

Vision	Materiality	Initiatives	Targets for Achieving Initiatives (Impact/Corporate Value Perspective)	KPIs (Assessment Criteria)	Boundaries (Target)	FY 2030 Medium-to-Long Term Targets	FY2025 Targets	FY2025 Action Plan
One and Only	1. Solving social issues through cutting-edge diamond tools and other products	(1) Strengthen development of products and services that solve social issues	Contribute to solving social issues and increase sales/profit of related proprietary products.	(1) Number of new commercial products and services (2) Increase in number of patents held	Consolidated (Japan)	(1) 50% increase relative to past 5 years up to FY2024 New product development leveraging existing patents	(1) — (2) ≥2 patent applications/year	•Ensure adequate R&D expenditure •Promote development of new products and open innovation business
		(2) Contribute to energy and resource conservation with diamond tools	Contribute to customer energy and resource conservation by promoting use of diamond tools and improving their performance, and increase sales/profit of related proprietary products.	(1) Sales growth rate of projects to enhance vehicle electrification-related tools (2) Sales growth rate of projects to enhance semiconductor-related tools	Consolidated	Consistency with new Medium term Plan	(1) +13% YoY (2) +13% YoY	• Further expand and increase sales by promoting individual projects
	2. Ensuring a stable supply of products that exceed expectations	(3) Strengthen our Business Continuity Plan (BCP)	Earn stakeholders' trust and increase corporate value by contributing to customers through stable supply and providing workplaces where employees can work sustainably.	(1) Periodic review of BCP (2) Number of BCP-related training and study sessions conducted	Consolidated (Japan)	(1) ≥1 review/year (2) ≥1 session/year (all offices)	(1) ≥1 review/year (2) ≥1 session/year (each factory)	Review and update system, documents, and operation of existing BCP •Expand training and education at each factory in conjunction with disaster preparedness drills
		(4) Ensure safety and reliability supply of products and services	Earn customer trust and improve corporate value by providing customers with highly safe products and services.	Percentage reduction in number of quality complaints (base year: FY2024)	Consolidated (Japan)	—74%	—20%	• Limit non-conforming products by strengthening quality assurance system
		(5) Strengthen supply chain management	Maintain stable supply and sales/profit by building sustainable procurement system incorporating ESG perspectives.	(1) Number of visits to key suppliers (2) Number of proposals for multiple purchases of key products	Consolidated (Japan)	(1) ≥312 companies (cumulative) (2) ≥210 companies (cumulative)	(1) ≥52 companies/year (2) ≥35 proposals/year	•Supplier audits and visits •Propose alternative products and new suppliers
		(6) Improve labor-saving and productivity	Realize improved supply capacity and reduced employee workload while also increasing sales/profit.	Value added per capita	Unit	12% increase (cumulative)	2% improvement/year	•Reduce outsourcing costs by improving productivity through automation and process & quality improvements, and by pursuing in-house production and lower material costs
Eternal Growth	3. Reducing our own environmental impact to realize a decarbonized, resource-recycling society	(7) Reduce greenhouse gas (GHG) emissions	Contribute to the mitigation of climate change while also minimizing the profit impact of carbon tax burden, etc.	GHG emissions reduction rate (base year: FY2018)	Consolidated (Japan)	—38.0% (10,366 t-CO <sub>2</sub> )	—25.0% (12,540 t-CO <sub>2</sub> )	•Streamline power consumption and energy use by promoting energy-saving activities •Transition to high-efficiency equipment at scheduled updates •Adopt solar power generation at manufacturing sites
		(8) Strengthen environmental management system	Reduce environmental impact and while also preventing damage to corporate value due to environmental accidents.	Number of major environmental accidents	Consolidated (Japan)	0 accidents/year	0 accidents/year	•Increase environment patrols
	4. Strengthening governance and risk management	(9) Strengthen global governance	Strengthen governance systems globally and prevent damage to corporate value caused by problems to attract investment inflows.	(1) Strengthening Asahi Diamond Group' s governance system (2) Improved feasibility through continuous PDCA of Board of Directors effectiveness assessments	Consolidated	—	—	•Continuously improve effectiveness of Board of Directors
		(10) Strengthen stakeholder engagement	Enhance dialogue with all stakeholders while also creating an environment amenable to increased commercial transactions, employment, and investment inflows, etc.	(1) Number of dialogues with investors (2) Enhanced information disclosures	Consolidated	(1) ≥150 dialogues/year (2) —	(1) ≥100 dialogues/year (2) —	•Promote timely and appropriate disclosures and proactive dialogues sought by stakeholders
		(11) Implement compliance	Ensure compliance with various regulations while also preventing damage to corporate value due to compliance issues.	Number of compliance-related training sessions conducted	Consolidated (Japan)	≥4 sessions/year	≥2 sessions/year	•Conduct effective training by examining appropriate audiences and themes
		(12) Strengthen information security	Safely manage customer and other types of information while also preventing damage to corporate value due to information leaks and other related issues.	Number of serious security incidents	Consolidated	0 accidents/year	0 accidents/year	•Create and internally disseminate new guidelines based on existing information security policy
Job Satisfaction	5. Improving organizational strength by creating a rewarding workplace	(13) Realize work-life balance	Develop a work-life balance conscious working environment while also increasing sales/profit through improved labor productivity, etc.	(1) Percentage of male workers taking childcare leave (2) Difference in wages between male and female workers (3) Percentage of paid leave taken	Unit	(1) ≥80% (2) ≥80% (3) ≥75%	(1) ≥75% (2) ≥80% (3) ≥60%	•Implement various systems to support work and childcare balance •Introduce flexible paid leave system and raise awareness on its use
		(14) Ensure occupational health and safety	Consider employee safety while also facilitating sustainable production activities.	Number of work-related accidents	Consolidated (Japan)	0 accidents/year	0 accidents/year	•Implement and strengthen health and safety measures at each office
		(15) Promote management for health	Consider employee health while also facilitating sustainable production activities.	(1) Initiatives for certification by Nippon Kenko Kaigi as "Health & Productivity Management Outstanding Organizations" (2) Increased rate of employee special health guidance (3) Maintained rate of employee health checkups	Unit	(1) Consolidation of environment for health and productivity management (2) ≥95% (3) 100%	Health Declaration (2) ≥85% (3) 100%	•Promote working environments that support employee health •Recommend health guidance as a countermeasure to lifestyle-related diseases •Promote awareness of health checkups with aim of total employee participation
		(16) Strengthen human resource (HR) recruitment and development	Contribute to employees through employment and training while also increasing sales/profit through improved labor productivity, etc.	(1) Turnover rate (2) Number of full-time employees hired (3) Percentage of females among new hires	Unit	(1) ≤2.0% (5) ≥50 employees/year (3) ≥30%	(1) ≤2.0% (5) ≥50 employees/year (3) ≥25%	•Diversify recruitment methods to secure requisite HR for business growth •Assign & promote diverse HR at appropriate times and foster HR for the next generation •Build foundation to promote employee growth based on Human Resources Development Policy •Place the right people in the right place by using self-declaration information on personnel relocation