

FY2025 Performance and Progress

Material Issues

Material Issues		Tracking Indices	FY2030 Achievement Score	FY2025 Performance
■ Main elements that make up a corporation				
Corporate Vision	- 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	To be recognized by those at the cutting edge of technology as the leader in the exploration of Kiru, Kezuru, Migaku	Affirmative response rate for the applicable item in Customer Satisfaction (CS) survey	80% or more	93.4%
	To dedicate ourselves to reducing the environmental impact of our value chain	Response to climate change - 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 under calculation Scope 1 + 2 + 3 under calculation
Economic Vision	To have sufficient economic competency and structure to support our growth as a corporation	Consolidated ordinary income margin averaged over a four-year period	20% or more	41.4%
		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	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	Yearly structural cost reduction from improvement activities (compared to previous fiscal year)	5 % or more	7.2%
		Percentage of divisions that have a Division Will Productivity (ordinary income ÷ total labor costs) of 1.0 or above	80% or more	83.8%
	To possess the ability to self-correct regarding cheating	Percentage of employees undergoing company compliance education	100%	100%
		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	Affirmative response rate for the applicable item in Employee Satisfaction (ES) survey	80% or more	97.9% *1
		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 To have a corporate culture in which diversity is mutually recognized and incorporated	Affirmative response rate for the applicable item in Employee Satisfaction (ES) survey	80% or more	95.7% *1
		Percentage of attendance in company education seminars regarding diversity	100%	96.0% *1
				100%

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■ Relationship with stakeholders					
Employees	• 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	• 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	• To realize a high level of satisfaction through prompt support • To realize hassle-free services	• 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	• 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	• 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	• 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	• 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	• To make DISCO-like contributions to the local community • To respect the local culture	• 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.