










# CSR Management

DNP has set principal themes to be addressed as part of CSR management. In addition to identifying themes that we deem important and a priority based primarily on our management strategy and business fields, we also include themes that the international community views as critical, starting with the United Nations Global Compact Ten Principles and the Sustainable Development Goals (SDGs), and comprehensively analyze them.

	Principal themes	Medium- to long-term vision	Priority indicators for achieving medium- to long-term vision	Medium- to long-term targets*	FY2021 results	
Value creation	<b>Business to Contribute to SDGs Achievement</b>	We create new value through products and services, which will contribute to the achievement of the SDGs, and help society grow in a sustainable manner.		(1) Ratio of Super Eco-Products* in total sales * Excellent eco-conscious products and services designated through DNP's original certification system	(1) Achieve 10% by 2025.	(1) 10.0% (134.8 billion yen)
	<b>Fair Operating Practices</b>	We help to maintain and develop orderly, free and competitive markets based on laws and social ethics and by always remaining fair and equitable.		(1) Number of meetings of the Corporate Ethics Committee (2) Ratio of Autonomous Corporate Ethics Training conducted	(1) Hold meeting once a month (12 times a year) or more. (2) Achieve 100% (covering all organizations concerned).	(1) Once a month (12 times) (2) 100% (109 organizations)
Foundation to support value creation	<b>Human Rights and Labor</b>	We place human dignity first and foremost and respect diversity unique to all persons that includes their culture, nationality, race, ethnicity, language, religion, values, gender, age, gender identity, sexual orientation and whether they have disabilities. We accordingly respect working styles suited to the diversity of our employees and make efforts to create a safe, healthy and vibrant working environment based on the assumption of acting with discipline.		(1) Ratio of female managers (2) Number of female managers and leaders (3) Ratio of employees with disabilities (4) Ratio of annual paid leave taken (5) Frequency rate of lost workday injuries	(1) Achieve ratio of female managers (section manager or above) of 7% or more by the end of March 2022. (2) Double the number of female managers and leaders by the end of March 2022 compared with the number (430) in February 2016. (3) Achieve ratio not lower than 2.3%. (4) Achieve an increase over the previous fiscal year (56.4%). (5) Keep rate not more than 0.2.	(1) 7.4% (2) Over 2.2 times the number (938) (3) 2.43% (4) 57.5% (5) 0.19
	<b>Environment</b>	DNP targets the realization of a decarbonized society, a recycling-oriented society and a society in harmony with nature by creating new value through Printing and Information (P&I) Innovations designed to achieve the emergence of a sustainable society.  <a href="#">To the DNP Group Environmental Vision 2050 for full text </a>		<ul style="list-style-type: none"> <li>▶ For details, see page 59 of the DNP Group Integrated Report 2022 for the DNP Group Environmental Vision 2050 and "Environmental Medium-term Targets".</li> <li>▶ For details, see page 17 of the DNP Group Environmental Report 2022 for Environmental Activity Targets and Results List.</li> </ul>		
	<b>Responsible Procurement</b>	For creating excellent value and cultivating strong compliance awareness at the same time, we work jointly with our supply chain stakeholders and conduct procurement that gives due consideration to human rights, the environment and more.		(1) Average score of DNP Group CSR Procurement Guidelines survey on key suppliers (2) Percentage of key suppliers that have obtained the conformance certificate of DNP Group Guidelines for Procurement of Paper for Printing and Converting	(1) Achieve an average score of 90 points or more by FY2030. (2) Achieve 100% by FY2030.	(1) 87 points in Japan (2) 94%
	<b>Product Safety and Quality</b>	We seek to gain the trust of society by prioritizing the safety and quality of our products and services as part of our responsibility as a company that supplies these to society.		(1) Number of serious accidents* caused by our products * Including cases where a defect in our products jeopardizes the user's life, causes serious bodily harm or inflicts serious damage on the user's property (other than the product itself) (2) Percentage of newly developed products undergoing product safety and risk assessment	(1) Achieve zero accidents. (2) Achieve 100%.	(1) Zero accidents (2) 100% (394 products)
	<b>Information Security</b>	We ensure the exceptional security of personal information and all other information assets through management and protection as part of the social responsibility of a company handling such information assets.		(1) Rate of information security compliance assessments conducted (2) Rate of inspections and instructions by the executive officer in charge of divisions implementing priority measures for personal information protection, etc. (3) Participation rate of information security education and training (4) Rate of security vulnerability tests for publicly open websites	(1) Achieve 100% (covering all business units and Group companies). (2) Achieve 100% (covering all organizations concerned). (3) Achieve 100% (covering all organizations concerned). (4) Achieve 100% (covering all websites concerned).	(1) 100% (90 units and companies) (2) 100% (66 times) (3) 100% (Approx. 41,000 persons) (4) 100% (487 web systems)
	<b>Corporate Citizenship</b>	We contribute to society by resolving social issues, conducting volunteer activities and through cultural activities as we look to deepen our relationship with society as a good corporate citizen that coexists with society.		(1) Number of external participants in social contribution activity programs (2) Number of employee participants in social contribution activity programs (3) Number of fair trade-related products consumed in-house (4) Number of dishes served in company cafeterias to support disaster areas and groups engaging in future generations' development	(1) Achieve an accumulated total of 10,000 persons (2,000 per year) from FY2020 to FY2024. (2) Achieve an accumulated total of 6,000 persons (1,200 per year) from FY2020 to FY2024. (3) Achieve an accumulated total of 250,000 items (50,000 per year) from FY2020 to FY2024. (4) Achieve an accumulated total of 70,000 dishes (14,000 per year) from FY2020 to FY2024.	(1) Accumulated total: 2,693 (1,400 in FY2021) (2) Accumulated total: 1,383 (709 in FY2021) (3) Accumulated total: 59,048 (19,858 in FY2021) (4) Accumulated total: 35,151 (30,635 in FY2021)

<https://www.un.org/sustainabledevelopment/>  
 The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

\* Target values without a target fiscal year set are for each fiscal year.

# Sustainability Governance

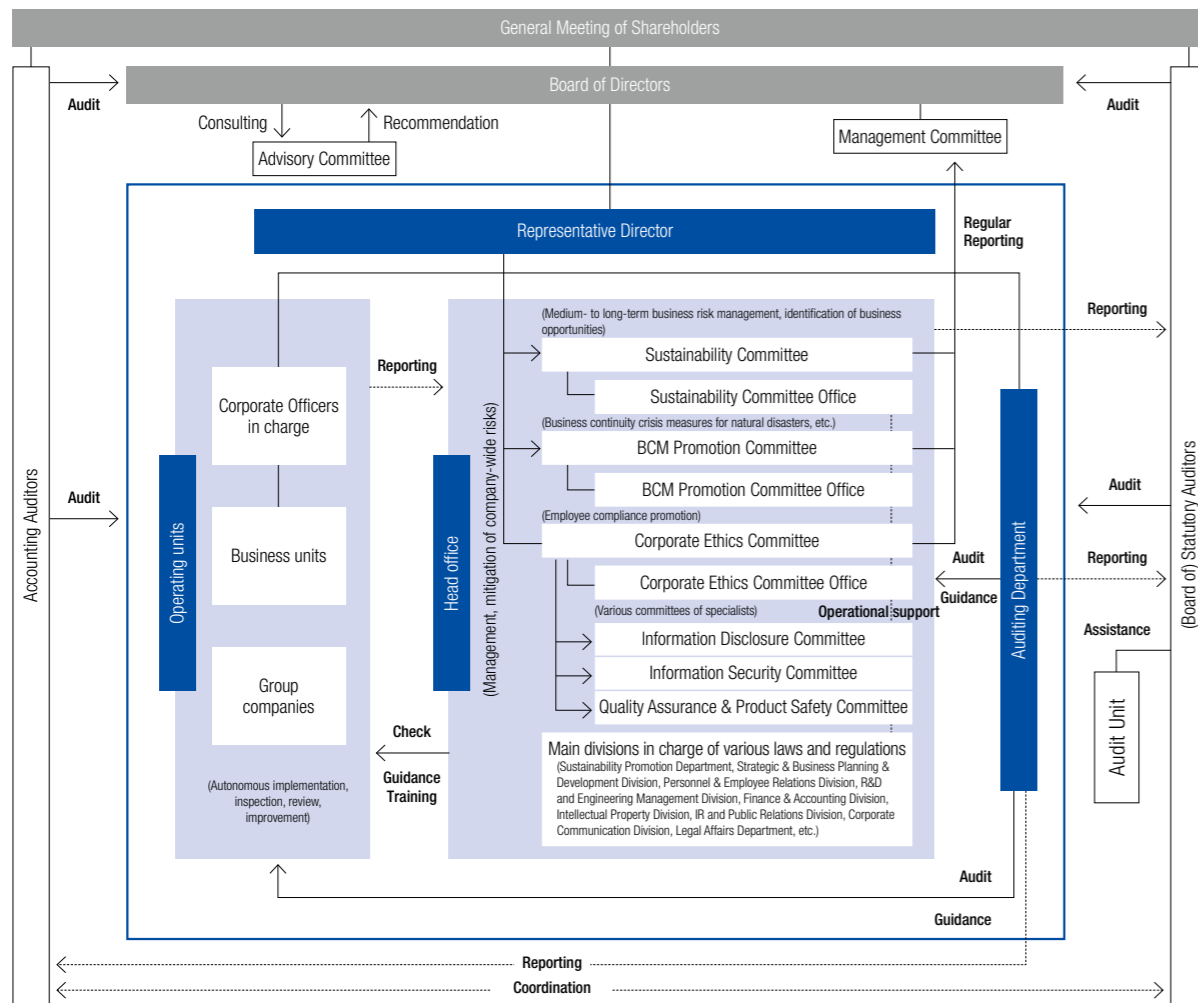
## Strengthening Sustainability Governance Structure

The DNP Group is working to create new value that will enhance the sustainability of the global environment and serve to realize a sound society and economy as well as people's pleasant and enriching lives, and by doing so, intends to achieve sustainable growth. Toward this goal, we are focusing on initiatives to conduct integrated risk management while accurately recognizing various environmental, social and economic issues and variable factors defined as risks.

To further strengthen these initiatives, the DNP Group reorganized the structure of the Sustainability Committee in April 2022. The committee consists of directors and corporate officers in charge of the corresponding head

office divisions, with the president serving as chair and a senior managing director as vice-chair. It will work with the Corporate Ethics Committee and the BCM Promotion Committee to analyze and manage company-wide risks in our medium- to long-term corporate activities that emphasize the environment, society and governance (ESG). Additionally, the DNP Group recognizes that the variable factors we have identified as risks are also opportunities for business expansion and will link these factors to new value creation to exceed the expectations of a diverse society and contribute to achieving the United Nations' Sustainable Development Goals (SDGs).

Structural diagram of DNP's corporate governance and internal control system



## Fair Operating Practices

### Performance Indicators to Monitor the Achievement of the Medium- to Long-Term Vision and FY2021 Results

Performance indicators	Targets	FY2021 results
(1) Number of meetings of the Corporate Ethics Committee*1	(1) Hold meeting once a month (12 times a year) or more.	(1) Once a month (12 times)
(2) Ratio of Autonomous Corporate Ethics Training*2 conducted	(2) Achieve 100% (covering all organizations concerned).	(2) 100% (109 organizations)

\*1 Corporate Ethics Committee: An organization overseeing internal controls, responsible for promoting a compliance framework to ensure that all business activities of the DNP Group are carried out appropriately. Consisting of directors and corporate officers in charge of each organization at the head office, the committee holds regular monthly meetings to formulate and determine policies and various activity implementation plans concerning the compliance framework of the entire Group. The committee is also responsible for comprehensively inspecting, reviewing and providing guidance for the framework established and operated in accordance with the implementation plans.

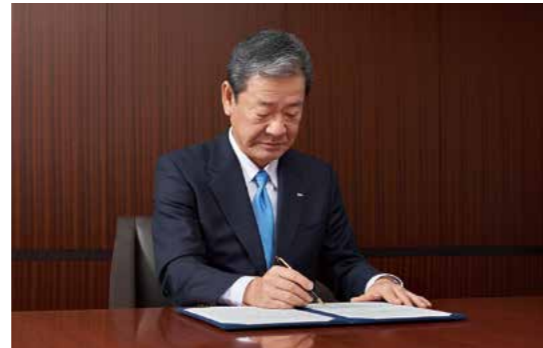
\*2 Autonomous Corporate Ethics Training: Training provided continuously since 2003. The heads of each business division provide lectures on corporate ethics as a foundation of business and explain to their staff the issues and countermeasures relevant to the operations of their respective divisions.

It is our belief that in carrying out business activities, we need to do more than just ensure DNP's and its employees' compliance with laws and regulations but always remain fair and equitable, acting under high ethical standards that

exceed the expectations of society. Based on this belief, we seek to establish corporate ethics and ensure they are more firmly instilled and established in the culture throughout the DNP Group.

### Intensifying Anti-Bribery Initiatives

DNP stays true to the DNP Group Code of Conduct and seeks to thoroughly prevent corruption through compliance with domestic and international laws and the ethical standards of society. The Board of Directors passed and published a resolution establishing the DNP Group Anti-Bribery Policy in 2018 to prevent bribery, express DNP's views and attitudes, and thoroughly inform all employees of the Policy to ensure compliance. As subsequent changes in social situations have clarified society's expectations regarding business enterprises' efforts to prevent bribery, the Anti-Bribery Policy was partially revised in October 2021. The management team exercises leadership in its promotion of the Policy, and all employees comply with it. Through these actions, we have intensified our anti-bribery initiatives.



Masato Yamaguchi, Senior Managing Director and Chairman of the Corporate Ethics Committee, signs the revised DNP Group Anti-Bribery Policy.

### Activities toward Instilling, Establishing and Thoroughly Implementing Corporate Ethics

DNP strives to instill, establish and thoroughly implement corporate ethics among all Group employees in and outside Japan. As part of these activities, each organization conducted the Autonomous Corporate Ethics Training again in FY2021 while taking the lead in examining and implementing training details matched to the characteristics of each organization. The employees renewed their understanding of topics such as the importance of building a workplace climate that enables staff members to easily express opinions, harassment prevention, and the proper ways to conduct quality control and manage information.

In October 2021, a compliance questionnaire of all

employees was conducted, with the exception of the employees of some of our Group companies, to increase employee awareness of the importance of compliance. Additionally, the Group's efforts to analyze the voices of our employees should lead us to realizations that will facilitate our development of a sincere corporate culture. Accordingly, we will implement many different measures to instill, establish and thoroughly implement the ethical standards of the Group to elevate our governance to a higher level.

A result of these activities is that no serious violations were identified in FY2021, as in the preceding years.

### Operation of Internal Whistle-Blower Systems

While working to prevent breaches of social ethics, DNP has established the Open Door Room and Global Internal Whistle-Blower System for Group employees to directly report cases or potential cases of non-compliance for early detection and to improve our self-cleansing capability. In addition to these internal systems, we have set up and operate an external helpline, through which lawyers receive relevant inquiries and reports. Also, the Consultation Office is available for employees seeking the advice of specialists regarding any concerns, and the Inquiry Office is open to all stakeholders. For issues that have become visible through

inquiries and reports addressed to the offices, we make appropriate responses and adopt necessary measures after protecting the confidentiality of the information and the anonymity of whistle-blowers so that they will not be exposed to negative consequences.

In FY2021, 76 whistle-blowing reports were received throughout the DNP Group in Japan and overseas. All reports were responded to appropriately and sincerely, and recurrence prevention measures were taken whenever necessary.

# Human Rights and Labor

## Performance Indicators to Monitor the Achievement of the Medium- to Long-Term Vision and FY2021 Results

Performance indicators	Targets	FY2021 results
(1) Ratio of female managers	(1) Achieve ratio of female managers (section manager or above) of 7% or more by the end of March 2022.	(1) 7.4%
(2) Number of female managers and leaders	(2) Double the number of female managers and leaders by the end of March 2022 compared with the number (430) in February 2016.	(2) Over 2.2 times the number (938)
(3) Ratio of employees with disabilities	(3) Achieve ratio not lower than 2.3%.	(3) 2.43%
(4) Rate of annual paid leave taken	(4) Achieve an increase over the previous fiscal year (56.4%).	(4) 57.5%
(5) Frequency rate of lost workday injuries	(5) Keep rate not more than 0.2.	(5) 0.19

## Initiatives for Human Rights

### Reinforcing Human Rights Management Based on the DNP Group Human Rights Policy

Since the 1970s, during which globalization of economic activities has progressed, the call on companies to give sufficient consideration to human rights has become stronger with time. The formulation of the United Nations Guiding Principles on Business & Human Rights in 2011, in particular, has triggered an accelerated move among countries and regions to enforce relevant action plans, laws and regulations. Japan followed suit and created an action plan on business and human rights in October 2020. With institutional investors and companies placing greater emphasis on corporate human rights efforts in selecting investees and transaction partners, companies are now urged to respect and appropriately protect human rights throughout their supply chains.

Against this backdrop, DNP has been making focused efforts to reinforce its human rights management based on the DNP Group Human Rights Policy formulated in March 2020.

#### ▶ Enhancing employee education on business and human rights

DNP believes that to promote initiatives to respect human rights, every employee must gain a correct understanding of human rights. To deepen such an understanding further, we conducted e-learning training on business and human rights for all Group employees in FY2021. The program, attended by some 25,000 employees, described issues and example cases faced in doing business, along with the concept of human rights and historical background, and conducted a brush-up quiz to facilitate their understanding of business and human rights as an issue in their daily lives.

#### ▶ Conducting a status survey on human rights issues in the supply chain

With human rights due diligence in the supply chain gaining significance in Japan and overseas, DNP conducted a



Example lecture screen of the e-learning program on business and human rights

status survey on its key suppliers about human rights issues and conflict minerals in 2021. In addition to places of origin of raw materials, we checked their involvement or non-involvement in forced labor and other human rights infringements, which have recently become an international issue, to assess the impacts of potential risks.

[CSR Management Topics 2022: Responsible Procurement](#)  
[Link](#)

#### ▶ Support for refugees

DNP regards human rights as one of the most important foundations underpinning a free economic society. To protect and enhance this foundation, each employee will play a more active role both in corporate business activities and from the viewpoint of a corporate citizen.

Additionally, the key themes of our social contribution

activities include “humanitarian aid and disaster recovery support” and “community and international engagement” and we have continued to undertake various corporate citizenship activities under these themes. As part of these activities, we will donate a total of 50 million yen over the

five years from FY2022 (10 million yen each) to the Office of the United Nations High Commissioner for Refugees (UNHCR) in support of refugees who are said to reach about 80 million across the world.

[CSR Management Topics 2022: Corporate Citizenship](#) [Link](#)

## Initiatives for Human Capital

### Formulating Human Capital Policy toward Maximizing Our Human Capital

To achieve growth over the medium to long term, DNP is reinforcing its business infrastructure by utilizing financial and non-financial capital in an integrated manner. We are working to provide systems that take into account changes occurring in the entire society and are attractive both internally and externally, to support employees who form a particularly important foundation for our growth, and to transform their awareness and action.

For three years since FY2019, we have particularly concentrated on reforming our personnel systems. As the first step in FY2019, we enhanced the treatment of mainly targeting young employees and human resources with varying careers both within and outside the Group and carried out a system reform to permit certain side jobs or dual employment. The second step in FY2020 involved facilitating a reform of our organizational culture, including revisions of our award systems, as well as updating a system to respond to the concept of equal pay for equal work and one to support the work styles of senior employees. In FY2021, which marked the third year of our efforts, we again ana-

lyzed our work and management styles and implemented diverse and specific personnel systems that will accelerate new value creation, such as a dual-ladder career system for middle-ranking executives.

DNP has been accelerating investment in human resources, which encompasses the creation of such appropriate systems, to focus on initiatives for reinforcing our human capital. We have conducted these initiatives based on a belief that respecting employees leads to the respected employees driving corporate growth and enriching society. In FY2022, we established this belief, which represents the DNP Group’s universal and basic approach to human resources, as the most important concept of our Human Capital Policy. By placing this concept at the top of our policy, visions, charter and declarations related to people we will endeavor to reinforce and maximize our human capital in a strategic, integrated manner for enhancing corporate value.

The DNP Group will continue cultivating a better corporate culture and effectively invest in people to help promote diverse individuals and human resources.



### Promoting Health and Productivity Management and Health-Driven Measures to Boost the Happiness of Employees

DNP has been promoting initiatives to increase employee engagement, which represents each employee’s willingness to contribute to a company, organization, or work. By doing so, we intend to improve labor productivity, create diverse value, cultivate employees’ awareness that they help society and people through their work, and encourage them to take action in this regard. In FY2021, we conducted our first engagement survey in June 2021. Linked to the DNP Group

Declaration on Health formulated in April 2021, the survey is designed to visualize individuals’ and teams’ awareness and actions. We will also utilize the survey to visualize issues and other factors in each organization, promote employees’ self-understanding and mutual understanding through dialogue to increase their motivation and encourage teams to achieve their expected results.

Activities to Promote Diversity and Inclusion

The DNP Group seeks to create an environment where each organization can demonstrate its capabilities to the fullest by respecting individual differences, accepting each other and synergizing strengths derived from such diversity. As Basic Policies for Promoting Diversity and Inclusion (D&I), we have selected “developing diverse human resources,” “realizing diverse work styles” and “fostering a corporate culture to encourage the active participation of diverse human resources” and have been accelerating related initiatives. Based on these policies, our specific efforts in FY2021 involved: diversifying our team of decision-makers, transforming employees’ awareness and creating an environment that provides psychological safety.



► Diversifying of decision-makers

By diversifying our team of decision-makers, we are creating opportunities for diverse employees to take active roles and establishing an organization with high levels of compliance and immunity against risks.

● Appointment of a female director from within DNP

At the General Meeting of Shareholders held in June 2021, Ms. Minako Miyama was appointed as DNP’s first female director. After gaining experience in the research, planning and development segments, she led the development of human resources and promotion of D&I as a corporate officer. She was again appointed as a director at the General Meeting of Shareholders in June 2022. At the same meeting, four outside directors, representing one-third of the 12 directors of DNP, were also appointed as in the previous year. We will continue to promote the diversification of our Board of Directors for further business expansion and strengthen the oversight of the entire Group.

● Launching a Sponsorship Program to promote the appointment of women to senior management positions

In July 2021, we launched a Sponsorship Program to promote the appointment of women to senior management positions. The program, targeting female managers (section or department managers), is a joint effort of three parties to nurture capabilities required for higher positions in the workplace hierarchy. These three parties include a participant (female manager), a sponsor (corporate officer or deputy general manager of other business units) and the owner (the head of the department to which the participant belongs). As candidates for senior management positions, ten women participated in the program in FY2021.

As for the progress in



Presentation session under the Sponsorship Program

promoting women’s active roles, we achieved our action targets set in 2019 at the end of FY2021, as the ratio of female managers increased to 7.4%, and the number of female managers and leaders was 2.2 times the number in February 2016.

In recognition of these efforts, DNP was selected as a 2022 Nadeshiko Brand under an initiative of the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) to select outstanding companies in terms of encouraging women’s success.

[Launching Sponsorship Program to Promote Appointment of Women to Decision-Making Roles to Increase Diversity among Higher Positions in the Workplace Hierarchy | What’s New | DNP Group \(in Japanese\) Link](#)

► Initiatives for transforming employees’ awareness

Amid significant changes occurring in the environment, society and economy, a voluntary effort to “learn something on one’s own” is essential. At DNP, besides responding to changes that have occurred, each employee voluntarily works to make a positive difference in society by him- or herself. To this end, we are promoting the transformation of employees’ actions and awareness and have accordingly stepped up our efforts to encourage male employees to take childcare leave and employees in managerial positions to take annual paid leave.

● Encouraging male employees to take childcare leave

In December 2020, DNP announced its participation in the Male 100% Childcare Leave Declaration both internally and externally. The D&I Promotion Committee, in which the DNP Group’s management takes part, promotes the sharing of department-specific efforts and issues throughout the Group.

As another effort, DNP has been holding Kangaroo Club, a seminar on balancing work and childcare, to

encourage employees to talk about their careers and childcare with their partners. The seminar, also open to partners who are not DNP employees, has two programs, one for employees who are expecting a baby within the next 12 months and the other for employees on maternity or childcare leave or those raising children under three.

As a result of these efforts, the ratio of male employees taking childcare leave increased to 82.4% in FY2021.

► Creating an environment that provides psychological safety

We are working to create an environment that provides psychological safety to cultivate a sense of involvement among employees concerning the promotion of D&I and link the heightened awareness to proactive actions.

● Holding the second Diversity Week

DNP has been holding the internal Diversity Week events to promote D&I since 2021. In our second event held in February 2022, we provided 22 programs under the theme of inclusion, such as a program to connect employees in different working environments online to share an experience and a program that allows employees to participate for as short as five minutes. In a questionnaire survey, 93% of employees said that their way of thinking has changed, and they realized new things. Their comments showed that the idea of D&I has steadily been taking root among employees, with some saying that new views on diversity have come to light as our work styles have become diversified with short-time work and telecommuting systems and through the use of in-house social media. Others commented that looking at the market with a focus on diversity will lead to the discovery of unexplored fields.

[Holding the Second Diversity Week | What’s New | DNP Group \(in Japanese\) Link](#)



Page available for viewing on our internal website, showing “My Commitments” by the 13 leaders of the D&I Promotion Committee



Page mimicking a weekly magazine ad, showing articles focused on managers promoting inclusion



Special exhibition held at the DNP Plaza, an open innovation facility of DNP, receiving many visitors from outside DNP

DNP’s D&I Initiatives Have Led to Higher External Evaluations and a Better In-House Indicator

■ External evaluations

Selected as a Nadeshiko Brand

DNP Selected as FY2022 Nadeshiko Brand by METI and TSE | [What’s New | DNP Group Link](#)



Received Gold rating in the PRIDE Index

DNP Receiving the Highest Gold Rating in the PRIDE Index | [What’s New | DNP Group \(in Japanese\) Link](#)



Highest-level certification in the D&I Award 2021 program

DNP Receiving the Highest-Level Certification in the D&I Award 2021 Program | [What’s New | DNP Group \(in Japanese\) Link](#)



■ Internal indicator

Improved D&I perception level (original internal indicator)

56.3% in FY2019 → **78%** in FY2021

## Responsible Procurement

### Performance Indicators to Monitor the Achievement of the Medium- to Long-Term Vision and FY2021 Results

Performance indicators	Targets	FY2021 results
(1) Average score of DNP Group CSR Procurement Guidelines survey on key suppliers	(1) Achieve an average score of 90 points or more by FY2030.	(1) 87 points in Japan
(2) Percentage of key suppliers that have obtained the conformance certificate of DNP Group Guidelines for Procurement of Paper for Printing and Converting	(2) Achieve 100% by FY2030.	(2) 94%

### Initiatives under the DNP Group CSR Procurement Guidelines

In line with an expansion of the global supply chain, impacts of corporate activities now spread more broadly in terms of human rights infringements, poor working conditions, corruption and other social issues, as well as issues related to the global environment, including climate change. In response, DNP converted its DNP Group CSR Procurement Criteria established in 2006 into the DNP Group CSR Procurement Guidelines in 2018. The guidelines were fully revised again in 2020 in a phased manner while taking into account such factors as international trends to strengthen our management in this area.

#### ▶ Holding a briefing session for suppliers

In May 2021, departments promoting sustainability and purchasing departments jointly held a briefing session on the DNP Group CSR Procurement Guidelines for suppliers of key raw materials. During the session, we mainly described human rights due diligence, which has been recently becoming an important topic across the world, the DNP Group Environmental Vision 2050 formulated in March 2020, DNP's business continuity plan (BCP) and business continuity management (BCM) and requested their understanding and cooperation for establishing a resilient supply chain. The session, while it was held online for the first time, allowed us to engage in quality communication with the 137 participating suppliers.

[Holding a Briefing Session for Suppliers on the CSR Procurement Guidelines \(in Japanese\)](#) [Link](#)

#### ▶ Conducting a supplier survey and interview on an ongoing basis

To raise the effectiveness of the GNP Group CSR Procurement Guidelines, we periodically survey key suppliers and outsourcing contractors to check the status of their initiatives under the guidelines and feed the evaluation results back to them. In FY2021, we surveyed 164 companies, and their overall average score was 87 points, showing an improvement over the previous year across all ten themes, including one recommended theme. Based on the results of the previous year's survey, we gave specific guidance for improvement by holding an interview with 14 suppliers whose scores were below the standard levels defined by DNP and provided instructions in writing to four suppliers. In Japan, we also conducted a survey on the status of initiatives for 309 outsourcing contractors of our business divisions.

In FY2022, DNP will further strengthen its management in this area for suppliers and outsourcing contractors. Going ahead, we will continue to deepen dialogue with our partners and work together, with each of us being a company trusted by society, to achieve even higher social compatibility throughout the entire supply chain.



Online briefing session for suppliers

### Survey and interview on status of initiatives under the DNP Group CSR Procurement Guidelines

Survey results	FY2018	FY2019	FY2020	FY2021
Number of companies surveyed	379	220	353	164
Overall average score (global)	84	87	85	87
Number of companies interviewed* (Instructed in writing)	16	18	18 (4)	9 planned

\* Based on the survey results, we provide guidance for improvement through an interview and other means in the next fiscal year.

### Average score by theme of fact-finding survey of initiatives of DNP Group CSR Procurement Guidelines (Out of 100 Points)

Average score	Overall average Excluding the recommended theme	Establishing a management system	Legal compliance and respecting international norms	Human rights and labor	Health and safety	Environment	Fair trade and ethics	Product safety and quality	Information security	Business continuity plan	Social contribution Recommended theme
FY2021	87	85	89	92	91	80	87	89	91	82	81
FY2020	85	80	88	89	88	78	85	88	89	80	79

\* Survey on: Key suppliers (suppliers accounting for 90% of our annual purchases in the previous fiscal year)

\* Numerical target: Overall average score of 90 points or more by FY2030

### Addressing Human Rights Issues and Conflict Minerals

In FY2021, we conducted the Fact-finding Survey of Suppliers Regarding Human Rights Issues and Conflict Minerals Issues on key suppliers, to which 186 companies responded. In FY2021, we conducted a status survey on key suppliers about human rights issues and conflict minerals, to which 186 companies responded. With regard to human rights, we surveyed their involvement or non-involvement in forced labor and other human rights infringements, which have become an international issue, to strengthen our system to also deal with potential risks. As for conflict minerals, we used the Responsible Minerals Assurance Process (RMAP) of the Responsible Minerals Initiative (RMI) and conducted a survey on tin, tantalum, tungsten, gold

and cobalt. As a result, we identified 391 smelters/refiners, 294 of which were "Conformant" or "Active," according to the RMAP.

The OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas defines areas with high risks of conflict and human rights infringement as "Conflict-Affected and High-Risk Areas (CAHRAs)." In a check to find smelters and refiners in the CAHRAs, DNP identified 22 smelters/refiners with particularly high risk and assessed their potential risks. Through this and similar initiatives, we will continue to increase the transparency of our supply chain and promote responsible minerals procurement.

### Results of Conflict Minerals Survey

Number of responding companies	Number of smelters/refiners identified	Smelters/refiners that are either "Conformant" or "Active" in the RMAP audit or are not located within CAHRAs
186	391	369

\* As of January 2022

## Information Security

### Performance Indicators to Monitor the Achievement of the Medium- to Long-Term Vision and FY2021 Results

Performance indicators	Targets	FY2021 results
(1) Rate of information security compliance assessments conducted	(1) Achieve 100% (covering all business units and Group companies).	(1) 100% (90 units and companies)
(2) Rate of inspections and instructions by the executive officer in charge of divisions implementing priority measures for personal information protection, etc.	(2) Achieve 100% (covering all organizations concerned)*.	(2) 100% (86 times)
(3) Participation rate of information security education and training	(3) Achieve 100% (covering all organizations concerned).	(3) 100% (Approx. 41,000 persons)
(4) Rate of security vulnerability tests for publicly open websites	(4) Achieve 100% (covering all websites concerned).	(4) 100% (487 web systems)

\* Due to the COVID-19 pandemic, we postponed on-site inspections by officers and switched to remote inspections by supervisors.

Exchanging information over the Internet both enriches consumers' lives and greatly improves companies' productivity. One of the social changes accelerated by the COVID-19 pandemic is the increased use of online services, which raises the importance of ensuring information security and

protecting personal information. As DNP handles many information assets, including personal information, we regard managing and protecting these information assets as an important social responsibility and have been undertaking various initiatives accordingly.

### Establishing DNP CSIRT (Computer Security Incident Response Team), an Organization Addressing Cybersecurity

As cyberattacks are becoming increasingly frequent and sophisticated globally every year, the damage from these attacks is a threat to corporate management. Positioning cybersecurity measures as a management responsibility, the Japanese Ministry of Economy, Trade and Industry established the Cybersecurity Management Guidelines.

Prior to this, DNP has worked to enhance its information security functions, and has put significant effort into practical training for the essential personnel involved in cyberattack countermeasures. To increase preparedness, the DNP Computer Security Incident Response Team (DNP CSIRT) joined the head office to address cybersecurity in October 2021. Increasing cooperation between organizations in preparation for cyberattacks enables them to maintain business continuity in the event of any unforeseen circumstances (incidents). The organization supervising overall cybersecurity implements the following activities across the DNP Group companies in Japan and overseas, in addition to their basic functions.

- Visualize ICT infrastructure and implement countermeasure instructions based on security vulnerability information and confirm their application status
- Design of and proficiency in countermeasures in the event of any unforeseen circumstances (incidents)
- Instructions and support for various organizations in the event of any unforeseen circumstances (incidents)
- Enhance education, practical exercises and awareness of cybersecurity
- Collaboration with external organizations such as the National center of Incident readiness and Strategy for Cybersecurity (NISC) and Nippon CSIRT Association
- Enrollment in and application of cyber risk insurance

### Promoting a Zero Trust Network

DNP has increased security measures based on the conventional concept of perimeter security controls that protect boundaries between the Internet and internal networks. For example, we introduced SIEM (Security Information and Event Management) to strengthen measures against unknown viruses and analyze network monitoring devices and security logs to facilitate early detection of and response to incidents.

Changes in corporate activities have rapidly progressed in recent years, characterized by the promotion of DX, the utilization of external cloud infrastructure and the accelerated introduction of telecommuting systems during the covid-19 pandemic. Amid this trend, a new policy called a zero trust network, which typically involves not trusting anything, even an in-house network, is being advocated. To keep up with these changes, DNP is reviewing its security measures based on the concept of the zero trust network. First, we are working to strengthen internet access security and bolster endpoint security for each type of terminal, such as personal computers and servers.

More specifically, we have revamped our web gateway and introduced a mechanism to access the internet more safely by, for example, blocking access to hazardous websites, preventing the intrusion of malware (malicious software) and monitoring the transmission of large quantities of data for non-business purposes. To increase endpoint security, we introduced Extended Detection and Response (XDR) to monitor and analyze unknown malware and its behavior. In this way, we are revamping our measures to address computer viruses. Even in the unlikely event that unauthorized access is detected, and an alert (alarm) is issued, after isolating the terminal suspected of being infected with malware, DNP CSIRT will play a central role in promptly detecting and responding to incidents, such as by identifying intrusion routes, ascertaining the status of the spread and blocking communications.

DNP will further strengthen our information security measures to reflect the latest trends.

## Product Safety and Quality

### Performance Indicators to Monitor the Achievement of the Medium- to Long-Term Vision and FY2021 Results

Performance indicators	Targets	FY2021 results
(1) Number of serious accidents* caused by our products * Including cases where a defect in our products jeopardizes the user's life, causes serious bodily harm or inflicts serious damage on the user's property (other than the product itself)	(1) Achieve zero accidents.	(1) Zero accidents
(2) Percentage of newly developed products undergoing product safety and risk assessment	(2) Achieve 100%.	(2) 100% (394 products)

### Initiatives to Improve Our Quality Management System and Product Safety Management Structure

DNP has established groupwide rules regarding matters to be implemented by each business unit and Group company to provide products and services that deliver the level of quality and safety that exceeds the needs and expectations of our corporate customers and consumers. We have also established and been operating under a quality management system and a product safety management structure.

The responsible division within the head office conducts quality system audits to inspect the operations of each business unit and Group company and provides corrections and guidance to achieve continuous improvement. In FY2021, 54 offices underwent a quality system audit.

### Initiatives to Prevent Accidents

Ensuring the safety of products and services requires continuous effort. Based on this idea, DNP checks all product families for safety risks twice a year, in addition to the checks conducted during product development. Based on the results of these checks, we take measures to ensure a higher level of safety, such as design changes and the improvement of manufacturing technologies. Moreover, new measures are documented and included in our product safety standards that are also applied to other products.

In FY2021, we conducted risk assessments of all 394 of our newly developed products and confirmed that no serious accidents had occurred in connection with any of the products.

DNP will always strive to develop and provide products and services with high levels of quality and safety from the customer's perspective.



# Corporate Citizenship



## Performance Indicators to Monitor the Achievement of the Medium- to Long-Term Vision and FY2021 Results

Performance indicators	Targets	FY2021 results
(1) Number of external participants in social contribution activity programs	(1) Achieve an accumulated total of 10,000 persons (2,000 per year) from FY2020 to FY2024.	(1) Accumulated total: 2,693 (1,400 in FY2021)
(2) Number of employee participants in social contribution activity programs	(2) Achieve an accumulated total of 6,000 persons (1,200 per year) from FY2020 to FY2024.	(2) Accumulated total: 1,383 (709 in FY2021)
(3) Number of fair trade-related products consumed in-house	(3) Achieve an accumulated total of 250,000 items (50,000 per year) from FY2020 to FY2024.	(3) Accumulated total: 59,048 (19,858 in FY2021)
(4) Number of dishes served in company cafeterias to support disaster areas and groups engaging in future generations' development	(4) Achieve an accumulated total of 70,000 dishes (14,000 per year) from FY2020 to FY2024.	(4) Accumulated total: 35,151 (30,635 in FY2021)

DNP believes that the realization of a more affluent and sustainable society requires efforts not just in business activities but also from the viewpoint of corporate citizen-

ship. Under this belief, we undertake a range of activities mainly focusing on future generations' development and humanitarian aid.

## Launching "D-smile menu" in Company Cafeterias to Support Elimination of Educational Inequality

DNP has been providing various support under the idea, "Continue doing what we can," for helping people affected by the Great East Japan Earthquake and the recovery and reconstruction of the disaster-stricken areas. As one such initiative undertaken in our daily lives, we have provided special menus to support the reconstruction of the Tohoku region in our company cafeterias across Japan and donate a portion of proceeds from these menus. The purpose is threefold: to make monetary donations to the affected people and areas; to provide financial support by purchasing foodstuffs from these areas; and to offer an opportunity for employees to participate in a social contribution activity. Since its launch in 2011, many



Example local dish menu: *Ishinomaki Yakisoba* (fried noodle) and *Imoni-jiru* (taro soup) of Miyagi Prefecture, which sustained serious damage from the Great East Japan Earthquake

employees have joined the initiative, and we continue to support the area through donations to NPOs working to eliminate the educational inequality caused by the disaster.

In April 2021, which marked the 10th year since the earthquake, we updated the initiative to expand its scope and started providing special menus to support future generations' development ("D-smile menu"). To date, we have provided support to areas affected by the Great East Japan Earthquake, 2016 Kumamoto Earthquakes, 2018 West Japan Torrential Rains and 2019 Typhoon Hagibis. The new menu feature local dishes of these areas and are provided every month at 30 company cafeterias nationwide. We purchase as many foodstuffs as possible from the corresponding areas and donate a portion of the proceeds to groups working to eliminate educational inequality. In FY2021, we sold 30,635 dishes and donated 1,533,425 yen.

### Donations made to:

- [Chance for Children](#) [Link](#)
- [USNOVA](#) [Link](#)
- [Shinjuku School for Children with Disabilities run by Shinjuku Ward](#) [Link](#)

## Promoting Activities to Contribute to the International Community

In support of the United Nations' Sustainable Development Goals (SDGs), which aim to realize a world where no one is left behind, we have been promoting a range of social contribution activities, mainly providing support for those facing relative poverty or difficult situations.

### ▶ Engaging in fairtrade activities over the long term

Fairtrade activities aim to improve the living conditions of relatively vulnerable producers and laborers in developing countries and help them become self-independent through fairtrade. In 2006, DNP started buying coffee bearing the

FAIRTRADE mark (certified product) to serve visitors. In 2018, in-house consumption of Fairtrade-certified coffee reached 1 million cups, and we became the first company in Japan to be recognized by the NPO Fairtrade



Example cafeteria menu during the Fair Trade Month Campaign

Label Japan as the pioneer of buying Fairtrade-certified coffee for in-house consumption. We also support and participate in the Fairtrade Million Action Campaign, which Fairtrade Label Japan hosts every May to coincide with World Fair Trade Day, and offer dishes that use certified products at our company cafeterias across Japan. In FY2021, even though we limited the number of employees coming to the office due to the COVID-19 pandemic, we consumed 19,858 certified product items within the entire Group.

### ▶ Supporting safe and secure childbirth by donating postcards and stamps

To support safe and secure childbirth, mainly in Asia and Africa, we have been donating spoiled postcards, used stamps and unused postcards and stamps to the Japanese Organization for International Cooperation in Family Planning



DNP employees delivering donations to Ms. Sachiko Sato of JOICEP (right)

(JOICEP) since 2018. JOICEP sells used stamps to collectors and uses the proceeds to provide medical supplies and other support, which are necessary for women to give birth, mainly in Asia and Africa. Spoiled postcards and others are used to cover some of the organization's activity expenses. In FY2021, we donated 73,086 yen worth of spoiled postcards and unused stamps (cumulative total amounting to 300,710 yen) and 7.2 kg of used stamps (cumulative total amounting to about 23 kg).

### ▶ Providing picture books affixed with translation seals to children in developing countries

Since 2017, DNP has been participating in the Campaign to Deliver Picture Books run by the Shanti Volunteer Association (SVA) to increase the literacy rate of children in developing countries. The campaign sends Japanese picture books worldwide, affixed with seals bearing translations into the local languages of the supported developing countries or refugees. In FY2021, employee volunteers at DNP affixed translation seals to 110 picture books for donation (cumulative total of 589 books).

The SVA delivers donated picture books to Cambodia, Laos, Myanmar, Afghanistan, Nepal and Thailand, as well as a refugee camp in Myanmar. DNP plans to continue this activity to supporting refugees around the world.



A note from an employee attached to the completed picture book, worrying about the local children

## COLUMN

### Initiatives for Supporting Refugees

One key theme of DNP's social contribution activities, which we undertake to realize a better society, is "humanitarian aid and disaster reconstruction support." Besides providing support to areas and people affected by large-scale natural disasters, we will conduct support activities to help resolve the refugee issue in the international community.

The DNP Group Code of Conduct advocates "Respect for human dignity and diversity" and requires us to respect diversity, or the individual differences in all people, and act in a disciplined manner. In 2020, we took the opportunity to formulate the DNP Group Human Rights Policy and have renewed our efforts to give humanitarian consideration and respect human rights while maintaining a broad yet close view of our globally expanding supply chain of DNP products and services.


As part of these efforts, we provide more proactive, continued support to refugees. For example, we plan to donate a total of 50 million yen over the five years from FY2022 to the Office of the United Nations High Commissioner for Refugees (UNHCR) through the NPO Japan for UNHCR. We also plan to provide donation-included special menus and set up donation boxes at

our company cafeterias across Japan on World Refugee Day (June 20), during Human Rights Week (December 4 to 10) and at other occasions.



DNP's Senior Managing Director Kenji Miya (left) handing a donation list to Mr. Masayuki Kawai, Executive Director of Japan for UNHCR

## DNP Group's Corporate Citizenship Activities in FY2021

Key activity theme	Program	Details	Event / Main location	Key outside partner	Results data * Participants are approximate numbers.
<b>1. Environmental conservation</b> 	Conservation of biodiversity	Creating green spaces at business sites, activities to conserve local ecological systems and others	Nationwide: DNP Group bases	—	<a href="#">Example Initiatives of Each Site (in Japanese)</a> <a href="#">Link</a>
	Cleanup activities	Local cleanup activities by each business site	Nationwide: DNP Group bases	—	No. of local cleanup activity participants: Over 30 participants (more than 4 locations nationwide)
<b>2. Contribution to local and international communities</b> 	Fairtrade activities	"Fair Trade Month campaign (adding fairtrade sesame to the company cafeteria menu) In-house consumption and sales of fairtrade products"	Nationwide: DNP Group companies' cafeterias Nationwide: DNP Group cafes and shops	Fairtrade Label Japan Art Coffee Co., Ltd. and others	No. of dishes (using fair trade sesame) sold: 1,162 No. of cups of fair trade coffee and tea sold: 18,696
	Support for women in developing countries (donation of postage stamps and postcards)	Collecting stamps and postcards (FY2021)	—	Japanese Organization for International Cooperation in Family Planning (JOICEP)	¥70,000 of unused stamps and postcards (face value) and about 7 kg of used commemorative stamps * Cumulative total since 2018: ¥300,000 of unused stamps and postcards and about 23 kg of used stamps
	Local community contribution activities (overseas business locations)	Telaga Desa Agro-Enviro Education Park (local community contribution program involving technical guidance and technology transfer) and others	Overseas: PT DNP Indonesia and others	Karawang International Industrial City community association and others	—
<b>3. Future generations development</b> 	Visiting classes and workshops	"The Wonder of Colors," "Picto Challenge," "Etiquette Seminar" and "New Way of Appreciating Arts"	Tokyo, Chiba, Aichi, Osaka and Fukuoka: Schools and educational facilities	—	No. of visiting class participants: 796 from 11 schools and educational facilities
	Educational support for developing countries (volunteer activity to prepare translated picture books)	Employees and their families: Preparing translated picture books (FY2021)	Nationwide: Homes of DNP Group employees	Shanti Volunteer Association	No. of translated picture books prepared: 110
	Company visits and plant tours	Accepting company visits and plant tours	Nationwide: DNP Group bases	—	No. of schools accepted for company visit (approximate) Elementary schools: 1 (6 participants) Junior high schools: 1 (7 participants) University: 1 (40 participants) Total: 53 participants
	Support for business education for high school students	Providing business education lessons in collaboration with the Tokyo Metropolitan Government (total of 4 lessons)	Tokyo: Tokyo Metropolitan Third Commercial High School	Education Bureau of the Tokyo Metropolitan Government Commercial Education Consortium Tokyo	No. of business education lesson participants: 210
	Charity events	Tokyo Great Santa Run 2021 (online award ceremony and volunteering to help select books given to children)	Tokyo: DNP Plaza Tokyo: Maruzen bookstore in Marunouchi Osaka: Junkudo bookstore in Osaka	OSAKA Akaru Club	No. of participants in the online award ceremony: Approx. 20 No. of books donated to children fighting illnesses: 607 (Cumulative total since FY2018: 2,248)
<b>4. Arts and culture</b> 	DNP's cultural activities	Promotion of graphic design and graphic art Providing more opportunities to see and appreciate arts	Tokyo: ginza graphic gallery Kyoto: kyoto ddd gallery Fukushima: Center for Contemporary Graphic Art (CCGA) Tokyo: DNP Museum Lab Kyoto: DNP KYOTO UZUMASA CULTURAL HERITAGE GALLERY Tokyo: Maison des Musées du Monde Website: artscape	DNP Foundation for Cultural Promotion Association for Corporate Support of the Arts and others	<a href="#">DNP's Cultural Activities</a> <a href="#">Link</a> <a href="#">Graphic Art &amp; Design Annual (DNP Foundation for Cultural Promotion Annual Report)</a> <a href="#">Link</a>
<b>5. Humanitarian aid and Disaster reconstruction support (donations)</b> 	Support for disaster reconstruction and future generations' development (donations)	D-smile menu (donations made through special menus in company cafeterias to activities to eliminate educational inequality)	Nationwide: DNP Group companies' cafeterias (30 bases)	Chance for Children, Inc. USNOVA Shinjuku School for Children with Disabilities run by Shinjuku Ward	Amount donated: ¥1,533,425 (corresponding to 30,635 dishes)