

## FY2024 Performance and Progress

### Material Issues

Material Issues		Tracking Indices	FY2030 Achievement Score	FY2024 Performance
■ Main elements that make up a corporation				
Corporate Vision	<ul style="list-style-type: none"> <li>To be a strong corporation with great vitality that evolves in the face of any environmental changes or risks</li> <li>To be a corporation that contributes to the realization of a sustainable society through all of its corporate activities</li> </ul>			
Business Vision	<ul style="list-style-type: none"> <li>To be recognized by those at the cutting edge of technology as the leader in the exploration of Kiru, Kezuru, Migaku</li> </ul>	<ul style="list-style-type: none"> <li>Affirmative response rate for the applicable item in Customer Satisfaction (CS) survey</li> </ul>	80% or more	92.8%
	<ul style="list-style-type: none"> <li>To dedicate ourselves to reducing the environmental impact of our value chain</li> </ul>	Response to climate change <ul style="list-style-type: none"> <li>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)</li> <li>Long-term goal: Reduce carbon emissions of the entire supply chain by FY 2050 (Scope 1 + 2 + 3)</li> </ul>	Carbon neutrality	GHG emissions Scope 1 + 2 10,010 t-CO2 Scope 1 + 2 + 3 1,574,023 t-CO2
Economic Vision	To have sufficient economic competency and structure to support our growth as a corporation	<ul style="list-style-type: none"> <li>Consolidated ordinary income margin averaged over a four-year period</li> </ul>	20% or more	40.0%
		<ul style="list-style-type: none"> <li>Consolidated RORA averaged over a four-year period</li> </ul>	20% or more	50.8%
Social Evaluation Vision	For the DISCO name to have a good reputation within society	<ul style="list-style-type: none"> <li>Number of articles published in the media about the company's promotion of sustainability</li> </ul>	3 every year	12
Organization Vision	To be a simple and organic organization that is able to respond quickly to changes	<ul style="list-style-type: none"> <li>Yearly structural cost reduction from improvement activities (compared to previous fiscal year)</li> </ul>	5% or more	7.1%
		<ul style="list-style-type: none"> <li>Percentage of divisions that have a Division Will Productivity (ordinary income ÷ total labor costs) of 1.0 or above</li> </ul>	80% or more	93.8%
	<ul style="list-style-type: none"> <li>To possess the ability to self-correct regarding cheating</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of employees undergoing company compliance education</li> </ul>	100%	100%
		<ul style="list-style-type: none"> <li>Percentage of reports that are reported to the company report point of contact that are handled/solved</li> </ul>	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"> <li>Affirmative response rate for the applicable item in Employee Satisfaction (ES) survey</li> </ul>	80% or more	98.0% *1
		<ul style="list-style-type: none"> <li>Percentage of attendance in training workshops for DISCO VALUES</li> </ul>	95% or more	99.2%
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"> <li>To have a corporate culture in which diversity is mutually recognized and incorporated</li> </ul>	<ul style="list-style-type: none"> <li>Affirmative response rate for the applicable item in Employee Satisfaction (ES) survey</li> </ul>	80% or more	94.9% *1
		<ul style="list-style-type: none"> <li>Percentage of attendance in company education seminars regarding diversity</li> </ul>	100%	100%

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■ Relationship with stakeholders				
Employees	<ul style="list-style-type: none"> <li>To create a workplace of true colleagues who are able to share their honest opinions with each other</li> <li>To create an environment that readily realizes a lifetime work-life balance and have a system of remuneration in place that rewards contributions</li> <li>To create an environment that incorporates health, safety, and security</li> </ul>	<ul style="list-style-type: none"> <li>Affirmative response rate for the applicable item in Employee Satisfaction (ES) survey</li> </ul>	80% or more	85.6% *1
			79.5% *1	
			97.1% *1	
Customers	<ul style="list-style-type: none"> <li>To realize a high level of satisfaction through prompt support</li> <li>To realize hassle-free services</li> </ul>	<ul style="list-style-type: none"> <li>Affirmative response rate for the applicable item in Customer Satisfaction (CS) survey</li> </ul>	80% or more	95.5% 94.7%
Shareholders	<ul style="list-style-type: none"> <li>To maintain an exceptional level of vitality and constantly evolve</li> <li>To realize and constantly enhance sincere and high-quality governance</li> </ul>	<ul style="list-style-type: none"> <li>The predicted necessary funds were secured through cash equivalents at the end of the fiscal year, and these were tangible funds with no debt</li> <li>Additional dividends continue to be paid with surplus cash</li> <li>No. of new unique processes released</li> <li>Consolidated sales of consumables</li> </ul>	1 every 3 years 170 billion yen	Achieved Achieved (and continuing) 6 *2 100.6 billion yen
			5 or more 5 or more	5.83 6
			100%	53.6%
Suppliers	<ul style="list-style-type: none"> <li>To form relationships so that DISCO is given top priority as necessary</li> <li>For both parties to share their challenges toward the realization of a sustainable society</li> </ul>	<ul style="list-style-type: none"> <li>Affirmative response rate for the applicable item in Supplier Satisfaction (SS) survey</li> <li>Percentage of amount paid to suppliers with whom we have shared our sustainability procurement policy (out of overall amount)</li> <li>Percentage of amount paid to suppliers who have agreed to our sustainability procurement policy (out of overall amount)</li> </ul>	80% or more	94.5%
			95% or more 90% or more	98.0% 85.3%
Local Community	<ul style="list-style-type: none"> <li>To make DISCO-like contributions to the local community</li> <li>To respect the local culture</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of regional issues resolved per affiliate office</li> </ul>	90% or more	96.3%

\*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 10,010 t-CO2 Scope 1 + 2 + 3 1,574,023 t-CO2
Water resources	Effective use of water resources in the DISCO Group	• Percentage recycled	90% or more (by 2040)	46.2%
Resource recycling	Effective use of resources	• Percentage of waste recycled	100% for two consecutive years (by 2030)	99.06% *1
Biodiversity	Reduced impact on the natural environment	• Coverage rate of survey on environmental impact across the supply chain	99% or more (by 2025)	97.6% *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: 9
	• 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.