

FY2025 Performance and Progress

Material Issues

Material Issues		Tracking Indices	FY2030 Achievement Score	FY2025 Performance
■ Main elements that make up a corporation				
Corporate Vision	<ul style="list-style-type: none"> • To be a strong corporation with great vitality that evolves in the face of any environmental changes or risks • To be a corporation that contributes to the realization of a sustainable society through all of its corporate activities 			
Business Vision	<ul style="list-style-type: none"> • To be recognized by those at the cutting edge of technology as the leader in the exploration of Kiru, Kezuru, Migaku 	<ul style="list-style-type: none"> • Affirmative response rate for the applicable item in Customer Satisfaction (CS) survey 	80% or more	93.4%
	<ul style="list-style-type: none"> • To dedicate ourselves to reducing the environmental impact of our value chain 	Response to climate change <ul style="list-style-type: none"> • Mid-term goal: Reduce carbon emissions that are produced through activities that are related to the company's operations by FY 2030 (Scope 1 + 2) • Long-term goal: Reduce carbon emissions of the entire supply chain by FY 2050 (Scope 1 + 2 + 3) 	Carbon neutrality	GHG emissions Scope 1 + 2 10,785 t-CO2 Scope 1 + 2 + 3 1,597,403 t-CO2
Economic Vision	To have sufficient economic competency and structure to support our growth as a corporation	<ul style="list-style-type: none"> • Consolidated ordinary income margin averaged over a four-year period 	20% or more	41.4%
		<ul style="list-style-type: none"> • Consolidated RORA averaged over a four-year period 	20% or more	51.2%
Social Evaluation Vision	For the DISCO name to have a good reputation within society	<ul style="list-style-type: none"> • Number of articles published in the media about the company's promotion of sustainability 	3 every year	22
Organization Vision	To be a simple and organic organization that is able to respond quickly to changes <ul style="list-style-type: none"> • To possess the ability to self-correct regarding cheating 	<ul style="list-style-type: none"> • Yearly structural cost reduction from improvement activities (compared to previous fiscal year) 	5 % or more	7.2%
		<ul style="list-style-type: none"> • Percentage of divisions that have a Division Will Productivity (ordinary income ÷ total labor costs) of 1.0 or above 	80% or more	83.8%
		<ul style="list-style-type: none"> • Percentage of employees undergoing company compliance education 	100%	100%
		<ul style="list-style-type: none"> • Percentage of reports that are reported to the company report point of contact that are handled/solved 	100%	100%
Human Resources Vision	To be a group made up of individuals who empathize, share, and put into practice the values of DISCO	<ul style="list-style-type: none"> • Affirmative response rate for the applicable item in Employee Satisfaction (ES) survey 	80% or more	97.9% *1
		<ul style="list-style-type: none"> • Percentage of attendance in training workshops for DISCO VALUES 	95% or more	98.5%
Corporate Culture Vision	For the corporate culture to cultivate the individual, and the individual to improve upon the culture <ul style="list-style-type: none"> • To have a corporate culture in which diversity is mutually recognized and incorporated 	<ul style="list-style-type: none"> • Affirmative response rate for the applicable item in Employee Satisfaction (ES) survey 	80% or more	95.7% *1
		<ul style="list-style-type: none"> • Percentage of attendance in company education seminars regarding diversity 	100%	96.0% *1
				100%

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■ Relationship with stakeholders					
Employees	<ul style="list-style-type: none"> • To create a workplace of true colleagues who are able to share their honest opinions with each other • To create an environment that readily realizes a lifetime work-life balance and have a system of remuneration in place that rewards contributions • To create an environment that incorporates health, safety, and security 	<ul style="list-style-type: none"> • Affirmative response rate for the applicable item in Employee Satisfaction (ES) survey 	80% or more	86.6%	*1
				79.5%	*1
				97.2%	*1
Customers	<ul style="list-style-type: none"> • To realize a high level of satisfaction through prompt support • To realize hassle-free services 	<ul style="list-style-type: none"> • Affirmative response rate for the applicable item in Customer Satisfaction (CS) survey 	80% or more	94.6%	
				94.7%	
Shareholders	To maintain an exceptional level of vitality and constantly evolve	<ul style="list-style-type: none"> • The predicted necessary funds were secured through cash equivalents at the end of the fiscal year, and these were tangible funds with no debt • Additional dividends continue to be paid with surplus cash • No. of new unique processes released • Consolidated sales of consumables 	1 every 3 years 170 billion yen	Achieved	
				Achieved (and continuing)	6 *2
	To realize and constantly enhance sincere and high-quality governance	<ul style="list-style-type: none"> • Comprehensive evaluation of effectiveness of board of directors meeting (out of 6 points) • Evaluation results of the representative executive officer's adequacy by the representative executive officer evaluation committee (out of 6 points) • Percentage of sustainability issues recognized between FY2022 and FY2029 that have already been resolved 	5 or more 5 or more 100%	5.67 6 61.2%	
Suppliers	• To form relationships so that DISCO is given top priority as necessary	<ul style="list-style-type: none"> • Affirmative response rate for the applicable item in Supplier Satisfaction (SS) survey 	80% or more	94.1%	
	• For both parties to share their challenges toward the realization of a sustainable society	<ul style="list-style-type: none"> • Percentage of amount paid to suppliers with whom we have shared our sustainability procurement policy (out of overall amount) • Percentage of amount paid to suppliers who have agreed to our sustainability procurement policy (out of overall amount) 	95% or more 90% or more	99.0% 87.1%	
Local Community	<ul style="list-style-type: none"> • To make DISCO-like contributions to the local community • To respect the local culture 	<ul style="list-style-type: none"> • Percentage of regional issues resolved per affiliate office 	90% or more	94.9%	

*1 Calculated as the average ratio of positive responses across multiple questions

*2 Aiming toward releasing 1 process every 3 years. Number indicated in "Performance" is the number of processes released from 2020 onward.

Environmental Vision

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Climate change	Thorough reduction of greenhouse gases	• Greenhouse gas emissions related to DISCO's business activities	Carbon neutrality Scope 1 and 2 (by 2030) Scope 1, 2 and 3 (by 2050)	GHG emissions Scope 1 + 2 10,785 t-CO2 Scope 1 + 2 + 3 1,597,403 t-CO2
Water resources	Effective use of water resources in the DISCO Group	• Percentage recycled	90% or more (by 2040)	48.0%
Resource recycling	Effective use of resources	• Percentage of waste recycled	100% for two consecutive years (by 2030)	99.81% *1
Biodiversity	Reduced impact on the natural environment	• Coverage rate of survey on environmental impact across the supply chain	99% or more (by 2025)	99.2% *2
		• Percentage of environmental impact reduction measures implemented across the supply chain	To be established based on the survey results	—
Management of chemical substances and pollution prevention	• Prevention of environmental accidents	• Number of environmental accidents and near misses	Zero for two consecutive years (by 2030)	Accidents: 1 Near misses: 8
	• Prevention of environmental damage caused by the use and manufacturing of DISCO's products	• Compliance rate for the following laws/regulations: -(EU) RoHS Directive -(EU) REACH Regulation -(EU) POPs Regulation -(US) Toxic Substances Control Act (TSCA) -(CN) China RoHS -(JP) Chemical Substances Control Law	100% (by 2027)	In progress *3

*1 Boundary: Head Office/R&D Center, Haneda R&D Center, and all production facilities

*2 Scope of the survey: Suppliers related to DISCO's products

*3 We address other laws/regulations individually.