# 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 $CO_2$ emissions in business activities | Scope 1 and 2 Reduce 21.2% (vs. FY2022) (FY2030 Targets: 42.4% vs. FY2022) | 10.6% | 7.2% | 15.9% |
| | Reduce environmental impact in value chain | Scope 3 Category 1 Agree with Tier1 suppliers to set $CO_2$ -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 diclosed every June) | Improve contents of Securities Report (To be dislosed in June 2024) | Enhanced "Risks & Opportunities" related disclosure (June 2024) | Improve contents of Securities Report (To be disclosed in June 2025) |
| **Social** — Recruit or/and develop human resources that contribute to business strategies | 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[1] (130 persons) (2) Potential 'Offensive DX' leaders (300 persons) (3) 'Defensive DX' leaders[2] (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 pesrons (2) 37 pesrons (3) 14 persons (4) 3,389 persons | (1) 70 persons (2) 200 persons (3) 50 persons (4) 2,000 persons |

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| | | | | **Targets** | **Results** | **Targets** |
| Social | Promote a pleasant work environment | Improve employee engagement | Rate of positive response for Employee Engagement Survery: 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% |

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| **Social** / Improve customer satisfaction with quality solutions & services | Improve customer satisfaction | Maintain/Improve product market share | Disclose results | Maintained top market share for:<br><br>・Open Teller Systems, Coin & Banknote Recyclers for Tellers (Financial Market)<br><br>・Change Dispensors, Deposit Machines, Smart Lockers (Retail/Transportation Market) | Disclose results |
| | Ensure product safety and quality | (1) Number of PL-related accidents: 0 | 0 cases | 0 cases | 0 cases |
| | | (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><br>Implement engagement satisfaction survey and disclose results<br><br><u>Local communities</u><br>Disclose CSR activitivity reports<br><br><u>Business partners</u><br>Disclose report on initiatives to strengthen trust with business partners | Eexecution of planned measures: 100% | Institutional investors and analysts<br>Conducted surveys on the company's IR activities (62% of response as "Highly satisfied" or "Satisfied")<br><br>Local communities<br>Promoted the following CSR activities to support the development of elementary school students<br>- CSR activities organized by the Glory Foundation for Elementary School Students<br>- Science workshop at Saitama Factory<br><br>Business partners<br>Hosted an annual supplier conference（May 2024） | Rate of execution of planned measures: 100% |

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| **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<br> | Disclose results | ・Revised the Group's Security Policy<br>・Conducted network inspections across the Group<br>・Assessed security risks at overseas locations using the Glory Group Information Security Inspection Sheet | Disclose results |
| | Provide security training for all employees | Participation rate: 100%<br> | 100% | New employees: 100%<br>Newly appointed managers: 100%<br>Executives: 100%<br>Non-management employees 99.8% | 100% |
| Promote compliance management | Eliminate serious compliance incidents | 0 cases<br> | 0 cases | 0 cases | 0 cases |
| Reinforce risk management and BCP | Review risk management system | Disclose results<br> | Disclose results | ・Identifed issues and discussed countermeasures with regard to risk management<br>・Changed risk management structure in alignment with organizational changes | Disclose results |
| | Review Group-wide risk assessment methods | Disclose results<br> | Disclose results | ・Identified isssues and discussed countermeasure with regard to risk assessment (e.g., items to be assessed) and global integration of risk evaluation criteria<br>・Reviewed organizational structure due to organizational changes<br>・Changed risk management structure in alignment with organizational changes | Disclose results |
| | Review BCP system | Disclose results<br> | Disclose results | ・Conducted BCP tabletop excercize<br>・Identified issues and discussed countermesaures with regard to BCP<br>・Changed BCP structure in alignment with organizational changes | Disclose results |

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| Material Sustainability Issues | Priority Themes | 2026KPIs | FY2024 Targets | FY2024 Results | FY2025 Targets |
|---|---|---|---|---|---|
| Governance — Strengthen the Group governance | Establish systems to ensure effectiveness of internal control system | Disclose results | Disclose results | ・Reviewed the Group's internal control system<br>・Changed internal control system and discussed countermsaures in alignment with organizational changes | Disclose results |
| | Improve effectiveness of the board of directors | Disclose results | Disclose results | ・Implemented changes based on the board effectiveness evaluation conducted in fiscal 2023<br>・Confrimed the board effectiveness through third-party evaluation conducted in fiscal 2024 | Disclose results |
| Creation of new value — Promote R&D and innovation | Increase the number of patent filed and registered in Japan<br><br>Increase the number of patent filed and registered globally | Disclose results | Disclose results | Japan<br>Filed 165 / Registered 1,250<br>Global<br>Filed 71 / Registered 1,166 | Disclose results |
| Develop products and solutions that meet society's needs | Inrease 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 |