

# DNP

## CSR REPORT 2018



# DNP Group CSR Report 2018

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### Editorial Policy

A company is only viable when society is sound, and contributing to the sustainable development of society translates into its own sustainable growth. Making such a contribution requires integrated thinking to leverage both financial and non-financial capital in a cohesive manner and integrated corporate activities based on swift and accurate decision-making.

Under this belief, DNP published its first DNP Group Integrated Report in 2018, and at the same time, reexamined how we should disclose sustainability-related information. In this DNP Group CSR Report, we specifically cover social issues that are of high interest to stakeholders and broadly report on our approach and initiatives concerning these issues. We will ensure our accountability by disclosing information in an appropriate and timely manner through this report as well as through the DNP Group Integrated Report, the DNP Group Environmental Report and our corporate website.

#### Period covered by this report

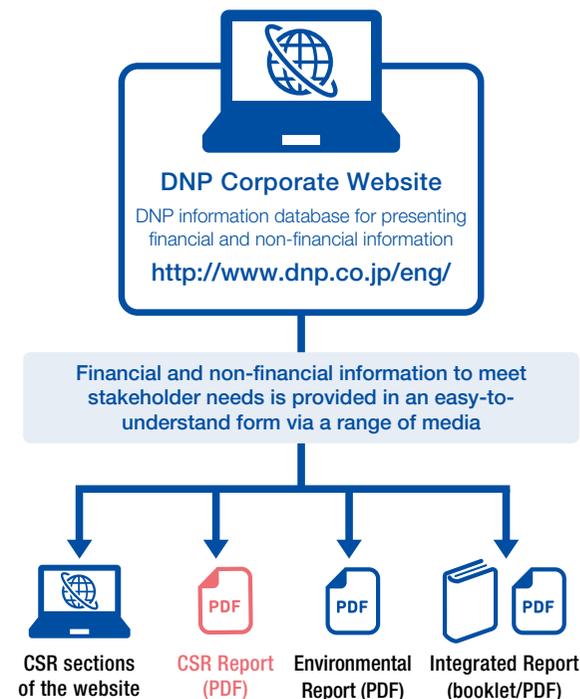
April 1, 2017 to March 31, 2018 (FY2017)  
However, reporting is not confined to this period regarding some contents.

#### Scope of report

All companies and divisions of the DNP Group  
In this report, "DNP" indicates the DNP Group, as distinct from Dai Nippon Printing Co., Ltd. The designation "DNP Group" shall be used in contexts where we emphasize the Group as a whole.

#### Issued

October 2018 (Next scheduled issue: September 2019)



#### About the cover design:

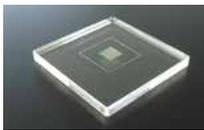
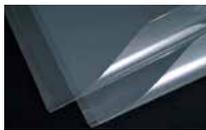
The design features diverse human resources of DNP, who play a key role in delivering our corporate philosophy, "connecting individuals and society, and providing new value."

# Corporate Profile (as of March 31, 2018)

Company Name: Dai Nippon Printing Co., Ltd.  
 Head Office: 1-1, Ichigaya Kagacho 1-chome,  
 Shinjuku-ku, Tokyo 162-8001, Japan  
 Tel: +81-3-3266-2111  
 Website: <http://www.dnp.co.jp/eng/>  
 Established: October 1876  
 Incorporated: January 1894  
 Paid-in Capital: ¥114,464 million

Number of Employees: 38,627 (Consolidated)  
 10,775 (Non-consolidated)  
 Group Companies: Consolidated subsidiaries: 105  
 Equity-method affiliates: 18

Financial Data: (FY ending March 2018)  
 Net Sales ¥1,412.2 billion (up 0.1% year-on-year)  
 Operating Income ¥46.3 billion (up 47.6% year-on-year)  
 Ordinary Income ¥50.9 billion (up 38.7% year-on-year)  
 Net income attributable to shareholders of the parent  
 ¥27.5 billion (up 9.0% year-on-year)

Business Segments:		Percentage of total sales				
Printing	<b>Information Communication</b> Publishing printing, commercial printing, smart cards, network business, imaging communication, etc.	54.9%	 “honto” hybrid-type general bookstore	 Smart cards and related products	 Ki-Re-i ID photo booth	
	<b>Lifestyle and Industrial Supplies</b> Packaging, residential and non-residential interior and exterior materials, industrial supplies, etc.	27.8%	 Packaging	 Automotive interior materials	 Exterior materials for buildings	
	<b>Electronics</b> Display components, electronic devices, optical film, etc.	13.3%	 Semiconductor photomasks	 Master template for nanoimprinting	 Optical films used for displays	
Beverages	<b>Beverages</b> Manufacturing and sales of soft drinks by Hokkaido Coca-Cola Bottling Co., Ltd., etc.	4.0%	 Soft drinks			

# A Message from the CSR-Environment Committee Chairman

## Satoru Inoue

CSR-Environment Committee Chairman, Managing Director



First of all, I would like to express my sincere condolences to the persons who lost their lives in the June 2018 earthquake that hit the northern part of Osaka and the July 2018 heavy rain that caused serious damage across prefectures mainly in western Japan. I also would like to convey my heartfelt sympathy to the residents of the disaster-stricken regions.

DNP has been strengthening its ability to withstand natural disasters and has formulated and implemented Disaster Response Work Plans and a Business Continuity Plan (BCP), which take into consideration the natural disaster risk and emergency procedures against other emerging threats. We will continue to expand our collaboration with local communities and increase our disaster resilience.

### Seeking to Resolve Social Issues through Corporate Activities

DNP is now making Group-wide efforts toward the realization of our “Third Corporate Founding.” This means to combine DNP’s accumulated strengths in the fields of printing and information (P&I) and the strengths of our many partners to create value that will resolve social issues, and by doing so, to achieve sustainable growth of both DNP and society. The concept represents our very idea of corporate social responsibility (CSR), in which all employees contribute to society through our business, enabling us to fulfill our social responsibility as a company.

DNP’s predecessor, Shueisha, was founded in 1876 to carry out business centered on publishing printing. In the tumultuous post-war period, DNP promoted “expansion printing” to broaden our business domains by applying our printing technologies and achieved what we refer to as our “Second Corporate Founding.” Now, however, we are witnessing dramatic changes in the times. For example, the world is experiencing frequent natural disasters, possibly as an effect of global warming and climate change. Our natural resources are also limited, and we must make an all-out effort to resolve a number of issues facing society. In the “Second

Corporate Founding,” we primarily addressed issues of our corporate customers. In our “Third Corporate Founding,” we will go a step beyond and earnestly take the initiative in identifying issues facing people and society and finding solutions by utilizing our financial and non-financial capital.

### Reinforcing CSR Management to Increase Corporate Value

For DNP, CSR means to maintain the trust of all of our stakeholders. We have accordingly specified three responsibilities, namely value creation, integrity in conduct and transparency (accountability), and have been promoting corporate activities to fulfill these responsibilities. In order to yield maximum results from our efforts, we are also enhancing corporate governance and reinforcing CSR management.

Particularly in the area of CSR management, we clearly define Principal Themes to be promoted. In establishing these themes, we identify important, priority themes of DNP in relation to our management policies and business fields and conduct comprehensive analysis while incorporating priority themes emphasized by the international community, mainly based on the 10 principles of the UN Global Compact and the Sustainable Development Goals (SDGs). In FY2017, we reexamined the existing Principal Themes and newly established eight themes. These are: Business to Contribute to SDGs Achievement; Fair Operating Practices; Human Rights and Labor; Environment; Responsible Procurement; Product Safety and Quality; Information Security; and Corporate Citizenship. For each theme, we have defined a medium-to long-term vision and specified the corresponding SDGs, along with priority tasks for achieving the vision and their performance indicators, in order to ensure ongoing activities.

In working toward the realization of our Principal Themes, we redefined our greenhouse gas (GHG) emissions reduction target, and the new target (to achieve a 25% reduction from the FY2015 level by 2030) has been recognized by the international Science Based Targets (SBT) initiative as “science based” in helping to achieve the goal of the Paris Agreement, which is to keep global warming below two degrees Celsius. With the cooperation of 130 key suppliers of our overseas business locations, we also conducted a survey on their level of compliance with the DNP Group CSR Procurement Guidelines. In addition, we formulated the DNP Group Anti-Bribery Policy. These are just a few examples of our recent main activities.

Going forward, DNP will fulfill our social responsibility by constantly providing new value that will accelerate the resolution of social issues while endeavoring to gain the trust from many people in society.

# CSR at DNP

## DNP's Approach to CSR

At DNP, corporate social responsibility (CSR) means both making contributions through our business activities and maintaining the trust of all of our stakeholders by living up to the varying expectations of members of society. To remain a

company trusted by society, we will fulfill our three important responsibilities of Value Creation, Integrity in Conduct and Transparency (Accountability).

## Three Corporate Responsibilities

Responsibility 1

### Value Creation



The most fundamental responsibility of a company to society is "providing new value to society." We must make a connection between the offering of products and services necessary to the sustainable development of society and the growth of the company. DNP will continue to provide new value which contributes to the solution of social issues under our Business Vision.

Responsibility 2

### Integrity in Conduct



The second responsibility is "practicing fairness and impartiality in value creation processes." No matter how superior or useful to society the value produced is, value is compromised if, for example, environmental damage occurs or laws are broken during the value creation process. Therefore, DNP seeks to fulfill this responsibility by ensuring that all employees always conduct business with integrity in accordance with the DNP Group Code of Conduct.

Responsibility 3

### Transparency (Accountability)

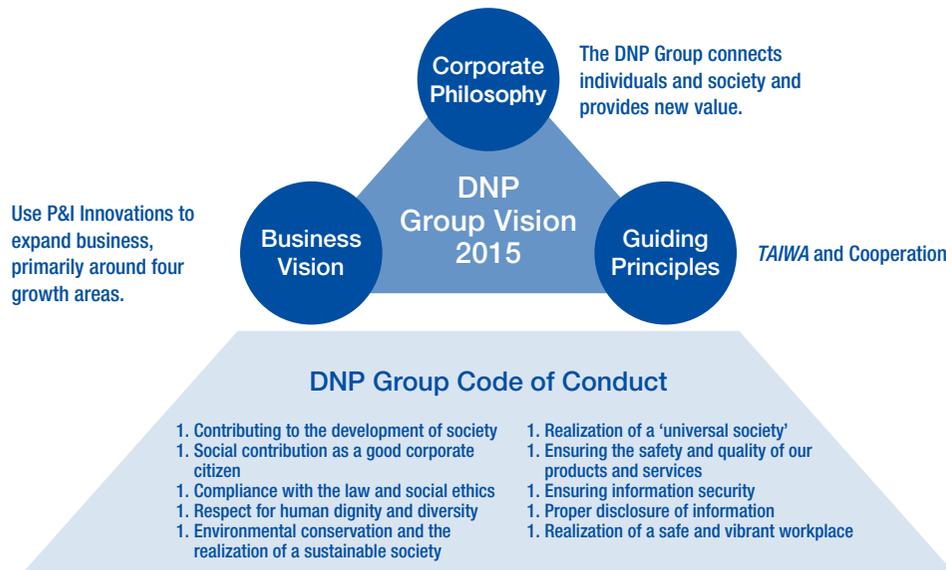


Finally, the third vital corporate responsibility is "being a company that is accountable and highly transparent." DNP achieves accountability by encouraging all employees, during the course of their regular duties, to engage in *TA/WA* ("dialogue") with stakeholders, listen to their opinions and provide correct information themselves.

# CSR at DNP

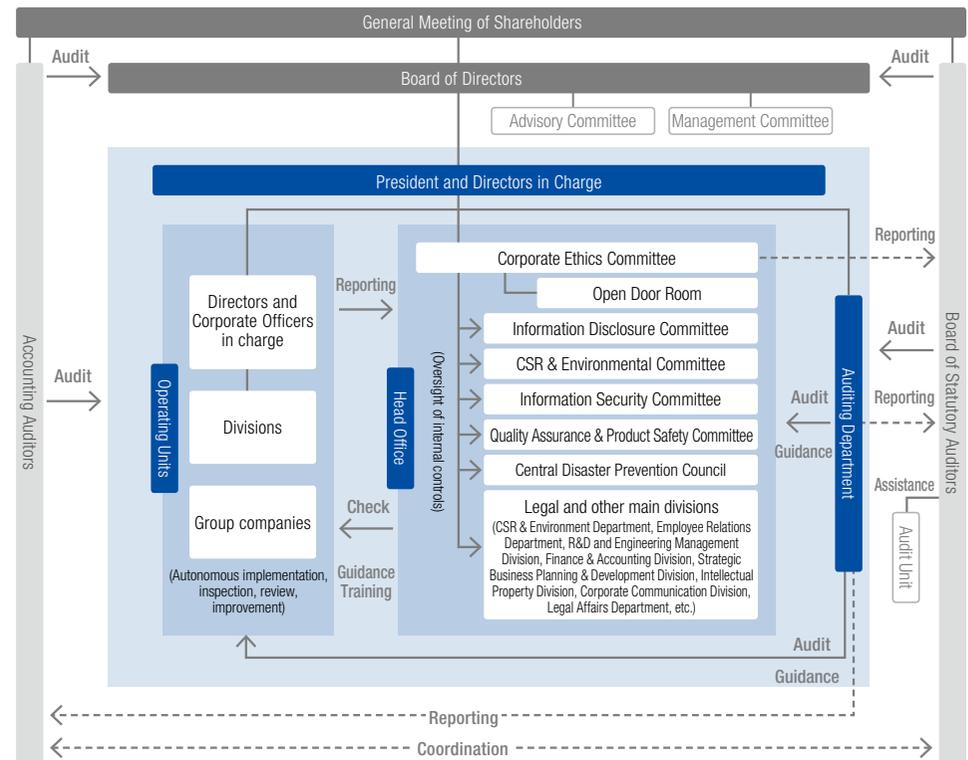
The fundamental points of reference for fulfilling these responsibilities and providing new value that will resolve social issues are the DNP Group Vision 2015 and the DNP Group Code of Conduct. To support DNP's corporate activities, we have also established a system of corporate governance and internal controls, which we continually seek to upgrade and improve.

## DNP Group Vision 2015 / Code of Conduct



As preconditions for fulfilling our Three Responsibilities, we have established the DNP Group Vision 2015, the foundation of our business activities, and the DNP Group Code of Conduct, setting forth the conduct with integrity that all employees must adhere to. The Group Vision comprises the three elements of the Corporate Philosophy, Business Vision and Guiding Principles, showing our commitment to society, to drive the creation of new value that contributes to solving the challenges faced by society.

## Corporate Governance and Internal Controls System



To realize our Group Vision, DNP has established a structure for appropriate management decision-making, precise and speedy operational implementation and oversight and auditing of such implementation, which we continually seek to upgrade and improve. To further reinforce that structure, we operate a system comprising 11 directors, including two outside directors (as of June 2018). Furthermore, based on the principles of Japan's Corporate Governance Code increasingly being adopted among companies in Japan, we are actively promoting TAIWA ("dialogue") with shareholders and investors. The nomination of director candidates and director compensation are considered and reviewed by the Management Committee, with the advice and recommendations from the Advisory Committee consisting of independent outside directors, and then discussed and determined by the Board of Directors.

CSR at DNP

# CSR Management

## CSR Management System

At DNP, we have a CSR-Environment Committee comprised of directors and corporate officers in charge of the respective matters at the head office. Led by a managing director, the committee deliberates on and decides DNP's CSR policies and targets. The dedicated CSR department and other relevant departments then collaborate to undertake specific activities based on, and to achieve, the targets established by the committee. Various committees have also been established to deal with key CSR themes such as corporate ethics and information security.

## Establishing Principal Themes

DNP defines Principal Themes to promote CSR activities. In establishing these themes, we examine our management policies, business lines and strengths against various social issues\* from a multifaceted perspective and identify important, priority issues. In FY2017, to increase the effectiveness of our CSR activities, we reviewed how DNP envisions our relationship with society and specified new eight Principal Themes, which represent matters we particularly value. (Refer to pages 7-8) With a view to enabling both society and DNP to grow in a sustainable manner, we will continue to proactively tackle issues facing society and seek to maintain the trust placed upon us by society.

\* Social issues emphasized in the UN Global Compact, the Sustainable Development Goals (SDGs), the UN Guiding Principles on Business and Human Rights, ISO 26000 international guidelines for social responsibility, ISO 20400 for sustainable procurement, other international treaties and agreements and ESG/SRI (socially responsible investment); and those reflecting stakeholders' opinions.

## Supporting International Sustainability Frameworks

### The United Nations Global Compact

The UN Global Compact (GC) calls upon companies and organizations to demonstrate responsible, creative leadership, act as a good member of society and take the initiative to participate in the creation of global structure for sustainable growth.

In July 2006, DNP announced its support for the GC and its 10 principles relating to human rights, labor, the environment and anti-corruption and is working to reflect their spirit in its Group management.



### The Sustainable Development Goals (SDGs)

In September 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development. The Agenda's action plan consists of 17 Sustainable Development Goals (SDGs) and 169 targets. With the entire world working toward these goals and targets, it aspires to realize a society where no one will be left behind.

The future society depicted in the DNP Group Vision 2015 is sustainable, that is, it is an abundant society in which the SDGs have been achieved. To ensure that we fulfill our responsibility as a company deeply engaging with society, we will provide new value while using the SDGs in all aspects of our corporate activities as a measure to gauge our work toward a better society.

We will voluntarily contribute to the achievement of the SDGs by way of "value creation" through our products and services and by leveraging our "foundation to support value creation" throughout our value chain.



CSR at DNP

# CSR Management: Principal Themes

	DNP's principal themes and SDGs covered by the themes	Medium-to long-term vision	Performance indicators to monitor the progress in achieving the vision and the targets	
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) Sales of environmentally conscious products and services (DNP contributes to achieving the SDGs through all its business activities. DNP set the above as one of the clear indicators to monitor progress.)  (1) Achieve sales of 600 billion yen by FY2020.	
	<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) Bases holding Autonomous Corporate Ethics Training  (1) Hold meeting once a month (12 times a year). (2) Achieve 100% (covering all applicable bases).	
	<b>Human Rights and Labor</b> 	We respect diversity in the culture, nationality, creed, race, ethnicity, language, religion, gender, age and ways of thinking of all persons and fulfill our responsibility to protect human rights. We also seek to maintain and improve our working environment to enable everyone to work safely and remain healthy.	(1) Number of women in managerial positions (2) Ratio of employees with disabilities (3) Annual paid leave taken (4) Frequency rate of lost workday injuries * In FY2018, we will consider the establishment of a system concerning human rights due diligence.  (1) Double the number of women in managerial positions by FY2019 compared with the number (96) at the end of FY2015. (2) Achieve the ratio above 2.0% in FY2017 and above 2.2% in FY2018 onwards. (3) Achieve an increase over the previous fiscal year. (4) Keep the rate below 0.2.	
Foundation to support value creation	<b>Environment</b> 	To create a sustainable society with the Earth's limited natural resources, we reduce environmental impact and conserve biodiversity while ensuring compliance with environmental laws and regulations and by recognizing our relationship with the environment in all business activities.	Reference → p. 45 Environmental Activity Targets and Results	

CSR at DNP

# CSR Management: Principal Themes

	DNP's principal themes and SDGs covered by the themes	Medium-to long-term vision	Performance indicators to monitor the progress in achieving the vision and the targets	
Foundation to support value creation	<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 other factors.	(1) Average score of DNP Group CSR Procurement Guidelines survey on key suppliers (2) Percentage of overseas business locations conducting DNP Group CSR Procurement Guidelines surveys (3) Percentage of key suppliers conforming to DNP Group Guidelines for Procurement of Paper for Printing and Converting	(1) Achieve average score of 90 points by FY2030. (2) Achieve 100% (covering all overseas business locations). (3) Achieve 100% by FY2030.
	<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 <small>* 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)</small> (2) Percentage of newly developed products undergoing product safety and risk assessment	(1) Achieve zero accidents. (2) Achieve 100%.
	<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) Number of information security compliance assessments conducted (2) Number of inspections and instructions on departments implementing priority measures for personal information security performed by executive officers in charge (3) Participation rate of information security education and training (4) Number of security vulnerability tests for publicly open websites which handle personal information	(1) Achieve 100% (covering all business departments and group companies). (2) Achieve 100% (covering all applicable bases). (3) Achieve 100% (covering all applicable departments). (4) Achieve 100% (covering all applicable sites).
	<b>Corporate Citizen</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 for DNP's original future generations development programs (2) Number of local volunteer activities held each year to support reconstruction of disaster-stricken regions, including Tohoku and Kumamoto	(1) Achieve an accumulated total of 7,500 persons from FY2015 to FY2019. (2) Constantly conduct activity three times a year until FY2019.

Report on Activities under Each Principal Theme

# Business to Contribute to SDGs Achievement

## Medium-to long-term vision

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.

We seek to resolve various challenges in society through our business by focusing on particular issues for which DNP can provide unique solutions and by combining our strengths in the printing and information (“P&I”) fields and strengths of our external partners. In a sense, the United Nations’ SDGs, which represent many unresolved issues, could be regarded as a source of value creation. While using the SDGs as a measure to gauge our work toward a better society, we will create new value unique to DNP and contribute to the realization of a sustainable society.

### SDGs Covered by the Vision



### Performance Indicators to Monitor the Progress in Achieving the Vision and Activity Results

Performance indicator	Target	FY2017 result
(1) Sales of environmentally conscious products and services	(1) Achieve sales of 600 billion yen by FY2020.	(1) 599.3 billion yen

(DNP intends to contribute to the achievement of the SDGs through all its corporate activities and has selected the above as one of the indicators to clearly monitor the progress of its efforts.)

### Initiatives Related to Environmentally Conscious Products and Services

At DNP, we have created the Environmentally Conscious Products and Services Development Guidelines to direct from the design stage the creation of environmentally conscious products, so as to reduce the environmental impact of our products and services throughout their lifecycle. To develop more eco-friendly products and services, we have introduced an internal certification system to rate products and services using points and certify “Super Eco-Products” and “Eco-Products” based on the points earned.

Sales of environmentally conscious products and services amounted to 599.3 billion yen in FY2017 and reached the specified target. Moreover, 38 products have so far been certified as Super Eco-Products as of March 2018.

### Integrating the SDGs into Corporate Activities

In order to help create a better society, it is important that we consider various social issues in conducting activities of DNP and link these activities to the provision of value. We believe that the SDGs offer valuable insight, which will enable us to create new value for the sustainable development of society while leveraging our strengths, and have been integrating the SDGs into our corporate activities.

Report on Activities under Each Principal Theme

# Business to Contribute to SDGs Achievement

SDGs Supported by DNP

**Example 1**  
**Functional Films**



DNP's diverse range of functional films offer excellent functionality to control light, heat and humidity. To achieve this level of functionality, we have improved, refined and applied our technologies cultivated in printing processes, such as photolithography technology to form fine patterns on a metal surface and coating technology to uniformly apply ink and other materials. The added value brought about by this functionality serves to promote energy and resource savings and help to accomplish both economic growth and conservation of the global environment.



Multifunctional insulation box

Our multifunctional insulation box uses a thin, lightweight vacuum insulation panel, and when used with refrigerating materials, maintains refrigeration temperatures for a long time without using electricity. With this product, we are encouraging the establishment of an efficient cold chain that can keep the freshness of food-stuffs exported from Japan even in regions where refrigerated trucks are not readily available.

SDGs Supported by DNP

**Example 2**  
**"&HAND"**



Persons with disabilities, elderly people, expectant mothers and other people

having physical or mental concerns or difficulties sometimes need help in public spaces. There are also people who wish to help but are too nervous to act spontaneously. The "&HAND" project uses the LINE communication app to match people in need and those willing to help to turn kindness into action. (Please refer to the diagram below for how it works and how to use it.)

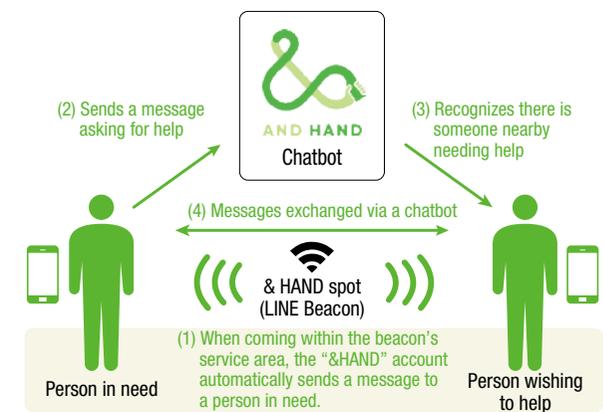
In December 2017, DNP, Tokyo Metro Co., Ltd., LINE Corporation and the General Incorporated Association PLAYERS jointly conducted five-day field testing on a subway car of Tokyo Metro's Ginza Line to connect expectant mothers wishing to have a seat and supporters willing to offer their seats. During the testing, 11,415 users registered the "&HAND" account as their friend, and among those who actually participated in the test, there were 3.2 supporters on average for one person needing help.

We will continue to work toward the commercialization of the project while improving its service quality and contribute to the realization of "a society where kindness generates more kindness," the philosophy of the "&HAND" project.

**Example "&HAND" user's screen and how it works**



A person wishing to offer his or her seat uses the "&HAND" account on the LINE app to tell where he or she is seated.



## Report on Activities under Each Principal Theme

# Fair Operating Practices

**Medium-to  
long-term vision**

We help to maintain and develop orderly, free and competitive markets based on laws and social ethics and by always remaining fair and equitable.

It is our belief that in carrying out business activities, we need to do more than just ensuring DNP's and its employees' compliance with laws and regulations but always remain fair and equitable, acting under even higher ethical standards than society calls for. To help maintain and develop orderly, free and competitive markets and consistently undertake business activities that measure up to society's expectations, we aim to instill and establish corporate ethics more firmly throughout the DNP Group.

### SDGs Covered by the Vision



### Performance Indicators to Monitor the Progress in Achieving the Vision and Activity Results

Performance indicator	Target	FY2017 result
(1) Number of meetings of the Corporate Ethics Committee*1 (2) Bases holding Autonomous Corporate Ethics Training*2	(1) Hold the meeting once a month (12 times a year). (2) Achieve 100% (covering all applicable bases).	(1) Once a month (12 times) (2) 100% (105 bases)

\*1: An organization overseeing internal controls, responsible for promoting a compliance framework to ensure that all business activities of the DNP Group are carried out in an appropriate manner. Consisting of directors and corporate officers in charge of organizational units within 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: Training provided on a continuous basis 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.

### Structure to Promote Management and Training

In instilling and establishing corporate ethics, DNP attaches particular emphasis on continuity, autonomy, positivity and efficiency.

We have established the Corporate Ethics Committee as an organization responsible for instilling and establishing corporate ethics throughout the Group. The committee is led by the Senior Managing Director overseeing governance, compliance and risk management and consists of directors and corporate officers in charge of organizational units within the head office. Each business division of DNP and the operating units of each Group company also have their own Corporate Ethics Committee. Through these committees, we are engaging in Group-wide, multifaceted activities in relation to corporate ethics.

(1) Goal management system	Used as a personnel evaluation and promotion system. We include corporate ethics as an item of self-evaluation conducted under the goal management system to increase the awareness of each employee.
(2) Self-examination of compliance with law and rules	DNP's business divisions and Group companies use evaluation items developed by the responsible head office division to perform self-examination and self-evaluation for constant improvements. This activity has been carried out since 1997 under the motto "Protect our company by ourselves."
(3) Compliance evaluation system	Implemented in 2005 by the responsible head office division as a system to evaluate DNP's business segments and Group companies using common performance indicators. This evaluation is conducted twice a year on a regular basis.
(4) Corporate ethics training	We provide various education and training opportunities, as we believe that a high level of awareness and a correct understanding among employees will make our efforts related to corporate ethics more effective.
(5) Open Door Room	Established in 2002 as a whistle-blower system to receive inquiries and reports on matters concerning corporate ethics. We also set up an external helpline in 2015, in which lawyers receive relevant inquiries and reports. These are safe inquiry and reporting systems operated in accordance with the DNP Group Open Door Room Operating Standards, which are based on Japan's Whistle-Blower Protection Act.
(6) Supplier Hotline	This hotline, established in 2009, receives information from suppliers on any misconduct (or possible misconduct) of DNP employees or other parties, which they have come to recognize during their transaction with the DNP Group. <a href="https://www.dnp.co.jp/CGI/csr/supplier/form.cgi">Link</a> https://www.dnp.co.jp/CGI/csr/supplier/form.cgi

## Report on Activities under Each Principal Theme

# Fair Operating Practices

**Social Issue Recognized by DNP****Annual economic loss in the world directly caused by corruption: 2 trillion dollars** (International Monetary Fund, 2016)

According to an estimate made in a paper published by the International Monetary Fund (IMF) in 2016, the annual cost of public sector bribery amounts to 1.5 to 2 trillion dollars in the world. The paper also estimates indirect economic loss to be even larger, as disincentives among taxpayers to pay taxes lead to lower tax revenues, which in turn cause less public spending in infrastructures and health and education systems. The paper states an anti-corruption strategy is critical in achieving macro-economic stability, and the strategy requires the promotion of transparency and a clear legal framework with the credible threat of prosecution and elimination of excessive regulations. Companies are now increasingly required to act with higher ethical standards to prevent corruption.

DNP has formulated the DNP Group Code of Conduct, which serves as conduct guidelines to be observed by all employees in carrying out corporate activities, and has included “Compliance with the laws and social ethics” as one of the 10 tenets specified under the code, prohibiting employees from seeking profit through bribery and other dishonest means. With the aim of disseminating our approach more thoroughly both in and outside DNP, we formulated the DNP Anti-Bribery Policy in March 2018. To remain a company trusted by society, the DNP Group will facilitate anti-bribery efforts on a global basis under this policy.

**DNP’s Efforts for the Resolution of Social Issues****Political Donations and Dealing with Antisocial Forces**

DNP’s basic policy is to maintain political neutrality by not making political donation, either directly or indirectly. To antisocial forces that negatively affect public order and sound activities of society, we also prohibit the provision of inappropriate payoffs.

**DNP’s Efforts for the Resolution of Social Issues****Reinforcing Our Anti-Corruption Structure on a Global Scale**

As recent corporate activities expand beyond regional and national boundaries, regulations concerning bribery are being tightened in each country in order to ensure a fair and open competitive market.

Report on Activities under Each Principal Theme

# Human Rights and Labor

## Medium-to long-term vision

We respect diversity in the culture, nationality, creed, race, ethnicity, language, religion, gender, age and ways of thinking of all persons and fulfill our responsibility to protect human rights. We also seek to maintain and improve our working environment to enable everyone to work safely and remain healthy.

DNP respects and encourages the mutual acceptance of differences among individuals, and by leveraging their diversity, connects people and society and provides new value (“promotion of diversity”).

For facilitating the lasting growth of the DNP Group and the creation of a safe, healthy and vibrant workplace, we also strive to maintain and improve the safety and healthiness of workplace environments and to maintain and promote the physical and mental health of employees and their families (“promotion of occupational safety and health”).

## Performance Indicators to Monitor the Progress in Achieving the Vision and Activity Results

Performance indicator	Target	FY2017 result
(1) Number of women in managerial positions	(1) Double the number of women in managerial positions by FY2019 compared with the number (96) at the end of FY2015.	(1) 1.65 times the number (158)
(2) Ratio of employees with disabilities	(2) Achieve the ratio above 2.0% in FY2017 and that above 2.2% in FY2018 onwards.	(2) 2.06%
(3) Annual paid leave taken	(3) Achieve an increase over the previous fiscal year.	(3) 50.8% (48.9% in FY2016)
(4) Frequency rate of lost workday injuries	(4) Keep the rate below 0.2.	(4) 0.32

## SDGs Covered by the Vision



## Report on Activities under Each Principal Theme

# Human Rights and Labor

### | Structure to Promote Diversity Management

DNP has been promoting diversity since around 2000 in seeking to foster a corporate culture that allows women and other diverse human resources to play active roles.

In 2016, as an effort to augment our activities in this area, we established the Diversity Promotion Office within the Employee Relations Department in the head office and the Diversity Promotion Committee in each business division and Group company. To drive our efforts further, we converted the Diversity Promotion Office into an independent, dedicated organization in June 2018 and extended our focus from women to other groups, including non-Japanese employees, persons with disabilities and senior employees.

### | Structure to Promote Occupational Safety and Health

DNP stipulates its basic policy on and a structure to promote a safe and healthy workplace environment in the DNP Group Safety and Health Management Regulations.

Our safety and health activities are being promoted under the policy that safety takes precedence over everything else. The DNP Group Safety and Health Liaison Council oversees and leads relevant activities of the entire Group, while the responsible committee of each business segment and Group company and the Safety and Health Committee of each workplace create specific action plans. In this way, DNP and its employees are making concerted efforts to increase the level of safety and health throughout the Group.

#### Social Issue Recognized by DNP

### Japan's ranking in the Global Gender Gap Index: 114th place/144 countries

(The Global Gender Gap Index 2017, the World Economic Forum)

According to the World Economic Forum, Japan's ranking in the Global Gender Gap Index in 2017 was 114th place among the 144 countries. The global index is developed using data in four categories, and except for taking first place in the Health and Survival category, Japan ranked low in the remaining three categories of Economic Participation (114th), Educational Attainment (74th) and Political Empowerment (123rd). Against this backdrop, Japan enforced the Act on Promotion of Women's Participation and Advancement in the Workplace ("Women's Participation Promotion Act") in 2016 with the aim of promoting the active role of women in their work life and to realize an enriching and vibrant society where women working on their own free will and those wishing to do so can demonstrate their individualities and abilities to the fullest.

#### DNP's Efforts for the Resolution of Social Issues

With a view to creating new value by respecting and leveraging diversity, we have been promoting diversity under the policy of developing diverse human resources, fostering a corporate culture to encourage the active participation of diverse human resources and realizing diverse work styles.

One pillar of our activities is promoting the active role of women. Under the

Report on Activities under Each Principal Theme

# Human Rights and Labor

Women’s Participation Promotion Act, we set out a target to double the number of women in managerial positions by the end of FY2018 compared with the end of FY2015 and are carrying out the following initiatives.

## Initiatives to Increase the Number of Women in Managerial Positions

### ▶ Next-generation female leaders training (for female section chief candidates)

We provide training to female employees whom we expect to assume leadership roles. They receive training to become next-generation leaders through simulation of management duties. Upon the completion of the training, participants are certified by DNP as a mentor and will take the role of providing career consultation to young male and female employees under a mentor system.

### ▶ Diversity promotion leaders training (for general managers and those in equivalent positions)

We provide training to develop a promotion leader of the Diversity Promotion Committee of each business segment. During the training, participants identify factors that hinder diversity and gain knowledge and the skills necessary to plan and implement solutions. They will also serve as a mentor for participants of the next-generation female leaders training. Through these promotion leaders, we aim to foster a corporate culture that allows women and other diverse human resources to fully demonstrate their abilities.



Joint session of the next-generation female leaders training and the diversity promotion leaders training

## Initiatives to Continuously Produce Female Employees Assuming Leadership Roles

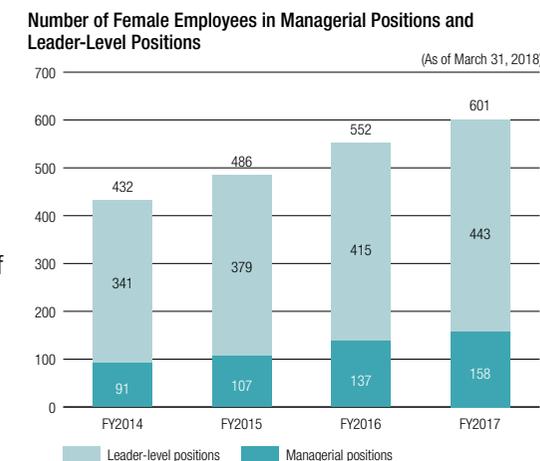
### ▶ Career training for young female employees (for mid-level female employees)

This training cultivates career awareness among mid-level female employees, who are expected to assume managerial positions or leadership roles in the future, to enable them to design a work and life plan on their own.

### ▶ Career development support training (for supervisors having female subordinates)

We provide training for supervisors to gain skills to link what DNP expects and what a female subordinate aspires for her medium-to long-term career, promote her growth appropriately through work and hold effective dialogue for this purpose.

As a result of these initiatives, the number of female employees in managerial positions increased to 158, 1.7 times the number at the end of FY2015, while the number of those in leader-level positions rose to 443, 1.3 times the number also at the end of FY2015.



## Report on Activities under Each Principal Theme

# Human Rights and Labor

**Social Issue Recognized by DNP****Annual global economic loss resulting from work-related accidents and illnesses:****2.99 trillion dollars** (International Labour Organization)

According to the figure developed by Finland, Singapore, the European Union (EU) and the International Commission on Occupational Health (ICOH), with the support of the International Labour Organization (ILO), the annual cost of work-related injuries and illnesses is estimated to represent 3.94% of global GDP, or 2.99 trillion dollars. This means that about 2.78 million workers lose their lives due to work-related injuries and illnesses each year. In Japan, the 13th Occupational Safety & Health Program (FY2018 to FY2022) has just been rolled out under the country's Industrial Safety and Health Act. The program continues to emphasize the prevention of industrial accidents in the manufacturing industry, and reflecting the recent changes in the working environment, attaches greater importance to measures to prevent long working hours and ensure the health, including mental health, of workers.

**DNP's Efforts for the Resolution of Social Issues**

DNP is promoting safety and health activities by formulating the Basic Plan for Prevention of Industrial Accidents and the Basic Plan for Health Maintenance and Promotion every three years. These medium-term plans reflect social trends and

Japan's industrial safety and health initiatives as well as our past activity results and issues facing DNP.

**Efforts Unique to DNP for Preventing Industrial Accidents**

In our Third Basic Plan for Prevention of Industrial Accidents (FY2015 – FY2017), the first priority task was to eliminate accidents involving machinery at manufacturing sites, and we made Company-wide efforts accordingly. These efforts led to increased implementation of equipment safety measures, and coupled with the steady 4S (Sort, Set in Order, Shine and Standardize) activities undertaken by each workplace, had enabled us to draw up a clearer roadmap for our accident prevention activities. In our Fourth Basic Plan that will start in FY2018, we will continue our equipment safety activities and improve work processes in order to increase our safety level both in terms of “hardware” and “software.”

With our aging workforce, there has been an increase in fall accidents. In response, we will roll out preventive activities through the “STOP! Fall Accidents Project.”

As another effort, we will work to disseminate DNP's original safety education programs, which utilize our know-how accumulated in the past activities, for developing and appropriately assigning human resources to support our activities.

**Efforts for Maintaining and Promoting Physical and Mental Health**

Under our Third Basic Plan for Health Maintenance and Promotion (FY2015 – FY2017), we mainly promoted initiatives for enhancing our health education and implementing mental health-related measures.

As for the promotion of physical health, we have been encouraging each

## Report on Activities under Each Principal Theme

# Human Rights and Labor

employee's voluntary engagement through health-related events and educational programs. Efforts include providing nutritional and exercise guidance and offering healthy menus at company cafeterias.

In the area of mental health, we have been conducting self-care, line-care and other relevant education, centered around stress checks introduced in 2006, and also providing tools for employees to check their mental health status at anytime. Each workplace has also been making their own efforts based on the results of workplace analysis and in conjunction with our workstyle innovation activities to provide a better working environment and improve employees' work engagement.

### Our Response to Human Rights Issues

Recently, there has been growing attention to the impact of business on human rights. As part of our due diligence effort concerning human rights, DNP has been conducting surveys in a phased manner to identify and monitor the risk related to human rights in business activities. Specifically, during the period from 2014 to 2016, we conducted interview surveys on all business segments and written surveys on all of the 22 consolidated subsidiaries outside Japan. These surveys were designed to identify risk from a broad perspective, encompassing such aspects as countries/local communities in which we do business, suppliers/contractors, origins of raw materials, consumers/customers and employees. Within the scope of information gathered through these surveys, we have concluded that there is no significant risk concerning human rights. In 2017, we examined ways to proceed with our plans to formulate our human rights policy and to carry out detailed risk assessment, while also incorporating opinions from subject matter experts.

## Report on Activities under Each Principal Theme

# Environment

### Medium-to long-term vision

To create a sustainable society with the Earth's limited natural resources, we reduce environmental impact and conserve biodiversity while ensuring compliance with environmental laws and regulations and by recognizing our relationship with the environment in all business activities.

DNP has always believed in the importance of coexistence with the natural environment to ensure sustainable business. We have set “Environmental conservation and the realization of a sustainable society” as one part of our Code of Conduct and are implementing environmental activities such as the reduction of environmental burden in consideration of the relationship between business activities and the environment throughout the supply chain.

### SDGs Covered by the Vision



### Performance Indicators to Monitor the Progress in Achieving the Vision and Activity Results

Performance indicator	Target	FY2017 result
→ See “Environmental Activity Targets and Results” on page 45.		

### Environmental Management Structure

The DNP Group has established the CSR-Environment Committee to coordinate Group-wide environmental activities and the Operations & Group Company Environmental Committees to preside over domestic and overseas activities within each business area. Each committee has its own office or promotion office.

- **CSR-Environment Committee**  
The committee is led by the managing director in charge of CSR and the environment at the head office and consists of corporate officers responsible for respective organizational units within the head office. The Committee deliberates on and makes decisions concerning the environmental policies, targets and plans of the entire Group and monitors the progress of the plans and the status of the achievement of those targets.
- **Operations & Group Company Environmental Committees**  
These committees lead activities, including those of our overseas business locations, based on the decisions made by the CSR-Environment Committee and the characteristics of their respective business areas.

## Report on Activities under Each Principal Theme

# Environment

## | Environmental Management System

The DNP Group created our own environmental management system (EMS) in 1993, prior to the publication of ISO 14001. Our system primarily uses two reports, namely Eco-Reports prepared by the CSR-Environment Committee Office and Site-Eco Reports prepared by the Operations & Group Company Environmental Committees, and works through the plan-do-check-act (PDCA) cycle every six months. The Eco-Reports cover trends in environmental issues and changes in applicable laws, our courses of action and how well the DNP Group overall has achieved our targets and are distributed to the Operations & Group Company Environmental Committees and to every business site. The Site Eco-Reports document each site's targets, plans and status of activities. The Operations & Group Company Environmental Committees use the Site Eco-Reports to monitor the situation at each site and submit a summary report to the CSR-Environment Committee.

The CSR-Environment Committee and the Operations & Group Company Environmental Committees carry out continuous improvement activities through guidance and hands-on sessions and liaison meetings. Progress is checked at periodic environmental activities promotion meetings.

### Social Issue Recognized by DNP

## Japan's medium-term GHG emissions reduction target under the Paris Agreement: A 26% reduction from the 2013 level by 2030 (Japanese government, 2015)

In 2015, the Paris Agreement was adopted by the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change held in Paris, France, as an international framework of measures against climate change for 2020 onwards. Designed to respond to continued global warming caused by increasing greenhouse gas (GHG) emissions and other factors and growing concern about the spread of negative impact across the world, the agreement sets its goal to curb global warming by keeping a global temperature rise well below 2 degrees Celsius above pre-industrial levels and to make efforts to limit the rise even further to 1.5 degrees Celsius. Japan ratified the agreement in 2016. The agreement also calls for action on the part of companies to undertake various activities to contribute to the achievement of the goal.

Report on Activities under Each Principal Theme

# Environment

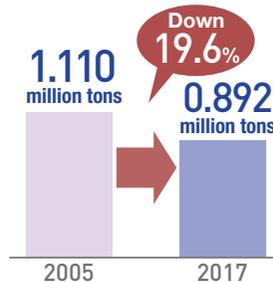
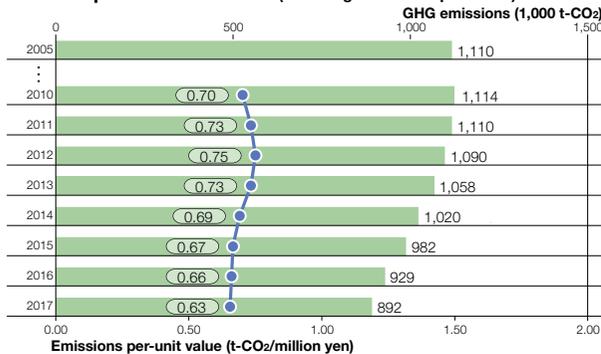
DNP's Efforts for the Resolution of Social Issues

## Efforts at DNP to Counter Climate Change

Recognizing that responding to climate change is one of the world's most pressing issues, DNP has been making efforts on a global basis to reduce the total GHG emissions of the DNP Group, including its overseas business locations, by setting a reduction target of 10% for FY2020 and then another target of 20% for FY2030, both from the FY2005 level. Our efforts so far have included conserving energy used for air conditioning and power, improving production line operations and increasing the energy efficiency of heating units. Compared with the FY2005 level (1.110 million tons), we successfully reduced our annual GHG emissions by 19.6% to 0.892 million tons in FY2017 and achieved our FY2020 target.

We have also been working to reduce environmental impact through products and services and making steady progress in our action against climate change throughout our supply chain.

DNP Group's GHG emissions (including overseas operations)



\* For electricity emission factors, the FEPC's 2005 point-of-use CO<sub>2</sub> emissions unit value of 0.423 (kg-CO<sub>2</sub>/kWh) was used uniformly.

## GHG Emissions Reduction Target of the DNP Group Recognized by the Science Based Targets (SBT) Initiative

As DNP nearly achieved its FY2030 GHG emissions reduction target in FY2017, we defined a new target in accordance with an international framework. In July 2018, this new target was recognized by the international Science Based Targets (SBT) initiative as "science-based" in helping to achieve the goal of the Paris Agreement, which is to keep global warming below two degrees Celsius. DNP will continue to augment its GHG emissions reduction activities by saving energy and introducing energy-saving facilities.



GHG emissions reduction target of the DNP Group: To achieve a 25% reduction in GHG emissions from the FY2015 level by 2030

With regard to our Scope 3 emissions, we will work to reduce our total GHG emissions throughout our supply chain by encouraging our key suppliers to receive the SBT initiative's approval by 2025.

Report on Activities under Each Principal Theme

# Responsible Procurement

## Medium-to long-term vision

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 other factors.

DNP is working with our suppliers throughout the supply chain to improve compatibility with social expectations. Excellent products and services would mean nothing if we break social norms or cause trouble to society in their manufacturing processes or raw material procurement practices. As such, we aim to create value and cultivate compliance awareness at the same time and are carrying out various types of management.

Additionally, DNP will fulfill its social responsibility by taking appropriate action to avoid becoming a party to global-scale environmental destruction, abuse of human rights or labor issues.

## SDGs Covered by the Vision



## Performance Indicators to Monitor the Progress in Achieving the Vision and Activity Results

Performance indicator	Target	FY2017 result
(1) Average score of a DNP Group CSR Procurement Guidelines survey on key suppliers	(1) Achieve the average score of 90 points by 2030.	(1) 81.7 points (the average of key suppliers of overseas business locations)
(2) Percentage of overseas business locations conducting the DNP Group CSR Procurement Guidelines surveys	(2) Achieve 100% (covering all overseas business locations).	(2) 100%
(3) Percentage of key suppliers conforming to the DNP Group Guidelines for Procurement of Paper for Printing and Converting	(3) Achieve 100% by 2030.	(3) 92.4%

## Internal Structure and Management

In the CSR-Environment Committee led by a managing director, DNP has confirmed its commitment to conducting responsible procurement that takes into account human rights and other social and environmental aspects. We have formulated necessary guidelines and have been making a range of efforts to increase the effectiveness of these guidelines.

Specifically, we have formulated the DNP Group CSR Procurement Guidelines, [Link](#) and to cover topics of significant importance, developed individual



Briefing session for suppliers held in October 2017 (with 136 participants from 102 companies)

## Report on Activities under Each Principal Theme

# Responsible Procurement

guidelines, including the DNP Group Guidelines for Procurement of Paper for Printing and Converting [Link](#) and the DNP Group Green Procurement Guidelines for Chemical Substances. [Link](#)

To increase their effectiveness, the dedicated CSR department and purchasing and other related departments work closely together and go through the plan-do-check-act (PDCA) cycle by holding briefing sessions for suppliers, conducting periodic surveys and feeding back the survey results as well as conducting interviews and the exchange of opinions.

**Social Issue Recognized by DNP****Business impact of human rights infringement in supply chain: More than 100 billion yen per company**

(Deloitte Tohmatsu Consulting LLC)

Deloitte Tohmatsu Consulting LLC made an estimate of the impact on business of human rights infringement in the supply chain based on past cases. According to the estimate, loss of sales due to the resulting consumer boycott or suspension of operations exceeds 100 billion yen per company. Companies need to recognize the magnitude of such a business impact and set up a process to prevent and correct any adverse impact on human rights.

**DNP's Efforts for the Resolution of Social Issues****Reinforcement of CSR Procurement Management**

We fully revised our DNP Group CSR Procurement Criteria established in 2006 from a more global viewpoint and converted the criteria into the DNP Group CSR Procurement Guidelines in March 2017. Our procurement guidelines are based on the Responsible Business Alliance (RBA, formerly the Electronic Industry Citizenship Coalition – EICC) Code of Conduct and the Supply Chain CSR Promotion Guidebook of the Japan Electronics and Information Technology Industries Association (JEITA) and reflect the requirements of the international community. The guidelines cover 40 topics under the seven themes, namely human rights and labor, safety and health, the environment, product safety and quality, information security, fair transaction and ethics and social contribution.

We also reviewed the scope of our CSR procurement management and extended it from our bases in Japan and principal overseas business locations to the entire global supply chain. Specifically, in November 2017 we requested all our overseas business locations and their suppliers to act in accordance with the DNP Group CSR Procurement Guidelines and conducted a survey on 130 key suppliers. We confirmed and evaluated the compliance level of each by using two versions of check sheets we have prepared to accommodate for their varying sizes (standard version consisting of 130 questions and simplified version of 30 questions). The overall average score of the 130 suppliers was 81.7 points (83.4 points for the standard version and 79.4 points for the simplified version), and there was no significant imbalance among the average scores of the individual themes, such as human rights and labor and the environment. There were, however, 21 suppliers whose overall score was below the average at 70 points. Some of our future efforts will be geared toward increasing the level of compliance at these suppliers.

## Report on Activities under Each Principal Theme

# Responsible Procurement

## Our Response to Conflict Minerals

Some minerals (gold, tin, tantalum and tungsten) originating from the Democratic Republic of Congo and surrounding countries (conflict region) are used to finance armed opposition groups, prompting fears that the trading of these minerals is exasperating conflict and the abuse of human rights by these groups. To counter the situation, Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act requires companies listed on the U.S. Stock Exchange to file reports on the use of these four minerals originating from the conflict region every year.

DNP does not have an obligation to report directly to the U.S. authorities regarding the matter but has included responsible procurement in our DNP Group CSR Procurement Guidelines to avoid getting involved in these issues, which are detrimental to the sustainable development of society. According to the guidelines, we are undertaking business activities in an appropriate manner jointly with each supplier and have confirmed that the said minerals used in our electronic devices business do not come from the conflict region. In FY2017, we again performed the check and determined that minerals that may facilitate conflict or human rights infringement are not used in our products or included in the raw materials we use.

### Social Issue Recognized by DNP

## Net forest loss in the world: 129 million hectares

(Food and Agriculture Organization of the United Nations, 1990-2015)

According to a survey conducted by the Food and Agriculture Organization (FAO), the world's total area of forests fell from 4,128 million hectares in 1990 to 3,999 million hectares in 2015. Natural forests, which accounted for 93% of the net forest loss of 129 million hectares, are critical in sustaining the global environment as they conserve genetic diversity and help to maintain the natural composition of tree species. The decrease in forest area has been continuing and is particularly noticeable in tropical regions, driven by the expansion of agricultural land through illegal logging.

For DNP, paper is one of the essential raw materials for its printing business. We strive to contribute to sustainable forest management as one priority activity.

## Report on Activities under Each Principal Theme

# Responsible Procurement

**DNP's Efforts for the Resolution of Social Issues**

## DNP Group Guidelines for Procurement of Paper for Printing and Converting

To increase the effectiveness of our efforts to reduce environmental impact, we conduct responsible procurement jointly with suppliers involved in the purchase of raw materials that have a large impact on the environment.

Especially for paper, which is one of our principal raw materials, we are committed to the conservation of forest resources and the effective use of raw materials and are proactively encouraging the use of thinned wood and forest-certified paper. Since 2012, we have also been collaborating more closely with suppliers, including paper manufacturers and sales companies, as an effort to share our procurement policy under the DNP Group Guidelines for Procurement of Paper for Printing and Converting, establish and operate a management structure to confirm the legality of our procurement practices, ensure traceability and increase the percentage of paper that is friendly to forest resources in the overall volume of our paper purchase.

These efforts continued in FY2017, and we conducted our routine survey and interview with key suppliers. As a result, we confirmed that these suppliers (accounting for 92.4% of our monetary purchase amount) conform to our DNP Group Guidelines for Procurement of Paper for Printing and Converting.

Report on Activities under Each Principal Theme

# Product Safety and Quality

**Medium-to  
long-term vision**

As a responsibility of a company providing products and services to society, we give first priority to ensuring safety and quality, and by doing so, earn the trust of society.

DNP recognizes that placing safety and quality first and foremost is a responsibility of a company providing products and services to society. Under this recognition, we strive for constant improvement by always exploring how our products and services are used and thinking “what quality is required of them and what makes them safe and easy to use” from the perspective of consumers and customers. From the proposal stage through to the final delivery, we commit ourselves to providing products and services that satisfy people to earn even greater trust from them, and this forms the basis of our safety and quality efforts.

**| SDGs Covered by the Vision**



**Performance Indicators to Monitor the Progress in Achieving the Vision and Activity Results**

Performance indicator	Target	FY2017 result
(1) Number of serious accidents* caused by our products <small>* 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)</small> (2) Percentage of newly developed products undergoing product safety and risk assessment	(1) Achieve zero accidents. (2) Achieve 100%.	(1) Zero accidents (2) 100% (184 products)

Report on Activities under Each Principal Theme

# Product Safety and Quality

## | DNP Group’s Internal Structure for Quality Management

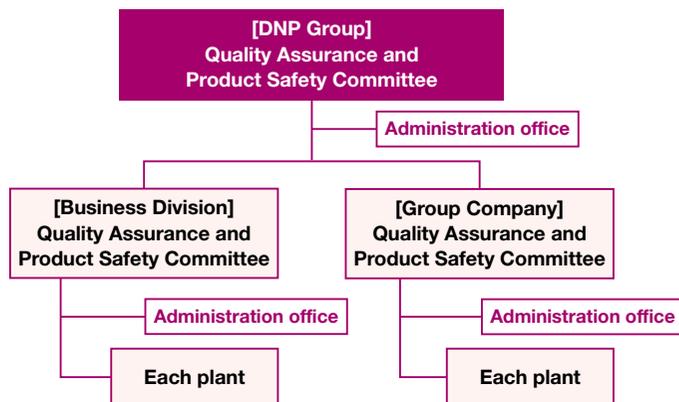
DNP’s basic policy concerning quality management is twofold. One is to ensure that our products and services conform to the required standards and legal regulations, and the other is to fulfill our corporate social responsibility by providing products and services that deliver levels of quality and safety exceeding the needs and expectations of corporate customers and consumers.

To uphold this basic policy, we have established the Quality Assurance and Product Safety Committee within the head office (led by a managing director) and in each business division and Group company. We have also stipulated Group-wide rules, consisting of matters that should be implemented for ensuring the safety and quality of our products. With the committee within the head office taking the lead, we have established and been operating a quality management system and a product safety management structure.

DNP Group Product Safety Policy [Link](#)

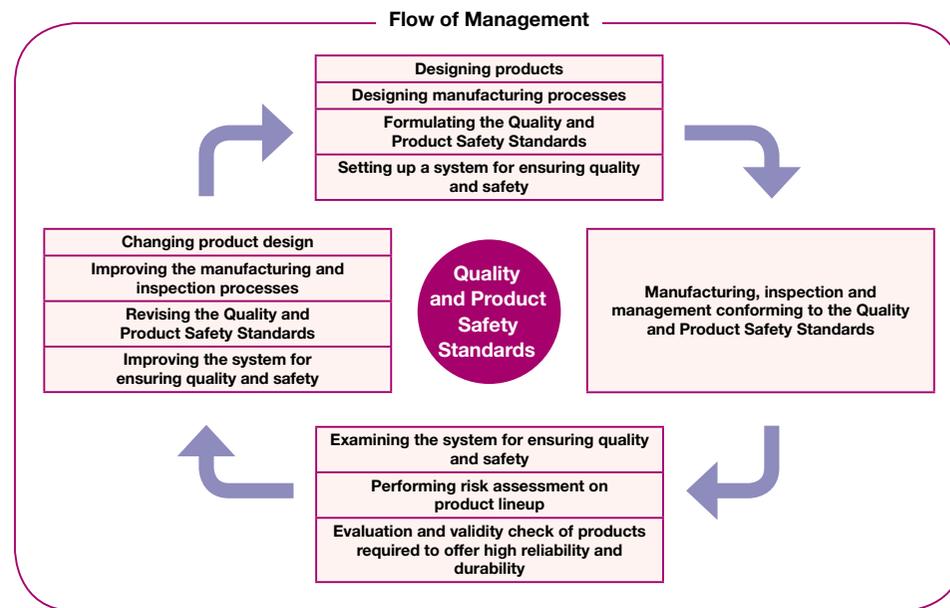
DNP Group Quality Policy [Link](#)

DNP Group Quality Assurance and Product Safety Management Structure



## | Management to Ensure Safety and Quality

DNP has stipulated Group-wide rules, consisting of matters that should be implemented by each business division and Group company for ensuring product safety and quality. According to the rules, the Quality Assurance and Product Safety Committee receives reports on the status of Group-wide activities, issues and other relevant matters twice a year, and based on the reports, revises policies and targets and gives instructions for improvement. In response, the responsible division within the head office then provide guidance to each business division and Group company to increase the safety and quality of our products.



## Report on Activities under Each Principal Theme

# Product Safety and Quality

To satisfy the requirements of corporate customers and the marketplace, we have also acquired certification in relevant fields, including ISO 9001 certification, an international standard for quality management, and Food Safety System Certification (FSSC) 22000 in the field of food packaging. Other certification we have acquired in the information management field includes ISO/IEC 15408 certification for information technology (IT) security, “PrivacyMark” certification for protection of personal information and ISO/IEC 27001 (Information Security Management System – ISMS) certification for information security.

**Social Issue Recognized by DNP****Many scandals involving quality-related misconduct by Japanese companies** (2017)

In FY2017, a number of quality-related misconduct cases, such as inappropriate execution of legally required inspections and falsification of quality data, were uncovered and made headlines in various media.

At DNP, we have been implementing sufficient risk management against legal violation and quality-related misconduct as an effort to prevent such cases from occurring.

**DNP's Efforts for the Resolution of Social Issues****DNP's Efforts for Preventing Quality-Related Misconduct**

In 2017, following the successive occurrence of quality-related misconduct cases in Japan, DNP carried out an emergency examination in all divisions to check for any legal violation or quality-related misconduct. The results revealed no such misconduct or possible misconduct, and we have confirmed that our operations follow the stipulated rules. Additionally, we provide education on an ongoing basis for each division tailored to its roles, for reinforcing our quality management structure, communicating the specifications agreed upon with corporate customers in order to ensure the structural reinforcement and for instilling Group-wide rules, including ensuring the reliability of inspections.

DNP will continue to ensure thorough legal compliance and the prevention of misconduct, endeavor to secure quality and safety from the perspective of stakeholders and consumers and fulfill the responsibility as a provider of products and services to earn the greater trust of society.

Report on Activities under Each Principal Theme

# Information Security

**Medium-to  
long-term vision**

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.

DNP has a core strength in information security technology and know-how built up in the application of information assets entrusted to us by companies and consumers as well as our own information assets. We leverage this strength to provide new value through highly secure and reliable products and services.

**| SDGs Covered by the Vision**



**| Performance Indicators to Monitor the Progress in Achieving the Vision and Activity Results**

We have set the following indicators that we are working toward in order to establish and put into operation a sophisticated security system.

Performance indicator	Target	FY2017 result
(1) Number of information security compliance evaluations implemented	(1) 100% implementation rate in business divisions and Group companies	(1) 100% (82 divisions and companies)
(2) Number of inspections and guidance given to divisions implementing core personal information measures by executive in charge	(2) 100% implementation rate in targeted divisions	(2) 100% (34 bases)
(3) Participation rate for information security education and training	(3) 100% participation rate in targeted divisions	(3) 100% (Approx. 41,000 persons)
(4) Number of security vulnerability tests for public sites on the internet handling personal information	(4) 100% implementation rate for targeted sites	(4) 100% (83 systems tested)

**| Structure to Promote Management**

Since establishing the Office for the Protection of Personal Information in 1999, DNP has continued to strengthen our information security measures in response to changes in the security environment in Japan and overseas. We established the Information Security Committee and Information Security Headquarters at the head office as the umbrella organizations for Company-wide control to provide inspection and guidance for business segments and Group companies. The executive officer in charge of the head office serves as the committee chief.

Also, Information Security Committees have been established in each of the

Report on Activities under Each Principal Theme

# Information Security

core business divisions and Group companies, in which under the direction of the committee chief and persons in charge of personal information control (together with the heads of each operating unit), they handle issues such as training, security zoning and information security measures, as well as taking charge of inspections. Information Security Committees have been set up at a total of nine overseas Group companies since 2015 (covering 41% of overseas Group companies).  
 DNP Group's Basic Policy on Information Security [Link](#)  
 DNP Group Privacy Policy [Link](#)

DNP is undertaking information security related measures with a particular focus on organizational measures, human measures and physical and technical measures.

## Organizational Measures

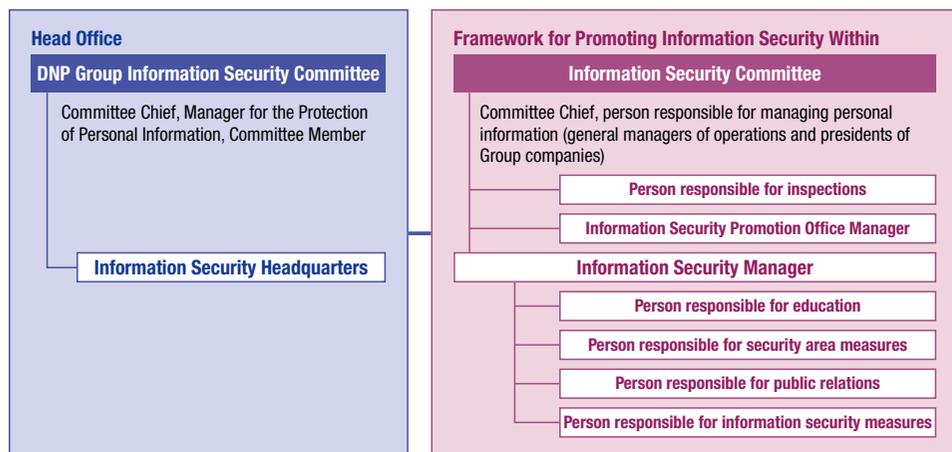
### ► Maintaining internal procedures and rules

Personal information protection includes the development of the Personal Information Protection Regulations and the establishment of joint rules regarding actual standards for information protection within the Group. We also developed the Basic Personal Information Policy and Basic Personal Information Regulation, under which 10 standards have been established concerning information security, including those for document control, computer usage, areas from which non-DNP employees are restricted from entry, education, website and social media. We rapidly send out notices and establish or revise our rules in response to new threats and risks, and we make sure that employees are thoroughly informed about them.

### ► Establishment of a management system

DNP ensures thorough legal compliance, attaining the Privacy Mark in July 2008, and is promoting the establishment of a management system in compliance with the Japanese Industrial Standards, "Personal Information Protection Management System Requirements" (JISQ15001). We are also actively making progress toward acquiring the Privacy Mark and ISO / IEC27001 at all business divisions and Group companies handling personal information in the course of business activities.  
 Acquisition status of Privacy Mark and ISO / IEC 27001 [Link](#)

Information Security Control System



## Report on Activities under Each Principal Theme

## Information Security

## Human Measures

## ► Strengthening information security through human resources development

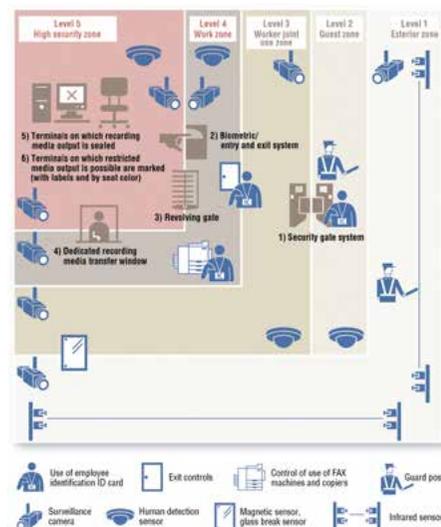
DNP provides ongoing education and training to all employees, particularly personnel responsible for strengthening information security.

We prepare teaching materials in 10 languages, including Japanese, to make sure our education covers all employees. Training courses are provided via groups to personnel in charge of strengthening information security, and the Group company CP Design Consulting, Ltd., which provides consulting related to personal information protection, offers practical courses based on DNP's products and services.

## Physical and Technical Measures

## ► Measures in departments handling personal information

Various measures are in place at the Data Processing Offices handling personal information and other important data, including entry/exit controls using biometrics to ensure that unauthorized persons cannot access the facilities, surveillance cameras that keep improper behavior in check and pocket-free uniforms for



on-site workers so that data cannot be taken off-site. We also separate the locations where information is written to media, employ checks using metal detectors, implement and verify access logs, and reduce the number of employees engaged in the work of writing to recording media. These and other measures serve to further strengthen control.

## ► Measures at operational bases using IC card employee IDs

DNP is promoting a variety of information security measures using IC card employee IDs. We are increasing the number of operational bases with a security gate system in which employees need the IC card to enter and leave the building or factory. In addition, we have introduced a thin client system for laptops taken off-site in which authentication is provided with the IC card. We are also adding a function enabling the integrated management of multifunction machine usage logs by the manager on a server by requiring authentication via IC card when printing.

## ► Initiatives for the safe delivery of information

DNP has introduced CipherCraft, a tool to prevent the erroneous transmission of email with such functions as destination identity verification, attachment file verification, mandatory encryption and the temporary holding of outgoing mail. The aim is to prevent information leaks through erroneous transmission when employees send email outside the Group.

In addition, we have developed and are operating the “Gendarme” system when transferring the personal data of clients via a network. We also developed our “Dreadnought” CD-R loaded with software that encrypts data in 2007. This not only encrypts data sent and received between clients and DNP, but can also be used for the encryption of important information by the client.

## Report on Activities under Each Principal Theme

# Information Security

## ► Corruption measures for website

DNP conducts vulnerability tests twice a year for all internet servers handling personal information that are run by the Group to ensure more secure and robust website creation and management.

## | Promoting information security measures in the industry

To enhance personal information protection throughout the printing industry, DNP dispatches employees with sophisticated technical knowledge to personal information protection working groups run by the information security committee of the Japan Federation of Printing Industries. The employees participate in making guidelines for personal information protection, Q&A and formulating and preparing educational materials. (Two DNP employees have been stationed there since 2004.)

### Social Issue Recognized by DNP

#### Global loss from cybercrime: ¥63 trillion (2016)

(*The Economic Impact of Cybercrime - No Slowing Down*, Center for Strategic and International Studies (CSIS) and McAfee, LLC, 2018)

According to the 2018 report “*The Economic Impact of Cybercrime - No Slowing Down*,” cybercrime has led to a loss of approximately US\$600 billion in the global economy (approx. ¥63 trillion/as of 2016). This is an increase from the study done in 2014 (approx. ¥46 trillion) and the risk of cybercrime is expected to grow going forward.



### DNP's Efforts for the Resolution of Social Issues

#### Strengthening Cyber Security Measures

Now that cyber attacks are becoming increasingly artful and complex, it is no longer sufficient to rely solely on conventional border protection measures aimed at not allowing threats to enter a company's computer systems.

DNP is constructing multilayered countermeasures based on unique security solutions that combine—in addition to the conventional “inbound measures” that address things like system vulnerabilities and keeping out viruses—“internal

## Report on Activities under Each Principal Theme

# Information Security

measures” for preventing and containing damage in the event that an intruder does manage to infiltrate the system, and “outbound measures” that prevent information from being illicitly transmitted outside the system. DNP promotes Security By Design, whereby protective functions are built into a computer system from the development stage, as well as measures for counteracting new threats such as periodic inspection of systems already in use to check for vulnerabilities.

Based on this expertise, the DNP Group company Cyber Knowledge Academy Co., Ltd. provides educational programs for training personnel to counter cyber attacks. DNP also belongs to the Nippon CSIRT Association, whose industry-wide members share information and cooperate across company lines to enhance cyber security.

## Efforts to Boost the Information Security Literacy of Employees Worldwide

DNP is undertaking measures to increase the information security literacy of employees around the world. In FY2017, we expanded our training by creating the Introduction to Information Security 2017 educational tool in 10 languages, including Japanese, in order to promote information security management at overseas Group companies.

## Report on Activities under Each Principal Theme

# Corporate Citizenship

### Medium-to long-term vision

As a good corporate citizen operating in harmony with society, we proactively seek deeper engagement with society and make social contributions through the resolution of social issues and volunteer and cultural activities.

DNP aims to contribute broadly to the resolution of social issues and the realization of a better society through business activities and by acting as a good corporate citizen while effectively utilizing our management resources, including human resources, intellectual properties, technologies and facilities, while promoting cooperation and collaboration with external organizations. We also support the social contribution activities of employees, as these activities encourage their personal growth and self-fulfillment.

### SDGs Covered by the Vision



### Performance Indicators to Monitor the Progress in Achieving the Vision and Activity Results

Performance indicator	Target	FY2017 result
(1) Number of external participants for DNP's original future generations development programs (2) Number of local volunteer activities held each year to support reconstruction of disaster-stricken regions, including Tohoku and Kumamoto	(1) Achieve an accumulated total of 7,500 persons from FY2015 to FY2019. (2) Constantly conduct the activity three times a year until FY2019.	(1) Accumulated total: 4,033 persons (2) Three times (twice in Tohoku and once in Kumamoto)

### DNP Group Social Contribution Policy and Social Contribution Themes

The DNP Group contributes to the realization of a sustainable society by providing valuable products and services to society through business activities and by acting as a corporate citizen while effectively utilizing our management resources and facilitating labor-management collaboration as well as cooperation and collaboration with external organizations. In doing so, we have formulated the DNP Group Social Contribution Policy, consisting of five Social Contribution Themes, and have been carrying out activities accordingly.

#### Five Social Contribution Themes



Environmental conservation



Contribution to local communities



Future generations development



Arts and culture



Humanitarian aid

## Report on Activities under Each Principal Theme

# Corporate Citizenship

**Social Issue Recognized by DNP****Japan's global competitiveness: 9th place**

(The Global Competitiveness Report 2017-2018; 6th place in 2014)

Japan's poor global competitiveness is said to have been caused by a decline in its innovation capability. DNP believes that developing and supporting children, who will lead the next and future generations, are essential in creating a sustainable society. We aim to nurture children who have a broad knowledge, a flexible way of thinking and an ability to create new value.

information technologies. Of the five Social Contribution Themes, we attach the greatest importance to "education", which is closely connected to our founding conviction.

As an example, we provide lessons, career education and workshops mainly at schools and public facilities located near our bases across Japan. One is a lesson program called "The Wonder of Colors," which we provide at elementary schools. The program gives children an opportunity to understand how colors are represented in printing through observation, experiment and experience and is similar to advanced learning programs for other science learning topics, such as How Our Body Works and Lives of Living Things. It is also an initiative being promoted under DNP's action plan that has been formulated in accordance with the Act on Advancement of Measures to Support the Raising of Next-Generation Children.

In 2017, we conducted "The Wonder of Colors" and other lesson programs at 11 locations for 677 children.

**DNP's Efforts for the Resolution of Social Issues****Future Generations Development**

DNP was originally founded in 1876 with the conviction that "Scholarship, the arts and sciences are the pillars of the nation. Learning is brought to fruition through books, and books are created through printing. Therefore, printing is a business of civilization." For more than 140 years since its founding, DNP has engaged in business based on its strengths in printing and



"The Wonder of Colors" lesson provided by employee volunteers

**Social Issue Recognized by DNP****Number of out-of-school children of primary school age in the world: 61 million** (UNICEF, 2015)

DNP recognizes that education is absolutely essential for developing a better society. Particularly in emerging and other countries, we believe that receiving education and gaining knowledge will protect children's lives and living.

## Report on Activities under Each Principal Theme

# Corporate Citizenship

**DNP's Efforts for the Resolution of Social Issues**

## Contribution to Local Communities and Future Generations Development

Under the idea of “contributing to the realization of a safer, more comfortable and enriching society from a global perspective,” we support the intent of the Campaign to Deliver Picture Books, an activity of the non-governmental organization Shanti Volunteer Association (SVA) providing educational support to children in Asia, and started participating in the campaign in 2017.

The campaign sends Japanese picture books, affixed with seals bearing translations into the local language, to children in Asia, who have less learning opportunities due to conflict or poverty. In FY2017, 132 employee volunteers from Group companies across Japan participated in preparing the picture books for children in refugee camps in Cambodia and Myanmar (Burma).

In August 2017, we also hosted a volunteer workshop jointly with SVA for about 90 elementary and junior high school students and their families. The workshop was designed to convey what children in Asia are facing to a broader audience and increase the number of supporters for the campaign, which provides more learning opportunities for these children.



“Send Picture Books to Asia,”  
a workshop for children and their parents

**Social Issue Recognized by DNP**

## Number of disasters designated as disasters with extreme severity in recent years: 26

(June 2012 – July 2018) (Cabinet Office, 2018)

Recently, Japan has been experiencing frequent disasters, including earthquakes, typhoons and heavy rains.

In order to raise individuals' disaster awareness, it is critical that we pass on the lessons learned during the past disasters to future generations to prevent them from fading away and think about ways to avoid becoming victims of a next disaster.

**DNP's Efforts for the Resolution of Social Issues**

## Humanitarian Aid

As a good corporate citizen operating in harmony with society, DNP assumes the mission of providing support to victims of major disasters both in and outside Japan. In providing support, what we focus is to have sympathy for disaster victims and sincerely think about what support really helps people living in disaster-stricken areas.

We thus collaborate closely with non-profit organizations (NPOs) and other parties well-acquainted with the conditions in disaster-stricken areas and

## Report on Activities under Each Principal Theme

# Corporate Citizenship

continuously undertake activities to support reconstruction based on the needs of and situations in these areas.

## ► Volunteer activities to support reconstruction from the Great East Japan Earthquake

In areas affected by the 2011 Great East Japan Earthquake, we have carried out volunteer activities nine times during the period from 2013 to 2017, in which a total of more than 200 Group company employees and their families participated.

In 2017, we conducted local volunteer activities twice in Ishinomaki City, Miyagi Prefecture, assisting fishery-related work in July and cleaning up temporary housing and engaging in work related to the relocation of a local recovery and community center in October.

In July, 37 Group company employees and their families assisted in fishery-related work in Higashihama district, Ishinomaki City. The district is located in the middle and on the west side of the Oshika Peninsula stretching east to south from Ishinomaki. The place has been known for its oyster farming, but the facilities were seriously damaged by the earthquake-induced tsunami. Since 2015, DNP has been continuously providing assistance for restoring oyster beds in the district.

In October, activities were carried out by 31 employees and their families in Ohashi and Ogatsu districts in Ishinomaki City. In Ohashi district, they worked in a temporary housing complex, cleaning up individual housing and community areas. In Ogatsu district, they engaged in work related to the relocation of a local recovery and community center, including cleaning up the facility, transporting trees, weeding flowerbeds and planting.



Cleaning up temporary housing in Ishinomaki City, Miyagi Prefecture

In addition to local volunteer activities to support reconstruction, we offered special menus in company cafeterias and donated a portion of their sales with a matching donation from DNP (for a total of 1,701,838 yen) to the Chance for Children, a public interest incorporated association providing educational support to children.

Activity No.	Date	Location in Miyagi Pref.	Activity	Employee participants	Family participants
1	Nov. 2013	Ishinomaki City	Cleaning up temporary housing	24	—
2	Jul. 2014	Ishinomaki City	Cleaning up temporary housing	30	—
3	Oct. 2014	Minami Sanriku-cho	Fishery-related work (sea squirt farming)	30	—
4	Jul. 2015	Ishinomaki City	Cleaning up temporary housing	19	—
5	Oct. 2015	Ishinomaki City	Fishery-related work (oyster farming)	25	—
6	Oct. 2016	Ishinomaki City	Fishery-related work (oyster farming)	19	—
7	Dec. 2016	Ishinomaki City	Cleaning up temporary housing	18	—
8	Jul. 2017	Ishinomaki City	Fishery-related work (oyster farming)	25	12
9	Oct. 2017	Ishinomaki City	Cleaning up temporary housing and work related to the relocation of a recovery and community center	28	3
Total				218	15

## ► Volunteer activities to support reconstruction from the Kumamoto Earthquakes

We have conducted employee volunteer activities in areas affected by the 2016 Kumamoto Earthquakes twice to date (once in 2016 and once in 2017) with the participation of a total of 37 Group company employees.

In 2017, 21 Group company employees conducted recovery support activities in Tateno district, Minamiaso Village, Kumamoto Prefecture. The earthquakes caused damage to the district's infrastructure, destroying roads and cutting off the

Report on Activities under Each Principal Theme

# Corporate Citizenship

water supply. Following the earthquakes, a heavy rain and the subsequent landslide partially destroyed more than 180 families' homes, and the district received a long-term evacuation instruction for nearly 18 months. Employee volunteers conducted activities with residents affected by the disaster, such as removing disaster debris, cleaning up a local shrine, weeding village roads and housing areas, cleaning and clearing up waste at individual homes and dismantling a shed.

DNP will continue to undertake activities that will lead to the recovery and revitalization of local communities, always thinking what we can do for the reconstruction of disaster-stricken areas.



Weeding a village road in Minamiaso Village, Kumamoto Prefecture

Activity No.	Date	Location in Kumamoto Pref.	Activity	Employee participants	Family participants
1	Oct. 2016	Mashiki Town and Aso City	Closing down an evacuation center and agriculture-related work	16	—
2	Nov. 2017	Minamiaso Village	Removing debris, weeding and cleaning up	21	—
Total				37	—

# FY2017 CSR Management Report

**Evaluation Indications** ○ Target achieved △ Efforts to be continued into the next fiscal year as target not yet achieved × Efforts insufficient

	CSR Theme*	Mid-Range Targets	FY2017 Targets	FY2017 Results	Evaluation
Foundations of the Three Corporate Responsibilities	Compliance with the Law and Social Ethics	Disseminate and instill DNP's corporate ethics, and enhance the effectiveness of internal controls and risk management.	<ul style="list-style-type: none"> <li>Continue to implement Autonomous Corporate Ethics Training and similar efforts.</li> <li>Analyze and assess risks at all international locations; implement ongoing risk response.</li> <li>Formulate and disseminate a basic policy, etc., for corruption prevention, and ensure compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented Autonomous Corporate Ethics Training and level-based and other types of training at each organization.</li> <li>Head Office and international Group companies collaborated to implement measures against significant risks including the EU General Data Protection Regulation (GDPR).</li> <li>Formulated the DNP Group Anti-Bribery Policy and related regulations and guidelines to strengthen systematic prevention of corruption.</li> </ul>	○
	Development of a System for Business Continuity	<p><b>Strengthen the DNP Group's ability to withstand natural disasters</b></p> <ul style="list-style-type: none"> <li>Strengthen each workplace's ability to withstand natural disasters based on the Disaster Response Work Plans and Business Continuity Plan.</li> <li>Strengthen disaster defense measures in Ichigaya to protect DNP's central functions.</li> <li>Establish a wide-area joint support framework for disaster situations.</li> <li>Strengthen disaster damage reduction measures for information systems.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen measures to cope with large-scale disasters.                             <ul style="list-style-type: none"> <li>Equip and enhance collaboration and support structure between operating locations in case of wide-area disaster.</li> <li>Strengthen Ichigaya (Tokyo) and Kashiwa (Chiba Prefecture) area backup structures for plant systems.</li> <li>Strengthen disaster response capabilities in Ichigaya area.</li> <li>Expand use of FMC service*.                                     <p><small>* An extension telephone service using mobile phones that enables calling with in-house extensions while out of the office.</small></p> </li> <li>Implement work-from-home IT service.</li> <li>Strengthen structure and environment to ensure continuous provision of IT services even if data center is affected by disaster.</li> </ul> </li> <li>Promote specific, practical activities to lower risk based on disaster management plans covering climate change and local disaster risk at each workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Redeveloped Ichigaya site's disaster response capabilities to a framework in which each building acts independently while being integrative for the area, and established the cycle to implement and evaluate this framework. Also, considered expanding the measure to other sites.</li> <li>Established a parallel operation environment for the portal site and Email of the two sites to realize full redundancy. Also, considered expanding redundancy for other operating systems.</li> <li>Continually expanded use of FMC service, with 12,000 mobile phones in operation, an increase of 2,000 from the previous year.</li> <li>Considered implementation of work-from-home IT service measures.</li> <li>Implemented early prevention measures such as for wind and flood damage based on management standards. Also, reduced risks by establishing action guidelines in the event of an emergency.</li> </ul>	○

\*Former CSR Theme

# FY2017 CSR Management Report

**Evaluation Indications** ○ Target achieved △ Efforts to be continued into the next fiscal year as target not yet achieved × Efforts insufficient

	CSR Theme*	Mid-Range Targets	FY2017 Targets	FY2017 Results	Evaluation
Responsibility #1	Contributing to the Development of Society	<p><b>[Realizing Our Group Vision]</b> Promote the creation of an environment to accelerate the realization of the DNP Group Vision 2015.</p>	<ul style="list-style-type: none"> <li>Promote sales and production activity acceleration and integration measures (structures and systems) to realize the DNP Group Vision.</li> </ul>	<ul style="list-style-type: none"> <li>Carrying out unconventional inter-divisional cooperation measures as a result of division integrations due to the redevelopment of DNP's Ichigaya site. At the Tokyo Anime Center in DNP Plaza located in the Ichigaya site, three business divisions are working together to promote sales activities that lead to new value.</li> <li>Undertaking innovative production activities that lead to the offering of new value together with client companies. Established a joint-venture company with Switzerland's SIG Combibloc Group to promote a filling system and paper container in which solid foods such as fruits or cereal can be filled together with liquids in a single process within clients' production facilities.</li> <li>Promoted appropriate location of production. Since materials for photo printing businesses are in high demand in the United States, production has been shifted to the United States.</li> </ul>	○

\*Former CSR Theme

# FY2017 CSR Management Report

**Evaluation Indications** ○ Target achieved △ Efforts to be continued into the next fiscal year as target not yet achieved × Efforts insufficient

	CSR Theme*	Mid-Range Targets	FY2017 Targets	FY2017 Results	Evaluation
Responsibility #1	Contributing to the Development of Society	<p><b>[Progress in relation to growth strategy]</b></p> <p>Develop capability for an early grasp of issues for people and society, create products and services to provide new value, and contribute to social development.</p>	<p><b>Promote products, services and business models aimed at achieving DNP's growth strategy</b></p> <ul style="list-style-type: none"> <li>• Knowledge and communication Support cultural development, promote communication with consumers and develop new products and services to provide valuable information safely and securely in the optimal form.</li> <li>• Food and healthcare Develop new products and services to facilitate safe and high-quality life as well as lifelong health maintenance in an aging society.</li> <li>• Lifestyles and mobility Contribute to achieving comfortable personal spaces and a smart society adapted to the diversifying values of consumers.</li> <li>• Environment and energy Develop new products and services that aim to realize a sustainable society and promote respect for the global environment and energy/resource conservation.</li> </ul>	<ul style="list-style-type: none"> <li>• Established the IGUD design method for digital marketing. This method offers designs that are easy to understand for diverse people by combining infographics (IG), which visually presents information and data using illustrations and diagrams, and universal design (UD), which focuses on usability for diverse people.</li> <li>• Conducted a demonstration experiment of “&amp;Hand,” an initiative which connects pregnant women who wish to sit in the train with passengers willing to offer their seats on the Tokyo Metro Ginza Line.</li> <li>• Developed office equipment incorporating the Internet of Secure Things IoT (Internet of Secure Things®) Platform, a DNP service that provides the IoT environment with security functions in order to boost security and IoT convenience. Supports client's workstyle innovation initiative by offering office equipment using smart card technology for added safety and security.</li> <li>• In a joint research with The University of Tokyo, successfully developed an ultrathin, elastic skin display, which fits snugly on the skin and shows the moving electrocardiographic waveform measured by a skin sensor, holding hopes for application in home healthcare.</li> <li>• Products by Pokka Sapporo Food &amp; Beverage Ltd. using the DNP microwavable packaging materials was awarded the Kinoshita Prize by the Japan Packaging Institute. The packaging, which has superior heat and impact resistance, also contributes to the reduction of environmental load and food loss.</li> <li>• In collaboration with Yusen Logistics Co., Ltd., established a high-quality, temperature controlled international transport service using the DNP multifunctional insulation box, which helps to reduce CO<sub>2</sub> emissions by improving transport efficiency and eliminating the need for refrigeration functions, as well as to contribute to the reduction of food loss by securing the cold chain.</li> <li>• Developed curved resin glass for electric vehicles suitable for use in curved large-sized parts. Contributed to reduced vehicle weight, which leads to the reduction of CO<sub>2</sub> emissions and supports the shift to electric vehicles.</li> <li>• Together with the National Institute of Advanced Industrial Science and Technology, developed the Flexible Surface Pattern Sensor, a sensor sheet to monitor the stress distribution in bridges. Contributes to safer and more secure transportation by using sensors to check on the deterioration conditions of transportation infrastructures.</li> </ul>	○

\*Former CSR Theme

# FY2017 CSR Management Report

**Evaluation Indications** ○ Target achieved △ Efforts to be continued into the next fiscal year as target not yet achieved × Efforts insufficient

	CSR Theme*	Mid-Range Targets	FY2017 Targets	FY2017 Results	Evaluation
Responsibility #1	Contributing to the Development of Society	Establish an organization conducive to overseas expansion.	<ul style="list-style-type: none"> <li>Promote building an organizational structure based on our new international strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Established a structure to contribute to the economic development of Asia, such as stationing employees other than those dedicated to existing businesses at the India Representative Office.</li> </ul>	○
Responsibility #2	Respect for Human Dignity and Diversity	Review and develop management structure in line with trends in international human rights standards; in accordance with that, review and take various opportunities to promote understanding and compliance with such standards on the part of employees and suppliers.	<ul style="list-style-type: none"> <li>Consider methods to perform human rights due diligence.</li> <li>Implement specific risk mitigation measures based on risk survey analysis.</li> <li>Continue activities such as level-based group training with a focus on human rights risk issues.</li> </ul>	<ul style="list-style-type: none"> <li>Began considerations toward the formulation of human rights policies and implementation of human rights due diligence.</li> <li>Bolstered management in order to reduce supply chain risk. Expanded CSR procurement management to international business locations.</li> <li>Carried out level-based and specialized staff training with a focus on education on supply chain risks including human rights.</li> </ul>	○
		<b>Encourage diversity in employment:</b>	<ul style="list-style-type: none"> <li>Implement measures in accordance with the Act to Advance Women's Success in Their Working Life (action plan goal: double the number of female managers by the end of FY2019).</li> <li>Achieve an employment rate of 2.2% for persons with disabilities through such measures as the development of job categories and year-round employment screening.</li> </ul>	<ul style="list-style-type: none"> <li>Carried out various trainings geared toward promoting female employees to managers and producing female leaders: Next-Generation Female Leader Training (35 participants), Diversity Promotion Leader Training (18 participants), Step-Up Program for Young Female Employees (146 participants) and Training for Providing Career-Development Support to Staff Members (134 participants).</li> <li>Conducted a workshop to support mid-to long-term career development with consideration for life events (84 participants).</li> <li>Employment rate for persons with disabilities: 2.06%.</li> </ul>	○
		Enhance development of an in-house workforce able to make contributions to the global community.	<ul style="list-style-type: none"> <li>Combine global training system and new jumpstart global workforce development training to strengthen junior employee development.</li> </ul>	<ul style="list-style-type: none"> <li>Launched the jumpstart global workforce development training with the aim to develop and obtain a global workforce in a systematic manner. Carried out one year training program (including three month training abroad program) for 16 selected employees.</li> </ul>	○

\*Former CSR Theme

# FY2017 CSR Management Report

**Evaluation Indications** ○ Target achieved △ Efforts to be continued into the next fiscal year as target not yet achieved × Efforts insufficient

	CSR Theme*	Mid-Range Targets	FY2017 Targets	FY2017 Results	Evaluation
Responsibility #2	Respect for Human Dignity and Diversity	Help alleviate poverty for producers in developing nations.	<ul style="list-style-type: none"> <li>Expand internal consumption of fair trade-certified products.                             <ul style="list-style-type: none"> <li>· Serve 100,000 cups of coffee annually.</li> <li>· Expand number of certified products sold internally.</li> </ul> </li> <li>Encourage propagation of fair trade internally and externally.                             <ul style="list-style-type: none"> <li>· Leverage knowledge acquired through internal consumption to implement fair trade promotion activities in collaboration with external partners.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fair trade-certified coffee: Achieved cumulative total of 1 million servings since 2006.</li> <li>Fair trade-certified ice cream: Expanded internal sales to two locations.</li> <li>Conducted a workshop jointly hosted by four companies (DNP, NTT Data, Konica Minolta Japan and NYK Line) encouraging internal consumption of fair trade-certified products with the aim to promote fair trade (with cooperation from the NPO Fairtrade Label Japan and JICA). There were 50 participants including professionals and government staff in charge of promotion of the SDGs at related ministries and agencies.</li> </ul>	○
	Realization of a Safe and Vibrant Workplace	Develop personnel to drive the fulfillment of our Corporate Philosophy.	<ul style="list-style-type: none"> <li>Encourage understanding and use of new goal management system and merit rating system.</li> <li>Implement training with the theme of solving social problems.</li> </ul>	<ul style="list-style-type: none"> <li>Carried out training for all managers in the Group aimed at increasing the effectiveness of the goal management system and transforming the management (2,000 participants).</li> <li>Conducted training and workshops for staff members in charge of promoting the goal management system at each department.</li> <li>Conducted technological seminars on the SDGs (approx. 50 participants).</li> </ul>	○
	Realization of a Safe and Vibrant Workplace	Offer workstyle innovation to enable DNP to respond swiftly and flexibly to changing social environments, and implement measures to improve job satisfaction for every employee so as to generate popular momentum toward creating an invigorated, high performance company.	<ul style="list-style-type: none"> <li>Continue activities in each organization based on plans to realize workstyle innovation.</li> <li>Enrich full participation of worksite unit activities and achieve target for mutually confirming and supporting the use of paid leave.</li> <li>Continue to promote the balance of work and nursing care responsibilities, and participation by male employees in child rearing.</li> </ul>	<ul style="list-style-type: none"> <li>Continued activities in each organization based on plans to realize workstyle innovation. Labor and management monitored progress twice through the Productive Time Resources Project.</li> <li>Carried out progress survey of workstyle innovation and provided each organization with feedback on analysis results. Paid leave use rate: 50.8%</li> <li>Carried out seminars to support the balance of work and nursing care responsibilities as well as individual conferences regarding nursing care. Revised the pamphlet promoting participation by male employees in child rearing in accordance with the revised Child Care and Family Care Leave Law, and ensured dissemination and awareness.</li> </ul>	○

\*Former CSR Theme

# FY2017 CSR Management Report

**Evaluation Indications** ○ Target achieved △ Efforts to be continued into the next fiscal year as target not yet achieved × Efforts insufficient

	CSR Theme*	Mid-Range Targets	FY2017 Targets	FY2017 Results	Evaluation
Responsibility #2	Realization of a Safe and Vibrant Workplace	Carry on the creation of workplace environments where employees can work with peace of mind, free from health hazards. This will be achieved based on plans to prevent work-related accidents and promote/maintain health.	<ul style="list-style-type: none"> <li>• Prioritize elimination of machine-related accidents, promote risk assessment and facility safety measures based on safety standards for in-house equipment, and strengthen education/guidance.</li> <li>• Based on stress check results, create structure to promote independent efforts at every workplace.</li> <li>• In light of results from the first model business for health education, implement second model business for health education with more effective content.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed countermeasures for high-risk sections in production facilities. Also conducted training on facility safety measures for managers and staff in order to develop personnel with expertise who can take leadership in safety activities at each site (six training sessions, 164 participants).</li> <li>• Based on organizational analysis of stress check results, formulated workplace improvement action plans at every workplace and established a structure to unify these actions with workplace unit activities on workstyle innovation.</li> <li>• In light of results from the first model business for health education, provided support for the 230 participants at each stage of “realization,” “action,” “confirming efficacy” and “improving measures.”</li> </ul>	○
	Ensuring the Safety and Quality of Our Products and Services	In order to meet the expectations of enterprises, consumers and society, carry out inter-departmental activities involving all DNP employees and departments worldwide, maintain and enhance production quality, and create products with the world’s highest levels of quality and safety.	<ul style="list-style-type: none"> <li>• Reinforce quality assurance and product safety management structures across the Group, as well as inter-departmental activities to enhance quality and product safety and ensure prevention of major product quality accidents and accidents relating to product safety.</li> <li>• Continue holding inter-departmental Frontline Practices Committee meetings.</li> <li>• Through quality system verification, strengthen efforts from the development stage to improve quality and safety in new businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Aggregated rules on major product quality accidents and accidents relating to product safety; revised them from a client perspective; reflected them in the Group’s Quality Assurance and Product Safety Rules; and ensured awareness across the Group.</li> <li>• Continued holding inter-departmental Frontline Practices Committee meetings (69 times).</li> <li>• To improve quality and safety in new businesses, established Group-wide rules to include adequacy evaluation through risk assessment and design reviews assuming usage quality at the developmental and design stage. Also, conducted quality system inspections at main facilities (70 times).</li> </ul>	○
	Ensuring Information Security	<ul style="list-style-type: none"> <li>• Aim for strong information security and efficient, highly productive work.</li> <li>• To respond to globalization, extend DNP’s information security management protocol to every country in which it operates, in accordance with local rules and regulations.</li> <li>• Recognize network security risks and take proper measures.</li> <li>• Promote protection of personal data.</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure secure internal and external conduct of business, promote introduction of thin client PCs</li> <li>• Revamp office environments and cut back on the use of paper.* * Reduce paper usage by making the working environment conducive to electronic communication and data storage.</li> <li>• Expand educational tools to cover multiple languages and provide training aimed at promoting information security management at overseas Group companies.</li> <li>• Raise the level of understanding and training with respect to network security measures.</li> <li>• Formulate internal rules in response to revisions to the Act on the Protection of Personal Information and JISQ15001.</li> </ul>	<ul style="list-style-type: none"> <li>• Promoted adoption of thin client PCs (cumulative total of 5,044 terminals).</li> <li>• Promoted introduction of SSFC-based (Shared Security Formats Cooperation) printing management systems (cumulative total of 511 systems).</li> <li>• Created Introduction to Information Security 2017 educational tool in 10 languages.</li> <li>• Conducted trainings and technical seminars for all employees through e-learning (six times).</li> <li>• Revised Policy on Protection of Personal Information (including for domestic and overseas Group companies)</li> </ul>	○

\*Former CSR Theme

# FY2017 CSR Management Report

**Evaluation Indications** ○ Target achieved △ Efforts to be continued into the next fiscal year as target not yet achieved × Efforts insufficient

	CSR Theme*	Mid-Range Targets	FY2017 Targets	FY2017 Results	Evaluation
Responsibility #2	Promoting Social Responsibility through the Supply Chain	DNP and its suppliers will understand the importance of CSR and act with integrity and in accordance with the CSR Procurement Guidelines to improve compatibility with social expectations across the whole supply chain, thereby achieving sustainable growth both for the enterprise and society, which is the basis for business activities.	<ul style="list-style-type: none"> <li>Conduct and announce results of supplier survey relating to conflict minerals.</li> <li>CSR Procurement Guidelines                             <ul style="list-style-type: none"> <li>Carry out compliance survey and engage in TAIWA (“dialogue”) with key suppliers.</li> <li>Expand the number of business subcontractors subject to the survey.</li> <li>Reinforce CSR Procurement activities at overseas business locations.</li> </ul> </li> <li>Guidelines for Procurement of Paper for Printing and Converting                             <ul style="list-style-type: none"> <li>Engage in TAIWA with key suppliers and confirm guideline conformance.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Conducted supplier survey relating to conflict minerals.</li> <li>Held an information session on CSR Procurement Guidelines for key suppliers (102 companies, 136 participants). Explained the background of revisions to the Guidelines, such as social trends, and requested the efforts of each company. Also, began preparations for a compliance survey.</li> <li>Expanded the scope of CSR procurement activities to overseas business locations and their suppliers and subcontractors. Ensured awareness of Guidelines internally and externally, and conducted, analyzed and evaluated the compliance survey of 130 key suppliers.</li> <li>Conducted surveys and interviews with 27 companies on the Guidelines for Procurement of Paper for Printing and Converting and confirmed guideline conformance.</li> </ul>	○
	Social Contribution as a Good Corporate Citizen	Expand the impact of social contribution activities to facilitate the realization of a sustainable society <ul style="list-style-type: none"> <li>Promote the five activity themes of the DNP Social Contribution Activities Policy (through FY2019).</li> <li>Group programs: 2.5% employee participation rate (1,000 persons).</li> <li>Location-specific programs: 100% implementation rate.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance Group programs:                             <ul style="list-style-type: none"> <li>Number of participants: 200 in single fiscal year, cumulative total of 574.</li> <li>Continue expanding Group programs to locations throughout Japan.</li> </ul> </li> <li>Monitor and analyze business division and Group company activities, and formulate a strategy and framework to strengthen activities in FY2018 and beyond</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants: 290 in FY2017, cumulative total of 690.</li> <li>Established two new work-at-home program open to employees throughout Japan.</li> <li>Revised CSR themes and frameworks.</li> </ul>	○
Responsibility #3	Proper Disclosure of Information	Enhance corporate transparency and reinforce DNP’s position as a company trusted by the public by providing stakeholders with the timely, appropriate information they need.	<ul style="list-style-type: none"> <li>Make appropriate, timely disclosure of positive and negative social impacts from our business activities.</li> <li>Prepare for disclosure of combined financial and nonfinancial information relating to our value creation process.</li> </ul>	<ul style="list-style-type: none"> <li>Actively carried out constructive TAIWA with institutional investors based on corporate governance codes and stewardship codes.</li> <li>Based on the fair disclosure rule, reinforced structure to disclose information in a consistent manner in accordance with laws and promote constructive TAIWA with institutional investors.</li> <li>Recognized for its measures and information disclosure on ESG, DNP was selected for inclusion in various SRI indices and three ESG indices selected by Japan’s Government Pension Investment Fund (GPIF).</li> <li>Worked to shift corporate activities based on “integration thinking” and determined to disclose the results by “integrated reporting.”</li> </ul>	○

\*Former CSR Theme

# FY2017 CSR Management Report

## Environmental Activity Targets and Results

**Evaluation Criteria**    ◎ Target exceeded by a wide margin    ○ Target achieved or making steady progress toward target    △ Making active efforts but target not achieved    × Efforts insufficient

CSR Theme*	Topic	Targets through FY2020	FY2017 results		Evaluation
Responsibility #2 Environmental Conservation and the Realization of a Sustainable Society	Reduction of GHG emissions	To reduce GHG emissions by 10% from FY2005 levels and 20% by FY2030 (Includes overseas locations)	Emissions in FY2005: 1.110 million tons Emissions in FY2017: 0.892 million tons	19.6% decrease from FY2005	◎
	Reduction of environmental impact incurred during transport	To reduce per-unit fuel use for transport by 1% per annum and 10% compared with FY2010	Per unit in FY2010: 16.1 kl/billion yen Per unit in FY2017: 14.7 kl/billion yen	8.7% decrease from FY2010	○
	Reduction of volatile organic compounds (VOC) emissions	To reduce emissions of VOCs (except for methane) by 35% compared with FY2010  Overseas, based on local laws and regulations, we plan to reduce atmospheric emissions of VOCs to the greatest extent possible through the introduction of technologies and other measures	Emissions in FY2010: 6,729 tons Emissions in FY2017: 4,831 tons	28.2% decrease from FY2010	○
			Continue operation of VOC recovery equipment at DNP Indonesia's Karawang Plant		○
	Reduction of industrial waste	To reduce per-unit waste emissions (waste emissions/production) by 20% compared with FY2010. (Includes overseas locations)	Per unit in FY2010: 42.4 tons/billion yen Per unit in FY2017: 34.3 tons/billion yen	19% decrease from FY2010	○
		To maintain zero emissions for the entire DNP Group	Landfill waste rate in FY2015: 0.06% Landfill waste rate in FY2017: 0.04%	Maintained zero emissions	◎
	Reduction of water usage	To reduce per-unit water use by 25% compared with FY2010 (Includes overseas locations)	Per unit in FY2010: 10.8 m <sup>3</sup> /million yen Per unit in FY2017: 7.1 m <sup>3</sup> /million yen	34% decrease from FY2010	◎
	Development and sales of environmentally conscious products and services	Development and sales of environmentally conscious products and services to totaling 600 billion yen	Sales of 570.8 billion yen in FY2015 Sales of 599.3 billion yen in FY2017	5.0% increase from FY2015	○
	Environmental conservation	To keep the maximum concentration of air emissions subject to emissions regulations at 70% of the required standard or less	96% achievement rate of targets for FY2017 (voluntary target)		○
		To keep the maximum concentration of water emissions subject to wastewater regulations at 70% of the required standard or less	99% achievement rate of targets for FY2017 (voluntary target)		○
		To keep the maximum concentration of odors at our site perimeters at 70% of the required standard or less	100% achievement rate of targets for FY2017 (voluntary target)		○
		To keep the maximum level of noise at our site perimeters at 70% of the required standard or less	98% achievement rate of targets for FY2017 (voluntary target)		○
	Office environment	To increase the rate of the fractional recovery of waste paper to 70% of that for general waste	100% achievement rate of targets for FY2017 (voluntary target)		○
			80.9% recovery of waste paper in FY2017		◎

\*Former CSR Themes

# Recognition from Society

## | Inclusion in SRI Indexes (As of September 2018)

DNP is included in the world's major socially responsible investment (SRI) indices.



### FTSE4Good Global Index

FTSE Russell, a wholly owned subsidiary of London Stock Exchange Group, evaluates companies from around the world and selects the shares of those that excel in terms of environmental, social and governance (ESG) performance for inclusion in this index.

DNP has been selected for 18 consecutive years, since 2000.



### ETHIBEL Investment Register

An investment universe operated by Forum ETHIBEL, a Belgian nonprofit organization. ETHIBEL selects companies with strong performance from the standpoint of corporate social responsibility.



### 2017 Constituent MSCI ESG Leaders Indexes

THE INCLUSION OF Dai Nippon Printing IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Dai Nippon Printing BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI, MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

### MSCI ESG Leaders Indexes

U.S.-based MSCI Inc. offers indices that are constructed by selecting companies with excellent ESG profiles from among the top 500 corporations in terms of market capitalization.



### 2017 Constituent MSCI SRI Indexes

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### MSCI SRI Indexes

Components of MSCI's SRI indexes are chosen from a group that excludes corporations that place a heavy load on the environment or handle products that may have negative effects on society in other ways.



### Morningstar Socially Responsible Investment Index

Morningstar Japan K.K. provides financial and economic information on a global scale, including issuing a stock newspaper called *The Kabushiki Shimbun*.

Morningstar evaluates the extent to which Japanese companies take a proactive stance toward ESG and human resources utilization.

# Recognition from Society

## | Inclusion in ESG indices (As of September 2018)

DNP was selected for inclusion in all three of the ESG indices selected by Japan's Government Pension Investment Fund (GPIF).



### FTSE Blossom Japan

#### FTSE Blossom Japan Index

A comprehensive index that considers every aspect of ESG, this index was designed to measure the performance of Japanese companies that are doing an excellent job of responding to ESG-related concerns.

This index included 155 companies as of July 2018.



#### 2017 Constituent MSCI日本株 女性活躍指数 (WIN)

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#### MSCI Japan Empowering Women Index

MSCI constructed this index by calculating various types of gender diversity scores based on female employment data disclosed in line with the Act on Promotion of Women's Participation and Advancement in the Workplace. The scores are calculated for MSCI Japan IMI Top 500 Index constituents, and the companies with the best scores in each industry group are selected for inclusion in the index.

This index included 215 companies as of July 2018.



#### 2017 Constituent MSCI ジャパンESG セレクト・リーダーズ指数

#### MSCI Japan ESG Select Leaders Index

This index consists of companies selected for outstanding ESG performance from among the constituents of the MSCI Japan IMI Top 500 Index.

This index included 251 constituent companies as of July 2018.

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## **Dai Nippon Printing Co., Ltd.**

CSR & Environment Department

1-1, Ichigaya Kagacho 1-chome, Shinjuku-ku,  
Tokyo 162-8001, Japan

Tel: +81-3-3266-2111

URL: <http://www.dnp.co.jp/eng/>

Issued: October 2018 ©2018. DNP