

November 28, 2025



News Release

Company name:	GLORY LTD.
Representative:	Akihiro Harada, President
Headquarters:	3-1, Shimoteno 1-chome, Himeji, Hyogo, JAPAN
Securities Code:	6457
Stock Exchange:	Tokyo (Prime)
Accounting Term:	March

Establishment of the Long-Term Growth Story

GLORY LTD. (the “Company”) hereby announces the establishment of the Glory Group Long-Term Growth Story (the “Growth Story”), which reflects anticipated social changes over the next decade.

The Growth Story outlines our concrete business strategies and describes the growth path of Glory Group (the “Group”) through FY2034.

To date, the Group has played a vital role in supporting social infrastructure across diverse markets such as financial, retail, transportation, and food and beverage through its cash handling business. In recent years, however, the business environment surrounding the Group has been undergoing significant changes, such as the shift toward a cashless society and the acceleration of digitalization. Viewing these changes as opportunities for growth, the Group is evolving beyond the cash handling machines business to become a company that provides end-to-end store solutions business.

By fully leveraging the technological expertise and global network we have built over the years, the Group is working to help solve customers’ challenges in a society where payment methods are becoming more diverse and digitalization is advancing, by using data to improve store efficiency and enhance customer experiences.

For details of the Growth Story, please refer to the attached document.

###

About GLORY LTD.

GLORY LTD., headquartered in Himeji, Japan, is a pioneer in the development and manufacture of cash handling machines and systems. GLORY provides a variety of products built on its leading-edge recognition/identification and mechatronics technology, such as cash handling machines, cash management systems, vending machines, and automatic service equipment. Committed to meeting society’s wide-ranging needs, GLORY serves the financial, retail, vending machine, amusement and gaming industries in more than 100 countries. For more information, please visit GLORY Group website at <https://corporate.glory-global.com/>.

Contact:

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General Manager
Corporate Communications Department
Management Strategy Headquarters
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The GLORY GROUP Long-Term Growth Story

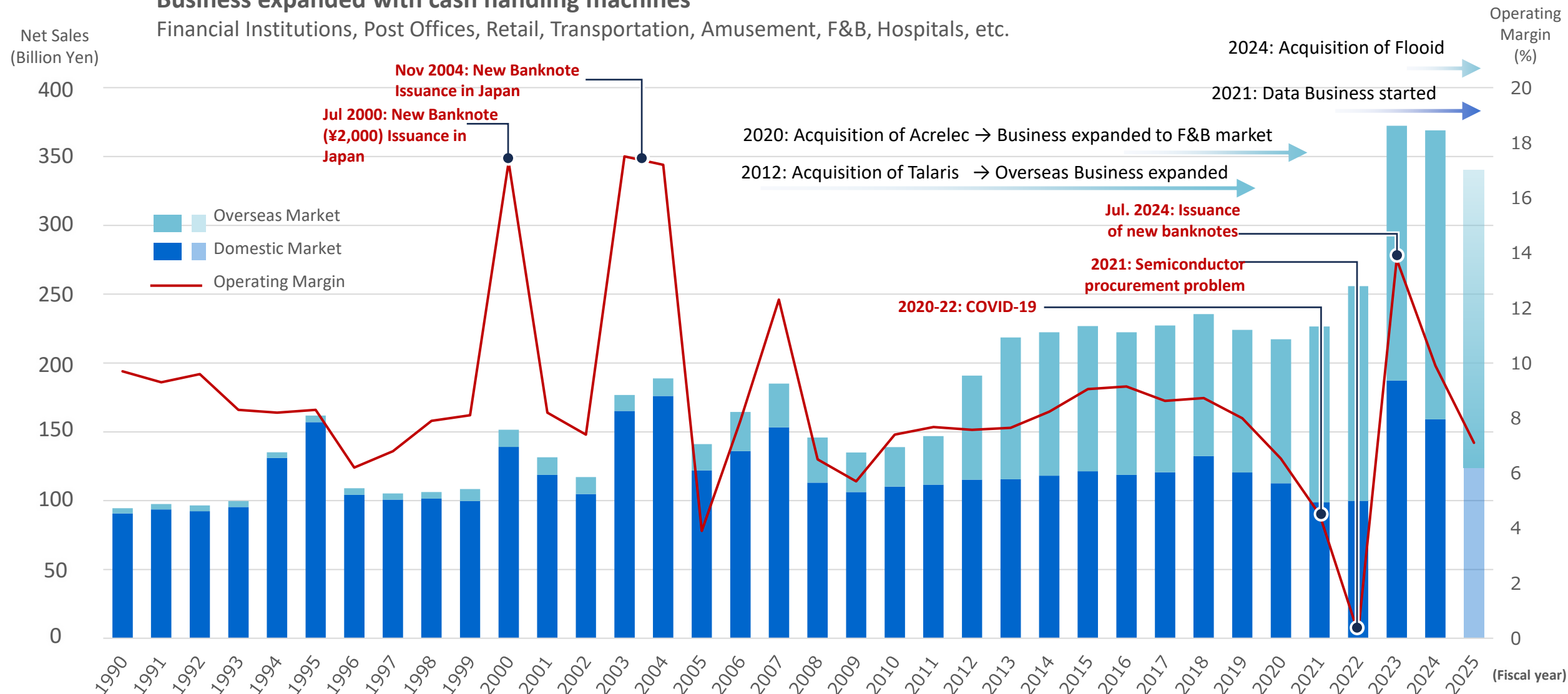
Building on a Century of Trust to Create New Value for a Global Future

For more than 100 years, GLORY has supported social infrastructure across diverse markets such as Financial, Retail, Transportation, and Food Services. Building on this history and trust, we will continue to take on the challenge of solving global social issues through the creation of new value!

From cash handling to global expansion

Business expanded with cash handling machines

Financial Institutions, Post Offices, Retail, Transportation, Amusement, F&B, Hospitals, etc.



Our Corporate Assets = Value We Deliver

Markets Served

over **100** countries



Direct Operations

37 countries



Number of employees

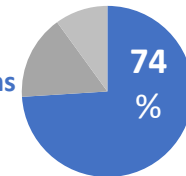
Approx. **11,000**



Market Share

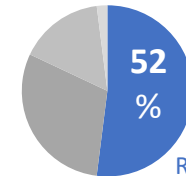
No. 1

Domestic
Financial
institutions



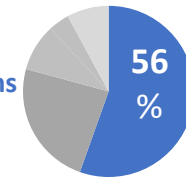
Open Teller System

Domestic
Retail



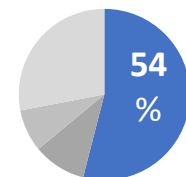
Recyclers for Cashier

Overseas
Financial
institutions



TCR

Overseas
Retail



Recyclers for
Backoffice

Recognizable Currencies

3,100+ types

Coins



40+ countries
370+ types

Banknotes



135+ countries
2750+ types

Installed Base

2 million + units



Product Lineup

1,120+ models

Financial

Approx. 270

Retail &
Transportation

Approx. 450

Amusement

Approx. 90

Overseas

Approx. 310

Our Customer Assets = Industry-Leading Customers

Trusted by global customers



Financial

Central banks
City banks
Regional banks
Smaller regional banks
Post Bank
Trust banks
Credit unions
Cooperative Banks
Etc.



Retail

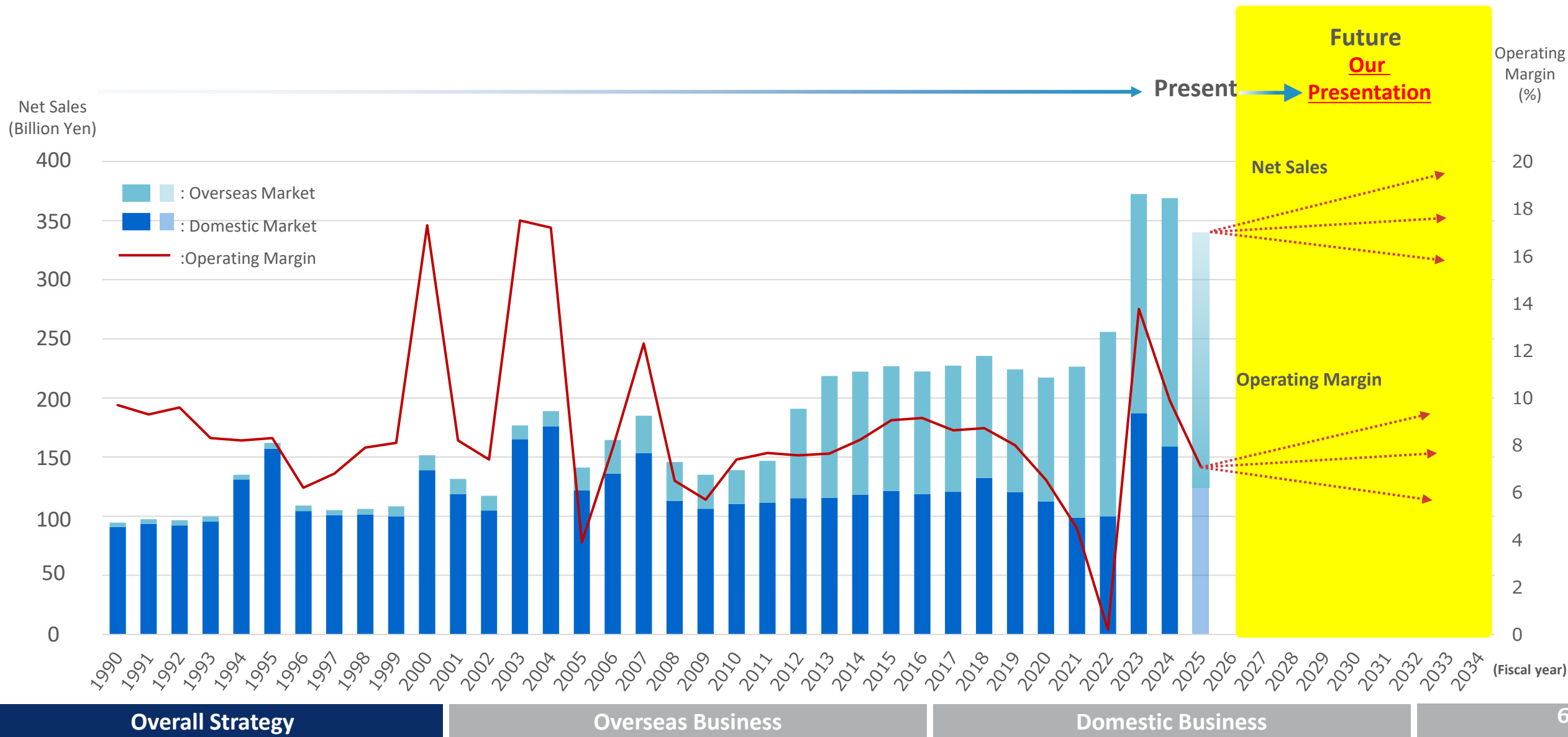
Department stores
Supermarkets
Convenience stores
Drugstores
Home improvement stores
Casual clothing stores
Consumer electronics retailers
Theme parks
Railway operators
Cash-in-transit companies
etc.



Food & Beverage

Hamburger restaurant chains
Coffeehouse chains
Set meal & rice bowl chains
Gyudon (beef bowl) chains
Family restaurants chains
Curry rice specialty chains
Italian family restaurants chains
Izakaya chains
etc.

From cash handling to global expansion – What's next for GLORY?



Our Long-Term Growth Story for the Next 10 Years (Now to 2034)



Transform Cash Handling Machine Business to End-to-End Store Solutions Business

Delivering best solutions through comprehensive store consulting – combining our Hardware, Maintenance, DX* solutions

*Digital Transformation



Solve Customer Challenges with GLORY Solutions

Software platforms
for customer challenges



End-to-End Store Solutions

Consulting-driven service offering a total package of
Hardware + Software + Maintenance

Cash Handling Machines
for Accuracy and Efficiency



End-to-end solutions to enable customers'
Market Expansion and Value Creation

Customer Challenges



Untapped market

Solution Coverage

Three Key Markets for Value Creation



New Customers

Business Partners

Value We Offer



Where does our **Core** (Cash Handling Machine) **Business** fit in a **Cashless Society**?

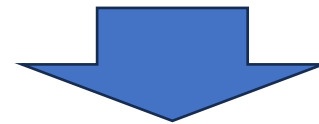
From cash handling to global expansion – What's next for GLORY?

Business Risks

- Cashless expansion
- Bank consolidation
- Digital currency advancement

Concerns - Is GLORY's future secure?

- **Uncertain growth** (Investors)
- **Job security** (Employees)
- **Supplier stability** (Business partners)

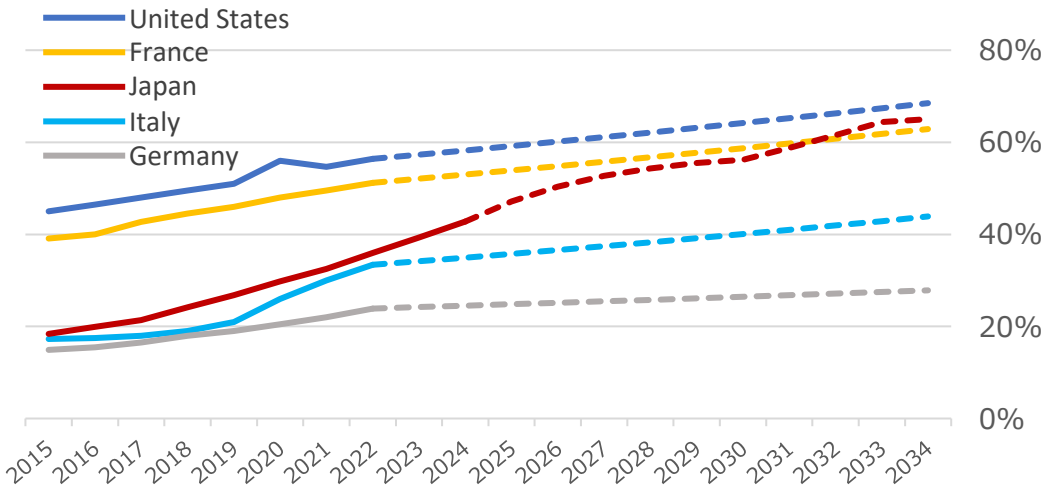


What does the future hold for GLORY's cash handling machines business in a Cashless Society?

Cashless Trend Expands

Government initiatives driving global cashless trend to its peak.

Cashless Adaption in Major Countries



However... Cash Remains Essential



Consumers

Cash preference continues



Government

Policy-led Financial Inclusion



Stores

Cash still used to avoid fees

Cashless ≠ No Cash
Cash & Cashless Coexist!

For Government...



Guaranteeing cash access for all is crucial for advancing **financial inclusion**.



For Stores...



Strict & efficient cash management is essential, as long as cash payment exists and still a **big challenge**.

Cash remains and cash handling machine business is still our **CORE**.

Our Social Mission is
to continue delivering **strict** and **efficient** cash management in stores.

From cash handling to global expansion What's next for GLORY?



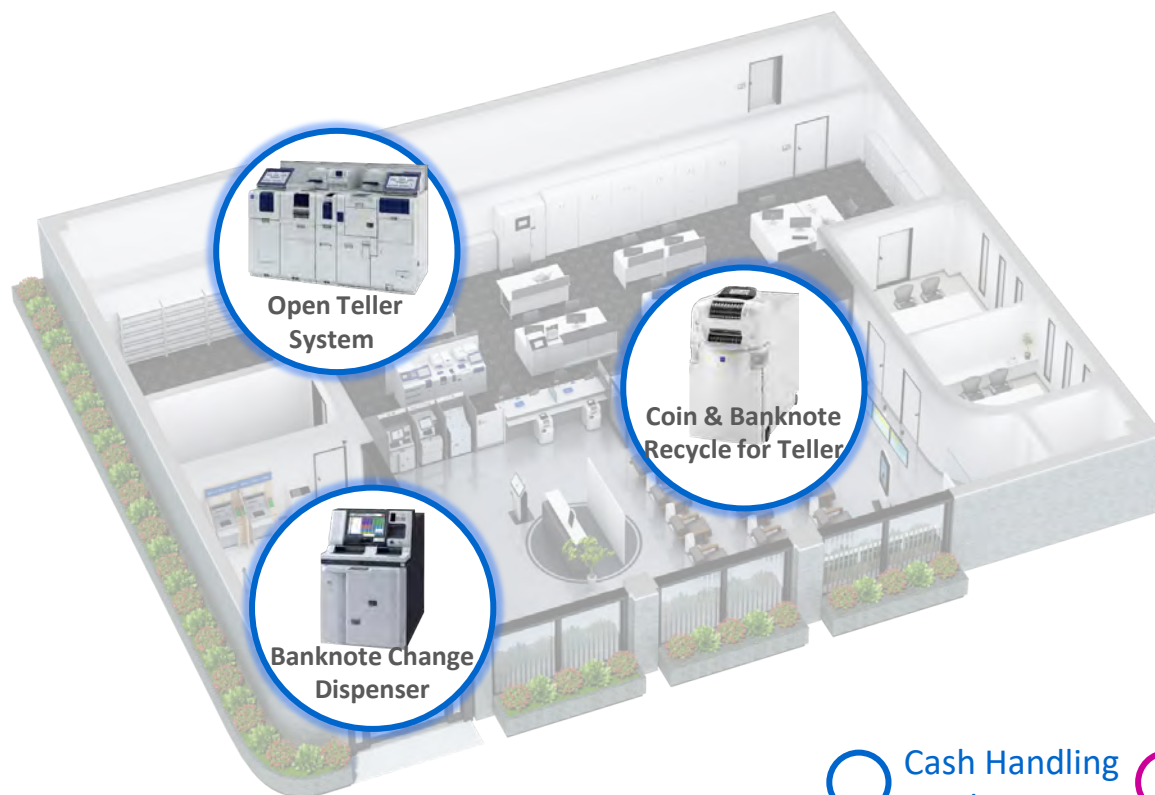
Cash Handling Machine + **New Value** = **Innovative Solutions**
to our global customer base!

Evolve from cash handling to end-to-end store solutions with integrated cash management

- ✓ Efficient store operation remains essential as long as cash transactions exist
- ✓ We offer smart store operations with our **Cash & Non-Cash Solutions**

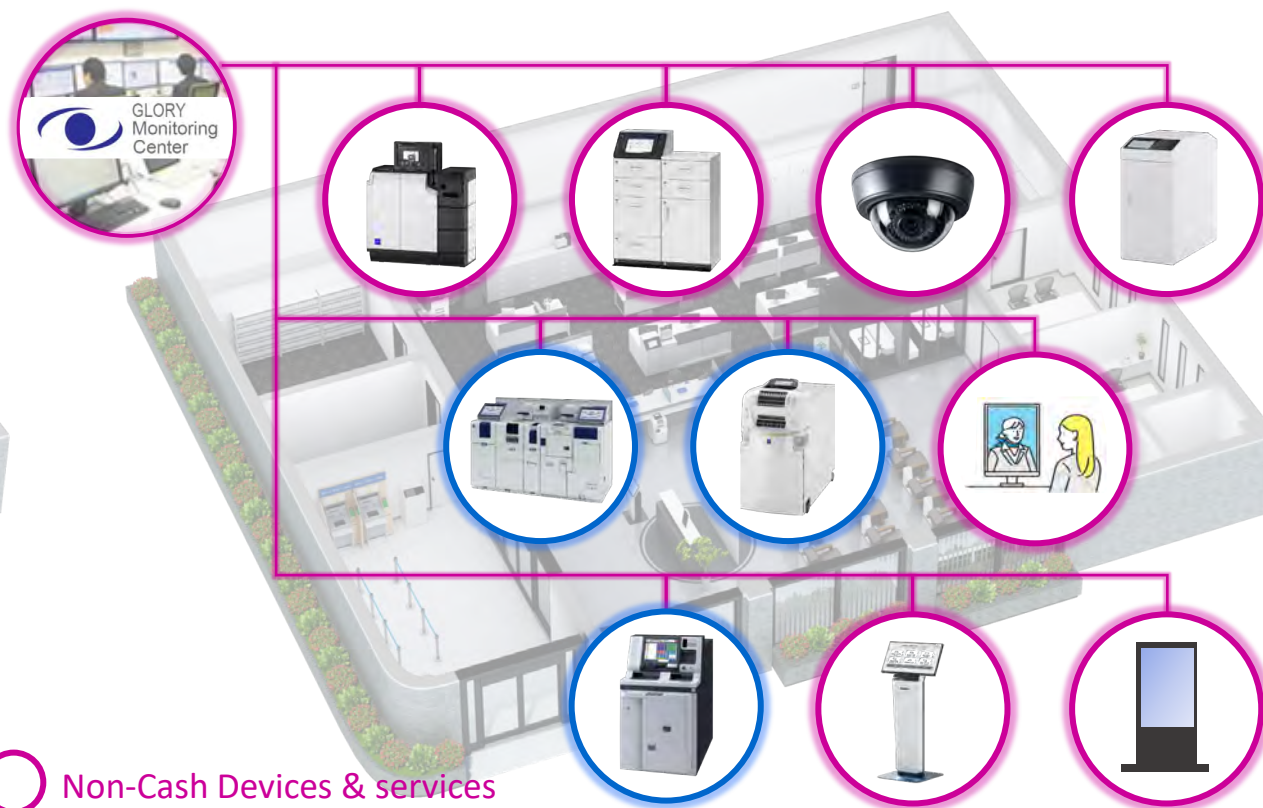
Until Now

Cash Handling Machines Business

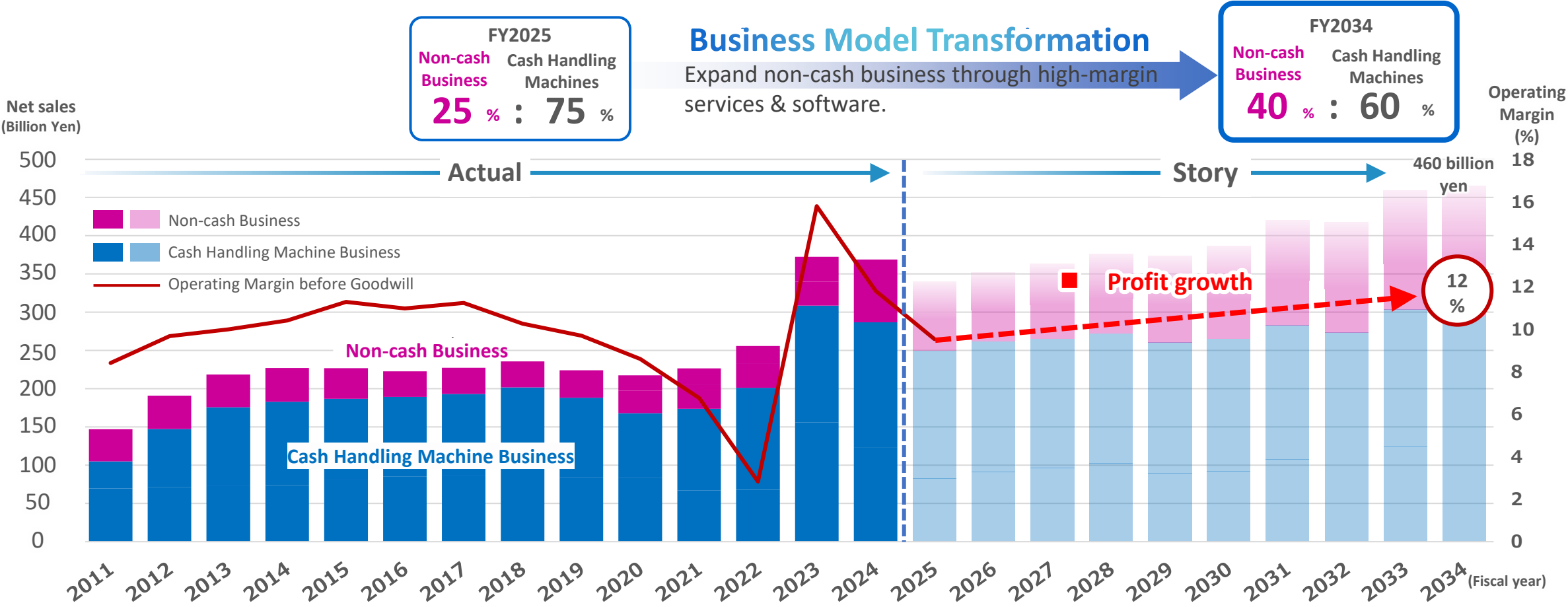


Future

End-to-End Store Solutions Business



Business Model Transformation & Profit Growth by non-cash business expansion



Promote store End-to-End Store Solutions

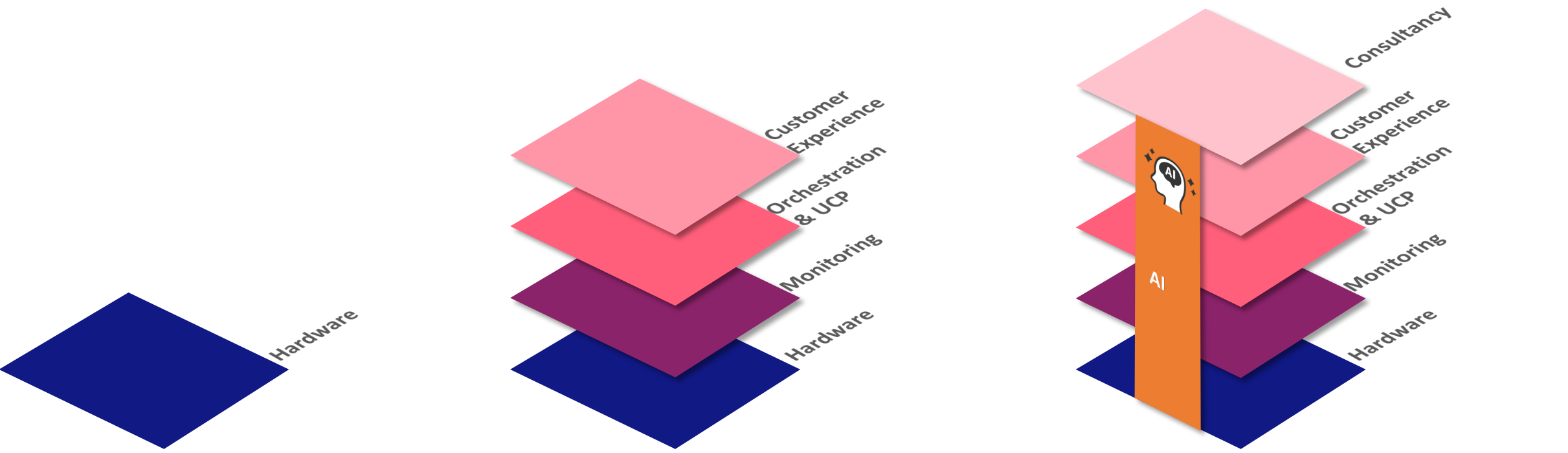
Core technologies & valuable customer base cultivated over the years

Develop Non-Cash Businesses for High Profitability & Robust Financial Structure

	FY2025 Forecast		FY2034 Target
	Non-cash business Cash Handling Machines		Non-cash business Cash Handling Machines
Non-cash Business Ratio	25 % : 75 %		40 % : 60 %
Operating Margin	8.6 %		12.0 % or more
Net Sales	340 Billion Yen		460 Billion Yen
ROA = $\frac{\text{Net Income}}{\text{Total Assets}}$	3.9 %		6.0 % or more
ROIC = $\frac{\text{NOPAT}}{\text{Interest-Bearing Debt} + \text{Net Assets}}$	7.2 %		10.0 % or more
ROE = $\frac{\text{Net Income}}{\text{Shareholders' Equity}}$	8.3 %		12.0 % or more

Overseas Business

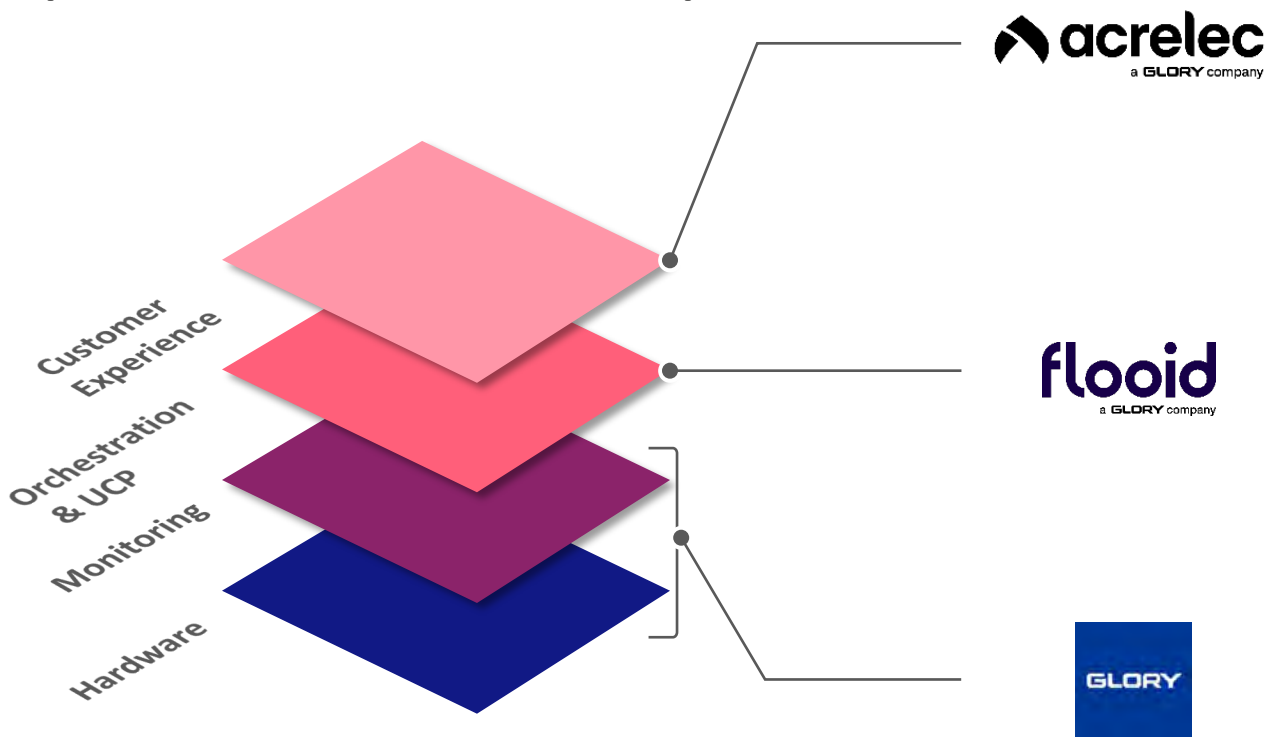
- **Vision**
- UCP Business
- CX Automation Business (CX-A)
- Cash Management Business



Increase cloud connectivity of our products installed globally and leverage collected data to drive greater automation and efficiency

Present (FY2024 – 2026)
2026 Mid-Term Management Plan

Support **store DX** by integrating world-class products, services, and software platforms.



Store data collected by GLORY

CX Automation (CX-A)

Kiosks ▶ 110,000 units
(35% remote connection)
SaaS ▶ 80,000 licenses
+

UCP (Commerce Platform)

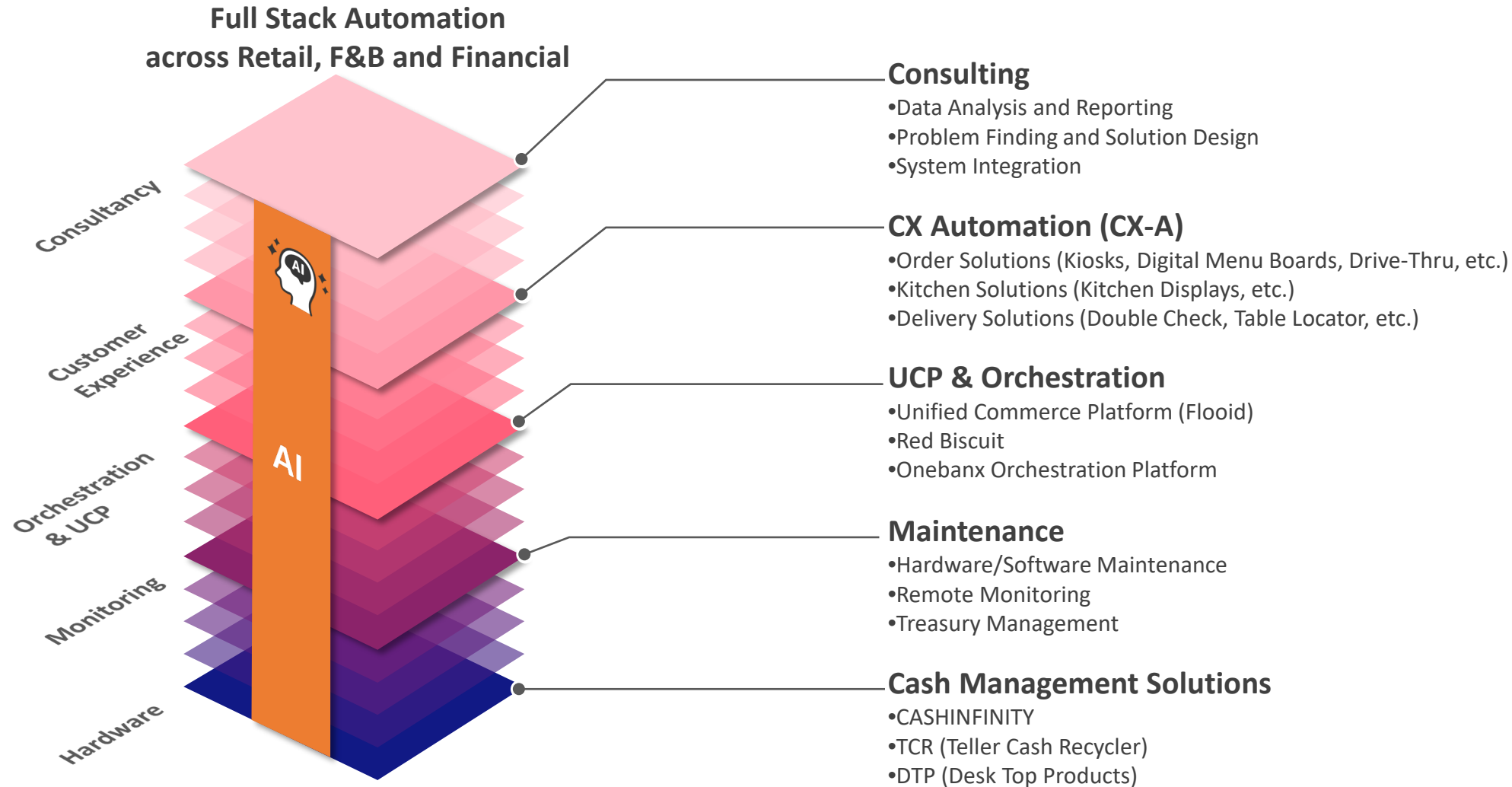
Terminals ▶ 230,000 units
(100% remote connection)
Transactions ▶ 3.5 billion / Year
+

Cash management

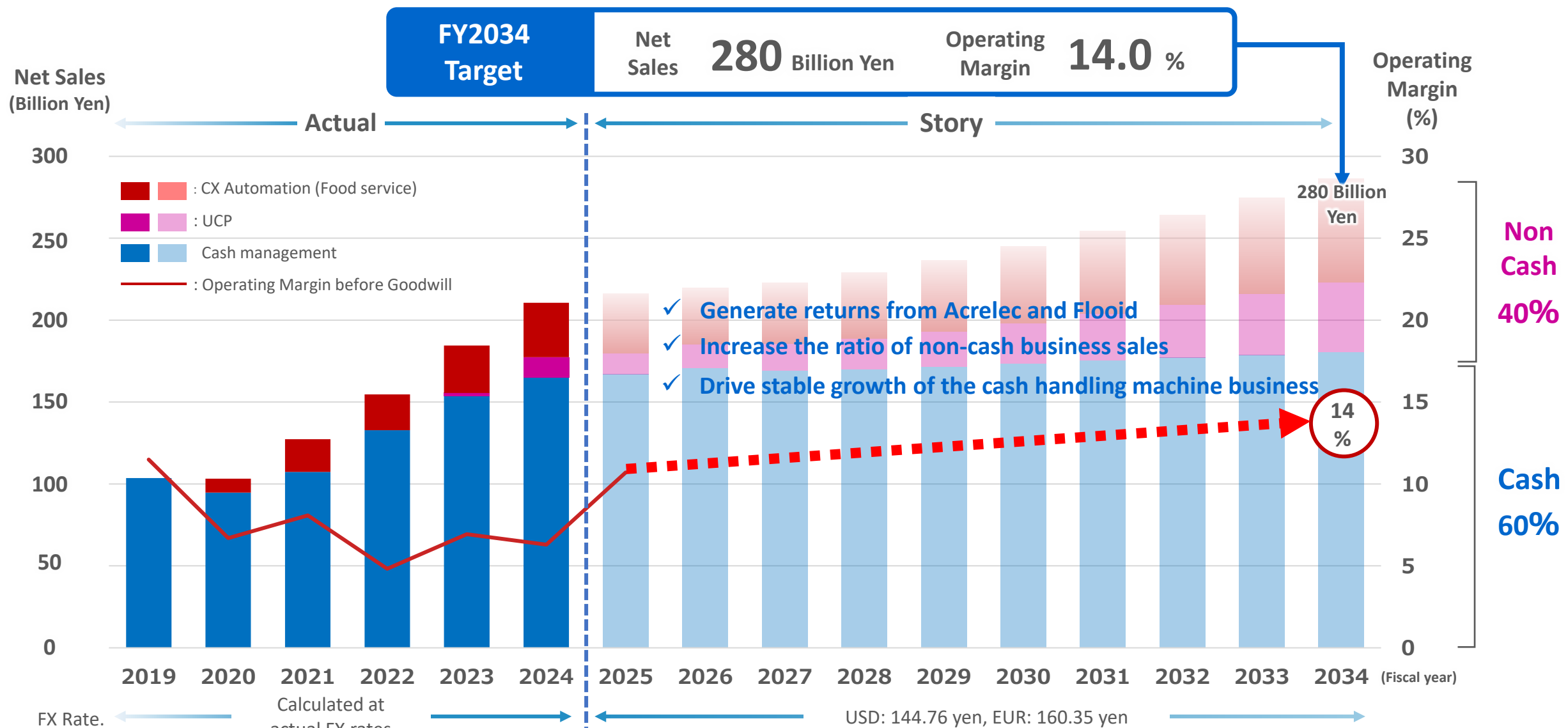
TCR & CI ▶ 110,000 units
(20% remote connection)



Evolve by building new products and services on the trust earned through our cash handling solutions



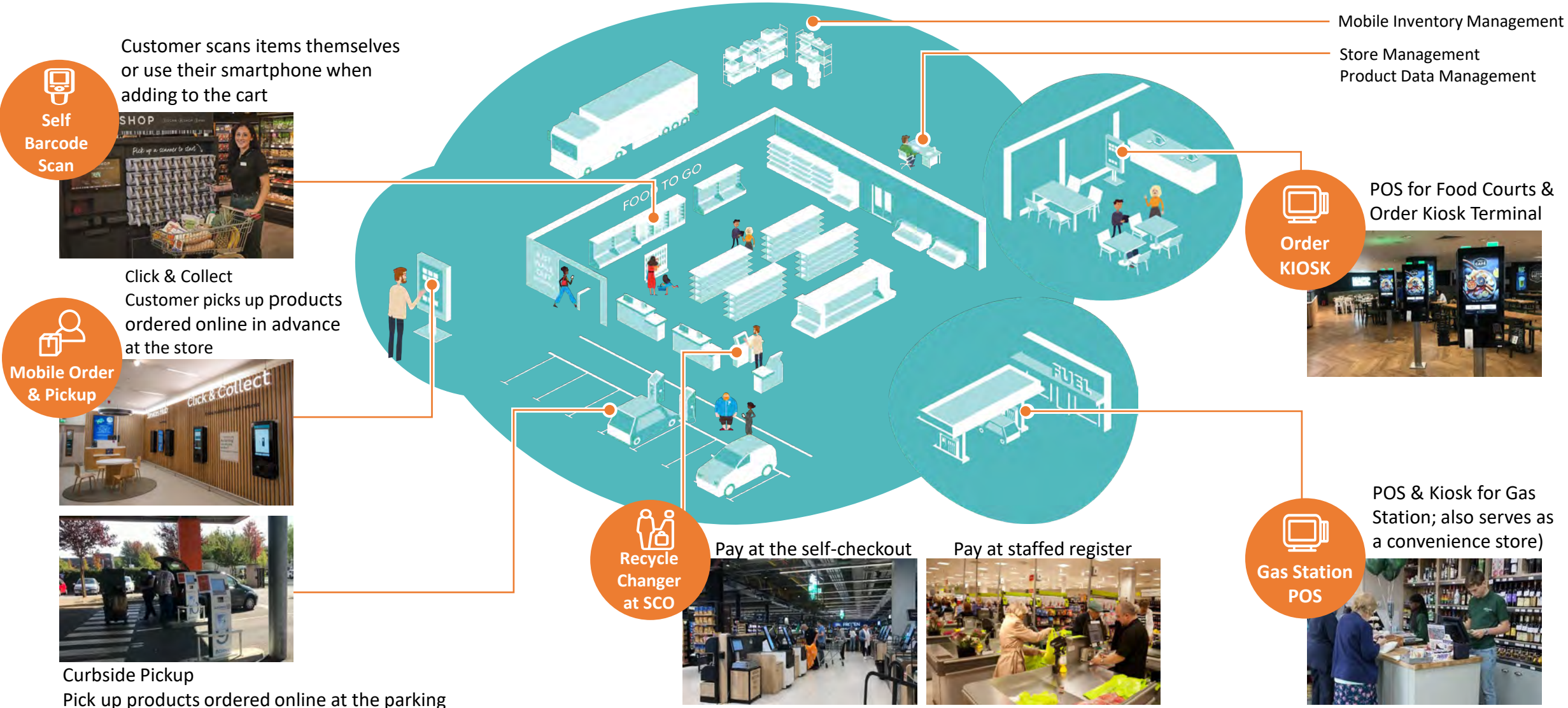
Drive Continuous Growth through Extended Solution Coverage



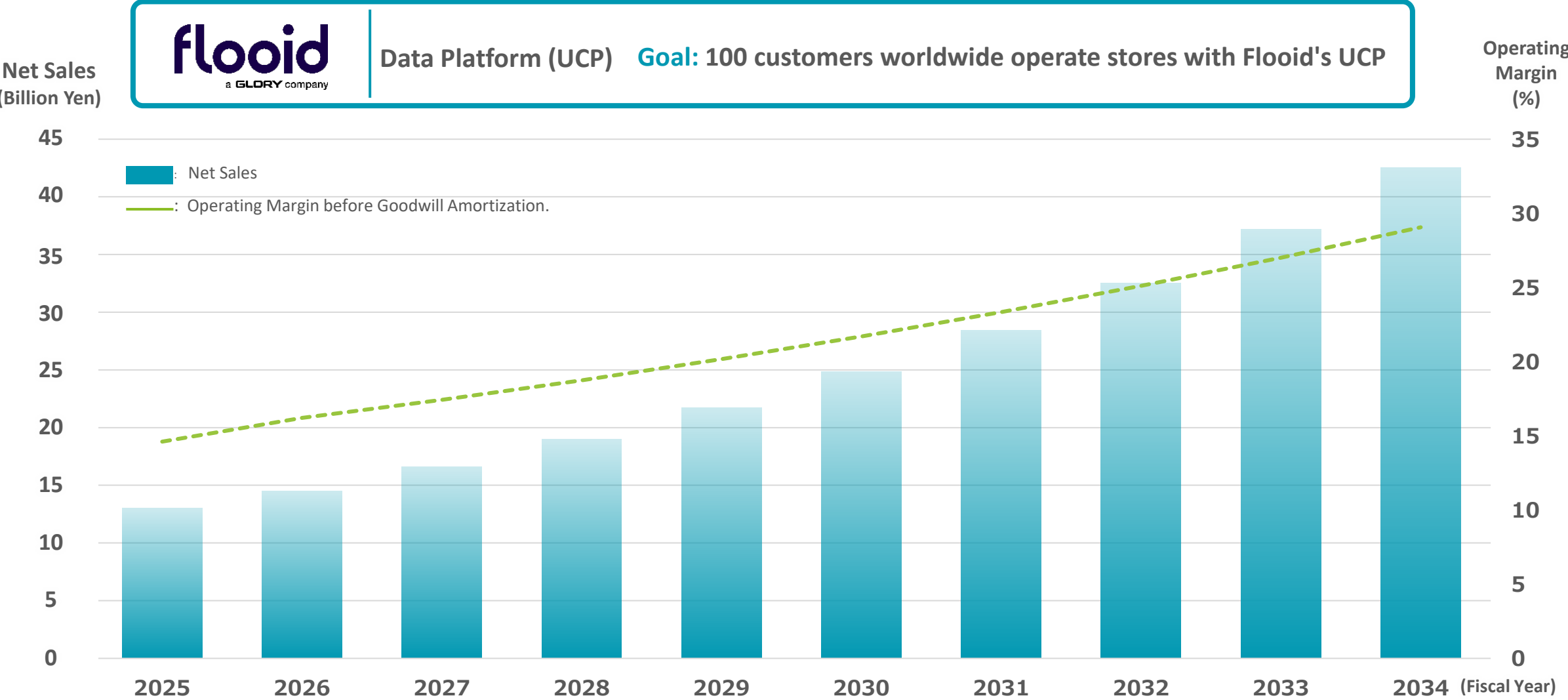
Overseas Business

- Vision
- **UCP business**
- CX Automation business (CX-A)
- Cash Management Business

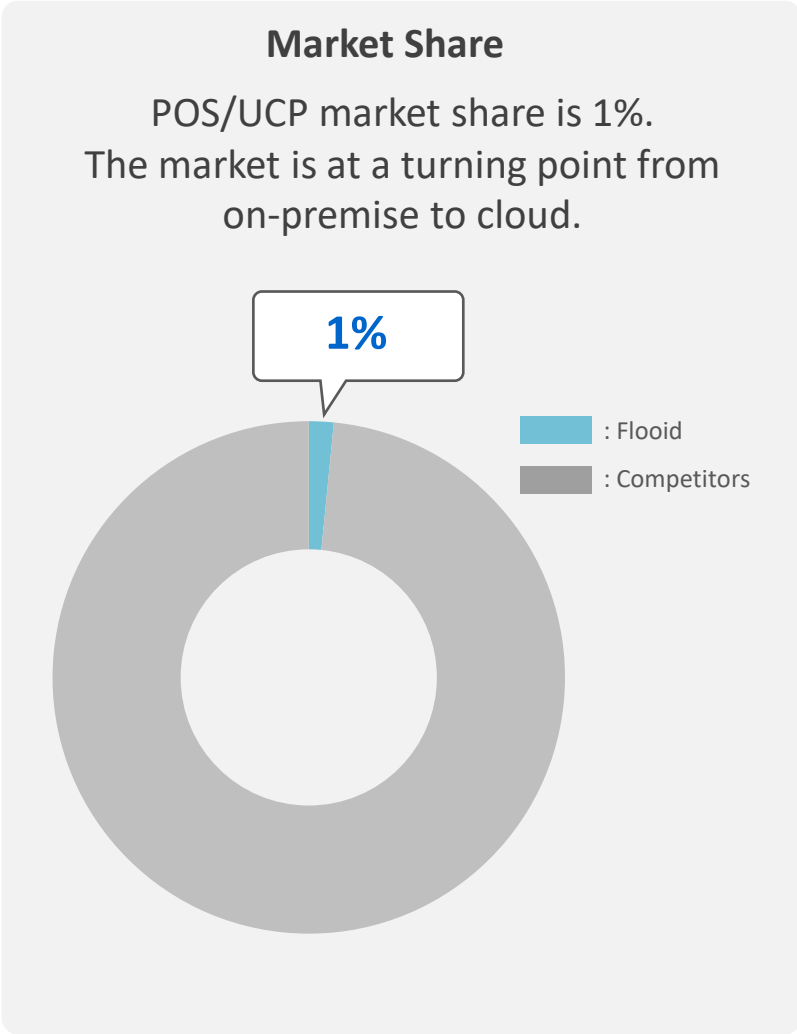
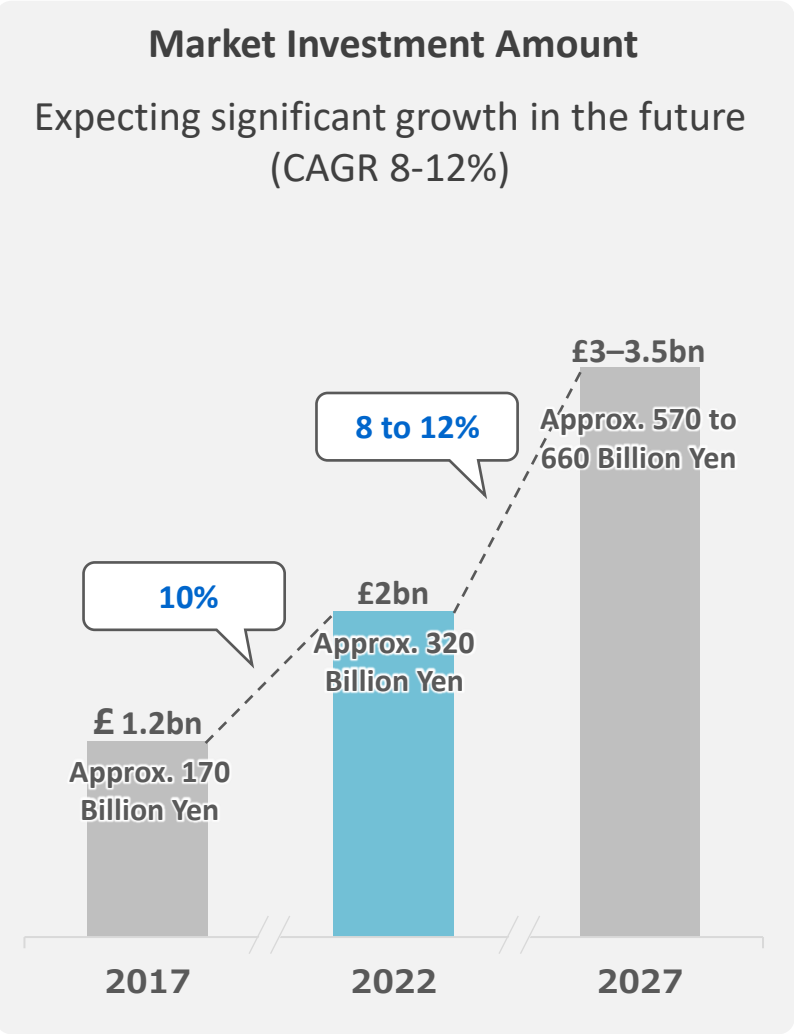
Integrate All Store Functions with Cloud POS to Deliver End-to-End Solutions and Drive Data-Powered Operational Excellence



Pursue growth that combined revenue expansion with profitability improvement



Expand market share with shift from on-premise to cloud in POS/UCP



Competitive Advantage

- ✓ Capture on-premise share with cloud-native strength
- ✓ Stand apart from cloud rivals through proven client success and feature-rich solutions.

	Flooid	Cloud Competitor	On-Premises Competitor
Free from H/W constraints	Yes	Yes	Partial
Fully cloud-based solution	Yes	Yes	Partial
Deployments with major customers	Yes	Partial	Yes
Rich set of standard features	Yes	Partial	No

Overseas Business

- Vision
- UCP Business
- **CX Automation Business (CX-A)**
- Cash Management Business

Provide solutions that fit divers ordering style

- Dine-in, Takeout, and Drive-thru for F&B

Self-service KIOSK



Drive-thru Solution



Table Locator



Double Check



BOPIS Locker



Red Biscuit



Achieve Growth through Sales Expansion and Enhanced Profitability

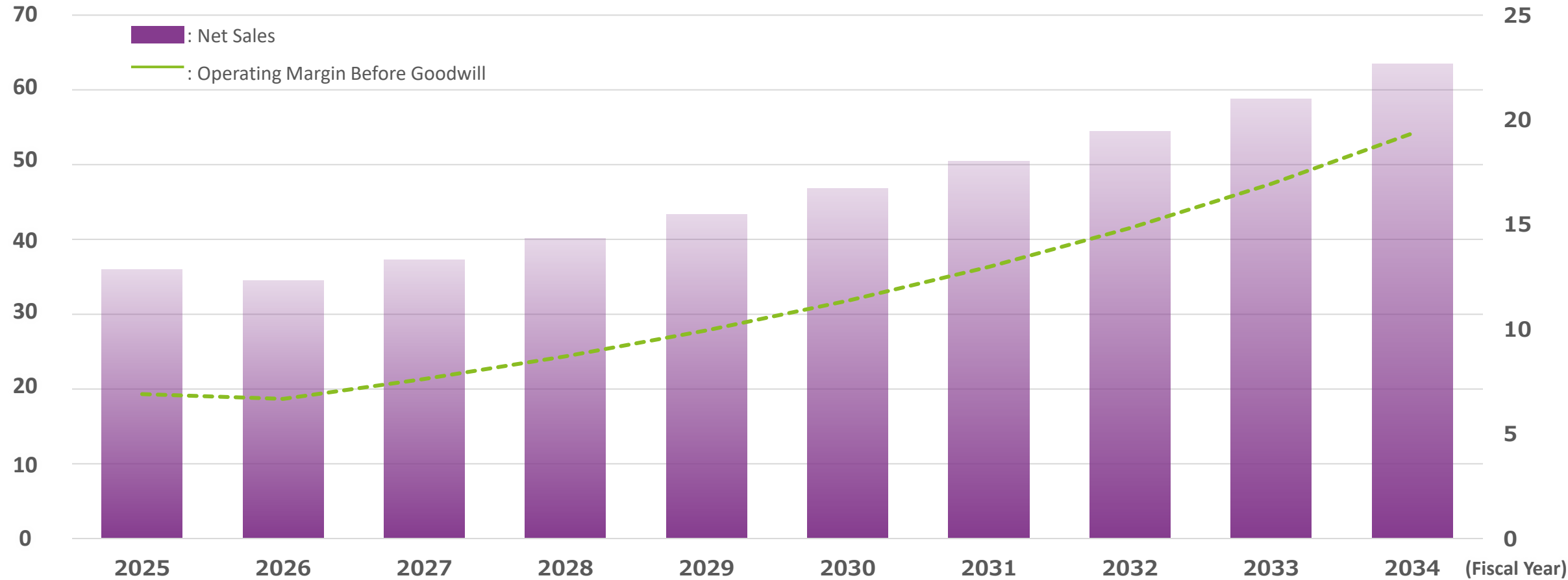


EXPERIENCE LAYER (CX-A)

Goal: No.1 share in CX Automation across Orders, Procurement, Kitchen and Delivery

Net Sales
(Billion Yen)

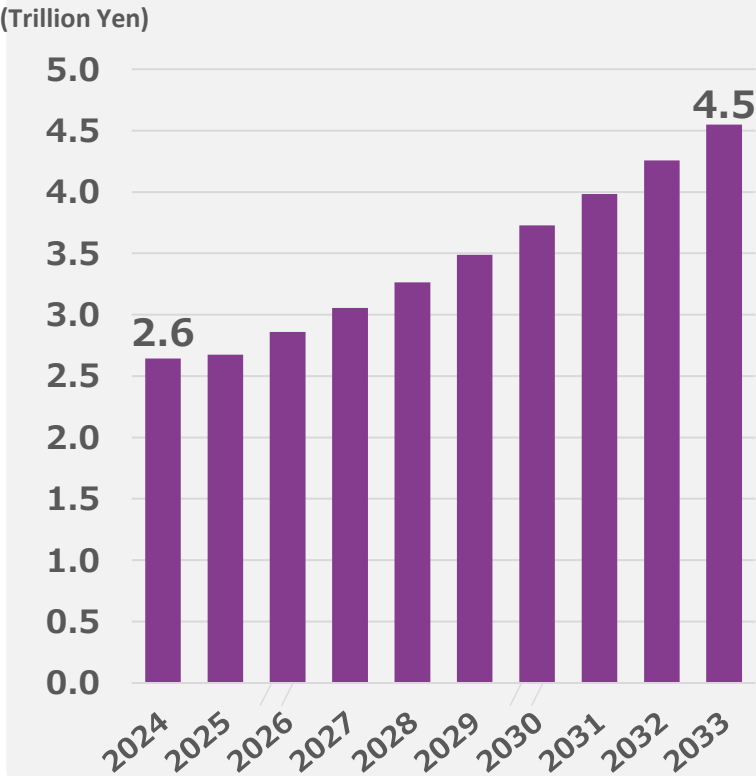
Operating
Margin
(%)



Accelerate growth by harnessing our market leadership in high-growth sectors

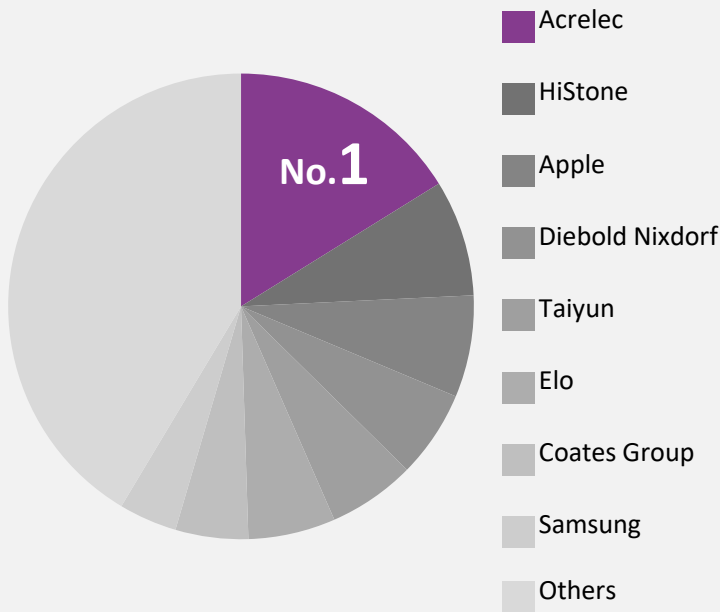
Investment in QSR Market

- ✓ QSR market growing at CAGR of 6.8%
- ✓ Store investment also expected to grow



Market Share

No.1 share in the kiosk market



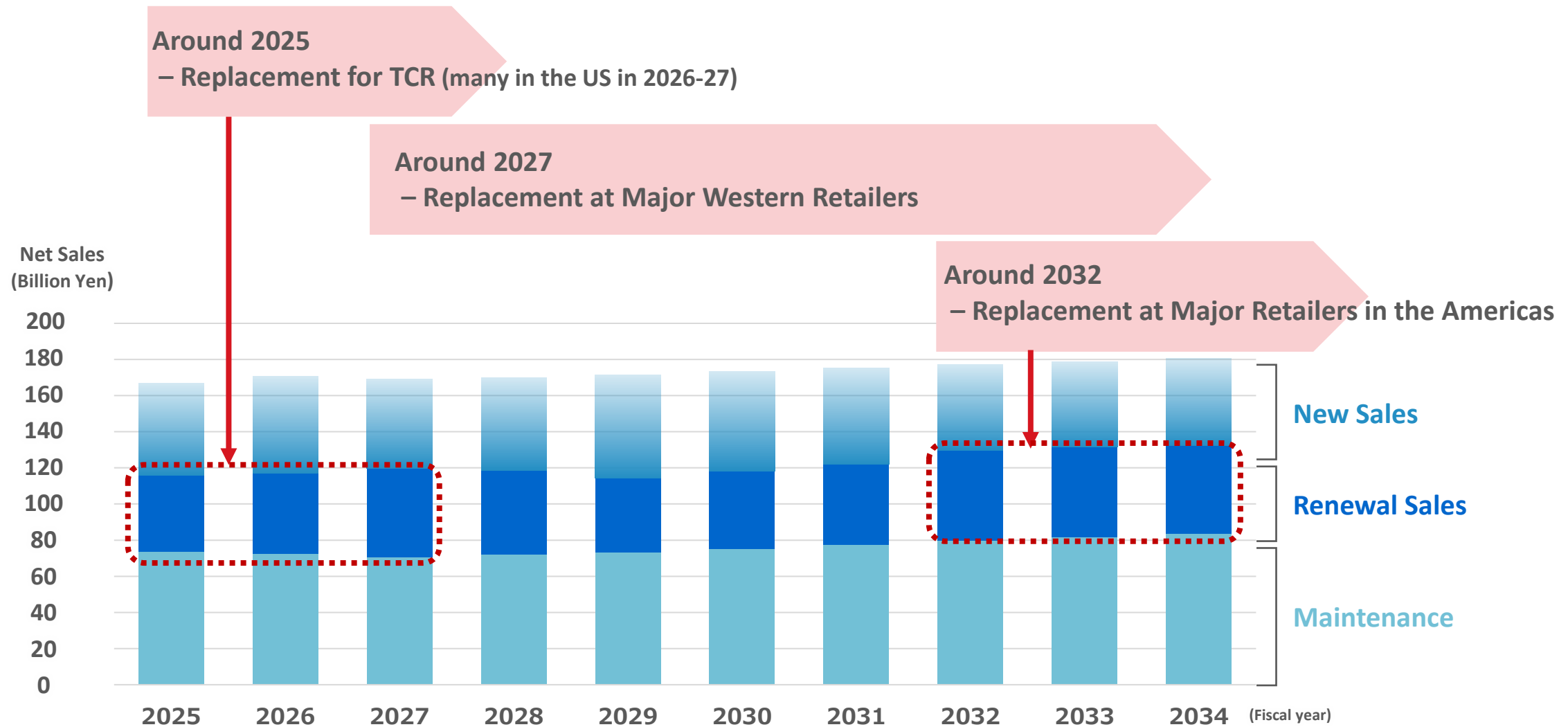
Competitive Advantage

- 1. Deep understanding of QSRs**
 - Originally spun off from a major global QSR
 - Many employees have QSR background
 - Field-based proposals: Our strength
- 2. Major Global QSR Certified Partner**
 - Trusted relationship with a major global QSR through kiosk
 - Further innovate the customer experience through drive-thru and double checks process
- 3. Global Sales and Maintenance Network**
 - Expand business globally in collaboration with GGS
 - Provide support structure demanded by global QSR leaders

Overseas Business

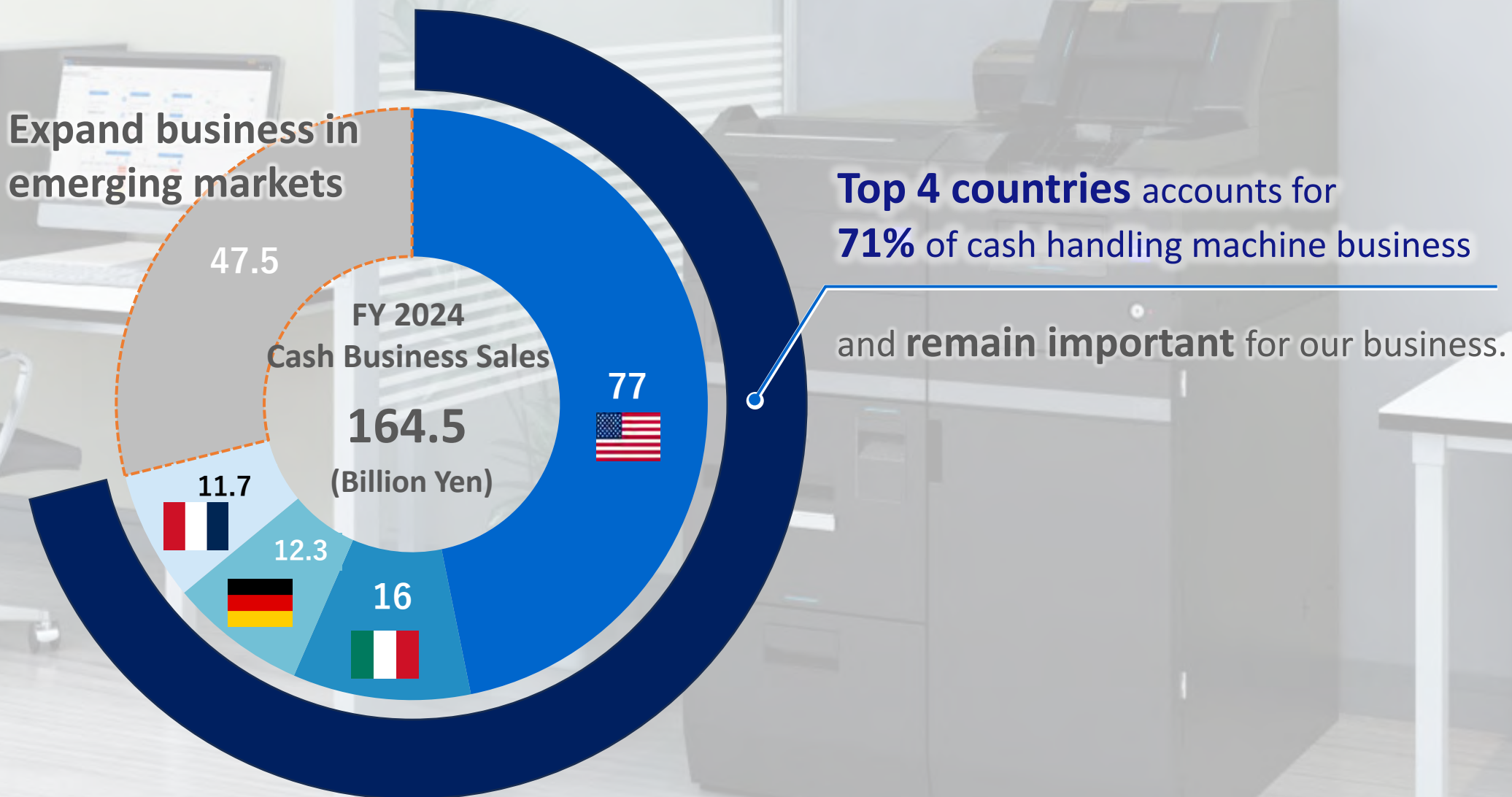
- Vision
- UCP Business
- Customer Experience Automation Business (CX-A)
- **Cash Management Business**

Achieve continuous growth by securing machine maintenance and replacement while winning opportunities in emerging and major markets



Demand for efficient cash management remains;

- We maintain scale in Top 4 countries while expanding into emerging markets



Expand Business In Emerging Countries

Expand business in Latin America and Asia, aim for a scale of **30 billion** yen annually

- Mexico (2025: 5.6 billion yen → 10 billion yen): Promote products sales and services
- Indonesia (2025: 1.2 billion yen → 10 billion yen): Becoming an Asian hub for sales and support centers
- India + Philippines (2025: 3.6 billion yen → 10 billion yen): Promote "Make in India" and direct sales in the Philippines

Maintain Existing Major Countries

Maintain business scale in the US, Italy, Germany, and France

- Continue expansion with major retailers (both front and back aspects for global customers)
- Secure replacement demand
- Expand business in convenience store market (Including Gas Stations)
- Improvement in profit margins through **UBIQUULAR™**
(Improve service efficiency, Treasury Management System, Data Sales)

Reduce Fixed Costs

Reduce fixed costs through efficiency

- Rationalize business structure
- Integrate back-office functions within International Business Company
- Eliminate redundant functions between regional and central operations
- Withdraw from low-profit countries
- Discontinue low-profit products and services

Domestic Business

- **Vision**
- Financial Market
- Retail Market
- Food and Beverage Market
- New Business (Data Connecting Service)

From Cash Management to Store Management



Retail

Broaden solution coverage by leveraging our market strength

BUYZO



DATA
CONNECTING
SERVICE

れほこれ!



Financial

Deliver innovative services by leveraging our trusted network

End- to-End Store Solutions



Customer Visit Analysis System



Remote Customer Service



Digital Signage



Mobile Order



Pickup Locker



Drive-Thru



Table Locator



Table Order

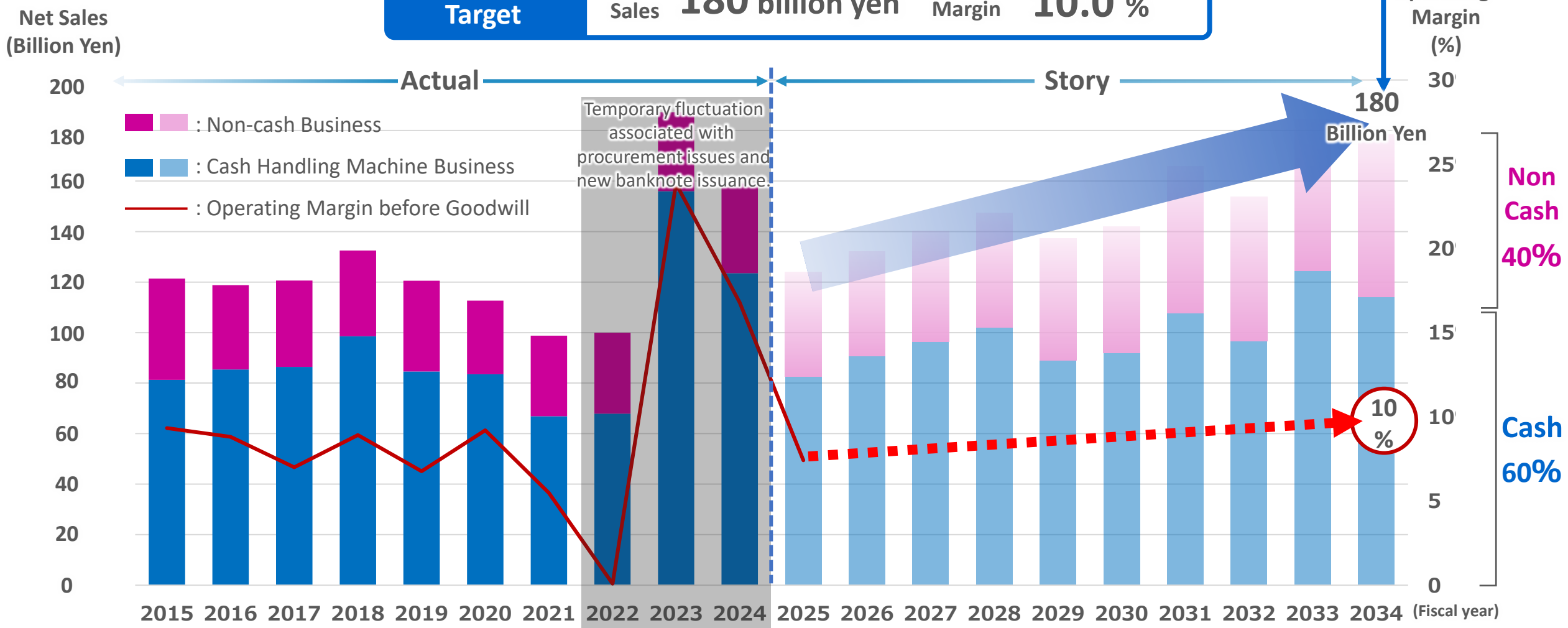
Cash Handling Machines Business

Expand adjacent businesses around the core to drive growth and achieve 10% profit margin – *even without the special demand*

FY 2034 Target

Net Sales **180 billion yen**

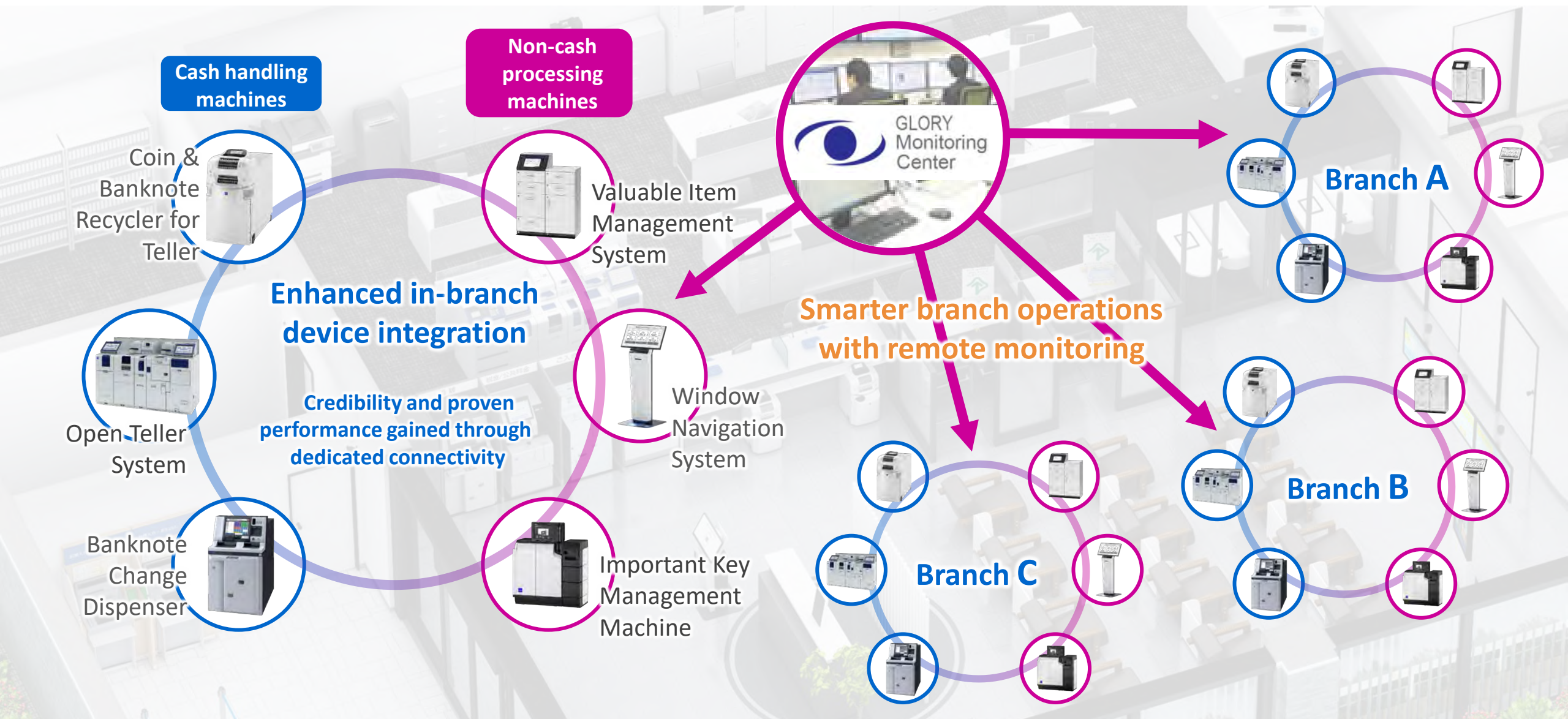
Operating Margin **10.0 %**



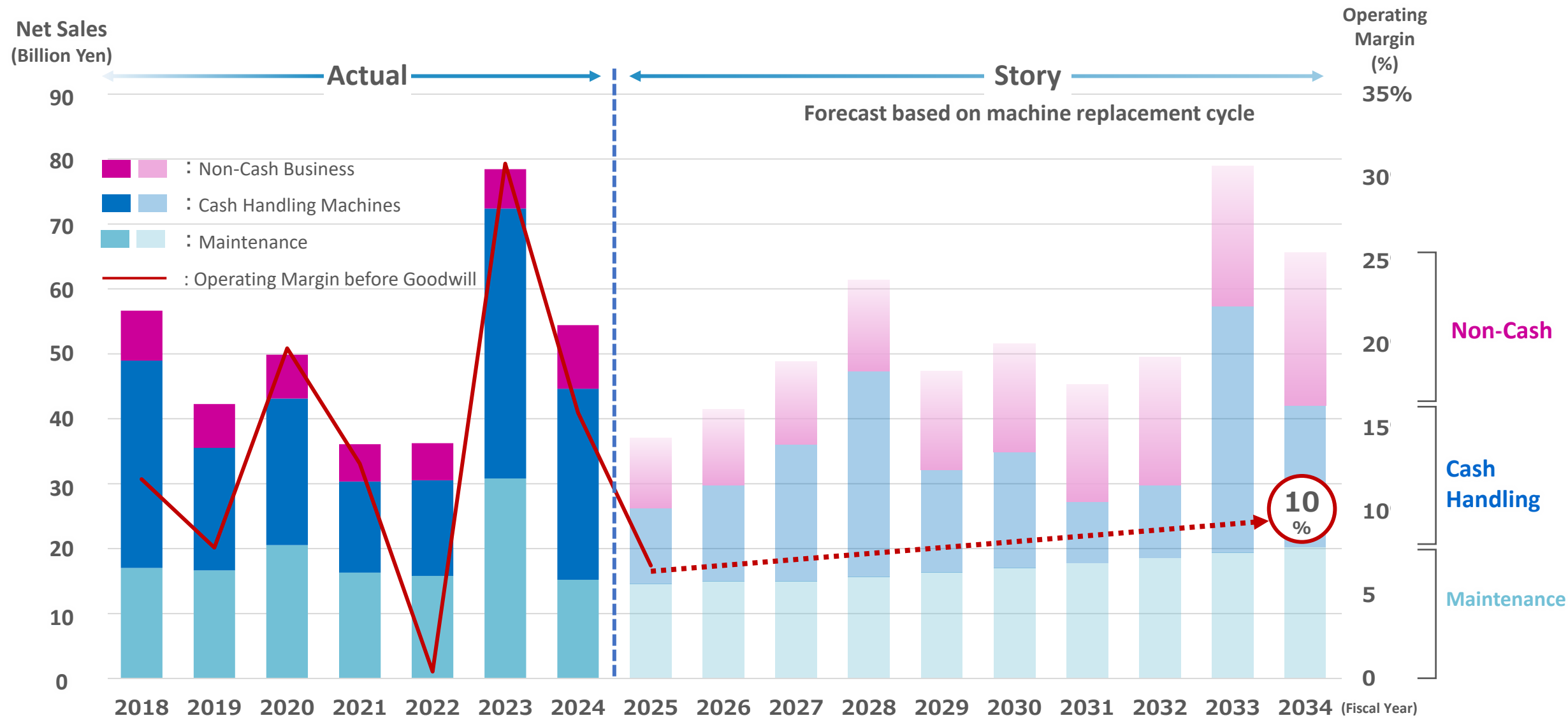
Domestic Business

- Vision
- **Financial Market**
- Retail Market
- Food and Beverage Market
- New Business (Data Connecting Service)

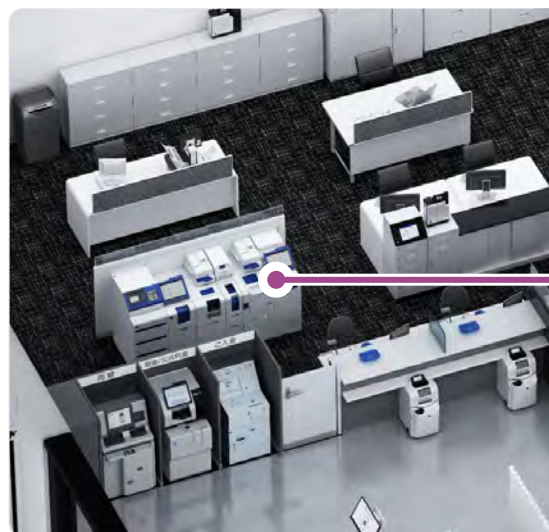
Deliver innovative services through network built via our monitoring services



Expand non-cash services while securing cash handling machine replacement deals



Expand integrated solutions by leveraging our dominant position



Open teller system "WAVE"

Market Penetration Rate

87%

Market Share

74%

Monitoring Connection Rate

88%

High number of customer touchpoints

Robustness

Present

PHASE 1

PHASE 2

PHASE 3

Branch office hub centered on WAVE

Stronger market leadership

Device integration

End-to-end branch solution

Cash handling solutions

Connect cash and non-cash processing devices to expand the scope of branch support

All devices connected within a branch

Remote teller service (for unmanned branch)
Cash management
In-store customer analysis

Efficient branch operations enabled!

Connecting all devices to the network
- GLORY's strength!

In-store customer analysis system

Digital signage

Remote customer service

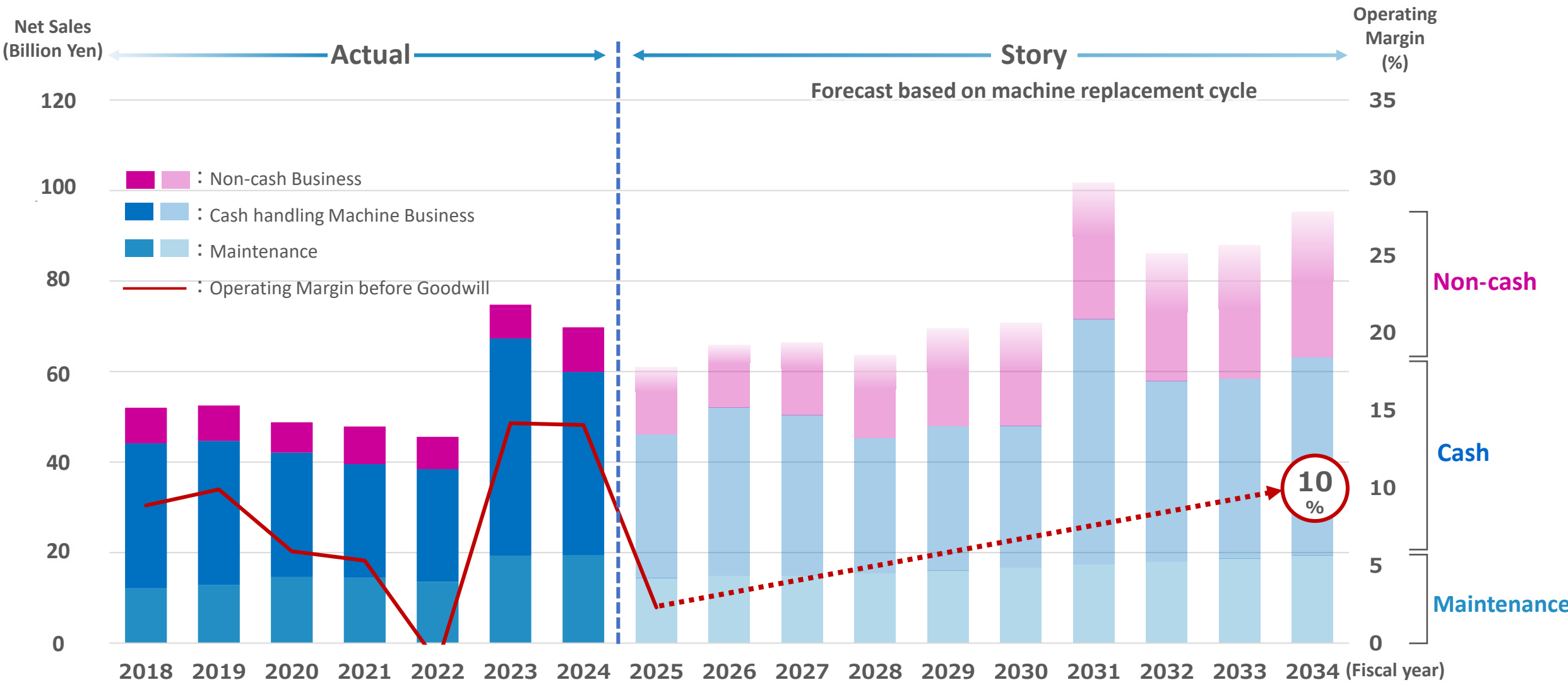
Domestic Business

- Vision
- Financial Market
- **Retail market**
- Food and Beverage Market
- New Business (Data Connecting Service)

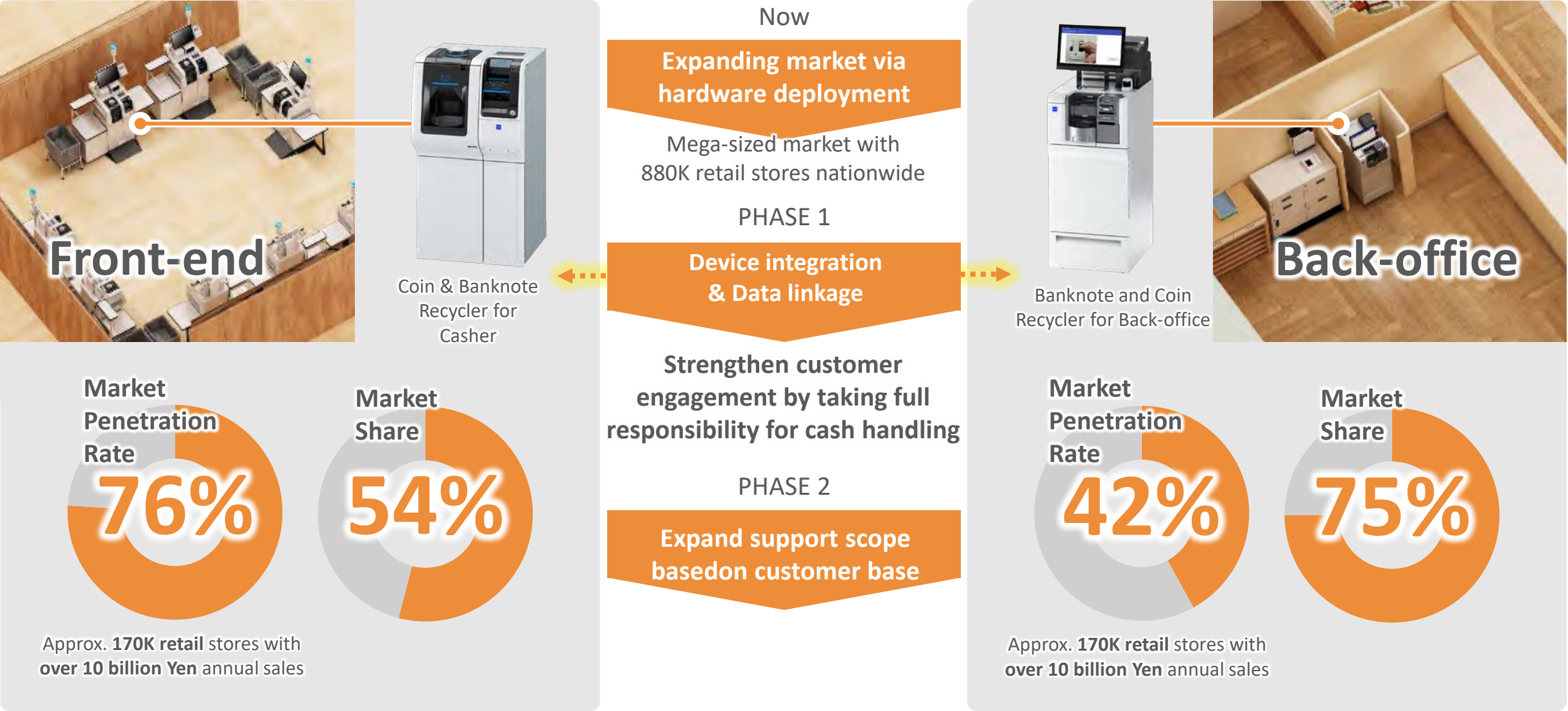
Support enhanced store value through operational **efficiency** and **revenue growth**



Expand and strengthen customer engagement via machine replacement and new installations



Enhance Store Operations by Integrating Front and Back Office Devices



Expand integrated solutions by leveraging our dominant position

Cash Handling Solutions

End-to-End Store Solutions

Present

Front-end Devices

Back-office Devices



Increasing market share by establishing a dominant position through device integration

Administration

Promotion

Store Checkout

approx. **25%**

Retail Store Operations

Sales Floor Operations

Identify new business opportunities by expanding into *'beyond checkout'* operations

Domestic Business

- Vision
- Financial Market
- Retail Market
- **Food and Beverage Market**
- New Business (Data Connecting Service)

Solutions for smarter F&B operations through flexible ordering options

Self-Order KIOSK



acrelec
a GLORY company

Drive-thru



acrelec
a GLORY company

Table Ordering System



SHOWCASE G&G
a GLORY company

Table Locator



acrelec
a GLORY company

Mobile Ordering System



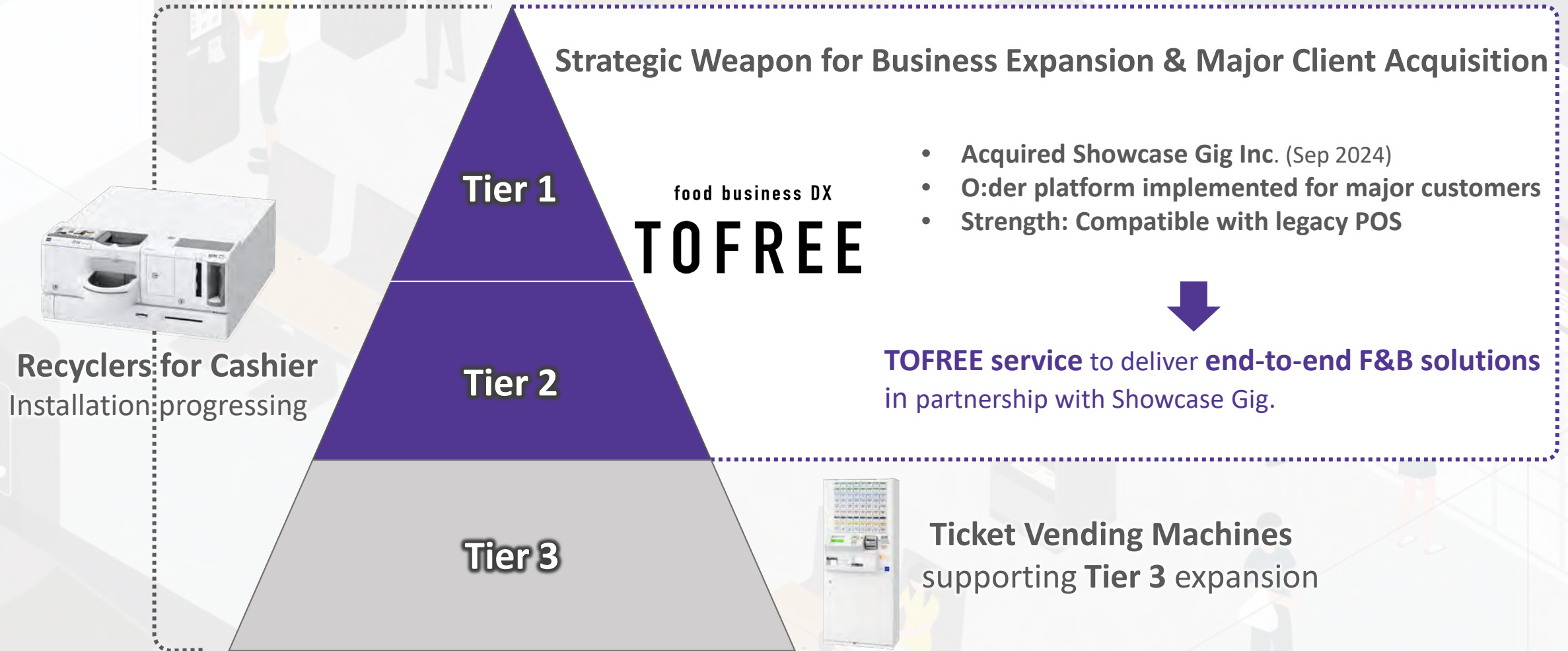
SHOWCASE G&G
a GLORY company

Pickup Locker

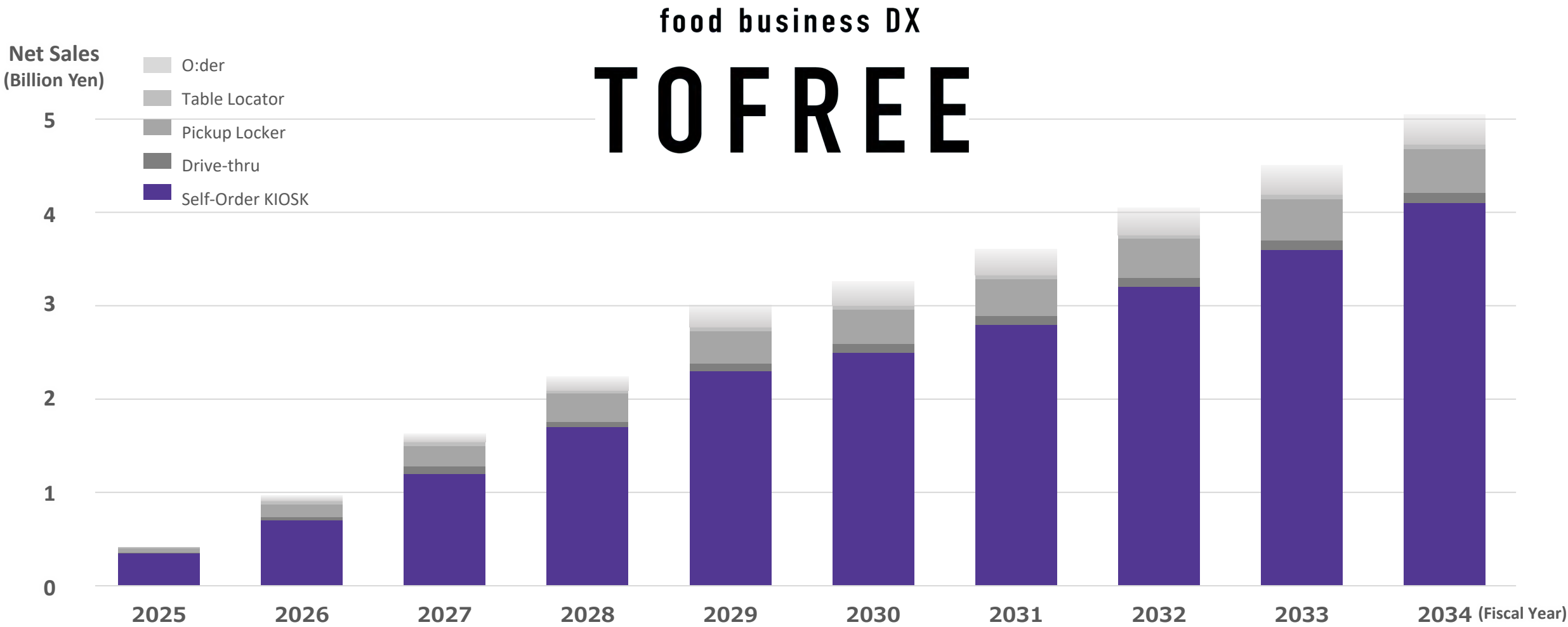


food business DX
TOFREE

Expand solution coverage through partnerships with acquired companies to Win major clients

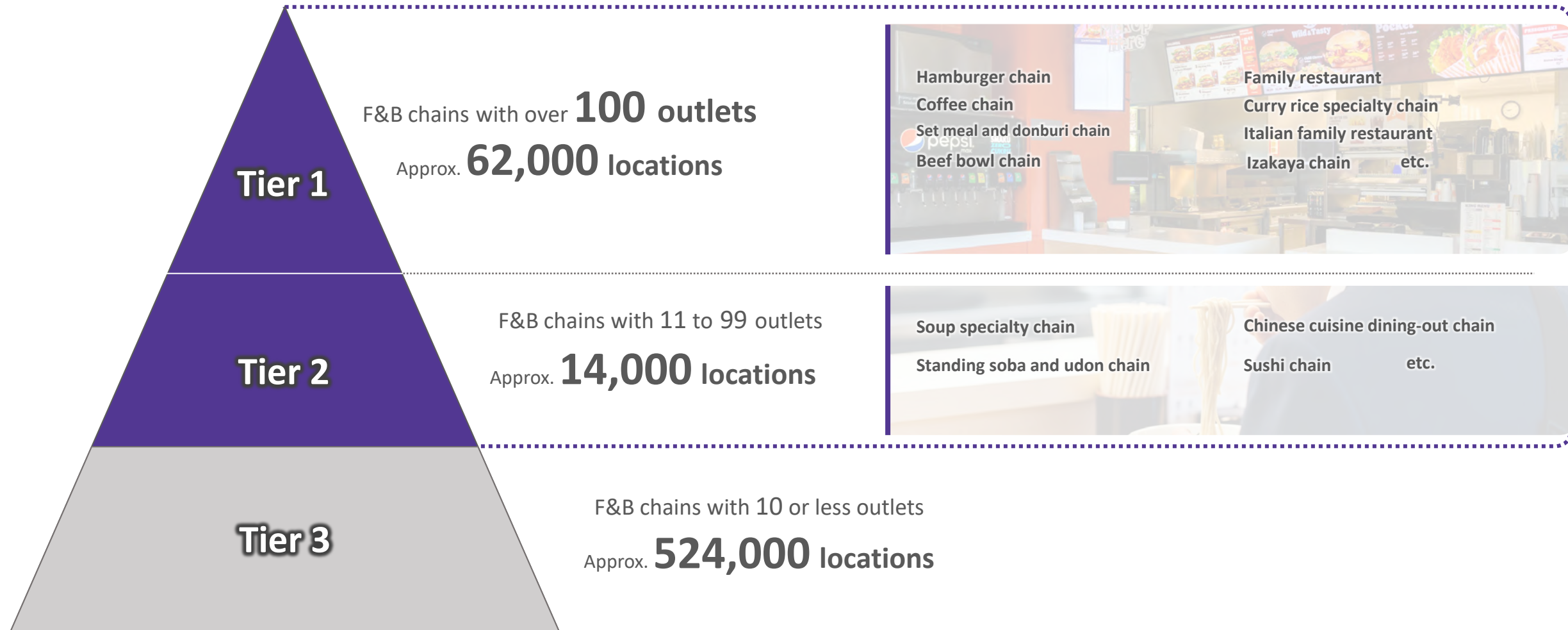


Expand business with solutions around KIOSK



Deliver solutions for leading F&B chains

Market Potential

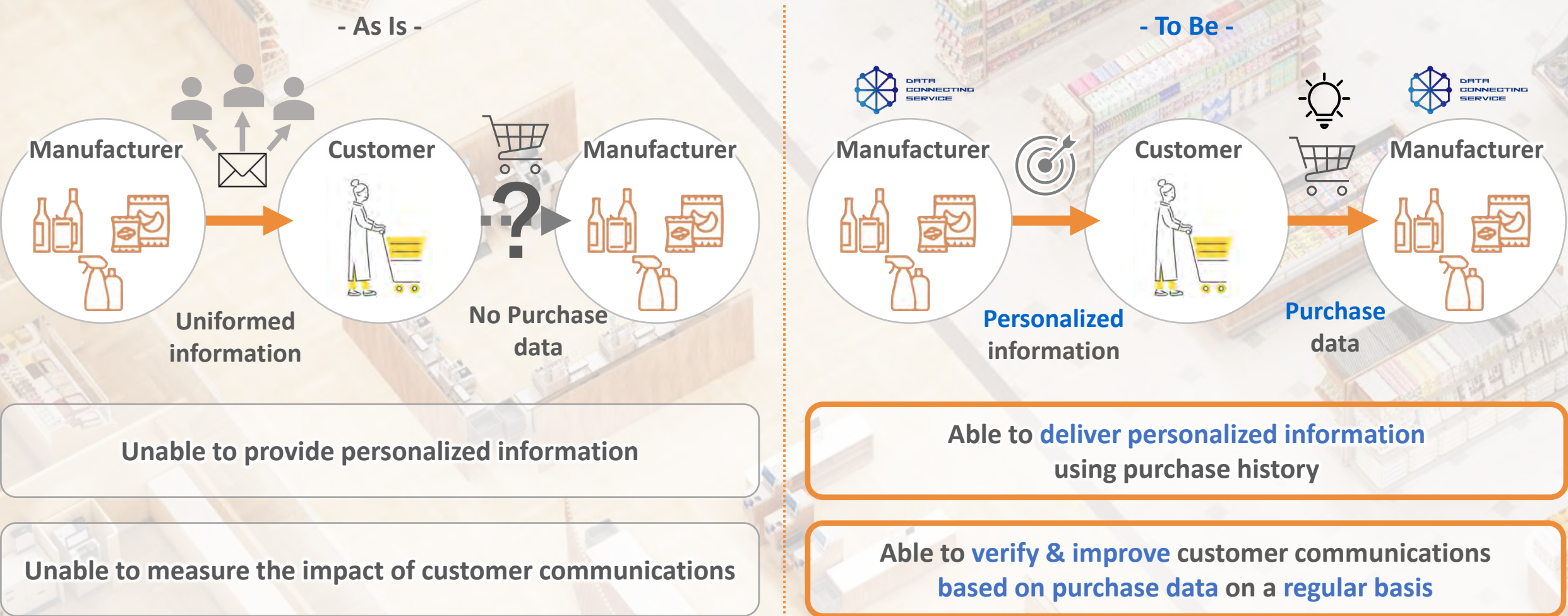


Domestic Business

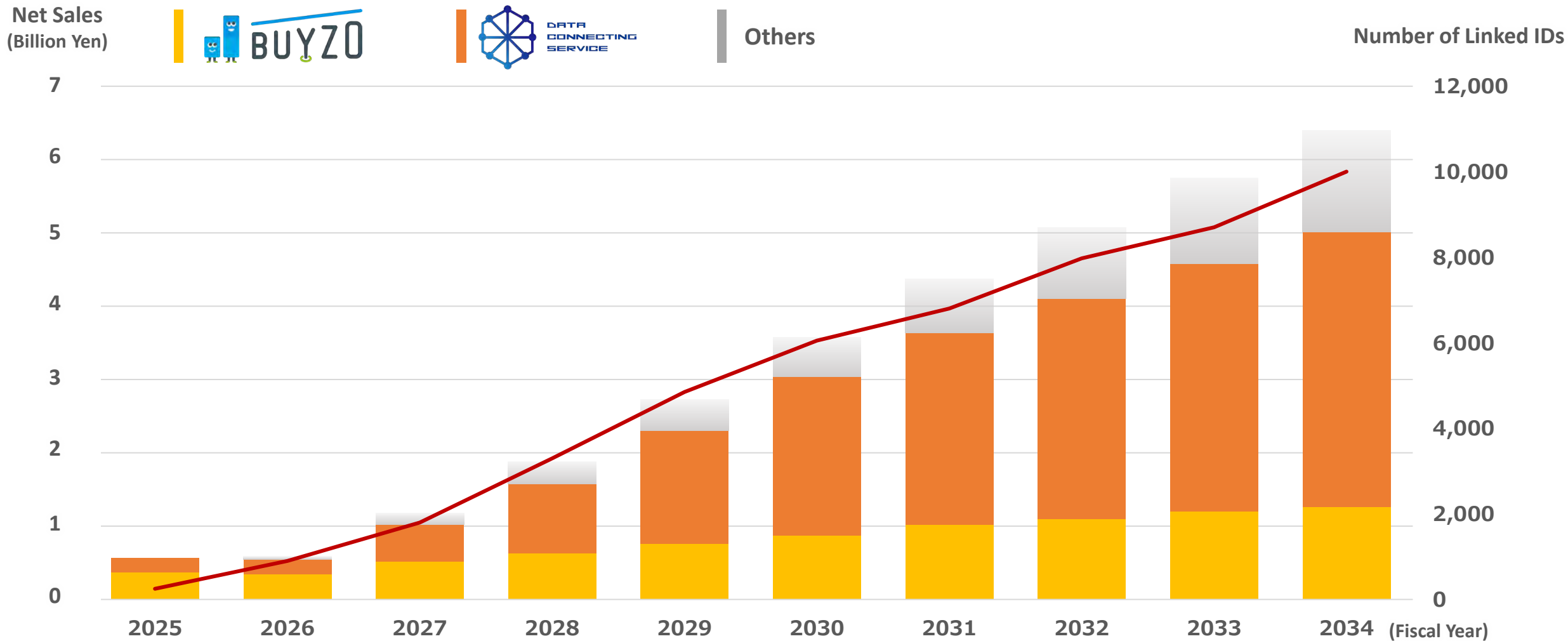
- Vision
- Financial Market
- Retail Market
- Food and Beverage Market
- **New Business (Data Connecting Service)**

Value we offer through our data connecting service to our retail customer base

Manufacturers can understand which products members purchase = "Value"



Expand business around data connecting service



Deliver high-margin services by leveraging unique & strong service in the large corporate advertising and promotion market

Market Potential

Corporate sales promotion and advertising expenses
Approx. **1.12 Trillion Yen** / Year

Advertising expenses in the target industry
Approx. **350 Billion Yen** / Year



Retail media ad market for retailers is expected to grow with the shift to online ads

Redirect the shift to online ads to our data-connecting service.
Provide a platform for personalized ads and purchase data to provide manufacturers with better market understanding and customer data.

In Conclusion

Solve Customer Challenges with GLORY Solutions

Software platforms
for customer challenges



End-to-End Store Solutions

Consulting-driven service offering a total package of
Hardware + Software + Maintenance

Cash Handling Machines
for Accuracy and Efficiency



End-to-end solutions to enable customers'
Market Expansion and Value Creation

Customer Challenges



Untapped market

Solution Coverage

Three Key Markets for Value Creation



New Customers

Business Partners

Value We Offer



Strategic Investments

to accelerate growth through realizing our vision of ideal customer stores

Retail – Focus area

Strengthen competitiveness

- ✓ Software for Self-check-out
- ✓ Loyalty management (e.g., digital coupons)
- ✓ Demand forecasting, inventory management

Maximize customer acquisition and growth

- ✓ Acquire partner companies

Expand business domains

- ✓ Consulting capabilities
- ✓ System integration capabilities

F&B – Focus area

Ensure business stability

- ✓ Strengthen delivery and service capabilities

Enhance product lineup

- ✓ Smart kitchen
- ✓ Dynamic menu management
- ✓ Inventory management

Strengthen integration between products and services

- ✓ Develop a unified platform
- ✓ Data analysis

Building on a Century of Trust to Create New Value for a Global Future

For more than 100 years, GLORY has supported social infrastructure across diverse markets such as Financial, Retail, Transportation, and Food Services. Building on this history and trust, we will continue to take on the challenge of solving global social issues through the creation of new value!

End of document
