



February 2025

**Glaston  
strategic targets  
for medium-term  
(3-5 years)**

**glaston**  
seeing it through®

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## Our Purpose

**BUILDING A BETTER  
TOMORROW THROUGH  
SAFER, SMARTER,  
MORE ENERGY  
EFFICIENT GLASS  
SOLUTIONS**



# Glaston's strategy

- Key objectives: reaching improved growth and profitability based on strategic initiatives and the expected market growth
- The strategy roadmap execution for medium-term (3-5 years) builds on:
  1. Glaston's business-specific strategic initiatives
  2. Group-wide cornerstone initiatives
  3. Strong leadership
- Glaston plans to continue investments in innovation, development, and services
- Sustainability part of Glaston strategy

Glaston's vision:  
Lead the global glass processing industry forward  
with innovative technologies and lifecycle solutions.



# Megatrends accelerating Glaston's business



## Urbanization & rise of megacities

- Regulation
- Circular economy
- Energy efficiency



## Climate change & resource scarcity

- Environmental awareness
- Carbon footprint
- Safety



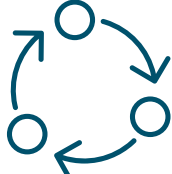
## Embedded technology

- Automation
- Robotics
- New technologies

# Glaston's medium-term strategic targets\*



**NET SALES**  
Annual average exceeding the addressable equipment markets growth



Comparable EBITA  
**10%**



Comparable ROCE  
**> 16%**

Net Promoter Score  
**> 40**

Lost Time Accidents  
**0**

Employee Engagement  
**> 75**

GHG Emissions  
**-50.4%**  
Absolute scope 1 and 2 reduction by 2032, from 2022 level

GHG Emissions  
**-58.1%**  
Scope 3 intensity per square meter of sold glass processing capacity by 2032, from 2022 level

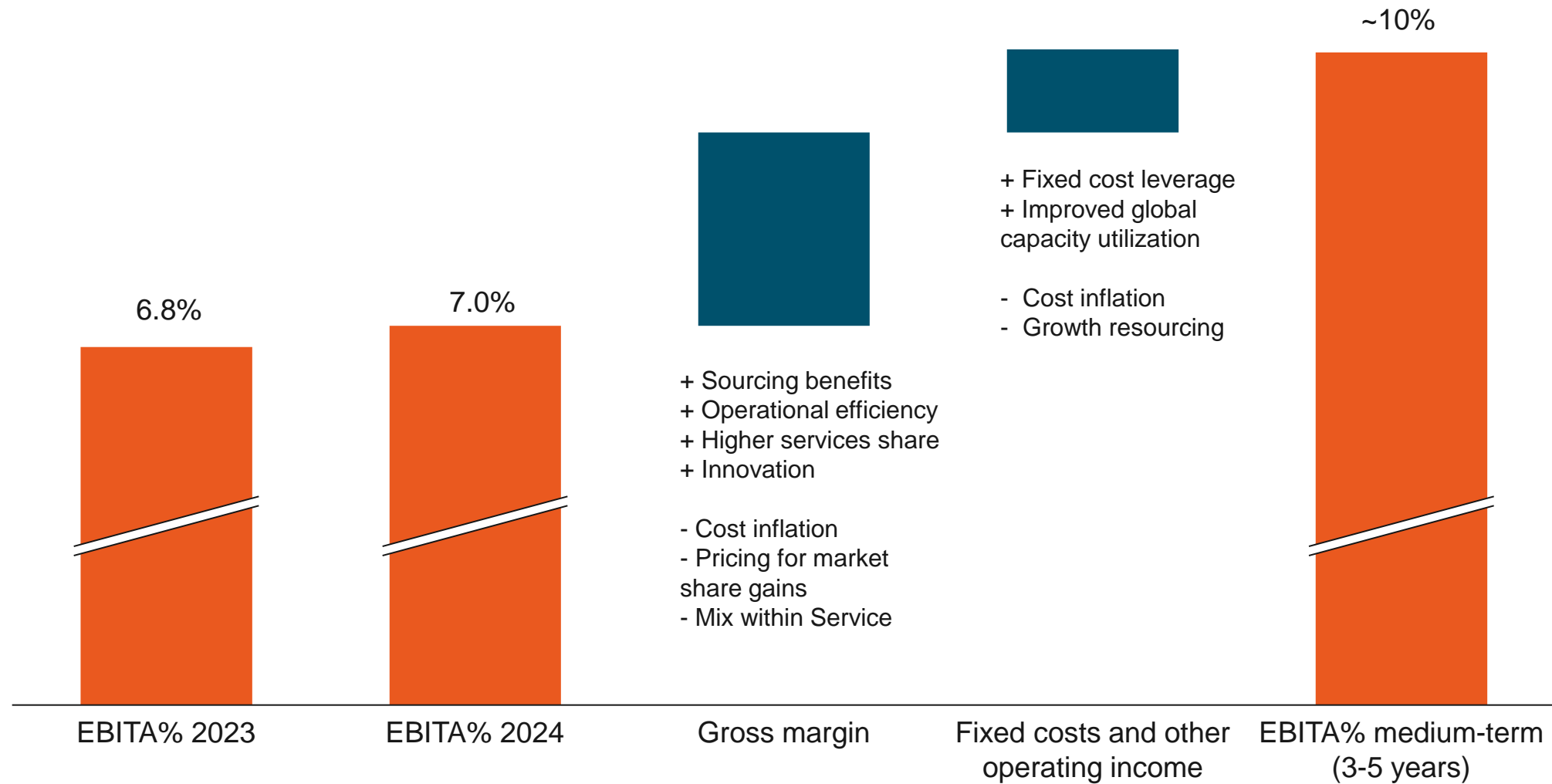
**Business-specific strategic initiatives**

Tempering & Laminating	Insulating Glass	Mobility
Services		

**Glaston-wide Cornerstone initiatives**

\*) Medium-term (3-5 years), emission targets by 2032

# Comparable EBITA drivers in medium-term (3-5 years)



# Strategy focus areas in 2025

## Glaston strategic initiatives

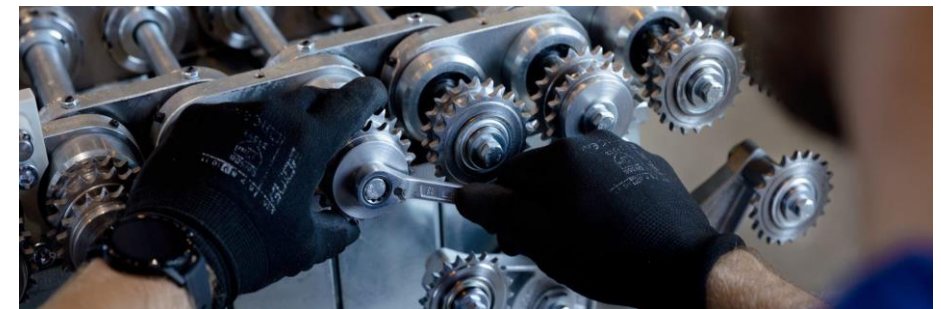
- Strengthening commercial excellence within technology leadership
- Glaston is committed to keep its technology leadership position and plans to continue to make notable investment in product development
- Build industry-leading customer support and services

## Lifecycle thinking

- Further enhancing the approach from machine lifecycle into customer relations lifecycle, including customer focus from offering development to serving installed base
- Strengthening the customer interface in regions to ensure proximity to life cycle support

## Extended focus on profitability and operational excellence

- Optimize Glaston's global reach in operations and supply chain to improve profitability and utilize efficiencies
- Increase investments in service capabilities and resources to accelerate services' growth



# Glaston's strategic targets and execution

Targets medium-term (3-5 years), emission targets by 2032	2021	2022	2023	2024
Annual average net sales exceeding the addressable equipment markets growth	+7%	+17%	+3%	-1%
Comparable EBITA 10%	6.1%	6.4%	6.8%	7.0%
Comparable ROCE above 16%	6.1%	10.5%	12.7%	12.6%
Net Promoter Score above 40	-	53	62	64
Lost Time Accidents zero, measured by LTIFR	3.3	3.9	6.3	5.7
Employee engagement rate above 75 (out of 100)	-	70	70	76
GHG emissions reduction targets:				
<ul style="list-style-type: none"> <li>Reduce absolute scope 1 and 2 GHG emissions by 50.4% by 2032, compared to the 2022 base year</li> </ul>	2,608 tCO <sub>2</sub> e	1,491 tCO <sub>2</sub> e	1,238 tCO <sub>2</sub> e	1,539 tCO <sub>2</sub> e
<ul style="list-style-type: none"> <li>Reduce the scope 3 GHG emission by 58.1% per square meter of sold machine processing capacity by FY2032, compared to the FY2022 base year (emission intensity)</li> </ul>	-	0.00043 tCO <sub>2</sub> /m <sup>2</sup>	0.00036 tCO <sub>2</sub> e/m <sup>2</sup>	0.00017 tCO <sub>2</sub> e/m <sup>2</sup>



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## Our Vision

**WE LEAD THE GLOBAL  
GLASS PROCESSING  
INDUSTRY FORWARD  
WITH INNOVATIVE  
TECHNOLOGIES AND  
LIFECYCLE SOLUTIONS**



Our vision is to lead the global glass processing industry forward with innovative technologies and lifecycle solutions

### MEGATRENDS ACCELERATING OUR BUSINESS

- Climate change & resource scarcity
- Urbanization
- Economical & political reality
- Embedded technology
- Social sustainability

**GLASTON'S PURPOSE**  
Building a better tomorrow  
through safer, smarter, and  
more energy-efficient  
glass solutions

### CORE TECHNOLOGIES AND SERVICES FOR

Tempering | Laminating | Insulating Glass  
Mobility | Solar

### CORNERSTONES

- Innovate with customers
- Sustainability
- Empower Glastonians
- Industry-leading customer service
- Global sourcing & manufacturing

We are committed to our customers

We learn from each other

### VALUES

We share the passion for glass

Together we build the future



> [www.glaston.net](http://www.glaston.net)

Glaston Strategy [online](#)

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