
























2026 Medium-Term Management Plan Sustainability Targets and Results

	Material Sustainability Issues	Priority Themes	2026KPIs	FY2024		FY2025
				Targets	Results	Targets
Environment	Reduction of greenhouse gas emissions	Reduce CO <sub>2</sub> emissions in business activities	Scope 1 and 2 Reduce 21.2% (vs. FY2022)  (FY2030 Targets: 42.4% vs. FY2022) 	10.6%	7.5%	15.9%
		Reduce environmental impact in value chain	Scope 3 Category 1 Agree with Tier1 suppliers to set CO <sub>2</sub> -targets  Target setting rate: 80%  	20%	37.6%	40%
			Scope 3 Category 11 Reduce 12.4% (vs. FY2022)  (FY2030 Target: 24.8% vs. FY2022)  	6.2%	Increased by 0.2%	9.3%
		Ensure appropriate information disclosure for climate change	Enhance the content of disclosure in accordance with the TCFD framework (To be disclosed every June)	Improve contents of Securities Report (To be disclosed in June 2024)	Enhanced "Risks & Opportunities" related disclosure (June 2024)	Improve contents of Securities Report (To be disclosed in June 2025)
Social	Promote DE&I	Rate of females in Management Positions: 5.0% 	3.0%	3.2%	4.0%	
		Rate of female new graduates: 25% or more 	23%	14.3%	25%	
		Rate of paternity leaves taken: 90% 	70%	80.8%	80%	
	Increase the employment rate of people with disabilities	Increase the employment rate stipulated in regulations  	2.5%	2.49%	2.6%	
	Develop DX specialists	(1) 'Offensive DX' leaders* <sup>1</sup> (130 persons) (2) Potential 'Offensive DX' leaders (300 persons) (3) 'Defensive DX' leaders* <sup>2</sup> (100 persons) (4) Basic DX/IT knowledge & skills to use digital tools (3,500 persons)  *1 Offensive DX leaders: Talent who can create external DX solutions *2 Defensive DX leaders: Talent who can initiate and lead internal DX 	(1) 20 persons (2) 100 persons (3) 20 persons (4) 1,000 persons	(1) 41 persons (2) 37 persons (3) 14 persons (4) 3,389 persons	(1) 70 persons (2) 200 persons (3) 50 persons (4) 2,000 persons	







2026 Medium-Term Management Plan Sustainability Targets and Results

	Material Sustainability Issues	Priority Themes	2026KPIs	FY2024		FY2025
				Targets	Results	Targets
Social	Promote a pleasant work environment	Improve employee engagement	Rate of positive response for Employee Engagement Survey: 55% 	Check the rate through simple surveys	(Survey postponed)	Check the rate through simple surveys
		Promote Health and Productivity Management	(1) Total annual working hours per employee: Below previous year (2) Rate of annual paid leaves used per employee: 70% or more 	(1) Below previous year (2) 70% or more	(1) 2,009 Hours (vs. previous year 2,032 hours) (2) 71.6%	(1) Below previous year (2) 70% or more
		Reduce lost time injury frequency rate and severity rate	Below past five-year industrial* average (*Electrical machinery and equipment manufacturing) 	Below average	Frequency Rate : 0.30 (Average : 0.54) Severity Rate : 1.132 (Average : 0.02)	Below average
	Respect human rights	Enhance initiatives for human rights	(1) Formulate and promote human rights policy (2) Conduct Human Rights Due Diligence (HRDD) 	(1) Formulate the Group's Human Rights Policy (2) Discuss the Group's HRDD process	(1) Human Rights Policy established in April 2024 (2) Interviews at supplier locations (x 4)	(1) Promote the Group's Human Rights Policy (2) Establish the Group's HRDD process
		Conduct training on human rights (incl. harassment)	Participation rate: 100% 	100%	99.8%	100%
	Select sustainable suppliers and promote sustainable procurement	Develop management process to strengthen supply chain management	Implement self-inspection checklist with new/primary business partners Response rate: 100% 	100%	100%	100%

2026 Medium-Term Management Plan Sustainability Targets and Results

	Material Sustainability Issues	Priority Themes	2026KPIs	FY2024		FY2025
				Targets	Results	Targets
Social	Improve customer satisfaction with quality solutions & services	Improve customer satisfaction	Maintain/Improve product market share 	Disclose results	Maintained top market share for:  • Open Teller Systems, Coin & Banknote Recyclers for Tellers (Financial Market)  • Change Dispensors, Deposit Machines, Smart Lockers (Retail/Transportation Market)	Disclose results
			(1) Number of PL-related accidents: 0 			
		Ensure product safety and quality	(2) Number of serious violations of laws or regulations related product safety: 0 	0 cases	0 cases	0 cases
			(3) Number of PL lawsuits related to product quality: 0 	0 cases	0 cases	0 cases
			(4) Rate of product safety assessment conducted for newly developed products: 100% 	100%	100%	100%
	Improve dialogue with Stakeholders	Maintain/Increase opportunities for dialogue with stakeholders	<u>Institutional investors and analysts</u> Implement engagement satisfaction survey and disclose results  <u>Local communities</u> Disclose CSR activity reports  <u>Business partners</u> Disclose report on initiatives to strengthen trust with business partners  	Execution of planned measures: 100%	Institutional investors and analysts Conducted surveys on the company's IR activities (62% of response as "Highly satisfied" or "Satisfied")  Local communities Promoted the following CSR activities to support the development of elementary school students - CSR activities organized by the Glory Foundation for Elementary School Students - Science workshop at Saitama Factory  Business partners Hosted an annual supplier conference (May 2024)	Rate of execution of planned measures: 100%

2026 Medium-Term Management Plan Sustainability Targets and Results

	Material Sustainability Issues	Priority Themes	2026KPIs	FY2024		FY2025
				Targets	Results	Targets
Governance	Protect customer privacy and tighten information security	Detect unauthorized accesses immediately to minimize damages to the Group	Improve information security level and promote the Group's security policy 	Disclose results	<ul style="list-style-type: none"> <li>Revised the Group's Security Policy</li> <li>Conducted network inspections across the Group</li> <li>Assessed security risks at overseas locations using the Glory Group Information Security Inspection Sheet</li> </ul>	Disclose results
		Provide security training for all employees	Participation rate: 100% 	100%	New employees: 100% Newly appointed managers: 100% Executives: 100% Non-management employees 99.8%	100%
	Promote compliance management	Eliminate serious compliance incidents	0 cases 	0 cases	0 cases	0 cases
	Reinforce risk management and BCP	Review risk management system	Disclose results 	Disclose results	<ul style="list-style-type: none"> <li>Identified issues and discussed countermeasures with regard to risk management</li> <li>Changed risk management structure in alignment with organizational changes</li> </ul>	Disclose results
		Review Group-wide risk assessment methods	Disclose results 	Disclose results	<ul style="list-style-type: none"> <li>Identified issues and discussed countermeasure with regard to risk assessment (e.g., items to be assessed) and global integration of risk evaluation criteria</li> <li>Reviewed organizational structure due to organizational changes</li> <li>Changed risk management structure in alignment with organizational changes</li> </ul>	Disclose results
		Review BCP system	Disclose results 	Disclose results	<ul style="list-style-type: none"> <li>Conducted BCP tabletop exercise</li> <li>Identified issues and discussed countermeasures with regard to BCP</li> <li>Changed BCP structure in alignment with organizational changes</li> </ul>	Disclose results

2026 Medium-Term Management Plan Sustainability Targets and Results

	Material Sustainability Issues	Priority Themes	2026KPIs	FY2024		FY2025
				Targets	Results	Targets
Governance	Strengthen the Group governance	Establish systems to ensure effectiveness of internal control system	Disclose results	Disclose results	<ul style="list-style-type: none"> <li>Reviewed the Group's internal control system</li> <li>Changed internal control system and discussed countermeasures in alignment with organizational changes</li> </ul>	Disclose results
		Improve effectiveness of the board of directors	Disclose results	Disclose results	<ul style="list-style-type: none"> <li>Implemented changes based on the board effectiveness evaluation conducted in fiscal 2023</li> <li>Confirmed the board effectiveness through third-party evaluation conducted in fiscal 2024</li> </ul>	Disclose results
Creation of new value	Promote R&D and innovation	Increase the number of patent filed and registered in Japan	Disclose results	Disclose results	<u>Japan</u> Filed 165 / Registered 1,250 <u>Global</u> Filed 71 / Registered 1,166	Disclose results
		Increase the number of patent filed and registered globally				
	Develop products and solutions that meet society's needs	Increase New Business Domain sales & disclose representative examples	New Business Domain Sales: 60 billion yen	40 billion yen	New Business Domain Sales: 50.1 billion yen	50 billion yen

