

## Major Initiatives in the Value Chain

Priority Themes ■ Customers ■ Business partners ■ Employees ■ Local communities ■ Environment

### Human Resource Initiatives

- Promote work-style reform
- Support and secure human resources essential to Glory's business



- Plan, develop, and provide products that match customer needs

Sell products and solutions in over **100** countries



### Environmental Protection

- Plan, develop, and provide environmentally friendly products

Environmentally friendly products  
Developed **6** models

Environmentally friendly products  
Account for **65.7** % of sales



### New Value Creation through Business

- Create new value and solutions



- Ensure quality
- Incorporate universal design
- Develop products utilizing new technologies

R&D sites  
**21** sites in **12** countries

R&D investment  
**19.5** billion yen (consolidated)

R&D personnel  
Japan: approx. **1,000**  
Overseas: approx. **400**



- Ensure quality and pursue appropriate, competitive pricing
- Strengthen partnerships with suppliers



- Ensure quality and reliable supply
- Shorten lead time
- Boost cost competitiveness

Manufacturing system  
**13** sites in **6** countries



- Provide appropriate information on products and services
- Properly manage customer information and personal information



- Provide products and solutions in a timely manner that match customer needs



- Provide prompt, reliable maintenance
- Improve maintenance quality through customer focus
- Plan services that match customer needs

Number of maintenance personnel

Japan: approx. **1,000**  
Overseas: approx. **3,370**



### Planning

- Map out the product life cycle



### Development

#### Promotion of in the Supply Chain

- Promote sustainable-oriented procurement in unison with suppliers
- Respect human rights within the supply chain

Response rate of the voluntary checklist

**100** % (GLORY LTD.)  
**100** % (GLORY Products Ltd.)  
**100** % (Glory Global Solutions (Singapore) Pte. Ltd.)  
**100** % (GLORY IPO Asia Ltd.)  
**100** % (GLORY (PHILIPPINES), INC.)  
**100** % (GLORY Denshi Kogyo (Suzhou) Ltd.)



### Procurement

#### Environmental Protection

- Promote green procurement
- Preserve biodiversity

CO<sub>2</sub> emissions from parts and materials procured

**Scope 3, Category 1**  
**278,893** t-CO<sub>2</sub>  
(4.4% increase over the previous fiscal year)



### Manufacturing

- Manufacturing and distribution processes that facilitate saving, recycling, and reusing resources

Waste volume

**2,197** t (Japan and overseas)

Zero-emission sites

**8** sites (Japan)



- Ensure safety in the vicinity of each plant

### Sales

- Reduce environmental impact by use of products, transportation, and disposal

CO<sub>2</sub> emissions from product usage

**Scope 3, Category 11**  
**187,902** t-CO<sub>2</sub>

(23.5% increase over the previous fiscal year)  
CO<sub>2</sub> emissions from transportation and shipping

**Scope 3, Category 4**  
**11,953** t-CO<sub>2</sub>

(36.1% increase over the previous fiscal year)

Collection of used products (using the Wide-area Certificate System)

Approx. **168** t  
(GLORY LTD., Hokkaido GLORY Co., Ltd.)



### Maintenance

- Switch to eco-cars
- Sell CFC-free cleaning goods (Recycle Jet)

Number of newly filled Recycle Jets

**38,996** units

CO<sub>2</sub> emissions from product disposal

**Scope 3, Category 12**  
**1,976** t-CO<sub>2</sub>  
(36.1% increase over the previous fiscal year)



### Human Resource Initiatives

- Respect human rights and ensure occupational health and safety
- Promote a work-life balance

Annual working hours (per employee) **2,032** hours/year  
Lost Time Injury Frequency Rate **0.53**



### Environmental protection

Energy-induced CO<sub>2</sub> emissions

**Scope 1** **Scope 2**  
**18,590** t-CO<sub>2</sub> (22.3% increase over previous fiscal year)



Increasing Positive Impacts

Minimizing Negative Impacts