseveres over 100 years). However, one of the employees at the Indonesia Factory told us, “We want to be a company that not only aims to last 100 years, but also exist in perpetuity even after that. So why don’t we make it 101 years?”

**Wada** We are also a global company with a diverse workforce, with a production facility in Indonesia and branches in Taiwan, Italy, and the United States. International employees are ambitious and passionate. I hope Japanese employees will learn from this. The chemical reaction that occurs when diverse personnel stimulate each other and cultivate their know-how, in which different strengths are combined, should make it possible to propose more effective solutions. We are convinced that the accumulation of experience gained in this way and passed on to the next generation will be the driving force behind the realization of a 101-year-old company.

—Could you give a final message to your stakeholders?

**Wada** It is often said that a company is its people. As a member of management, I intend to listen carefully to each employee’s voice from his or her perspective and evolve the company into a place where the strengths of each and every employee can be brought out even more fully.

**Sada** I told the new employees who joined us in FY2023 that I want them to always be willing to think independently, confront challenges, and devise approaches that will lead to solutions. This is a very important factor in solving the problems of our customers and, by extension, of society. We aim to be a company that is loved and needed by the world 101 years from now and beyond, by continuing to think and work with passion and pride to create an exciting tomorrow and to pass our thoughts on to the next generation who will lead the future.



# Corporate Profile



## Global Business Structure (As of June 31, 2022)

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

### USCO Group Companies

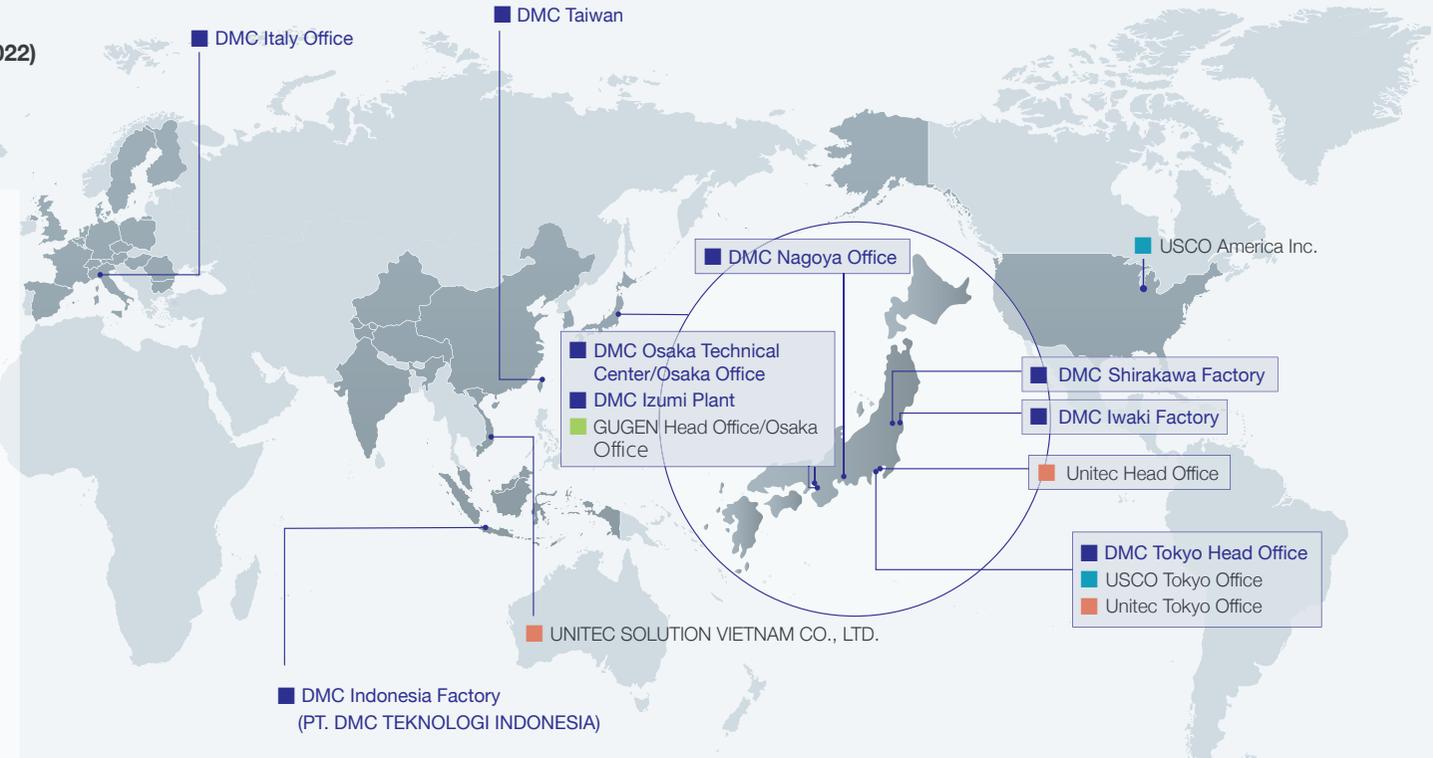
Through a consistent development system employed in cooperation with USCO Group companies, we provide user interface that meets customer needs.

<ICT & Interface Business Structure>



- USCO Corporation** Business support specializing in trucks and electronics
- DMC Co., Ltd.** Manufacturer specializing in the development, manufacture, and sale of touchscreens and application products
- Unitec Co., Ltd.** Design, development, and manufacture of software and hardware using digital technology
- GUGEN** Planning, development, design, and sale of industrial IoT equipment

\*Seedsware Corporation merged with DMC Co., Ltd. in January 2023.

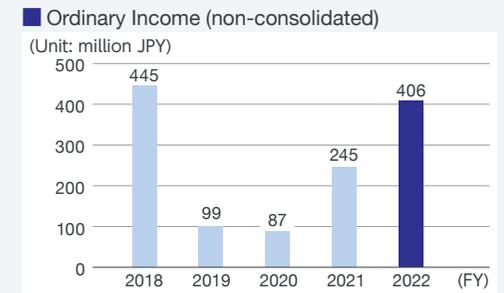
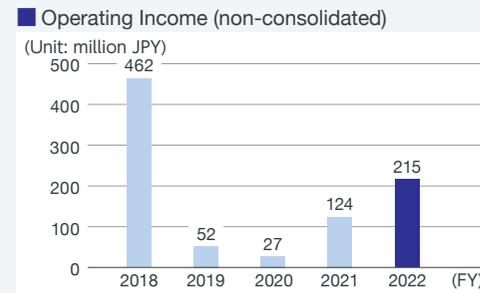
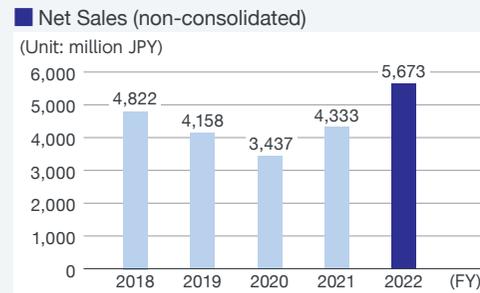


\* Shaded areas are countries and regions to which DMC exports products.



## Financial Information (DMC Co., Ltd.)

In fiscal year 2022, net sales increased 30.9% from the previous year due to securing inventories in the industrial equipment sector after the previous year's shortages of semiconductors and other components. Operating income and ordinary income also increased in line with sales growth.

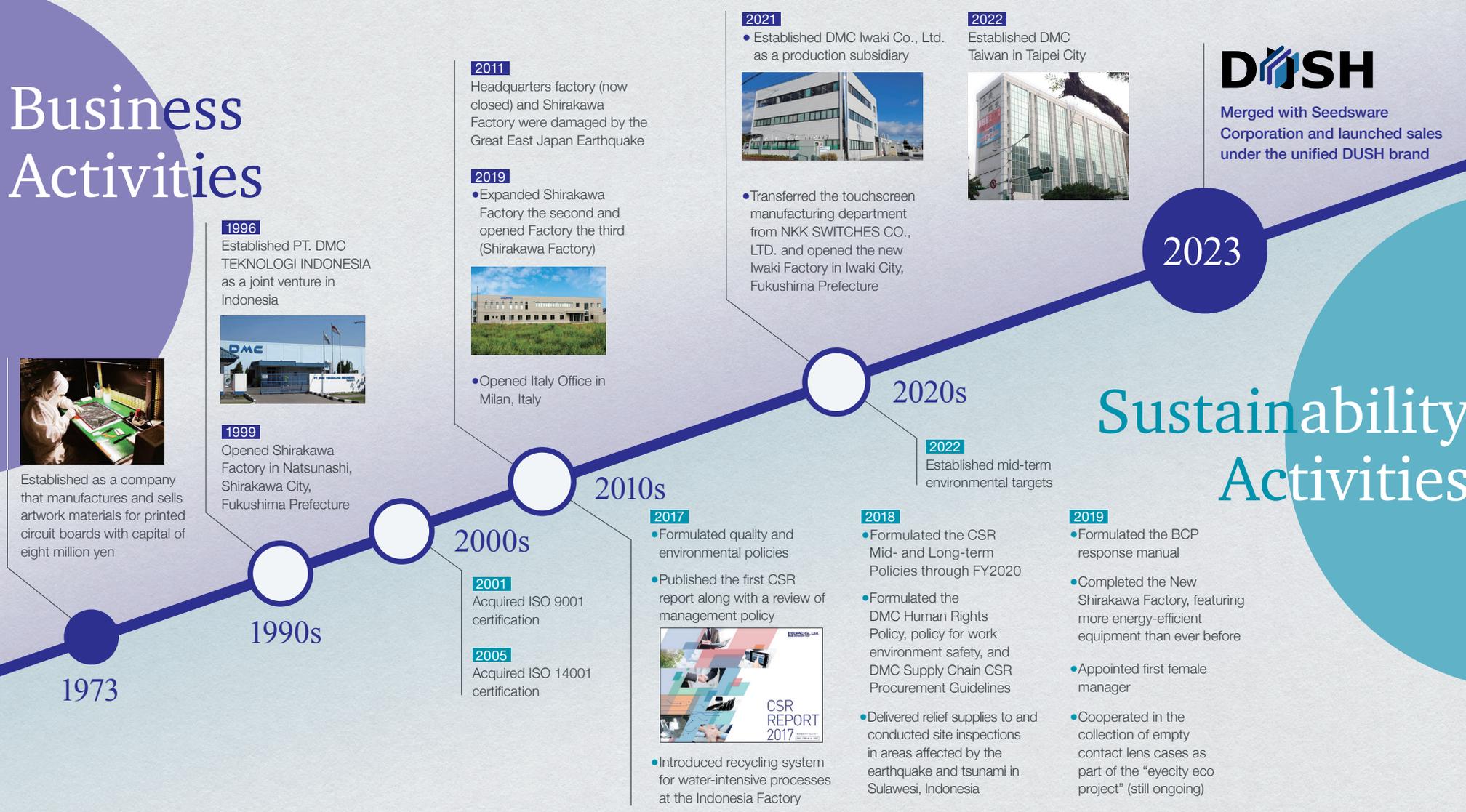


# DMC 50 Years of History

Established in 1973 as a manufacturer and distributor of artwork materials for printed circuit board production. We started manufacturing and selling touchscreen devices in 1991, and now we are expanding our business globally as a specialized manufacturer of touchscreens.

## Business Activities

## Sustainability Activities



## DMC Products & Services

### DMC Products

In addition to more than 200 types of standard touchscreens, DMC has provided more than 2,000 customized products to customers.

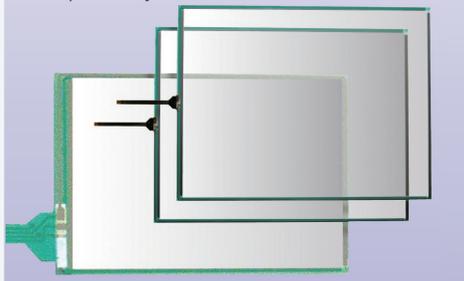
We maintain close communication with customers from the design and development stage to ensure that products are suitable for the target environment and conditions.

The manufacture and sale of durable touchscreens and the provision of outstanding support has enabled us to enjoy steady growth with our many associates.



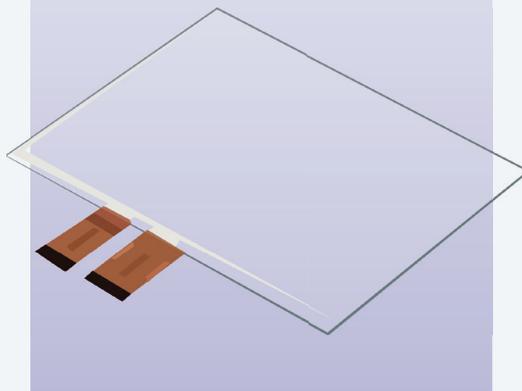
### Resistive Touchscreens

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.



### 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.



### Providing solutions

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



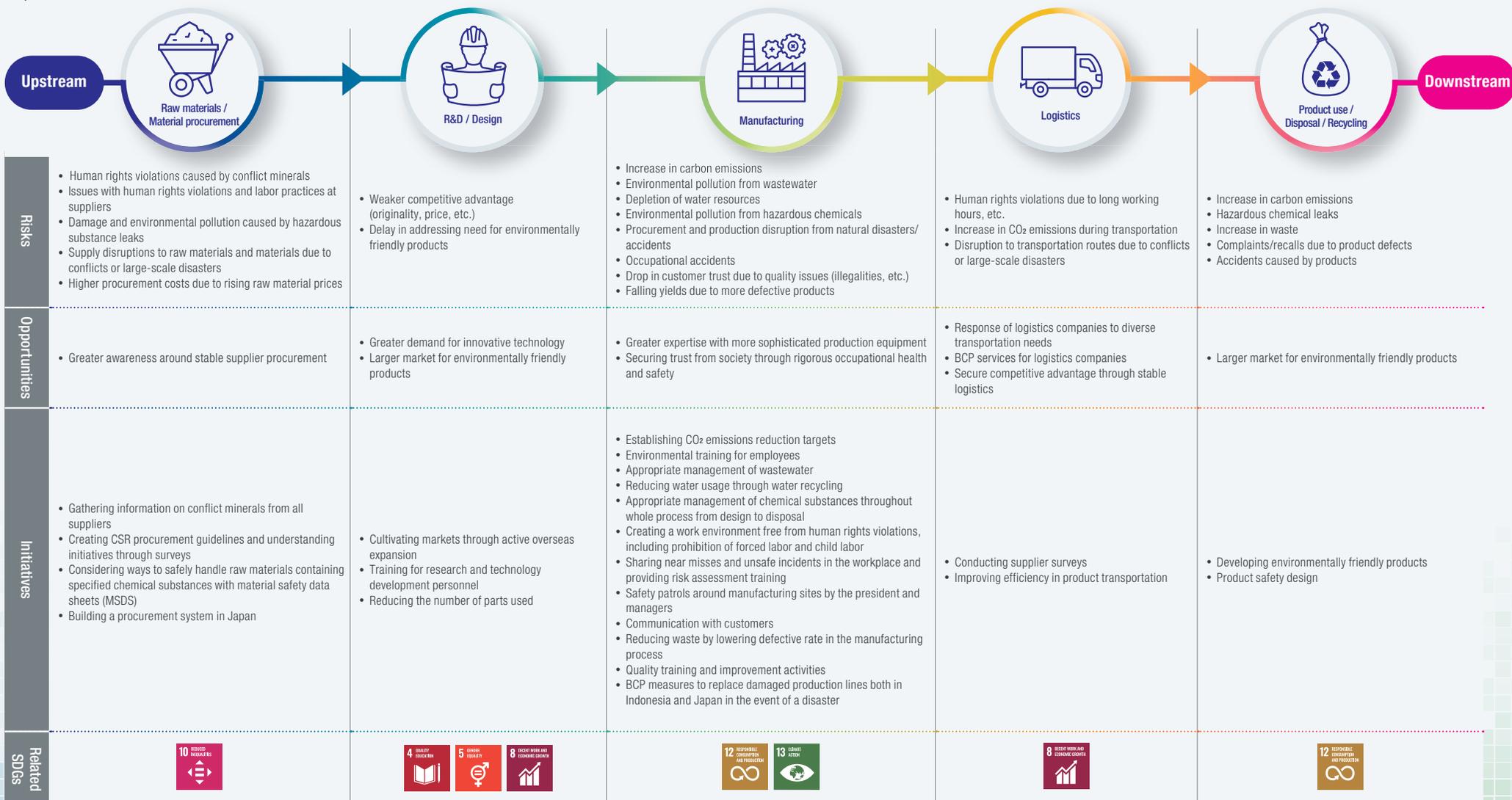
### Touchscreen application products

We are developing, designing, and manufacturing unit products which are indispensable for industrial equipment such as touch monitors, touchscreen displays, and embedded panel controllers. We also propose applications that support the Linux OS and devices that use advanced technology.





## Value Chain



## 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.



### Beverage dispenser

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.



### Medical equipment

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.



### KIOSK

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.



### EV charger

Electric vehicle charging stations are equipped with touchscreens with guidance for easy user operation. For outdoor and semi-outdoor applications, projected capacitive systems may be used due to their superior resistance to UV rays and other weather elements.



### Signage

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.



### Industrial equipment

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

## Corporate Management & Sustainability



### Management Vision



### USCO Group Motto

## Challenging Today for an Exciting Tomorrow

With the USCO Group motto of “Challenging Today for an Exciting Tomorrow” 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.

USCO GROUP

USCO Group engages in electronics-related business for industrial applications

- DMC Co., Ltd.
- Unitec Co., Ltd.
- GUGEN, Inc.
- DMC Iwaki Co., Ltd.
- USCO America Inc.

Our corporate group consists of the above five companies and five other truck-related companies.

### DMC / DMC Iwaki

### Corporate Philosophy

**Growing together with our customers by taking on challenges with passion and pride, and pursuing an “exciting tomorrow” with happiness and sustainability both physically and spiritually**

DMC is a member of the USCO Group, whose motto is “Challenging Today for an Exciting Tomorrow,” and following this philosophy, all employees work together to contribute to the affluence and sustainability of the society.

## DMC's Management Philosophy Structure



## DMC Sustainability

### Sustainability 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.

### Sustainability Promotion System

In order to promote the sustainability efforts of various departments in a unified manner, we have established the Planning and Administration Office under the direct control of the President as a system in which top management is involved in and manages sustainability activities. DMC has also established a structure to discuss and report important sustainability matters at management meetings to promote uniform approaches for both management and sustainability. DMC leverages multidisciplinary cooperation with departments and divisions in charge of sustainability to ensure effective product safety and security, respect for human rights, labor practices, supply chain management, environmental conservation, and regional contribution. The Planning and Administration Office provides full support for these activities.

### Approaches to Sustainable Development Goals (SDGs)

We are working to meet the demands and expectations of various stakeholders in relation to the SDGs.

#### ◆ Relationship between SDGs and DMC Business

Related Goals	DMC Approaches with SDGs
 <p><b>3 GOOD HEALTH AND WELL-BEING</b> Ensure healthy lives and promote well-being for all at all ages</p>	<ul style="list-style-type: none"> <li>• Developing and manufacturing medical-use touchscreens</li> <li>• Developing touch-free functionality</li> <li>• Promoting employee health (mental health)</li> <li>• Installing and training on AEDs</li> </ul>
 <p><b>4 QUALITY EDUCATION</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<ul style="list-style-type: none"> <li>• Developing human resources (support for acquiring specialized knowledge, training by level in the Group, in-house training, global human resource development)</li> </ul>
 <p><b>5 GENDER EQUALITY</b> Achieve gender equality and empower all women and girls</p>	<ul style="list-style-type: none"> <li>• Promoting diversity (promotion of women's activities, etc.)</li> </ul>
 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<ul style="list-style-type: none"> <li>• Promoting a good work-life balance (ensuring appropriate working hours, support for childcare and nursing care)</li> <li>• Promotion of diversity (continuation system / promotion of employment of individuals with disabilities)</li> <li>• Preventing occupational accidents through the 5S methodology</li> </ul>
 <p><b>10 REDUCED INEQUALITIES</b> Reduce inequality within and among countries</p>	<ul style="list-style-type: none"> <li>• Respecting human rights (making human rights policy known throughout the Group, compliance with human rights policy)</li> <li>• Developing and manufacturing multi-language compatible touchscreens</li> </ul>
 <p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b> Realize the development of comprehensive, safe, resilient and sustainable cities and living environments</p>	<ul style="list-style-type: none"> <li>• Effective use of valuable materials generated in the process of proper waste disposal for welfare activities and contributing to the community</li> </ul>
 <p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b> Ensure sustainable consumption and production patterns</p>	<ul style="list-style-type: none"> <li>• Publication of Sustainability Report</li> <li>• Reducing waste</li> <li>• Chemical substance management</li> <li>• Developing and manufacturing durable, weather-resistant touchscreens</li> <li>• CSR procurement (implementing procurement policy and guidelines, conducting surveys)</li> <li>• Afforestation (mangrove saplings, etc.)</li> <li>• Moving to paperless workplace</li> </ul>
 <p><b>13 CLIMATE ACTION</b> Take urgent action to combat climate change and its impact</p>	<ul style="list-style-type: none"> <li>• Reducing CO<sub>2</sub> emissions (reducing electricity usage, etc.)</li> <li>• Introducing CO<sub>2</sub>-free electricity</li> <li>• Environmental education (seminars on quality control and environmental management systems)</li> <li>• Water resource conservation</li> <li>• Preparing for natural disasters caused by climate change through BCP</li> </ul>
 <p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels</p>	<ul style="list-style-type: none"> <li>• Compliance with domestic and foreign laws and customs</li> <li>• Adherence to compliance</li> <li>• Building an information security management system</li> </ul>



## 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.

Stakeholder engagement is overseen by the departments that have close relationships with stakeholders. The feedback we receive from stakeholders through engagement is also reported to management to be reflected in, and determine the direction of, our business activities.

Stakeholders	Details	Means of Communication	Major Responsibilities and Issues
Customers	DMC sells touchscreens to distributors and manufacturers around the world.	<ul style="list-style-type: none"> <li>• Communication from product development to supply (as needed)</li> <li>• Providing solutions (as needed)</li> <li>• Inquiry desk (as needed)</li> <li>• Customer satisfaction survey (once a year)</li> <li>• Direct visits by the President (as needed)</li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturing high-quality and safe products</li> <li>• Disclosing product information appropriately</li> <li>• Designing environmentally friendly products</li> <li>• Stable supply of products and support</li> </ul>
Shareholders & Financial Institutions	DMC's sole shareholder is its parent company, USCO Corporation.	<ul style="list-style-type: none"> <li>• Shareholders meeting / Financial results briefings (once a year)</li> <li>• Shareholder reports (twice a year)</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of corporate value</li> <li>• Appropriate return of profits</li> <li>• Timely and appropriate information disclosure</li> </ul>
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"> <li>• Factory audit (once a year)</li> <li>• Periodical discussions</li> <li>• CSR procurement questionnaires (once every 3 years)</li> <li>• Inquiry desk (as needed)</li> </ul>	<ul style="list-style-type: none"> <li>• Stable ordering</li> <li>• CSR promotion throughout the supply chain</li> </ul>
Employees	DMC has 883 employees in Japan and Indonesia.	<ul style="list-style-type: none"> <li>• Hotline (as needed)</li> <li>• Personnel affairs division (as needed)</li> <li>• Health and Safety Committee (once a month)</li> <li>• Regular meetings between employee representative (Indonesia factory only) and company (once a year)</li> <li>• Events such as joint exchange meetings between Japan and Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring a safe and secure working environment</li> <li>• Respect for human rights</li> <li>• Respect for diversity</li> <li>• Development and utilization of human resources</li> </ul>
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"> <li>• Local volunteer activities (once a year, 10 participating employees)</li> <li>• Interactions with local businesses (as needed)</li> <li>• Factory visits (as needed)</li> <li>• Support for restoration from disasters</li> <li>• Inquiry desk (as needed)</li> <li>• Internship system and school visits in local communities (once a year)</li> <li>• Community cleaning (at least 5 times a year in each area)</li> </ul>	<ul style="list-style-type: none"> <li>• Social contribution through business</li> <li>• Regional vitalization through cooperation with local businesses</li> <li>• Respect for local cultures and customs</li> <li>• Protection of the local environment</li> <li>• Employment creation</li> </ul>
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"> <li>• Making proposals to solve social issues (as needed)</li> <li>• Information exchange with local governments (as needed)</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with laws and regulations</li> <li>• Cooperation to solve social issues</li> <li>• Regional vitalization through cooperation with local governments</li> </ul>



## DMC Group Mid- and Long-term Sustainability Policies

In FY2022, a planning and management office was established to manage sustainability, ISOs and other matters, creating a system to support the promotion of Group-wide operations. From FY2023, this function has been moved to the Standards Management Office within the General Administration Department so that we can continue to strengthen sustainability initiatives in every department.

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

Fields	Items	Mid- and Long-term Policies	FY2022 Targets	Assessment	FY2022 Achievements	FY2023 Targets	Contribution to SDGs
Sustainability Management	Stakeholder engagement	DMC promotes Sustainability management responding to the needs of and requests from stakeholders and society	Review of Mid- and Long-term Sustainability Policies and promotion of the achievement of targets	△	Implemented review of Mid- and Long-term Sustainability Policies and promotion of the achievement of targets	Review of Mid- and Long-term Sustainability Policies and promotion of the achievement of targets	—
Product Safety & Security	Product Safety & Security	Continual operation of quality management system	Reduce compensation for complaints by 13% compared with the previous year	×	Increased compensation for complaints by 54% compared with the previous year	<ul style="list-style-type: none"> <li>Reduce compensation for complaints by 10% compared with the previous year</li> <li>Reduce loss rate in domestic production by 5% compared with the previous year</li> </ul>	
			Improve understanding of ISO management (learning through content distribution 60 times a year)	△	Learning through content distribution (33 times)	Improve understanding of ISO management (learning through content distribution over 20 times a year)	
Respect for Human Rights	Human Rights Protection	Establishment and operation of the system that develops human rights awareness	Continue human rights seminars for newly hired employees	○	Conducted human rights and compliance seminars (9 times)	Human rights and compliance seminars upon joining the company (including mid-career employees): Provide to all new employees	
			Hold non-regular moral seminars and management seminars to increase awareness of human rights, harassment, and compliance	△	Moral seminars (non-regular) not held Seminars on harassment and compliance provided in management seminars	Harassment seminars for executives and managers: Provide to all executives and managers	
Labor Practices	Promotion of Diversity	DMC develops and utilizes a wide variety of human resources to reinforce diversity management	Creation of a development plan for managerial candidates by rank	×	Changed from plan for all employees to only female employees	—	
			Implementation of the Action Plan in the Promotion of Women's Activities	○	<ul style="list-style-type: none"> <li>Conducted questionnaire surveys targeting female employees to understand their awareness of career advancement</li> <li>Shared the development plan for female employees who are candidates for promotion with them and their superiors</li> </ul>	<ul style="list-style-type: none"> <li>Promote female employee development plan (appointment of female managers: 1 or more)</li> <li>Change the Action Plan for the Promotion of Women's Activities (notification submission)</li> </ul>	
			Seminars on the promotion of women's activities (at least once a year)	○	Implemented women's empowerment seminars for female employees (twice)	Implement Basic Seminar for Female Managers (interview, at least once a year)	
	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"> <li>Total overtime working hours: Less than 10 hours per month on average in Japan</li> <li>Ratio of paid-holiday use: 60%</li> </ul>	○	<ul style="list-style-type: none"> <li>Total overtime working hours: Japan average 8.6 hours per month</li> <li>Ratio of paid-holiday use: Japan 85%, Overseas 87%</li> </ul>	<ul style="list-style-type: none"> <li>Continued reduction in total overtime working hours: Japan average of 8 hours or less per month</li> <li>Ratio of paid-holiday use: Japan 85% or over, Overseas 85% or over</li> </ul>	
	Human Resource Cultivation	DMC develops the abilities of employees to develop human resources that support business activities	Seminars to develop the next generation of managers (including young employees and candidates: 25 times per year, a total of 200 people)	△	Seminar results (9 times, total 298 people)	Seminars for managers (at least once a year)	
Work Environment Safety	DMC promotes the health and safety of employees and conducts vigorous business management	Health check rate: 100%	○	Health check rate: 100%	Health check rate: 100%		

Fields	Items	Mid- and Long-term Policies	FY2022 Targets	Assessment	FY2022 Achievements	FY2023 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"> <li>Making requests to new suppliers to submit a Confirmation of Consent to said CSR Procurement Guidelines</li> <li>Conducting CSR procurement questionnaire survey (revised in FY2022)</li> </ul>	×	Started reviewing procedures for consent confirmation forms for new suppliers so not yet made requests to new suppliers	<ul style="list-style-type: none"> <li>Use a CSR Procurement Guidelines Agreement</li> <li>Conduct CSR survey</li> </ul>	
Environmental Conservation	Environmental Conservation	Achieve carbon neutrality by 2050, reduce CO <sub>2</sub> emissions by 26.6% by 2025 (compared to 2018 levels)	Reduction of CO <sub>2</sub> emissions (base year: FY2018) Scope 1 (55% decrease from base year) Scope 2 (10% decrease from base year)	△	Reduced CO <sub>2</sub> emissions Scope 1 (62.8% decrease from base year) Scope 2 (4.9% decrease from base year)	Reduce CO <sub>2</sub> emissions Scope 1 (55% decrease from base year) Scope 2 (15% decrease from base year)	 
			Contracts for CO <sub>2</sub> -free electricity (Shirakawa Factory, Iwaki Factory)	○	Introduced CO <sub>2</sub> -free electricity at Shirakawa and Iwaki factories from January 2023	Decide policy for factories that are yet to use CO <sub>2</sub> -free electricity	
			Reviewing air conditioning-related operations and considering / implementing equipment upgrades to reduce electricity consumption	△	Conducted operational tests at a domestic model factory (Shirakawa Factory), resulting in a 20% reduction compared to previous year	Conduct operational tests at Shirakawa Factory resulting in a 20% reduction compared to previous year	
Regional Contribution	Contribution to Regional Society	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	Recycling activities through the collection of empty contact lens cases	○	<ul style="list-style-type: none"> <li>Recycling through the collection of empty contact lens cases</li> <li>Collected pull tabs and plastic bottle caps to provide children's vaccine support through a local NPO (Shirakawa Factory)</li> </ul>	Expand the collection of contact lens cases, pull tabs, and plastic bottle caps to a Group-wide activity	  
			Accepting students in Fukushima Prefecture into an internship program	○	Accepted students from one high school in Fukushima Prefecture into an internship program	Continue to accept students on internship program in Fukushima Prefecture (3 students, 1 school)	
			Expanding area for community cleanups (Tokyo, Osaka) (once a month)	○	Cleaning at Shirakawa Factory (7 times), Iwaki Factory (5 times), Tokyo Head Office (10 times), Osaka Office (4 times)	Continue to promote local community cleanups: Domestic bases (at least 5 times a year)	
			Continued support for natural disasters	○	<ul style="list-style-type: none"> <li>Indonesia Factory: Support for victims of volcanic eruption</li> <li>Fundraising activities for UNHCR's Ukrainian Refugee Support</li> </ul>	Continue to provide support for natural disasters (at least once a year)	
Governance	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 more than the previous year	○	<ul style="list-style-type: none"> <li>Shareholders: Twice a year reporting session by the President</li> <li>Financial institutions: Report visit by the President at least once a year</li> <li>Employees: Monthly reports through monthly Group-wide morning meetings by the President, etc</li> </ul>	Continue to promote transparent management through the provision of opportunities to communicate with stakeholders 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	Compliance seminars (for managers) : Twice	△	Compliance seminars (for managers): Once	<ul style="list-style-type: none"> <li>Provide seminars on the Subcontract Act (62% coverage)*</li> <li>Invoice system seminars (100% coverage)*</li> <li>CSR procurement (8% coverage)*</li> </ul>	—
	Information Security	DMC establishes an information management system and promotes appropriate management of information assets based on its basic policy	Verification and preparation of management systems for ISO 27001 certification	△	<ul style="list-style-type: none"> <li>Implemented educational activities for employees</li> <li>Reviewed related internal regulations</li> </ul>	In-house risk verification and preparation of manuals for ISO 27001 certification	
	Risk management	Plan to formulate new policy in 2023	—	—	—	Strengthen efforts to address BCP issues and review manuals	

\* For permanent employees in Japan

# Product Safety & Security

DMC strives to create high-quality, safe and secure products that we can provide to our 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 ISO 9001 certified quality management system that provides products in accordance with its quality and environmental policies.

### Quality & Environmental Policies (Device Business)

Based on our management philosophy of growing together with our customers by taking on challenges with passion and pride, and pursuing an “exciting tomorrow” with happiness and sustainability both physically and spiritually, we have set out the following quality and environmental policies.

1. We will provide high-quality products around the world 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.

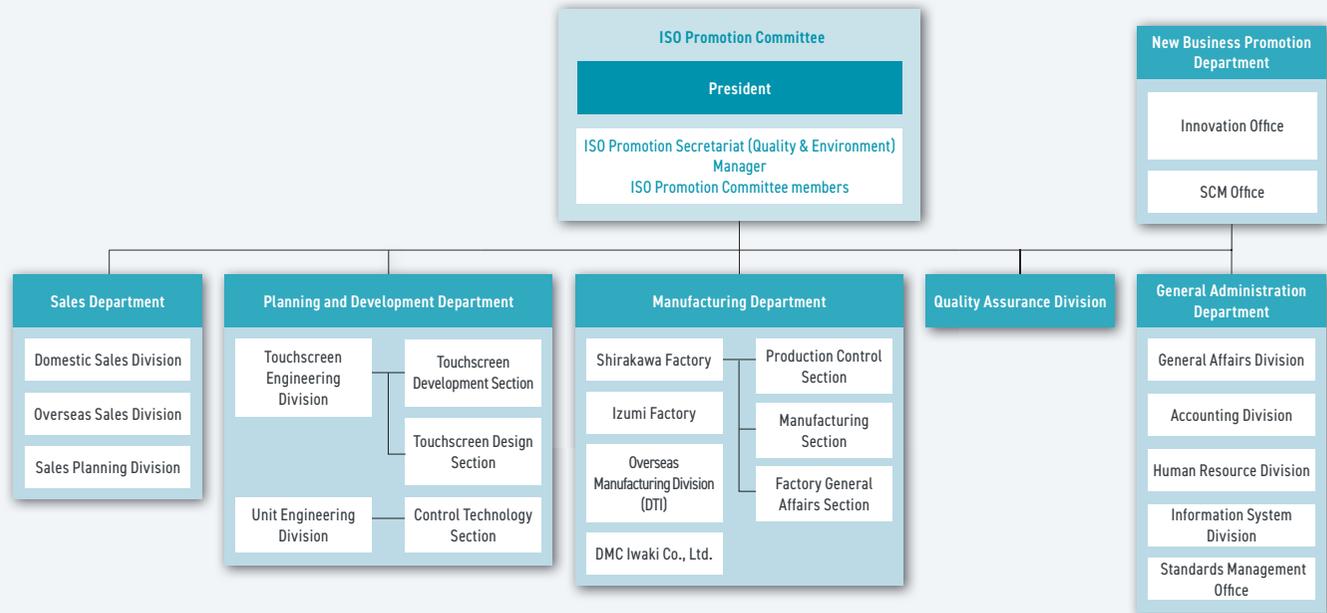
Tatsuya Sada, President

## 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. Yearly audits are conducted by certified internal auditors. 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, the Shirakawa Factory, Indonesia Factory, Tokyo Office, Osaka Office, and Nagoya Service Office acquired ISO certification for the design, development and production of touchscreens. The Iwaki Factory, which began operations in October 2021, also obtained ISO 9001 certification in August 2023. (ISO certification coverage of production sites: 100%)

### Quality & Environmental Management System Diagram



**QMS/EMS Application Range**

**Device Business** : Shirakawa Factory, Tokyo Office, Osaka Office, Nagoya Office, Iwaki Factory  
**Unit Business** : Izumi Factory, Unit Engineering Division, Domestic Sales Division

## Approaches to Product Quality Improvement

We are taking various initiatives to provide higher quality products. The strength of our Group is that we have the technology, know-how, and systems that can precisely respond to the sophisticated and diverse quality requirements of our customers. As such, we have built a system that allows us to make the most of these strengths.

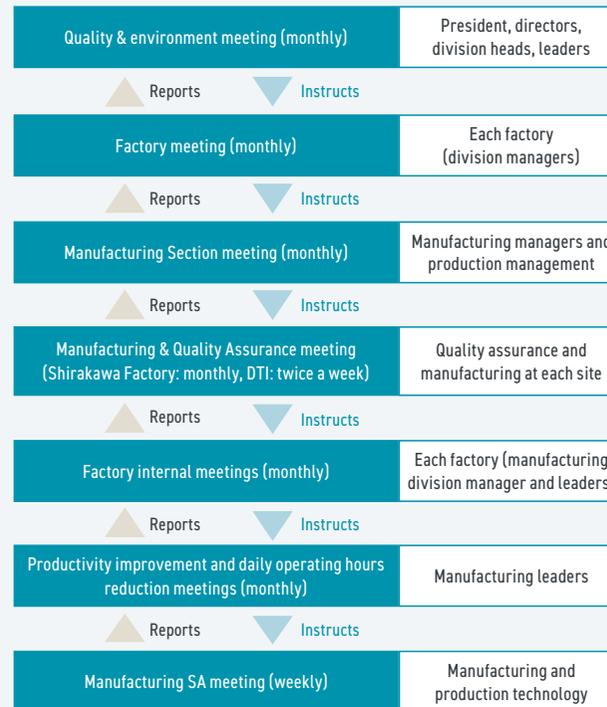
### Monthly New Product Strategy Meeting

Product strategy meetings are held regularly (once/month) with the President and representatives from the Planning and Development, Sales, and Manufacturing departments, in a system that allows us to analyze customer needs and reflect them in our products.

### Quality Improvement Activities

With the aim of improving production technology and productivity, we conduct initiatives that originate from operations that occur daily at the manufacturing site, and quality activities that originate from defects such as complaints.

Regarding these, related departments implement initiatives by topic and report to the next meeting with important topics communicated down as instructions from the higher-level meeting.



### Communication between engineering staff and customers

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.

### Quality Assurance Patrols

The number of complaints in FY2022 increased by 54% compared to the previous year (net sales subject to complaints increased 30% from the previous year). This was a 76% increase compared to the FY2022 goal of reducing the amount of losses due to complaints by 13% compared to the previous year. The increase was mainly due to the occurrence of careless mistakes in large-scale projects and an increase in re-inspection costs. Since the ratio was particularly high at our Indonesia Factory, we dispatched skilled personnel from Japan to help reduce the number of complaint.

In FY2022, there were no serious product accidents, such as major injury or equipment damage, involving customers or within the company.

### Improvement of Customer Satisfaction

DMC Sales Division conducts a customer satisfaction survey with 20 items in seven categories (sales, sales promotion, delivery, quality, technical capability, competitiveness, and other) 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 FY2022, DMC distributed questionnaires to 10 sales agents (8 in Japan, and 2 overseas), and the response rate was 100%.

## Ensuring Product Safety

### Proper Chemical Substances Management

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. For substances judged to pose a safety risk, we reduce or cease use 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 understands trends to ensure a prompt response to revisions in a wide range of laws and regulations regarding chemical substances.

Because touchscreens and unit products used in electronic devices and equipment in a wide range of industries have a large number of parts, we outsource investigations of hazardous substances to specialist external companies.

### Product Safety Design

In each process of development, design, and manufacturing, we take measures to ensure the safety of our products during their use. In recent years, new scribing machines have been introduced to prevent damage and injury from the edges of glass sheets.



#### Hazardous Substances in Standard Products

[www.dmccoltd.com/english/support/chemicals-management/](http://www.dmccoltd.com/english/support/chemicals-management/)

## Training on Quality

In order to continue to create products with quality and safety that satisfy our customers, training and workshops take place in each department throughout the year. In FY2022, the following in-house training sessions took place online.

### ◆ Main Quality Training

Training Topics	Times Held	Participants
Quality ISO manual course	10 times/year	All employees

# Respect for Human Rights

We believe that respecting the human rights of all stakeholders is our responsibility as a company, and we are working towards this throughout the entire Group.



## 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 light of this global situation, we established a Human Rights Policy in FY2017 in accordance with the UN Guiding Principles on Business and Human Rights, revising it in 2023 in response to the growing importance of human rights issues. The Group appropriately responds to the potential impact of our business activities on human rights by eliminating behaviors that violate human rights, including forced labor and child labor, and by encouraging our suppliers to respect human rights as well.

### DMC Group Human Rights Policy (established in January 2018, revised in January 2023)

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 international norms, including 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. Specifically, we will thoroughly implement measures to prohibit discrimination, harassment, and violence based on race, nationality, gender, religion, beliefs, etc. We will prohibit forced labor (including human trafficking) and prohibit child labor. We will provide employees with wages and benefits that exceed the legal wage, prevent overwork, provide appropriate holidays, and ensure a safe and healthy work environment. And we will respect freedom of association and the right to collective bargaining, promote diversity, data security, and responsible mineral procurement.
- DMC has established human rights due diligence processes to identify DMC business that impacts human rights and strives to reduce or prevent 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 immediately remedy and rectify the issue 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.
- In terms of addressing potential or actual impacts on human rights, DMC engages in dialogue and consultation with stakeholders, including employees and suppliers, who may be affected through our business activities.
- DMC discloses the progress and results of its approaches to human rights protection on its website and in its reports.

#### Code of conduct for respecting human rights

##### 1. Prohibition of discrimination, harassment, and violence

DMC shall respect the human rights and personality of individuals, and create a fair and unprejudiced workplace environment by eliminating all forms of discrimination, harassment, and violence on the basis of race, religion, gender, sexual orientation, age, nationality, language, disability, social origin, wealth or ancestry.

##### 2. Prohibition of forced labor

DMC shall prohibit labor gained, either directly or indirectly, through human trafficking or slavery, and forced labor. All labor must be voluntary, and DMC guarantees that no unreasonable restrictions will be placed on the movement, separation, or retirement of employees in the facilities provided by DMC. Furthermore, DMC shall not retain or confiscate workers' identification cards, passports, or work permits, etc., and neither shall it deny workers their use (unless legally required to do so).

##### 3. Prohibition of child labor

- DMC shall respect the rights of children and prohibit the employment, either directly or indirectly, of persons younger than the minimum working age (15 years old) stipulated in international norms, or the age of completion of compulsory education stipulated by the countries and regions where we operate, or the legal minimum working age in the relevant countries and regions. Moreover, under no circumstances shall young workers under the age of 18 engage in night work, overtime work, or dangerous work that threatens the health or safety of workers.
- In order to ensure the above, DMC shall verify the person's age using documents issued by a public institution when an employment contract is signed.
- DMC shall conduct legitimate workplace learning programs, including internships, as long as all laws and regulations are complied with.

##### 4. Preventing overwork and providing appropriate holidays

- DMC shall strictly adhere to work hour regulations, not exceeding the customary working hours stipulated in the countries and regions in which we operate, providing at least one day off per week.
- In addition, annual paid leave will be granted appropriately based on local laws and regulations.

##### 5. Wages and benefits

- DMC shall comply with laws regarding benefits, etc. stipulated in the countries and regions in which we operate, including minimum wages, overtime wages, equal pay for equal work, etc., striving to pay a living wage and providing welfare benefits required by law.
- DMC shall provide timely and easy-to-understand payslip statements with sufficient information to confirm accurate compensation for work performed during the pay period.

##### 6. Health and safety

DMC shall comply with laws and regulations related to health and safety stipulated in the countries and regions where we operate, striving to create a safe, secure, and healthy working environment. This includes providing personal protective equipment needed for work and implementing health and safety management systems to maintain continuous improvement. DMC shall also integrate safety in all processes, continually provide training, and promote a strong safety culture.

##### 7. Respect for freedom of association and the right to collective bargaining

- DMC shall respect employee's freedom of association, freedom to join or not join a union, and the right to collective bargaining and peaceful assembly, in accordance with local laws and regulations.
- Moreover, DMS shall not unlawfully dismiss any employee.

## Prohibition of Forced Labor and Child Labor

The DMC Group has a factory in Indonesia where human rights risks are high and where many local employees work. As such, we prohibit forced labor and child labor.

As well as prohibiting forced labor, both domestically and internationally, DMC secures appropriate working hours and develops a work environment based on respect for the culture in each location. In addition, we are thoroughly working to prevent child labor by requiring employees to submit an official certificate when joining the company, by always verifying their age, and by not hiring applicants under the age of 18.

## Prevention of Discrimination and Harassment

DMC respects the personality of individual employees and strives to prevent discrimination or harassment. We are focusing on education, such as conducting self-checks and training on harassment, for managers and those in higher positions who especially need the right knowledge and skills to respond appropriately. In addition, since January 2021, we have been sending out monthly e-mails to all employees with lectures on our corporate philosophy and moral improvement, as well as implementing questionnaire surveys to understand in-house conditions. To improve understanding, we provided training on harassment and human rights in FY2022 in the training for new employees and managers and in the promotion of women's advancement in the workplace.

In addition to raising awareness through training and other means, we are strengthening communication with employees by holding individual interviews (once every six months) and with the rollout of a whistleblowing system.

And at the Shirakawa Factory, a considerate work environment has been created that respects religious customs,

for example, a prayer hall with small washroom for Muslims, and a time for worship, has been arranged.

## 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 two consultations during FY2022. 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.

Information about whistleblowers and their reports is strictly managed based on confidentiality obligations to ensure that whistleblowers do not suffer any disadvantage.

### ◆ Number of Human Rights Reports and Consultations

	Scope	2021	2022
No. of reports or consultations	Group	2	2
(Of which) human rights related		0	0
(Of which) harassment related		0	2
No. of disciplinary actions due to violations		0	2

## Training on Human Rights

In addition to human rights and compliance training for new employees, we conduct study sessions for management, including division managers, on our human rights policy, as well as social issues related to human rights and domestic and international trends. In FY2022, we held nine training sessions on the theme of harassment.

### ◆ Training Sessions on Human Rights

	Scope	Unit	2021	2022
No. of sessions held	Group	Times	12	9
Attendance rate (%)		%	100	74

## Fair and Equitable Recruitment

Our policy is to 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. In order to ensure that this policy is thoroughly implemented, the Human Resource Division has personnel who are familiar with the rules. A process is also in place to review a booklet that summarizes key points to bear in mind before interviewing any candidate. In addition, the recruitment process is published on our website and can be accessed by candidates at any time, ensuring transparency in the recruitment process.

We also have systems in place to provide fair wages and benefits in consideration of human rights for employees who have joined the company.

## 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 2022)

			2020			2021			2022			Coverage rate
	Scope	Unit	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Number of employees	Japan	Persons	84	61	145	87	98	185	105	109	214	—
	Overseas		260	298	558	449	267	716	450	219	669	—
	Group		344	359	703	536	365	901	555	328	883	100%
Ratio of female employees (%)	Japan	%	42.1			53.0			50.9			—
	Overseas		53.4			37.3			32.7			—
	Group		51.1			40.5			37.1			100%
Average number of years of service	Japan	Years	10.6	9.0	9.9	10.1	5.5	7.7	9.2	5.8	7.4	—
	Overseas		8.4	7.9	8.6	7.6	8.8	8.2	7.3	9.4	8.3	—
	Group		8.9	8.1	8.9	8.0	7.9	8.1	7.7	8.2	8.1	100%
Average age	Japan	Age	41.3	38.7	40.2	41.3	42.1	41.8	40.9	41.9	41.4	—
	Overseas		30.5	29.4	29.5	28.2	29.8	29.0	28.1	31.1	29.2	—
	Group		33.1	31.0	31.7	30.3	33.1	31.6	30.5	34.7	32.2	100%
Number of individuals in managerial positions	Japan	Persons	25	1	26	26	1	27	24	1	25	—
	Overseas		35	7	42	22	6	28	30	8	38	—
	Group		60	8	68	48	7	55	54	9	63	100%
Ratio of females in managerial positions (%)	Japan	%	3.8			3.7			4.0			—
	Overseas		16.7			21.4			21.1			—
	Group		11.8			12.7			14.3			100%
Number of new graduates hired	Japan	Persons	5	5	10	1	2	3	2	0	2	24%
Number of mid-career hires	Japan	Persons	1	0	1	1	5	6	11	3	14	24%
Turnover rates	Japan	Persons	5.9	4.9	5.5	1.3	8.2	4.3	1.9	5.5	3.7	24%

\* The Iwaki factory, which took over the touchscreen manufacturing department from NKK Switches Co., Ltd., has been added to the scope of calculation from 2021.



## Promotion of Diversity

### Basic Concept

DMC aims to promote diversity by developing a corporate climate that respects and accepts the individuality of each employee. We place importance on mutual understanding in order to be a company where all employees can play an active role, regardless of age, gender, nationality, disability, religion, or culture. 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 accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace, we set a target in FY2021 to increase the ratio of female employees in executive positions from the current 40% to 60%, the same as male employees. To achieve our target, in FY2022 we created a training plan for female managers and candidates, held training sessions and exchange meetings, and conducted surveys to promote women's active participation and advancement in the workplace. As of the end of December 2022, the ratio of those in executive positions\* was 47.9% male and 37.1% female.

\* Positions above leadership roles (including managerial positions)

## 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. The reemployment rate in FY2022 was 100% (coverage rate 24%). 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 (%)

	FY2020	FY2021	FY2022
Male	100	100	100
Female	100	100	100

## 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. As of the end of December 2022, the employment rate for people with disabilities was 0.93% (coverage rate 24%). We will continue our efforts to improve this employment rate.

### ◆ Employment Rate of Individuals with Disabilities (%)

FY2020	FY2021	FY2022
0.68	1.08	0.93

## Policy on Minimum Wage and Living Wage

DMC's basic policy is to comply with minimum wage regulations in each country and pay wages in excess of the minimum wage.



## 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.

With regard to overtime and holiday work, an online attendance management system has been used since July 2022 to enable efficient understanding of working hours and to ensure employees' monthly working hours are monitored. We notify individual employees whose actual working hours are close to exceeding the limit to prevent excessive overtime work.

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

**Japan** Average monthly overtime working hours per employee in FY2022 was 8.16 hours, which achieved the FY2022 target of a domestic average of 10 hours or less per month.

**Overseas** In consideration of the health of employees, the Indonesia Factory has set a daily overtime limit of no more than 3 hours with data managed by division on a daily basis. At the end of each workday, the head of each division checks to ensure that the overtime limit has not been exceeded.

The rate of paid holiday use was low in both FY2020 and FY2021 due to the rapid increase in orders, but the rate returned to the same level as before in FY2022.

### ◆ Average Monthly Overtime Hours (per person)

	FY2021	FY2022
Japan	7.0	8.16
Male	10.3	11.2
Female	5.0	6.0
Overseas	14.0	13.4
Male	16.0	8.8
Female	12.0	20.2

### ◆ Rate of Annual Paid Holiday Use (%)

	FY2020	FY2021	FY2022
Japan	52.2	53.0	85.0
Male	48.4	48.0	70.1
Female	57.6	62.2	98.6
Overseas	76.9	89.2	87.6
Male	75.6	86.2	83.3
Female	77.8	81.5	91.8

## 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

The DMC Group has childcare/nursing care leave, and hourly childcare leave systems in place at Group companies in Japan to ensure that employees caring for children and family members requiring care can continue to work during different life stages. In response to the revision of the Child and Family Care Leaves Act, we have started implementing systems within the company, including the availability to take hourly leave to care for children, paid leave, or family care leave, as well as a postpartum paternity leave (childcare leave at time of birth) system.

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 FY2022, one female employee took childcare leave.

## Employee Satisfaction Surveys

The Indonesia Factory conducts an annual employee satisfaction survey in an effort to improve the working environment. All employees, including temporary employees, are asked to respond to the survey in the form of a questionnaire in five categories: functions of the general affairs and human resource divisions, management policies and strategies of the company's management team, the state and operation of the company organization, leadership, and the work environment. The results are fed back to all employees, and KPIs are established for items that receive poor evaluations in order to make improvements while implementing the PDCA cycle.

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 Human Resource 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. At our Indonesia Factory, we have also formulated our own annual plan and are focusing on human resource development based on business and regional characteristics.



## 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 System & Operation

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.

## 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.

From FY2018 to FY2020, DMC created manuals for all divisions to standardize and exchange business activities that tend to depend upon individual knowledge and skills. Following on from FY2021, DMC continued to implement business improvements and revised manuals as and when needed. We will continue to update and make improvements to our manuals.

### Training for Groups at Different Levels

The Group regularly conducts group training by level with the same content as the USCO Group, either jointly or separately. Training includes Seminar for Executives, Seminar for Managers, Seminar for Evaluators, Basic Seminar for Managers, and Global Human Resource Cultivation Seminar for New Employees. In FY2022, the following training was conducted at DMC (non-consolidated) and the Indonesia Factory.

#### ◆ Training Results

(hours)

Scope	Average Training Hours per Person
Japan	6.6
Overseas	2
Group	3.1

#### ◆ Breakdown of Main Training

Training Category	Name of the Training	Scope	Training Topics
Level-based	Global Human Resource Cultivation Seminar for New Employees	New employees	Training for new graduates and new employees, focusing on the mindset and manners as working members of society
	New Employee Follow-up Training	New employees	Follow-up training for new employees after joining, conducted in summer and winter
	Kick-off Training for Younger Employees	Young employees up to fifth year after joining company as new graduate hire	Kick-off training before young person training below, sharing purpose and goals of training
	Young Person Training	Young employees up to fifth year after joining company as new graduate hire	Teamwork and leadership that give both individuals and teams a sense of accomplishment
	Exchange Meeting for Women's Empowerment	All candidates for executive positions and above	Exchange views based on questionnaire regarding women's empowerment to get ideas for solving future issues
	Next Generation Training	All candidates for managerial positions and above	Fundamentals of leadership, accounting, management, and strategy frameworks based on THE TEAM
Management training	Time Management	Section Head, Unit Head, Worker	How to make the most of your time by prioritizing work
	Seven Habits	Section Head, Unit Head, Worker	Understanding the seven habits of highly-effective people (an approach to increasing effectiveness based on the principles of human growth from a state of dependence to independence, and finally to interdependence)
	Effective Communication	Section Head, Unit Head	Understanding effective communication
	Coaching & Counselling	Section Head, Unit Head	Understanding what coaching and counselling is
	Leadership	Section Head, Unit Head	Acquiring leadership skills

### 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 Japanese lessons in Indonesia to promote smooth communication between the Head Office and the Indonesia Factory.

#### ◆ Language Training Overview

Location	Description
Indonesia Factory	For those planning to do technical intern training in Japan, 8 months of Japanese language training is provided before the intern training, followed by a minimum of 2 hours of Japanese language training per week after arriving in Japan

## 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 System & Operation

To establish a health and safety management system at our domestic bases in accordance with the Industrial Safety and Health Act, DMC facilitates the assignment of Health and Safety Managers, improvement of the health and safety promotion system, the submission of proposals for improving health and safety, education for health and safety, and measures to improve health status. DMC holds monthly Health and Safety Committee meetings to discuss basic measures to prevent risk and health impairment. The company's industrial physician attends Health and Safety 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. The Indonesia Factory has established a Safety Management Committee to ensure safety and hygiene for all employees working at the plant. Operations personnel also prepare safety technical reports and report to their superiors every three months.

### Approaches to the Prevention of Labor Accidents

The DMC Group health and safety management system strives to prevent labor accidents. We have also started new programs: Gathering slogans for health and safety 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 Health and Safety 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. As a part of 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.

In addition, the President and managers conduct regular patrols of manufacturing sites in the Shirakawa Factory and in the Indonesia Factory to raise the safety awareness of employees working on site.

There were no labor accidents in FY2022 (consolidated).

#### ◆ Labor Accident Frequency & Severity Rate

	Scope	FY2020	FY2021	FY2022	Coverage rate
Labor Accident Frequency Rate*1	Group	0.0	0.0	2.27	100%
Labor Accident Severity Rate*2		0.0	0.0	0.01	100%

\*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 once a year (twice a year for factory employees) 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 FY2022 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. Since FY2021, the Human Resource Division has taken the lead in conducting interviews with all employees twice a year as a measure to prevent any mental health problems. Interviews are conducted in a free and open manner, covering topics such as what you are having trouble with and what you would like to see improved, future career path, and about your direct supervisor. The results of the interviews are grouped into the five categories of company, work, supervisors, systems, and organization, and are used to enhance management and leadership training.

# Sustainable Supply Chain Management

The DMC Group 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.

We reviewed our CSR Procurement Guidelines in 2021. With the aim of strengthening collaboration with suppliers to promote sustainability throughout the supply chain, the revised Guidelines require that suppliers agree to comply with the Guidelines. In light of changes in the global situation, we plan to revise our CSR procurement questionnaire in FY2023.

### 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.

## Management System & Operation

Procurement activities are overseen by the Procurement Group headed by the Production Management Division Manager, who conducts supply chain management based on a Procurement Policy that includes social aspects such as the suppliers' environment and human rights. 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.

### New Supplier Selection

1. 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.
2. In the secondary assessment, the Purchase Group conducts an assessment based on supply stability and price, and determines supplier qualifications after taking into account CSR procurement questionnaire results.
3. Concludes transaction contract.

### Decision to Continue Trading

Decisions are made based on various aspects, including legal compliance, response to defects, and the status of CSR initiatives.

## Request for Agreements with our CSR Procurement Guidelines

We ask our suppliers to sign a Confirmation of Consent to our CSR Procurement Guidelines to ensure compliance with the Guidelines. As of the end of FY2022, we have obtained agreements from 35 suppliers that account for 80% of our total procurement. In addition, from FY2022, new suppliers are now required to submit an agreement before conducting business.

## 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 has monitored major CSR approaches by its suppliers and promotes activities through its CSR Procurement questionnaire based on the items shown below, 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, in FY2021, we updated our CSR Procurement Guidelines and requested our major suppliers to agree to the Guidelines (agreement to the 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 on CSR Procurement

- 1.Labor
- 2.Health and Safety
- 3.Environment
- 4.Ethics
- 5.Management System

 [DMC's CSR Procurement Guidelines](http://www.dmcoltd.com/files/sustainability/DMC-CSR-Procurement-Guidelines_2021_en.pdf)  
www.dmcoltd.com/files/sustainability/DMC-CSR-Procurement-Guidelines\_2021\_en.pdf

## Training for Purchasing Division

To promote CSR procurement throughout the supply chain, it is vital that employees in the internal purchasing division are aware of sustainability issues in the supply chain. We plan to conduct CSR procurement training for all employees in the purchasing and sales divisions during FY2023.



## Response to Conflict Minerals

### 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 & Standards Management Office 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 110 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 94.5% (104 suppliers) in FY2022. Currently, no minerals have been identified as a source of funding for armed groups.

# Environmental Conservation

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

## Environmental Conservation

In addition to the Shirakawa Factory in Japan and Indonesia Factory, the DMC Group has also obtained ISO 14001 certification for the Iwaki Factory which began operations in October 2021 (100% ISO certification coverage of production sites). 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

The 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 16 Quality & Environmental Management System Diagram

### Internal Audit

The Group conducts annual audits by certified internal auditors to confirm conformance with ISO 14001 and the effective functioning of the environmental management system.

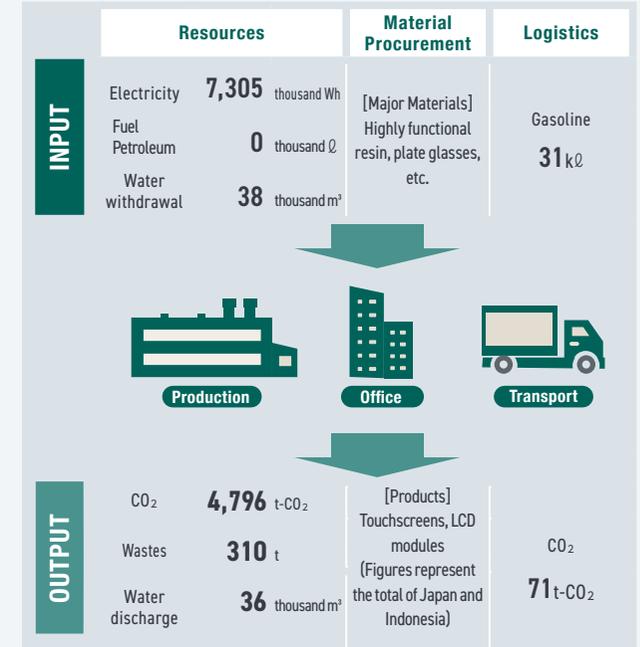
DMC holds meetings before and after audits to clarify priority items, confirm the content identified by auditors with the related divisions and departments while the ISO Promotion Secretariat shares issues to promote improvement throughout the DMC Group, and handles progress management of the issues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

### In-house Education

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

- ISO awareness training: All division managers provide opportunities for employees to recognize and learn quality and ISO policies in order to maximize business results by linking division goals and individual targets. Employees themselves record these details in the prescribed format where they are then managed by the ISO Promotion Secretariat.
- Internal and external training related to CO<sub>2</sub> reduction: After training, reductions are examined and operational tests conducted, such as electricity consumption in the factory, as individual themes.

## 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 CO<sub>2</sub> 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.

### Progress Towards CO<sub>2</sub> Emissions Targets

The Group aims to reduce Scope 1 and 2 emissions at our company, Indonesia Factory, Shirakawa Factory, and Iwaki Factory by 26.6% by FY2025 as an interim target toward achieving carbon neutrality by 2050 (with FY2018 as the base year). Scope 1 and 2 emissions in FY2022 increased by 25.7% compared to the previous year. This was 17.4% lower than the 55% reduction in the baseline year for Scope 1, which was set as a single-year target for FY2022, and 7.6% higher than the 10% reduction in the baseline year for Scope 2, meaning that we did not achieve our targets. The main reasons for the increase were a greater number of operating hours at the domestic and Indonesian factories due to increased production, and year-round operation at the Iwaki Factory. We will continue to strengthen energy conservation measures to promote CO<sub>2</sub> reductions.

### Scope 3 Emissions

The DMC Group calculates greenhouse gas emissions in all its corporate activities, from upstream to downstream, based on the GHG Protocol, an international standard for companies to

calculate and report greenhouse gas emissions throughout their supply chains. In FY2022, Category 1 emissions, which account for the highest proportion of CO<sub>2</sub> emissions, increased by 23.6% compared to the previous year. This was due to an increase in the amount of glass purchased due to increased production, as well as bulk purchases of eligible items in response to the semiconductor shortage and EOL. Clarifying emissions throughout our supply chain and identifying the potential for reducing emissions will lead to CO<sub>2</sub> reduction and contribute to the fight against global warming.

#### ◆ FY2022 CO<sub>2</sub> Emissions by Scope & Category (t-CO<sub>2</sub>)

Scope & Category		Emissions
SCOPE 1		71
SCOPE 2		4,796
SCOPE 1+2		4,867
SCOPE 3		18,973
Category 1	Purchased Goods and Services	14,970
Category 2	Capital Goods	128
Category 3	Fuel- and Energy-related Activities (not included in scope 1 or 2)	515
Category 4	Transportation and Delivery (Upstream)	1,952
Category 5	Waste Generated in Operations	10
Category 6	Business Travel	113
Category 7	Employee Commuting	260
Category 11	Use of Sold Products	1,025
Total		23,837

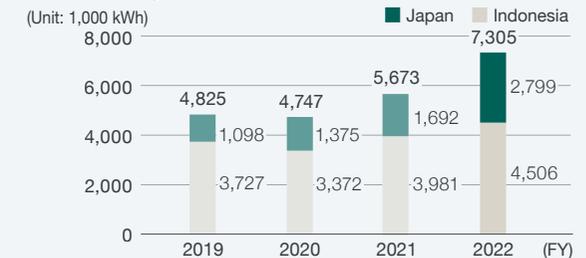
\* Scope is production sites (100% coverage). Seedsware Corporation's production site in Osaka is excluded from the scope as it was merged in 2023.

### Management System & Operation

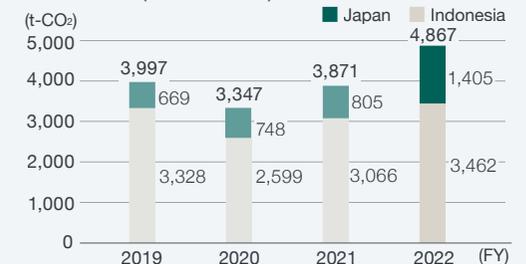
General Affairs Division takes charge of company-wide improvement activities. We conducted energy-saving campaigns, shifted to LED lighting, implemented highly efficient PC monitors

and other devices, and shifted business vehicles to eco-friendly vehicles throughout the company. We are also continuously working to improve the efficiency of energy use in our production processes. At the Shirakawa Factory, we installed equipment that can adjust humidity and temperature by block in manufacturing areas and automatic turn-off lights using motion sensors in common areas, and continue with the Cool Biz campaign to limit the use of air conditioners. As a measure to further reduce electricity usage going forward, in FY2022 we checked and tested electricity usage and the effectiveness of measures at our Iwaki Factory. Specifically, it was demonstrated that electricity usage could be reduced by 25% compared to the previous year by better using air conditioning, which uses a high proportion of electricity. As such, we will make efforts to rollout the results of this verification to other factories.

#### ◆ Power Usage\*



#### ◆ CO<sub>2</sub> Emissions (SCOPE 1+2)\*



\* Scope is production sites (100% coverage). Including results from the Iwaki Factory from FY2021.

## Approaches to Waste Reduction

### Basic Concept

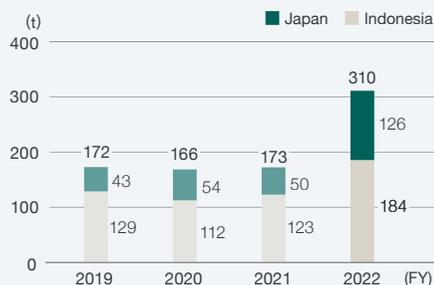
The DMC Group will make effective use of resources to create a sustainable, recycling-oriented society, and will set and work toward waste reduction and recycling targets.

### 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.

We also striving to reduce the amount of waste by recovering and selling waste precious metals generated in the manufacturing process as valuable resources.

#### Volume of Waste Disposal



## Approaches to Paper Reduction at DMC

The 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

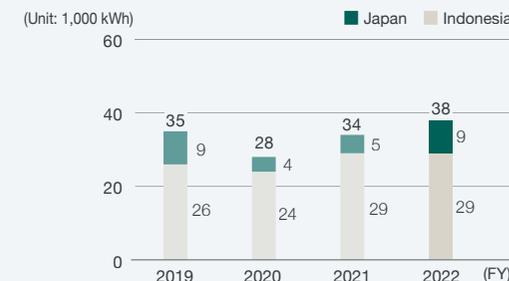
Infrastructure improvement has been delayed due to an increase in population and demand for water resources that have accompanied economic growth. This has accelerated water shortages and pollution, which has had a significant impact on our lives and environment. The DMC Group considers the effective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

### Management System & Operation

The 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. The Indonesia Factory has introduced and is operating a recycling system for water-intensive processes in order to make effective use of precious water resources, and is working to continuously reduce its water usage.

In addition, our domestic and Indonesian factories carry out appropriate wastewater treatment in accordance with laws and regulations, conduct regular biochemical oxygen demand (BOD) inspections, and submit test result certificates to public institutions to confirm that there are no problems.

#### Water Intake



## 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.



## Third-Party Assurance



### Independent Assurance Statement

August 1, 2023

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 CO<sub>2</sub> emissions of the Company and PT. DMC TEKNOLOGI INDONESIA in FY2022, which are 0.07 kt-CO<sub>2</sub> (Scope1), 4.80 kt-CO<sub>2</sub> (Scope2) and 19.0 kt-CO<sub>2</sub> (Scope3). The purpose of this process is to express our conclusion on whether the CO<sub>2</sub> emissions were calculated in accordance with the Company’s standards. The Company’s management is responsible for calculating the CO<sub>2</sub> emissions. 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 CO<sub>2</sub> 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 CO<sub>2</sub> 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.

## 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.

#### Easy Japanese Seminar

We are welcoming technical intern trainees from Indonesia every year. Since not all employees are necessarily fluent in Japanese, we hold Easy Japanese Seminars with the cooperation of the Fukushima International Association to ensure smooth communication between Japanese and non-Japanese colleagues. One main focus is on learning how to say things in Japanese in an easier way which foreigners can easily understand, including replacing more complicated words with simpler language. In 2022, 7 trainees and 11 Japanese employees participated in the program.

#### Disaster Preparedness Courses for Non-Japanese Trainees and Local Residents

As with the Easy Japanese Seminar, we hold disaster preparedness courses for technical intern trainees from Indonesia and high school students and adults living in the suburbs of Shirakawa City at our Shirakawa Factory with the cooperation of the Fukushima International Association. At these courses, since non-Japanese colleagues can more easily be isolated during a disaster if their language skills are lacking, participants learned to communicate using easy Japanese for foreigners, including words for water outages, landslides, and other language used in times of disaster. Participants also experienced an earthquake using virtual reality (VR) and engaged in group work to discuss what to take with them during a disaster. Some said they enjoyed the learning experience, and others expressed interest in learning about cultures and disasters in other countries.



Participants hide under desks during a simulated earthquake



Participants experience earthquakes with sound and images using VR equipment



All participants gather for a photograph to commemorate the close of the course

#### Support for Victims of the West Java Earthquake

On November 21, 2022, a magnitude 5.6 earthquake struck western Java in Indonesia. DMC, which has a factory in Indonesia, began preparing relief supplies to be sent to the disaster area on the fourth day after the earthquake, successfully delivering these on November 30. Many people in the disaster area were able to take shelter using tents and tarps, and we believe that our support contributed to their well-being in some small way.



Packing of relief supplies



Loading supplies bound for the disaster area



Handing over relief supplies in the disaster area

## Governance

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

### Corporate Governance

Based on our management policy, we are striving to create a corporate culture that respects the rights and interests of all stakeholders, including shareholders, customers, business partners, and employees, and to build a solid management system by establishing a framework for effective corporate governance to maximize corporate value over the medium to long term.

### 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 eight 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 has two outside corporate auditors (part-time) qualified as tax accountants who conduct accounting audits and verify the appropriateness of financial information. Regarding matters related to the status of business operations, the supervisory authority of shareholders has been strengthened to supervise compliance 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 34% 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 FY2022, 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 fully share rules, such as requiring advance application for and detailed reporting after the use of customer-related 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)

For various types of reporting and consultation on problems and other issues that arise in the workplace, DMC Group has established internal and external consultation desks that are available to all employees at any time for early detection and resolution of problems. 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 two reports and consultations in FY2022.

To establish a framework to accept reports and provide consultations for violations of compliance and harassment policy in business activities, we have established consultation desks at Human Resource & General Affairs Divisions at DMC and General Affairs Division at USCO.

At our Indonesia Factory, we have established a communication forum\* and have developed our own reporting system based on the reporting process stipulated in our company regulations. In addition to serving as a whistleblower system, it is also used as a forum for communication among employees and with management.

※ The Communication Forum is held monthly with 50 to 60 employee representatives coming together for a breakfast meeting (bread and drinks are provided). In addition to the head of the department in charge reporting on the current status of the company, other managers provide information that needs to be shared and a question-and-answer session is held.

## Compliance Seminars

DMC strives to increase employee awareness of compliance through seminars. In FY2022, we conducted human rights seminars for managers led by external instructors, as well as seminars on harassment and human rights in each area. At the Indonesia Factory, compliance is promoted through monthly reporting meetings to confirm that the compliance targets set by the Corporate Management System Division are being met.

## 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. In FY2022, we provided nine Information Security Courses via email for all employees to make them aware of the dangers surrounding information security. 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.

DMC is working to strengthen its network, including its security. As such, we launched an internal project in FY2022 and created internal regulations and information system manuals in preparation for meeting ISO 27001 certification standards in FY2023.

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. At the Indonesia Factory, we identify potential risks and report on the progress of measures to deal with the identified risks at a meeting attended by all divisions once a month in an effort to prevent the risks from materializing.

### Approaches to the Business Continuity Plan (BCP)

The DMC Group established and operates 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.

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 FY2022, we worked to incorporate the existing BCP Manual into a BCP Plan. However, we concluded that in order to apply the Manual in the event of an actual disaster, it must be reconsidered from the viewpoint of scope and materiality, and so we are moving forward with an emphasis on the development of each item.

In response to the pandemic, DMC strives to ensure infection control to protect the health of its employees and their families and to continue stable business activities. We will continue to develop responses according to the infection situation and strive to prevent the spread of infection through risk management in the unlikely event of an emergency.

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.

# GRI Standards Content Index

## Statement of use

DMC Co., Ltd. has reported the information cited in this GRI content index for the period [January 1, 2022 to December 31, 2022] with reference to the GRI Standards.

**GRI 1 used** GRI 1: Foundation 2021

## GRI 2: General Disclosures 2021

GRI	Disclosure	Page
<b>1. The organization and its reporting practices</b>		
2-1	Organizational details	1, 5
2-2	Entities included in the organization's sustainability reporting	1, 5
2-3	Reporting period, frequency and contact point	1
2-4	Restatements of information	Not applicable
2-5	External assurance	31
<b>2. Activities and workers</b>		
2-6	Activities, value chain and other business relationships	5, 7, 9, 26-27
2-7	Employees	1, 21
2-8	Workers who are not employees	—
<b>3. Governance</b>		
2-9	Governance structure and composition	33
2-10	Nomination and selection of the highest governance body	—
2-11	Chair of the highest governance body	—
2-12	Role of the highest governance body in overseeing the management of impacts	12
2-13	Delegation of responsibility for managing impacts	—
2-14	Role of the highest governance body in sustainability reporting	12
2-15	Conflicts of interest	12-13

GRI	Disclosure	Page
2-16	Communication of critical concerns	12, 33
2-17	Collective knowledge of the highest governance body	12
2-18	Evaluation of the performance of the highest governance body	12
2-19	Remuneration policies	—
2-20	Process to determine remuneration	—
2-21	Annual total compensation ratio	—
<b>4. Strategy, policies and practices</b>		
2-22	Statement on sustainable development strategy	12
2-23	Policy commitments	19
2-24	Embedding policy commitments	10-13, 21-36, 38-52, 54-64
2-25	Processes to remediate negative impacts	19-20
2-26	Mechanisms for seeking advice and raising concerns	19-20
2-27	Compliance with laws and regulations	—
2-28	Membership associations	—
<b>5. Stakeholder engagement</b>		
2-29	Approach to stakeholder engagement	13
2-30	Collective bargaining agreements	—

## GRI 3: Material Topics 2021

<b>2. Disclosures on material topics</b>		
3-1	Process to determine material topics	14-15
3-2	List of material topics	14-15
3-3	Management of material topics	8, 12

## GRI 200: Economic topics

<b>GRI 201: Economic Performance 2016</b>		
201-1	Direct economic value generated and distributed	5
201-2	Financial implications and other risks and opportunities due to climate change	—
201-3	Defined benefit plan obligations and other retirement plans	—
201-4	Financial assistance received from government	—
<b>GRI 202: Market Presence 2016</b>		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
202-2	Proportion of senior management hired from the local community	—

GRI	Disclosure	Page
<b>GRI 203: Indirect Economic Impacts 2016</b>		
203-1	Infrastructure investments and services supported	32
203-2	Significant indirect economic impacts	—
<b>GRI 204: Procurement Practices 2016</b>		
204-1	Proportion of spending on local suppliers	—
<b>GRI 205: Anti-corruption 2016</b>		
205-1	Operations assessed for risks related to corruption	—
205-2	Communication and training about anti-corruption policies and procedures	34
205-3	Confirmed incidents of corruption and actions taken	Not applicable
<b>GRI 206: Anti-competitive Behavior 2016</b>		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable
<b>GRI 207: Tax 2019</b>		
207-1	Approach to tax	—
207-2	Tax governance, control, and risk management	—
207-3	Stakeholder engagement and management of concerns related to tax	—
207-4	Country-by-country reporting	—

## GRI 300: Environmental topics

<b>GRI 301: Materials 2016</b>		
301-1	Materials used by weight or volume	—
301-2	Recycled input materials used	—
301-3	Reclaimed products and their packaging materials	—
<b>GRI 302: Energy 2016</b>		
302-1	Energy consumption within the organization	28-29
302-2	Energy consumption outside of the organization	—
302-3	Energy intensity	—
302-4	Reduction of energy consumption	—
302-5	Reductions in energy requirements of products and services	—
<b>GRI 303: Water and Effluents 2018</b>		
303-1	Interactions with water as a shared resource	30
303-2	Management of water discharge-related impacts	30

GRI	Disclosure	Page
303-3	Water withdrawal	28, 30
303-4	Water discharge	28, 30
303-5	Water consumption	—
<b>GRI 304: Biodiversity 2016</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—
304-2	Significant impacts of activities, products, and services on biodiversity	—
304-3	Habitats protected or restored	—
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—
<b>GRI 305: Emissions 2016</b>		
305-1	Direct (Scope 1) GHG emissions	29
305-2	Energy indirect (Scope 2) GHG emissions	29
305-3	Other indirect (Scope 3) GHG emissions	29
305-4	GHG emissions intensity	—
305-5	Reduction of GHG emissions	29
305-6	Emissions of ozone-depleting substances (ODS)	—
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	—
<b>GRI 306: Waste 2020</b>		
306-1	Waste generation and significant waste-related impacts	30
306-2	Management of significant waste-related impacts	30
306-3	Waste generated	30
306-4	Waste diverted from disposal	—
306-5	Waste directed to disposal	—
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
308-1	New suppliers that were screened using environmental criteria	—
308-2	Negative environmental impacts in the supply chain and actions taken	—

**GRI 400: Social topics**

GRI	Disclosure	Page
<b>GRI 401: Employment 2016</b>		
401-1	New employee hires and employee turnover	21

GRI	Disclosure	Page
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
401-3	Parental leave	23
<b>GRI 402: Labor/Management Relations 2016</b>		
402-1	Minimum notice periods regarding operational changes	22
<b>GRI 403: Occupational Health and Safety 2018</b>		
403-1	Occupational health and safety management system	25
403-2	Hazard identification, risk assessment, and incident investigation	25
403-3	Occupational health services	25
403-4	Worker participation, consultation, and communication on occupational health and safety	25
403-5	Worker training on occupational health and safety	25
403-6	Promotion of worker health	25
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	25
403-8	Workers covered by an occupational health and safety management system	—
403-9	Work-related injuries	—
403-10	Work-related ill health	—
<b>GRI 404: Training and Education 2016</b>		
404-1	Average hours of training per year per employee	24
404-2	Programs for upgrading employee skills and transition assistance programs	24
404-3	Percentage of employees receiving regular performance and career development reviews	—
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
405-1	Diversity of governance bodies and employees	21
405-2	Ratio of basic salary and remuneration of women to men	—
<b>GRI 406: Non-discrimination 2016</b>		
406-1	Incidents of discrimination and corrective actions taken	Not applicable
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—
<b>GRI 408: Child Labor 2016</b>		
408-1	Operations and suppliers at significant risk for incidents of child labor	—

GRI	Disclosure	Page
<b>GRI 409: Forced or Compulsory Labor 2016</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	—
<b>GRI 410: Security Practices 2016</b>		
410-1	Security personnel trained in human rights policies or procedures	—
<b>GRI 411: Rights of Indigenous Peoples 2016</b>		
411-1	Incidents of violations involving rights of indigenous peoples	—
<b>GRI 413: Local Communities 2016</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	32
413-2	Operations with significant actual and potential negative impacts on local communities	—
<b>GRI 414: Supplier Social Assessment 2016</b>		
414-1	New suppliers that were screened using social criteria	—
414-2	Negative social impacts in the supply chain and actions taken	—
<b>GRI 415: Public Policy 2016</b>		
415-1	Political contributions	—
<b>GRI 416: Customer Health and Safety 2016</b>		
416-1	Assessment of the health and safety impacts of product and service categories	—
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No violation
<b>GRI 417: Marketing and Labeling 2016</b>		
417-1	Requirements for product and service information and labeling	18, 27
417-2	Incidents of non-compliance concerning product and service information and labeling	No violation
417-3	Incidents of non-compliance concerning marketing communications	No violation
<b>GRI 418: Customer Privacy 2016</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not applicable

## ISO26000 Content Index

In this report, DMC sustainability activities can be classified on the core subjects of ISO26000 as follows.

Core Subjects	Issues	References	Page Title
Organizational governance	Organizational governance	2-4	Message from the President
		12-13	Corporate Management & Sustainability • DMC Sustainability • Stakeholder Engagement
		33-34	Governance
Human rights	<ol style="list-style-type: none"> <li>1. Due diligence</li> <li>2. Human rights risk situations</li> <li>3. Avoidance of complicity</li> <li>4. Resolving grievances</li> <li>5. Discrimination and vulnerable groups</li> <li>6. Civil and political rights</li> <li>7. Economic, social and cultural rights</li> <li>8. Fundamental principles and rights at work</li> </ol>	19-20	Respect for Human Rights
		21-25	Labor Practices
		26-27	Sustainable Supply Chain Management
Labor practices	<ol style="list-style-type: none"> <li>1. Employment and employment relationships</li> <li>2. Conditions of work and social protection</li> <li>3. Social dialogue</li> <li>4. Health and safety at work</li> <li>5. Human development and training in the workplace</li> </ol>	19-20	Respect for Human Rights
		21-25	Labor Practices
The environment	<ol style="list-style-type: none"> <li>1. Prevention of pollution</li> <li>2. Sustainable resource use</li> <li>3. Climate change mitigation and adaptation</li> <li>4. Protection of the environment, biodiversity and restoration of natural habitats</li> </ol>	2-4	Message from the President
		28-31	Environmental Conservation

Core Subjects	Issues	References	Page Title
Fair operating practices	<ol style="list-style-type: none"> <li>1. Anti-corruption</li> <li>2. Responsible political involvement</li> <li>3. Fair competition</li> <li>4. Promoting social responsibility in the value chain</li> <li>5. Respect for property rights</li> </ol>	26-27	Sustainable Supply Chain Management
		33-34	Governance • Compliance
Consumer issues	<ol style="list-style-type: none"> <li>1. Fair marketing, factual and unbiased information and fair contractual practices</li> <li>2. Protecting consumers' health and safety</li> <li>3. Sustainable consumption</li> <li>4. Consumer service, support, and complaint and dispute resolution</li> <li>5. Consumer data protection and privacy</li> <li>6. Access to essential services</li> <li>7. Education and awareness</li> </ol>	16-18	Product Safety & Security
		26-27	Sustainable Supply Chain Management
		33-34	Governance • Compliance
Community involvement and development	<ol style="list-style-type: none"> <li>1. Community involvement</li> <li>2. Education and culture</li> <li>3. Employment creation and skills development</li> <li>4. Technology development and access</li> <li>5. Wealth and income creation</li> <li>6. Health</li> <li>7. Social investment</li> </ol>	12-13	Corporate Management & Sustainability • DMC Sustainability • Stakeholder Engagement
		21-25	Labor Practices
		32	Contribution to Regional Society