

The logo consists of the word "GLORY" in a white, sans-serif, uppercase font, centered within a dark blue square. The background of the entire page is a vibrant, abstract painting with diagonal streaks of blue, purple, pink, and green, creating a sense of movement and energy.

GLORY

GLORY writes a new STORY

INTEGRATED REPORT 2025

Editorial Policy

In our previous Integrated Report, we introduced the Group's "path forward" (the direction we should pursue going forward) and the initiatives to realize it, timed with the launch of our new medium-term management plan. One year has passed since then. How much more concrete has the goal at the end of this "path" become, and how close are we to reaching it? And what strengths do we possess to help us get there?

We believe now is the time to clearly present answers to these questions to our stakeholders.

In this year's report, we focused particularly on two points to address these questions.

First, we highlighted the strong leadership of our management team. We sought to demonstrate how our executive officers, responsible for both corporate functions and business operations, are carrying forward the vision of top management and, especially in today's changing business environment, driving both management and business forward as one team.

Second, we redefined our Group's strengths as the source of future value. By examining them in the context of changing business models and technologies, we explored the roots of our value and illustrated the process through which we have cultivated these strengths.

This year, we also sought to condense the essence of our Integrated Reports to date into a more forward-looking document. While we have omitted detailed data on performance and sustainability metrics, the report is structured to more clearly convey what our Group is striving for and the challenges we intend to embrace.

In closing, we would like to express our sincere gratitude to all our stakeholders, especially institutional investors and analysts, who provide us with candid feedback each year. We are confident that this report will help further deepen our dialogue with stakeholders as we target the future growth of our Group. We look forward to your frank opinions on this year's report as well.

Integrated Report 2025 Project Team



For Publication of Integrated Report 2025

Chairman of the Board **Motozumi Miwa**



As we publish Integrated Report 2025, our Group continues to pursue the realization of Long-Term Vision 2028—"We enable a confident world."

This report presents a forward-looking growth story in which our Group directly addresses customers' challenges by seamlessly connecting our best-in-class products with customers' digital transformation (DX), demonstrating our commitment to transformation and the growth that our Group continues to achieve, undeterred by the shift toward a cashless society.

Our business in the United States, our largest overseas market, is showing signs of returning to a growth trajectory, and the impact of major overseas acquisitions is beginning to materialize in our performance. We also plan to begin transitioning to International Financial Reporting Standards (IFRS) starting in the fiscal year ending March 2026. In addition, we are strengthening shareholder returns, targeting a total return ratio of 100% or more for both the fiscal years ending March 2026 and March 2027. These developments—including improvements in our business environment and changes in capital policy—are described in detail throughout this report.

We will also continue to enhance our disclosure of non-financial information, including the management foundation that supports sustainable corporate value, sustainability initiatives, and corporate governance.

Our Group remains committed to timely and accurate information disclosure and proactive dialogue with stakeholders. We hope this report will deepen mutual understanding and serve as a catalyst for further enhancing corporate value. We sincerely welcome your candid feedback and requests.

Finally, I hereby confirm and declare that the process of preparing this report has been conducted appropriately and that the content is accurate.

About the Integrated Report



Disclaimer Regarding Forward-Looking Statements

This report contains forward-looking statements that are based on management's judgment at the time the report was prepared and includes risks and uncertainties. As a result, actual results might differ materially from forward-looking statements due to a variety of factors.

<Reporting Period>

Fiscal 2024, from April 1, 2024, to March 31, 2025

(including certain details of business and other activities occurring in or after April 2025)

<Scope of the Report>

GLORY LTD. (the "Company") and its subsidiaries (the "Group")

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Corporate Philosophy

Corporate Philosophy

Company purpose and raison d'être

**Building a more secure world
through global collaboration
and commitment to excellence.**

Our corporate philosophy is based on the idea that “we will strive to meet the needs of customers and society with an unyielding spirit and make the impossible possible.”

It also represents GLORY's origin, which will never change through the ages, that the great things can only be achieved when the power of everyone who shares the same striving spirit comes together.

Keeping the origin in mind, Glory will build a more secure world through global collaboration and commitment to excellence.

Our Values

Values shared by the GLORY Group

Expected Behaviors based on Our Values



Customer Delight

We put our customers first.



Integrity

We do the right thing, always.



Innovation

We embrace new challenges and shape the future.



Speed

We move fast, that's how we stay ahead.



Diversity & Respect

We value the strength in our differences.



Teamwork

We succeed together.

**Exceed the expectations
of all our stakeholders
and build trust.**

**Rise to new challenges,
with passion and speed.**

**Improve our skills and
work with mutual respect.**

Message from the President



President

Akihiro Harada

Transformation to deliver increase in corporate value

Glory in a Stage of Transformation

To address changing global business conditions, including the shift to a less cash society, we will not rest on our 100+ years of history and past successes. We will drive a transformation from a new perspective with the aim of enhancing corporate value and achieving sustainable growth.

A Year Focused on Dialogue

In fiscal 2024, my first year as president, I placed strong emphasis on dialogue with shareholders and other investors, as well as customers and employees. It was a year of deep consideration on how to best meet the expectations placed upon me and increase corporate value.

Before becoming president, I served as a director and was primarily involved in driving the growth of our overseas business. Therefore, I did not have the opportunity to directly hear the views of investors and analysts. Since becoming president, however, I have actively engaged in dialogue with stakeholders. This has given me firsthand insight into the expectations and perspectives of the capital markets toward our Group, which has deepened my overall understanding. Drawing on the insights, advice, and suggestions gained through these dialogues, I have shaped the direction for management improvements, formulated concrete actions, and enhanced our initiatives to increase corporate value. At the time of our fiscal 2024 results announcement in March 2025—one year into my

presidency—we disclosed the outcomes of these initiatives. We also outlined future efforts, including specific measures to achieve the goals of the 2026 Medium-Term Management Plan and advance human capital management. We also made strengthening shareholder returns a key management policy by introducing a new target of achieving a total return ratio of 100% or more in each of the next two years. To this end, we

Message from the President

committed to increasing dividends and decided to acquire and cancel own shares in a sincere effort to enhance capital efficiency. P.10 P.12

Furthermore, because the Group's overseas sales ratio has increased significantly, we decided to voluntarily adopt the International Financial Reporting Standards (IFRS) to provide information in line with global standards. On the other hand, having spent many years overseeing our overseas business, I had little opportunity to engage directly with customers in the domestic market. To address this, I made a point of traveling across Japan to meet with customers and better understand their expectations. One particularly memorable moment was in July 2024, when Japan's new banknotes were issued. Customers highly praised us, saying "That's exactly what we'd expect from Glory," in recognition of how smoothly we handled the product replacements and system modifications. During customer visits and trade shows, I also received numerous inquiries about our customers' own operational challenges. These interactions reaffirmed the strong trust placed in our Group's sincere responses, as well as our significant presence in the domestic market.

Over the past year, I also focused on communication with Group employees. I called these visits my "surprise drop-ins," during which I showed up unannounced—not only at our branches and sales offices but also at Group companies both in Japan and overseas. While employees were understandably surprised by the unexpected visits from the president, these face-to-face conversations allowed me to see and hear firsthand the unfiltered, day-to-day realities of our front lines. Seeing employees in person also gave me a better sense of their workplace atmosphere and the challenges they face, which was a valuable learning experience for me. There are still many sites and locations around the world I have yet to visit, so I hope to continue these surprise drop-ins. To share my thoughts and vision directly with employees, I've also been publishing a weekly president's column on our corporate intranet. I always look forward to the feedback and comments I receive from our employees in response.

Changing external environment

Fiscal 2024 was marked by significant changes around the world. In Japan, the issuance of new banknotes for the first time in 20 years had a major impact on our business activities and performance. Moreover, the domestic financial, retail and transportation, and amusement markets are facing rising labor costs, workforce shortages, and increasing demand for operational efficiency. Against this backdrop, we expect continued adoption of solutions that streamline operations, as well as further development of next-generation stores that can be run with minimal staffing.

Looking globally, inflation is driving up labor costs and prices. However, these changes also present a valuable opportunity for the Group to offer products, services, and solutions that help retail stores, financial institutions, and restaurants improve operational efficiency.

On the other hand, there are concerns about the potential impact of U.S. trade policy on our business performance. U.S. government tariff measures continue to fluctuate, making it difficult at this time to accurately estimate their financial impact on the Group. Accordingly, we have not factored the potential impact into our fiscal 2025 forecasts. Should any details become clearer and warrant disclosure, we will report them promptly.

First-year progress of the 2026 Medium-Term Management Plan

Our 2026 Medium-Term Management Plan, launched in April 2024 under the concept "Glory Transformation 2026—Shape the future with Glory," is built around four basic policies. In its first year, fiscal 2024, we significantly exceeded targets across all key performance indicators—including efficiency metrics (ROE, ROIC, and ROA) and P&L indicators (operating income, net sales, and sales from the new business domain). P.25



Message from the President



In Japan, we completed the adaptation to the new banknotes in the retail and transportation market, following our success in the financial market in fiscal 2023, thus fulfilling our social mission as a provider of cash-handling infrastructure. **P.31**

Furthermore, in the retail and transportation market, we expanded the rollout of self-service coin and banknote recyclers for cashiers to convenience stores, apparel retailers, and other outlets.

Outside of Japan, sales from cash management solutions and maintenance services in the retail market increased, bringing total overseas sales to a record-high ¥210 billion. **P.26**

Over the past four years, sales from our international business have doubled, driven by the securement of major clients, including the world's top retailers. As the weight of our overseas business grows, we cannot avoid exposure to foreign exchange rate fluctuations. To minimize this risk, we are implementing various measures, such as currency hedging and forward exchange contracts. **P.14**

In the F&B market, one of our key growth engines, we accelerated the deployment of solutions that automate ordering, payment, and pickup by leveraging software platforms in collaboration with Japan's Showcase Gig and France's Acrelec. We also attracted clients among some of the world's leading brands, and we anticipate continued strong growth in this area.

Restoring earning power, achieving business growth, and enhancing corporate value

Upon assuming the role of president last year, I outlined three core missions, which I also shared in our Integrated Report.

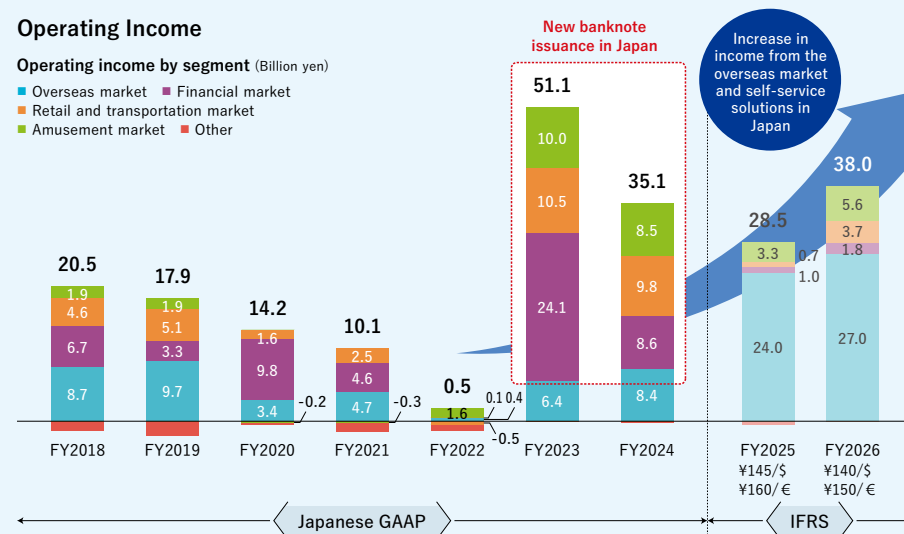
The first mission is “Restore earning power.” Since around 2020, a combination of factors, such as rising component costs, have led to a significant decline in our operating margin. In fiscal 2023, we benefited from the impact of the new banknote issuance and achieved operating income of ¥51.1 billion. In fiscal 2024, despite a decline in net sales, we maintained high profit margins in the amusement market and retail and transportation market and posted ¥35.1 billion in operating income, surpassing our initial target of ¥22 billion. Our profitability also improved in overseas markets, including at Acrelec and Floodid.

I continue to emphasize the importance of “profit” to our management team. Generating profit enables us to give back to society through shareholder returns, employee bonuses, and corporate tax contributions. With this in mind, I will remain focused on profitability and will continue strengthening our earning power going forward.

Operating Income

Operating income by segment (Billion yen)

Overseas market Financial market
Retail and transportation market Amusement market Other



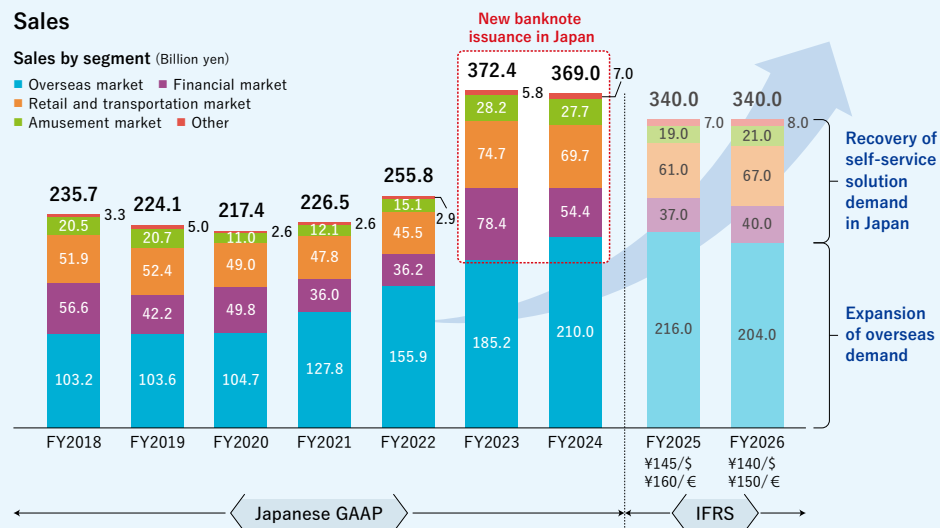
Message from the President

My second mission is to “Achieve business growth.” A company without growth has no future—and employees are unlikely to be drawn to an organization that doesn’t grow. Believing that growth attracts top talent, we have pursued it with determination, despite a recoil in demand following the issuance of new banknotes in the previous year. As a result, we delivered steady growth in fiscal 2024 with net sales of ¥369 billion, exceeding our forecast of ¥330 billion.

Sales

Sales by segment (Billion yen)

Overseas market Financial market
Retail and transportation market
Amusement market Other

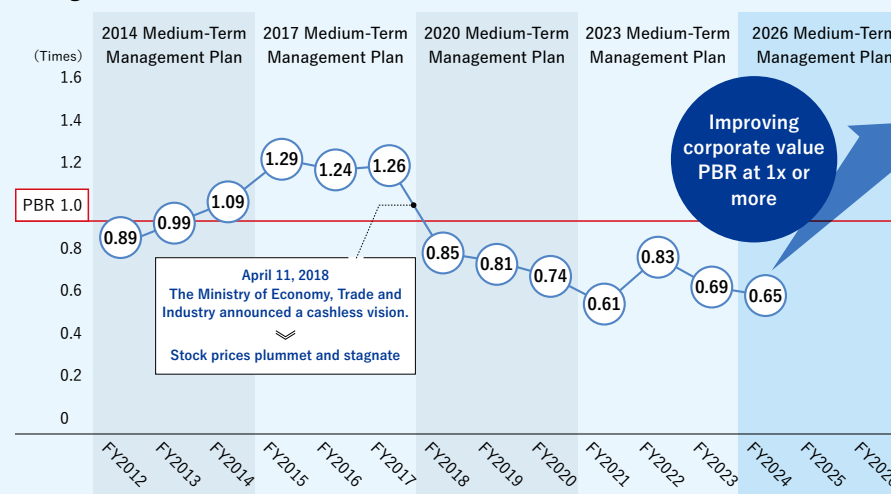


My third mission is to “Enhance corporate value.”

Our price-to-book ratio (PBR) remained around 1.2 times through fiscal 2017, supported by market expectations for the growth of our overseas business. However, the release of Japan’s “Cashless Vision” by the Ministry of Economy, Trade and Industry in April 2018 might have caused concerns about our future prospects to expand in the market. Our guess is that this led to a decline in our stock price, which resulted in a lower PBR.

We recognize that enhancing corporate value is one of the Group’s most important management priorities, and we are committed to pursuing it through continuous efforts. Specifically, we are focusing on accelerating the growth of our overseas business and the new business domain, positioned as key growth engines, while strengthening shareholder returns. We are also working to improve the key financial targets outlined in the 2026 Medium-Term Management Plan, such as return on equity (ROE) and return on invested capital (ROIC).

Changes in Our PBR



Management challenges

To improve corporate value and achieve a PBR of 1.0 times or higher as soon as possible, we are addressing three management challenges.

The first challenge is to restore the operating margin of our overseas business. While this segment has achieved significant growth in recent years, its operating margin temporarily declined from fiscal 2020 to fiscal 2022 due to a combination of factors, including the spread of COVID-19, semiconductor shortages, and rising component costs.

Message from the President

These impacts have now subsided, and our operating margin is showing signs of recovery. Therefore, we anticipate further improvement in fiscal 2025, driven by our execution of various initiatives, revenue growth through synergies with acquired companies, and enhanced profitability in the Americas region, one of our key growth engines.

Our second challenge is securing profits through appropriate pricing. With this in mind, we will reflect cost increases—resulting from inflation and U.S. trade policies—in our product and maintenance pricing. While inflation is advancing across many countries, we as a single company cannot control the rise in inflation rates. Inflation leads to higher fixed costs, such as labor and operating expenses, while rising material costs also drive up manufacturing costs. We are working continuously to reduce manufacturing costs through improvement and procurement activities. If cost increases overwhelm these efforts, however, a decline in profit becomes unavoidable. To address this, we will reflect such increases in our pricing to ensure we maintain appropriate profitability.

Lastly, we aim to clearly articulate our perspective and vision regarding the rise of cashless transactions. The average cashless payment ratio in major global economies has surpassed 50%, and Japan's ratio has also risen to 36%. Although we do not foresee cash disappearing entirely in the future, we do expect the volume of cash usage to gradually decline over time. To drive growth of the Group, we are committed to not only maintaining and strengthening our core cash handling business but also expanding our non-cash business, particularly in new strategic areas. By advancing both the cash and non-cash segments as dual pillars, we aim to achieve sustainable growth. Non-cash business sales already account for approximately 25% of our total revenue. Looking ahead, we aim to further expand this segment—through DX solutions in the F&B and retail markets and by growing recurring revenue from cloud-based POS systems. Our goal is to achieve a 50:50 balance between our core cash handling business and the non-cash business. To realize this, we will continue focusing on developing DX specialists in line with our digital transformation strategy. [P.40](#)

To our stakeholders

In fiscal 2024, we also introduced “Our Values” as part of a revision of our Corporate Philosophy Structure. As we promote these values across the Glory Group, [P.37](#) I’ve come to feel that one of the key behaviors we expect—“Exceed the expectations of all our stakeholders and build trust”—is already deeply rooted and actively practiced throughout the organization. Wherever I go, I see employees sincerely dedicating themselves to their work with the customer always in mind. It’s clear that this mindset was already deeply embedded in our corporate culture before we formally introduced Our Values. Beginning in fiscal 2025, we have incorporated the expected behaviors based on Our Values into individual performance evaluations. Rising to new challenges with passion and speed, improving our skills, and working with mutual respect—when each employee adopts this mindset, I am confident it will generate momentum and help us address our management challenges.

As I mentioned at the beginning, it’s clear that dialogue with our stakeholders is vital to the future growth of the Group. Therefore, I remain committed to bringing your feedback and suggestions to the Board of Directors for discussion and ensuring they are reflected in our management decisions. With a long-term vision in mind, we will continue striving to achieve the goals of the 2026 Medium-Term Management Plan and realize sustainable growth.



Message from the Executive Officer in Charge of Investor Relations



Yukiya Tanaka

Executive Officer;
Executive General Management of
Strategy Headquarters
Responsible for Investor Relations

The Role of Corporate Strategy and the Executive Officer in charge of Investor Relations

Despite the global trend toward cashless transactions, our sales of cash handling machines continue to grow, driven by workforce shortages and rising labor costs. The growth is particularly notable in Europe and the Americas, and we anticipate further expansion of our cash handling business for a decade. However, the stock market seems to perceive the cash handling machine business as a non-growth sector, resulting in the Company having a low price-to-earnings ratio (PER) and a price-to-book ratio (PBR) that has not reached 1.0 times. One of my missions as the Executive Officer in charge of Investor Relations is to bridge the gap between the stock market's evaluation of the Company and the actual state of our business. In addition, it is essential for ensuring the stability of our business to strategically invest in and grow businesses other than cash handling machines that can create synergies with our existing technologies and customer assets. As the Head of Corporate Strategy, I will also be actively working on this front.

Strengthening stakeholder engagement

Our customers include some of the world's top retailers and fast-food chain companies, and the scale of the Group's sales and employee ratio is larger overseas than in Japan. However, we have not sufficiently conveyed to investors and analysts that we are a global company supporting the business infrastructure of customers worldwide, which we believe is one of the reasons for our low PBR. In addition, the recognition of the Company among overseas investors and analysts is still low, making the enhancement of engagement with overseas stakeholders a critical issue for our investor relations.

Through dialogue with stakeholders, we aim to understand how the Company and its business are perceived, bridge the gap between the reality we recognize internally and external perceptions, and sincerely reflect the feedback and advice received. We will share these insights with the Board of Directors, engage in internal discussions, and implement events and improve content to enhance engagement.

Shareholder returns

At the time of announcing the 2026 Medium-Term Management Plan, our specific shareholder return policy included progressive dividends and a dividend on equity (DOE) of 3% or more. However, at the start of the second year of the 2026 Medium-Term Management Plan in May 2025, we added a new target: "Total Shareholder Return Ratio of 100% or more." We hope this will be seen as a reflection of our confidence in achieving the goals of this Medium-Term Management Plan. Following the announcement of this changed shareholder return policy, we received various opinions from investors and analysts, which were generally positive.

Next year, which is the final year of the 2026 Medium-Term Management Plan, will be the year we formulate the new 2029 Medium-Term Management Plan starting from fiscal 2027. We will thoroughly discuss necessary growth investments, review our business portfolio, and optimize our capital structure internally. Our aim is to improve the Company's PBR, while establishing a new shareholder return policy that contributes to long-term corporate growth and maximizes corporate value.

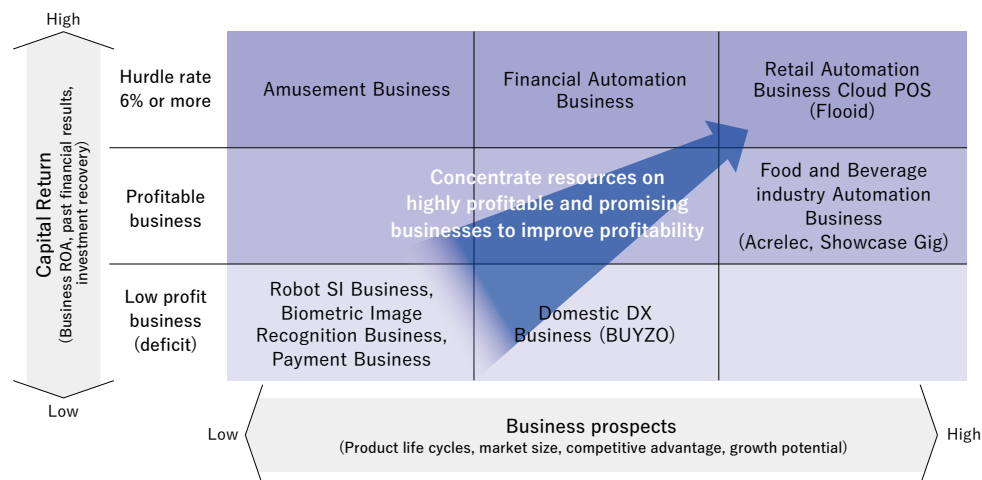
Message from the Executive Officer in Charge of Investor Relations

Progress in ROIC management

Return on invested capital (ROIC) is an indicator that shows how much profit is generated from the capital invested and is a crucial metric for evaluating a company's capital efficiency. In our 2026 Medium-Term Management Plan, we set ROIC as one of our management goals, aiming to maximize the ROIC-WACC (weighted average cost of capital) spread to accelerate our growth rate. Theoretically, if the ROIC-WACC spread is positive, the PBR should exceed 1.0 times, but this is not yet the case for the Company. Therefore, we aim to further improve ROIC and reduce the cost of shareholder capital through enhanced engagement.

In addition, by evaluating ROIC for each business segment, we are conducting business assessments through portfolio analysis. By allocating more resources to businesses with high future ROIC potential, we aim to accelerate business growth.

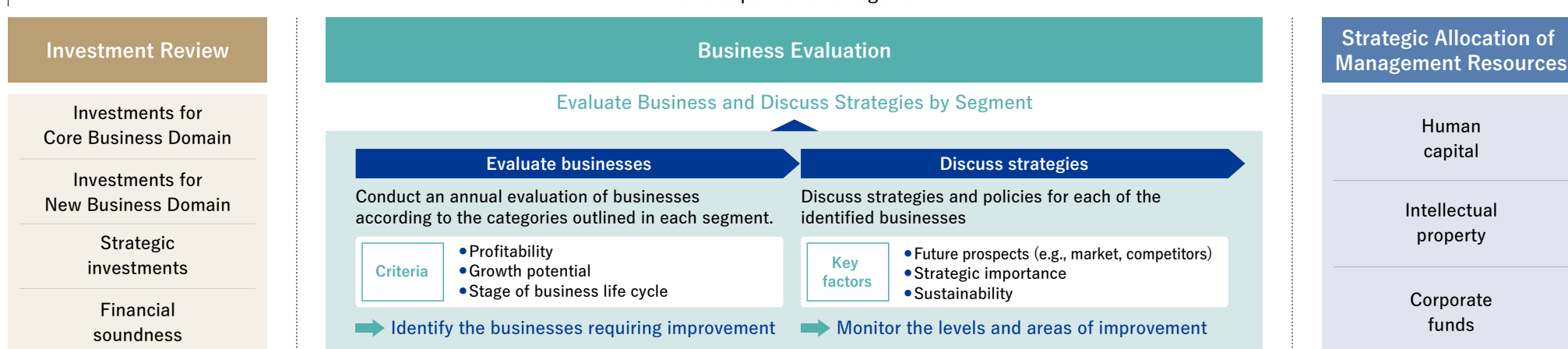
Actions for ROIC [Optimizing the business portfolio]



Business Portfolio Structure

Enhance corporate value with improved profitability and capital efficiency. (ROE > Shareholders' Equity / ROIC > WACC)

Business portfolio management



Capital and Financial Strategy



Executive Officer
Executive General Manager,
Finance Headquarters
Yukihiro Fujikawa

The Role of the Head of Finance Headquarters

Agile growth investments are essential for enhancing corporate value. With this in mind, since 2020 the Glory Group has undertaken several large-scale acquisitions. We will continue strengthening cash generation by improving the profitability of acquired companies and realizing synergies. The cash thus generated will be allocated in a well-balanced manner to debt repayment, capital expenditures, and strategic investments with the aim of achieving an optimal debt-to-equity structure. We will also work to improve ROE and PBR through a cash allocation policy that emphasizes shareholder returns, including dividends and share buybacks.

First year of the 2026 Medium-Term Management Plan

In fiscal 2024, we posted strong consolidated results that exceeded our initial forecasts. This was despite a slowdown in demand in the domestic market for product replacements and system modifications associated with new banknote issuance in July 2024.

We also focused on generating positive operating cash flow for strategic investments and enhanced shareholder returns. Net cash provided by operating activities amounted to ¥45.7 billion (compared with ¥41.8 billion in the previous year), marking the second consecutive year of cash inflows exceeding ¥40 billion. This was driven mainly by inventory reduction and shorter collection periods for accounts receivable.

In terms of capital efficiency, we have been working to achieve a more efficient balance of liabilities and assets with greater leverage than before. Here, our main focus is on reducing the weighted average cost of capital (WACC). For the year, ROE after goodwill amortization was 6.9% and ROE before goodwill amortization was 10.7%, with both figures exceeding the assumed cost of capital (6% range).

2026 Medium-Term Management Plan:

Consolidated Performance Summary (Figures based on Japanese GAAP)

(Million yen)		FY2024	Ratio	FY2025	Ratio	FY2026	Ratio
		Results		Forecast		Targets	
Net sales		369,017	100%	340,000	100%	340,000	100%
Maintenance sales		132,695	36%	124,000	36%	-	-
Operating income		35,173	10%	21,500	6%	30,000	9%
Ordinary income		28,414	8%	19,500	6%	-	-
Net income attributable to owners of parent		16,053	4%	10,000	3%	-	-
EBITDA*		59,207	16%	45,300	13%	-	-
Exchange rates	US\$		¥153		¥145		¥140
	Euro		¥164		¥160		¥150
ROE			6.9%		-		-
Operating cash flow			¥45,752 million		-		-

*EBITDA = Operating income + Depreciation and amortization + Goodwill amortization

Capital and Financial Strategy

Initiatives to enhance corporate value

By managing and improving the three indicators of ROE, ROIC, and ROA, we strive to increase corporate value and achieve a PBR of 1.0 times or higher as soon as possible.

To improve the three key indicators, we will focus on various actions. These include generating earnings at an early growth stage through synergies with recently acquired companies, effectively using debt to achieve an optimal capital structure, optimizing our business portfolio, and streamlining the balance sheet through reductions of inventories and accounts receivable.

We will also focus on improving engagement with investors and stepping up initiatives and disclosures related to non-financial targets.

Basic financial strategy and policy under the 2026 Medium-Term Management Plan

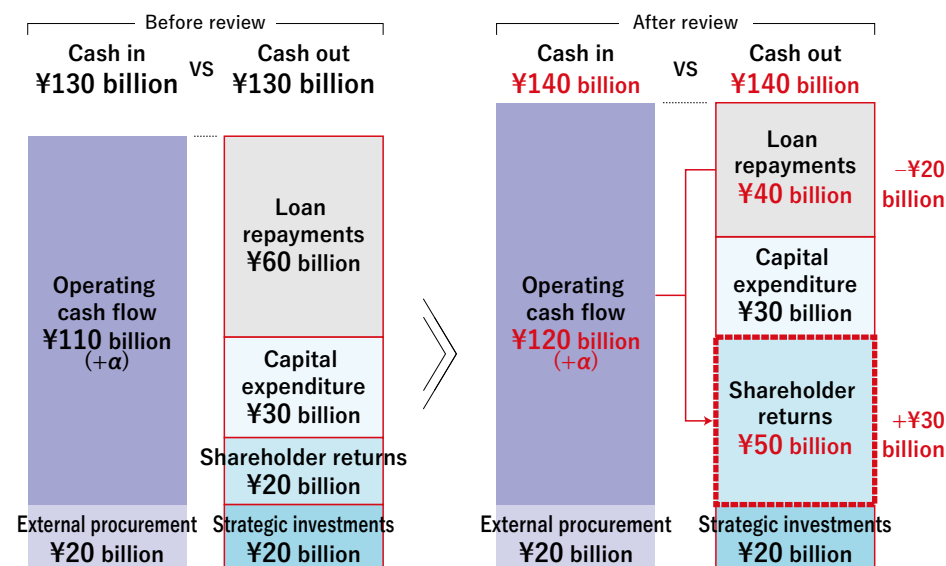
Our financial strategy reflects our basic philosophy of first securing financial soundness and then making flexible investments for growth while providing robust shareholder returns. Under the 2026 Medium-Term Management Plan and based on maintaining an “A” credit rating, we set an equity ratio of 50% or more and a D/E ratio of 0.6 times or less as guidelines for financial soundness.

① Changes in cash allocation

In light of our strong performance in fiscal 2024 and the resulting increase in operating cash flows, we have revised our cash allocation plan for the period of the 2026 Medium-Term Management Plan. We now forecast net cash provided by operating activities of ¥120 billion (up ¥10 billion from our initial forecast), as well as debt repayments of ¥40 billion (down from ¥60 billion), reflecting our focus on more effective use of debt. Using these funds, we will deliver shareholder returns of ¥50 billion (up from ¥30 billion). There are no changes to the amounts allocated for capital expenditures and strategic investments. Here, we will continue focusing on agile investments in the new business domain, development of DX infrastructure, and productivity improvements in core businesses.

In light of the expected increase in operating cash flows,

we will increase shareholder returns over the three-year period of the 2026 Medium-Term Management Plan from ¥20 billion to ¥50 billion.



Capital and Financial Strategy

② Enhancing shareholder returns

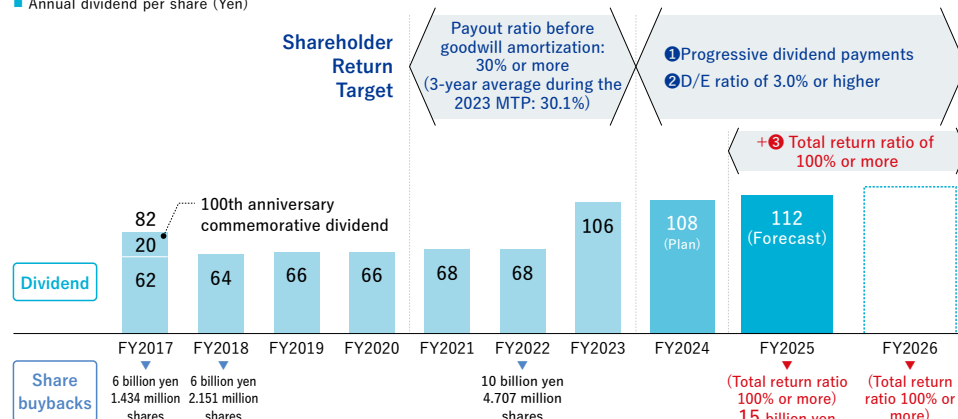
We have also changed our basic policy on profit distribution and dividends. For the fiscal years ending March 2026 and March 2027, we have added a new target: a total return ratio of 100% or more. This is in addition to our existing targets of “progressive dividends, based on the annual dividends for the fiscal year ended March 31, 2024 (annual dividend of ¥106 per share)” and “dividends on shareholders’ equity (DOE) of 3% or more.” Under this changed policy, the Board of Directors decided on May 13, 2025, to acquire up to 6 million of the Company’s own shares (with a maximum total value of ¥15 billion).

We will continue positioning shareholder returns as an important management priority and implement flexible measures accordingly.

Dividend				Share buybacks		Achieving a total return ratio of 100% or more	
Dividend per Share							
	Interim	Year-End	Annual	Purpose of acquisition	Improving capital efficiency	Period	May 14, 2025–May 13, 2026
FY2025 Forecast	¥56	¥56	¥112	Total number of shares to be acquired	15 billion yen (Maximum), 6 million shares (Maximum) (10.4% of 57,796,560 shares issued, excluding treasury shares)	Cancellation	Number of all treasury shares acquired
FY2024 Plan	¥54	¥54	¥108				

Annual Dividend and Share Buybacks

■ Annual dividend per share (Yen)



Investment in human capital with a focus on DX

In addition to intangible assets recorded on the balance sheet—such as goodwill at the time of acquisition—we will allocate dedicated funding, separate from strategic investments, to human capital, which does not appear on the balance sheet.

The DX strategy we advocate requires the development of a robust DX foundation that includes data preparation and human resources development. We aim to improve productivity and reduce fixed costs by updating our systems to realize data-driven management and DX education for all employees. To accommodate our growing DX business, we also need to expand our teams of IT and AI engineers and others. In addition to strengthening our human resources development programs and hiring new graduates and mid-career workers, we will seek to expand our human resources through M&As and capital and business alliances.

Addressing cash management and foreign exchange risk (including overseas subsidiaries)

With the goal of streamlining financing within the Group, we introduced a cash management system (CMS) in 2020. By consolidating the surplus funds of subsidiaries in and outside Japan at the Company’s headquarters, we have heightened the degree of our funding freedom. At our overseas locations, we employed this CMS to consolidate U.S. dollar and euro funds in Japan. With respect to foreign exchange risk, an issue for many years, Glory Ltd. (the parent company) has been working to minimize foreign exchange gains and losses through the use of derivatives and other means. Overseas, U.K.-based Glory Global Solutions (International) Ltd. (GGSI) is taking steps to reduce risk by establishing a foreign exchange risk management policy and clarifying hedging instruments.

In fiscal 2024, we recorded a foreign exchange loss of ¥4.4 billion, mainly due to a currency mismatch between an external loan (in yen) executed in connection with the acquisition of Flooid Group in January 2024 and a parent-subsidary loan (in a foreign currency) to GGSI. This is a major cause for reflection. To address it, we are taking steps to eliminate the root cause, including a debt-equity swap (DES) in which the loans are converted to equity investments. We will continue working with GGSI’s finance team to strengthen our foreign exchange risk management on a global basis.

Capital and Financial Strategy

Voluntary adoption of IFRS

We have decided to voluntarily apply International Financial Reporting Standards (IFRS) instead of the previous Japanese GAAP to our consolidated financial statements and documents, starting in fiscal 2025 (ending March 2026). We believe this will enhance the international comparability of our financial information and enable us to provide more useful information to our stakeholders. Compared to using Japanese GAAP, we expect both consolidated operating income and net income to increase by ¥7 billion under IFRS.

Disclosure Schedule

Timing of disclosure	Disclosure materials	Accounting standards
May 2026 (scheduled)	Consolidated financial results for the year ending March 31, 2026	Based on IFRS
June 2026 (scheduled)	Annual Securities Report for the year ending March 31, 2026	Based on IFRS

Consolidated Forecasts for Fiscal 2025

	Japanese GAAP	IFRS
Net sales	¥340 billion	¥340 billion
Operating income	¥21.5 billion	¥28.5 billion
Net income*	¥10 billion	¥17 billion

*"Net income" refers to "Net income attributable to owners of parent" under Japanese GAAP and "Profit attributable to owners of parent" under IFRS.

Total shareholder return

Our TSR has unfortunately lagged behind the TOPIX and TOPIX Machinery indices due to the limited appreciation of our share price. We believe this is due to our inability to demonstrate our future business growth potential as a Group involved in the cash handling business amid the global trend toward cashless transactions.

In addition to business performance, stock prices are influenced by various factors, such as market trends and economic conditions. Nevertheless, we will aim to improve our TSR through initiatives in DX and other new business areas set forth in the 2026 Medium-Term Management Plan while strengthening shareholder returns.

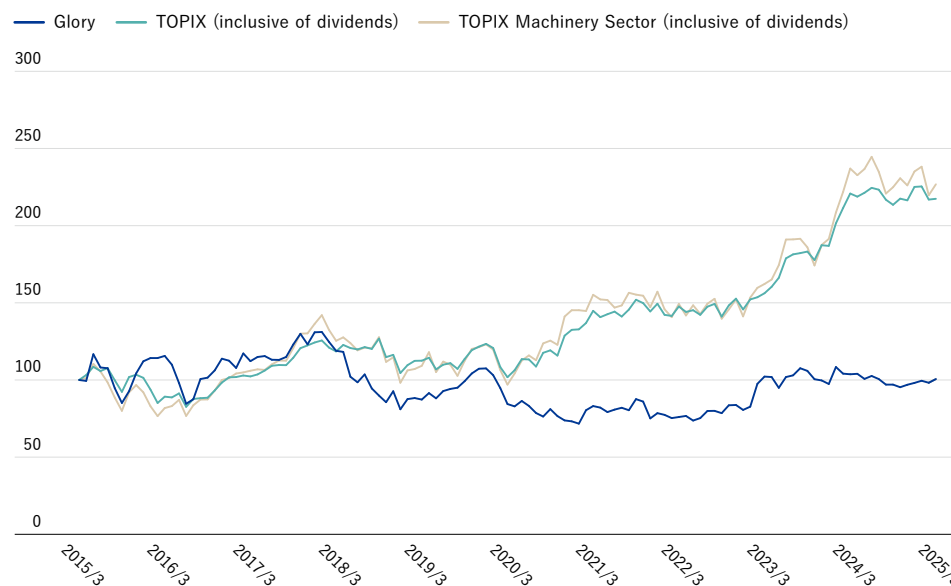
Total Shareholder Return (TSR)

Investment period	1-year	3-year		5-year		10-year	
	TSR	TSR	Annualized TSR	TSR	Annualized TSR	TSR	Annualized TSR
Glory	96.3%	140.3%	134.0%	122.2%	117.3%	100.6%	107.2%
TOPIX	98.5%	147.2%	135.2%	213.4%	125.7%	217.4%	112.2%
TOPIX Machinery Sector	95.7%	151.9%	136.1%	233.7%	127.3%	226.8%	112.6%

Notes:

1. TSR (Total Shareholder Return): Total return on investment including capital gains and dividends
2. All indexes include dividends
3. Annualization uses the geometric mean
4. Prepared by Glory based on data from Bloomberg

Glory Stock Performance (11-year period)



Note: Changes in stock indexes inclusive of dividends, where the closing price data on March 31, 2015, is set to 100.

Glory's Journey

[Changes in the business environment]

Proliferation of ATMs as financial institutions move online.

Advances in mechanization aimed at enhancing efficiency and ensuring stricter operations of financial institutions and retail stores.

Proliferation of electronic and smartphone payments. Consolidation of financial institutions and reduction in the number of physical branches progresses.

Demand for self-checkout and operational efficiency in store management increases due to labor shortages.

1990–

2000–

2010–

2020–

1918 Kokuei Machinery Manufacturing (now GLORY LTD.) founded

Provided products and maintenance services that automate and enhance the accuracy of cash management for domestic financial institutions and retail stores

Significantly expanded sales to overseas financial institutions while leveraging recognition technologies to develop new businesses

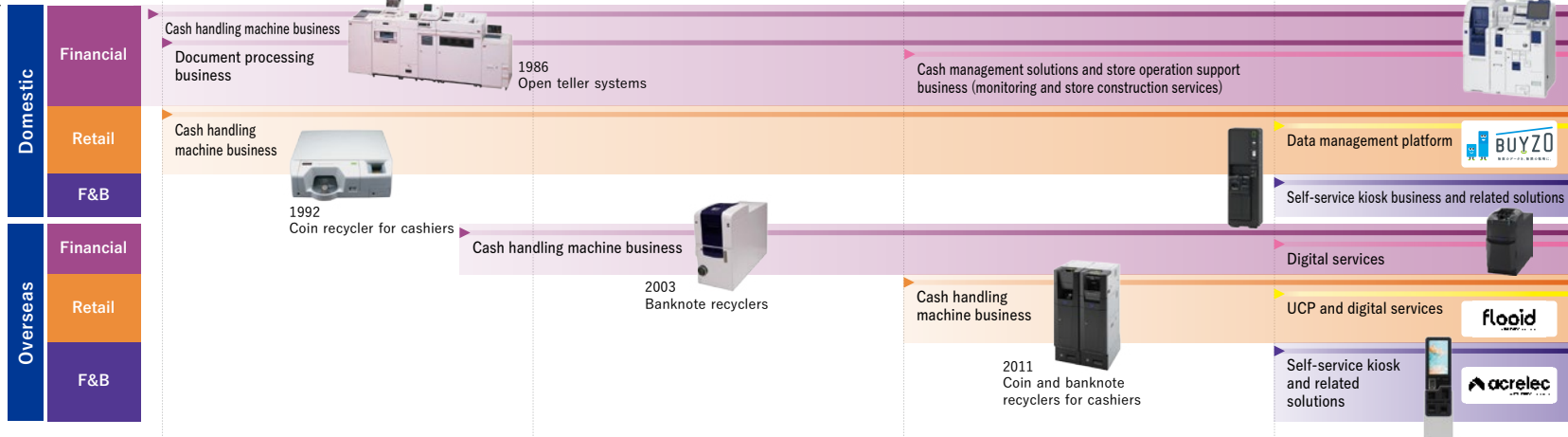
2006 Company name changed to GLORY LTD.

Full-scale entry into the overseas retail market while supporting new-format branch operations of domestic financial institutions in both hardware and software

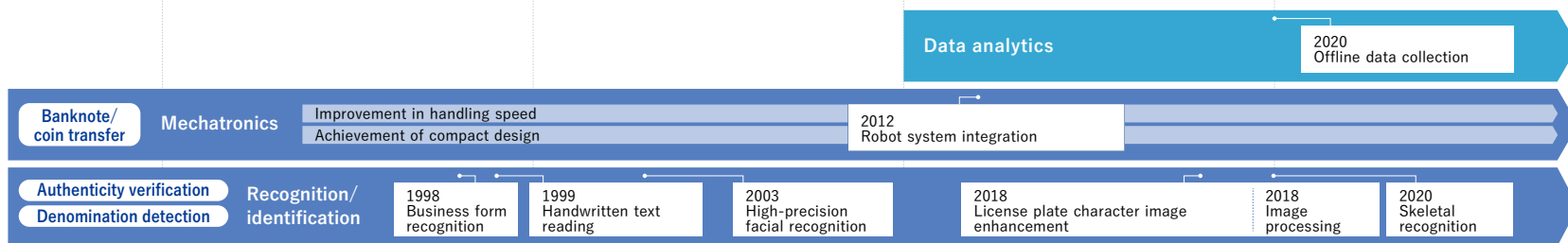
2018 Celebrated 100th anniversary

Expanded into the food and beverage market while accelerating development of the new business domain, including software, by providing data services that leverage our customer base

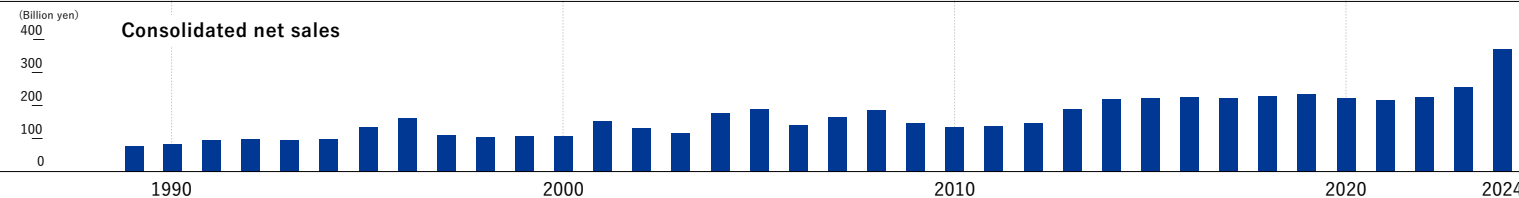
Business Model Evolution



Technological Evolution



Performance Evolution



Corporate Philosophy

Building a more secure world through global collaboration and commitment to excellence

Established strengths

Core technologies

Best-in-class product lineup created by “originality” that embodies ideas and “layering” that further advances those ideas

- Products with world-leading market share: **9 models** (as of March 31, 2025, Source: Company research)

Global operations

Providing one-stop, unified solutions in more than **100** countries

Multilayered business model

- New business domain
- Sales **¥51 billion**

High-growth emerging markets

Providing solutions to stable growth industries (including daily essentials)

- Financial market: Sales **¥140.8 billion**
- Retail market: Sales **¥153.8 billion**
- F&B market: Sales **¥39.3 billion**

Glory Now

(Business Overview)

FY2024
Consolidated
net sales
369.0
billion yen

**Overseas
Market**
56.9%
210.0 billion yen

Overseas financial
institutions,
retailers,
restaurants,
cash-in-transit
companies,
etc.



Characteristics (Market Share, Features, Competition)

We provide banknote recyclers for tellers to financial institutions and coin and banknote recyclers for back offices and coin and banknote recyclers for cashiers to retailers in more than 100 countries. Through our high-quality products and services and our well-developed direct sales and maintenance network, we have built a strong market position. The Glory Group's products for retail stores are unique in that they can accept coins from up to 60 countries and are being increasingly adopted by global retailers and restaurants that operate globally.

The Group is also focusing on the recurring business through software sales, such as unified commerce platforms (UCPs), which support the diversification of sales channels in retail stores, and global digital services, which provide remote monitoring and management of Glory devices. In addition to Glory, companies that handle cash handling machines for financial institutions and retailers include U.S.-based Diebold Nixdorf Inc., and companies that handle UCPs include Germany-based GK Software SE.

**Financial
Market**
14.7%
54.4 billion yen

Domestic financial
institutions, OEM
companies, etc.



No. 1 domestic market share

Source: Glory's research
(open teller systems and coin and banknote recyclers for tellers)

We offer a variety of products and services that contribute to business innovation at financial institutions. Our strength lies in our ability to provide comprehensive support, from the front lines of head offices and branches to back-office operations at cash and administrative centers. This strength represents a barrier to entry for our competitors. In addition to selling products and services, we offer proposals for store construction tailored to regional characteristics and store formats.

We see opportunities for customers to introduce new products and services and replace aging equipment. In addition to Glory, companies in Japan that provide cash handling machines for financial institutions include Laurel Bank Machines Co., Ltd., and Oki Electric Industry Co., Ltd.

**Retail and
Transportation
Market**
18.9%
69.7 billion yen

Supermarkets,
department stores,
specialty stores,
restaurants,
cash-in-transit
companies, public
transport companies,
hospitals, local
governments, and
others in Japan



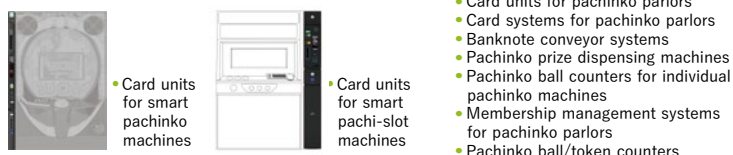
No. 1 domestic market share

Source: Glory's research
(coin and banknote recyclers for cashiers, sales proceeds deposit machines, coin-operated lockers)

We provide products and services that improve the efficiency of payment processes and administrative work at retailers and other companies. Sales opportunities include new installations to accommodate the shift to self-service machines and to expand our installation coverage. We also anticipate increased adoption of data utilization services, facial recognition systems, and other solutions that help retailers improve profitability and security. In addition to Glory, providers of coin and banknote recyclers for cashiers include Fuji Electric Co., Ltd., and Toshiba Tec Corporation.

**Amusement
Market**
7.5%
27.7 billion yen

Domestic
amusement
facilities (e.g.,
pachinko halls)



In this segment, our main products are not the game machines themselves but rather the card systems that are installed inside the machines to manage deposits and the counting of balls. We supply to approximately 20% of all amusement centers in Japan. In addition to Glory, companies that handle peripherals for amusement arcades include Nippon Game Card Corporation and Mars Engineering Corporation.

Others
1.8%
7.0 billion yen

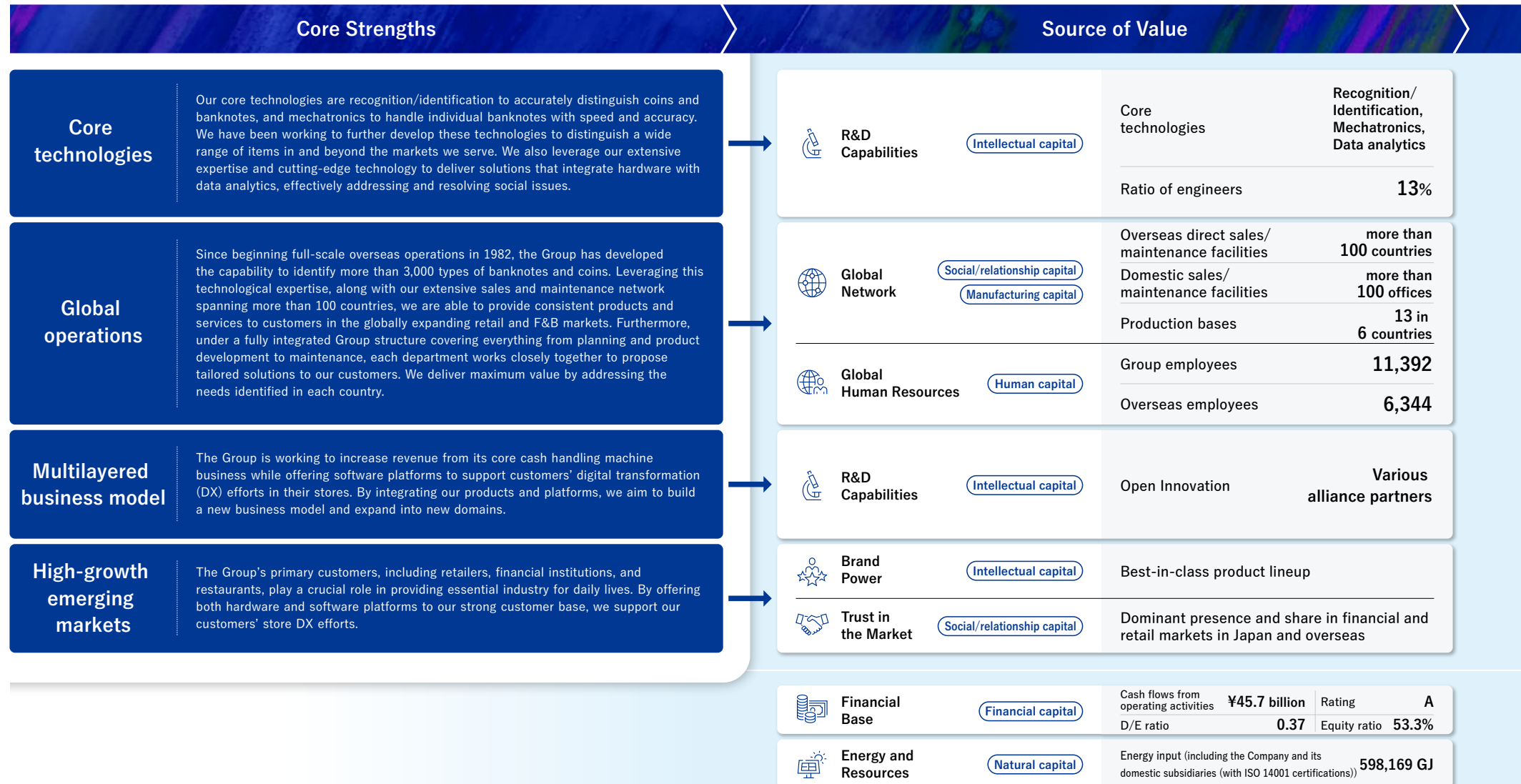
• Products and goods not included in the above reported segments (e.g., robotics)

Value Creation Process



Value Creation Process

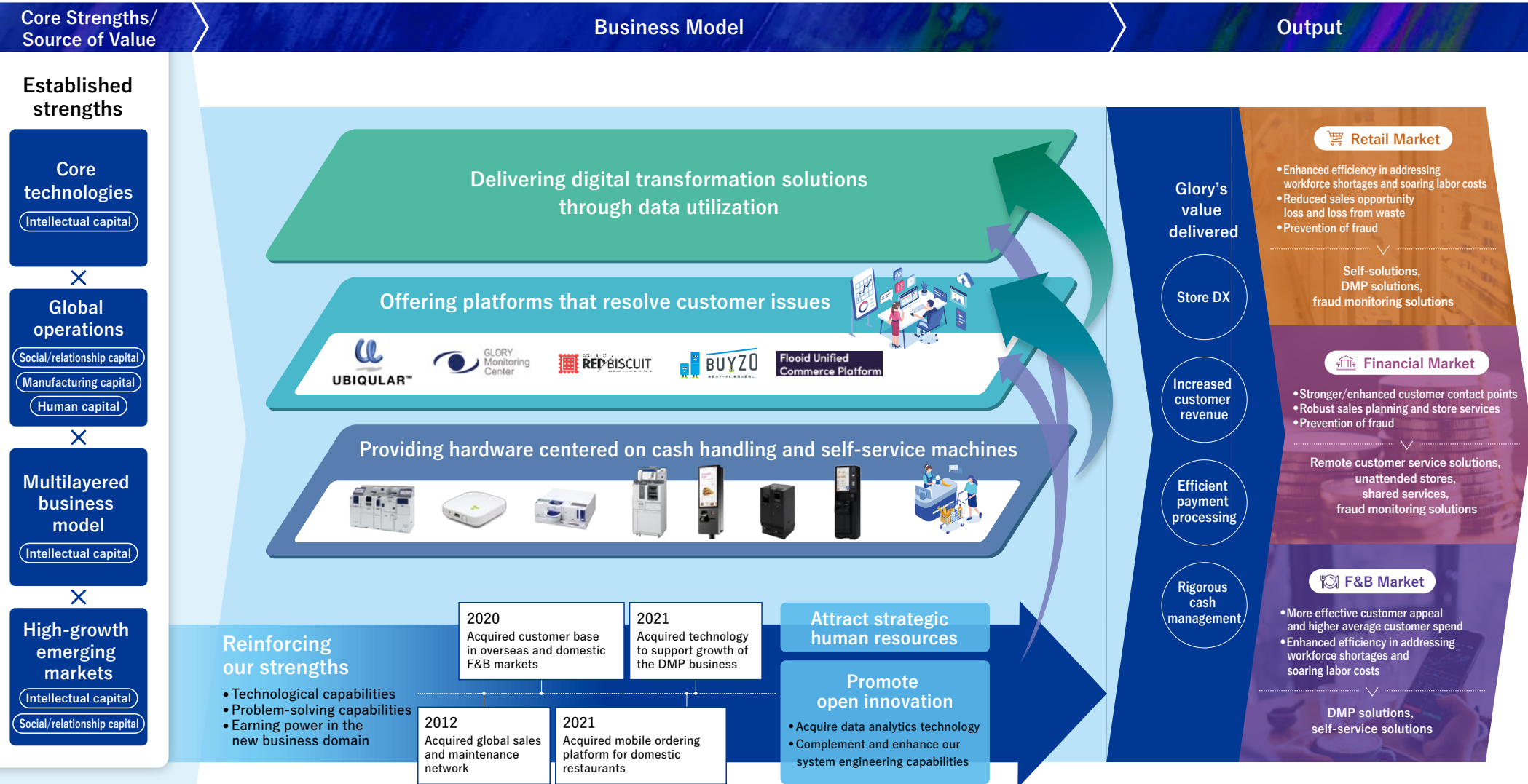
Core Strengths/Source of Value



(as of March 31, 2025)

Value Creation Process

Business Model/Output



Value Creation Process

Outcome

Outcome

Social value

Provide various methods of payments

Cash management rationalization and labor savings

Currency circulation management

Provide confidence and security in society

Promote an automated society

Economic value

Expand business domains by integrating hardware with solutions and services

Creating new innovation

Responsible supply chain

Financial results

Environmental impact

Glory: Shaping the Future

Safe and Secure.

Glory's Evolution: From Managing Cash to Enriching People's Lives

Market that delivers value to customers

Retail

F&B

Financial

Retail

Financial

Retail

1.Safe and seamless shopping experiences

2.Financial inclusion

4.Rigorous cash management

3.Addressing challenges faced by people with limited access to shopping

5.Profitability through efficiency and reduced staffing

8.Improved security

9.Profitability through efficiency and reduced staffing

10.Seamless shopping experiences

6.Profitability through efficiency and reduced staffing

7.Remote customer services

Financial inclusion

User/Store operator: **2.** A future where anyone can easily access financial services at banks as well as post offices and supermarkets

Store automation

User: **1.** A future of safe, seamless shopping experiences across all channels enabled by customer experience (CX) **3.** Introducing small and unmanned stores to address challenges faced by people with limited access to shopping

7. A future where remote customer services and other CX solutions enable seamless, wait-free transactions and processes

10. A future of enjoyable and seamless shopping experiences through CX solutions, such as self-ordering, payment, and delivery

Store operator: **5**·**6**·**9.** A future that realizes increased store profitability through greater efficiency enabled by reduced staffing

Security

User/Store operator: **8.** A future where unmanned stores and self-checkouts can be used with confidence by both retailers and customers (preventing payment errors and fraud)

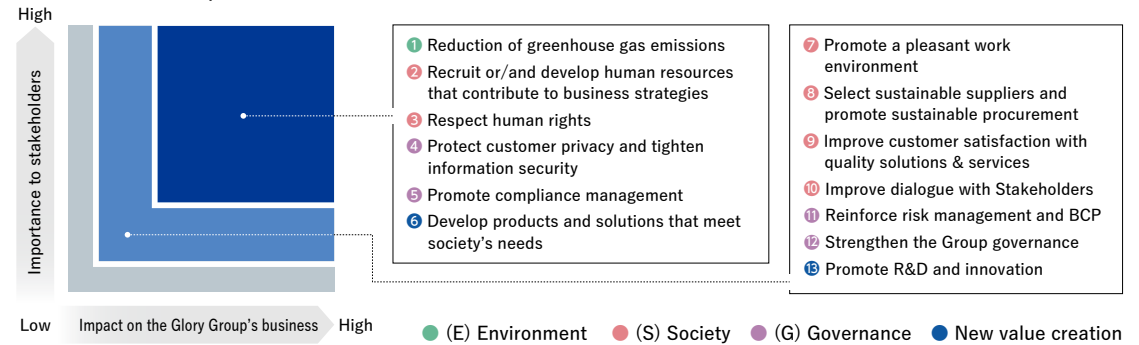
Cash handling

Store operator: **4.** Cash handling systems that enhance operational efficiency and ensure rigorous cash management

Megatrends and Risks/ Opportunity Analysis

The business environment surrounding the Glory Group is expected to change due to various factors. Based on five megatrends that encapsulate such change and social issues, we have outlined our strategies for addressing risks and opportunities in relation to priority issues and materialities in the 2026 Medium-Term Management Plan.

Material Issues Map



Notable social issues based on megatrends	Implications for the Company		Responses
	Risks	Opportunities	
Rapid emergence of new payment mechanisms and digital currencies	<ul style="list-style-type: none"> Shrinking demand for cash handling machines with the shift to a cashless economy 	<ul style="list-style-type: none"> Increasing demand for new solutions that combine cash handling machines and non-cash payment solutions Increasing demand for non-cash payment-related products and services amid the shift to a cashless economy Expanding the fintech market 	<ul style="list-style-type: none"> Provide software platforms and other services in the retail, financial, and F&B markets to support customers' DX and expand the new business domain
Growing middle class in emerging economies	<ul style="list-style-type: none"> Impact on business due to laws and regulations of countries and regions, including rapid changes in the political and/or economic situation and protectionist trade policies Impact on business from slowing growth in emerging markets due to geopolitical risks 	<ul style="list-style-type: none"> Expanding demand for cash handling machines and non-cash payment-related products and services in emerging markets 	<ul style="list-style-type: none"> Conduct research in trends in laws and regulations in countries where we do business Develop and promote medium- and long-term business and production strategies to reduce geopolitical risks
Increasing speed of new technology adoption	<ul style="list-style-type: none"> Decline in competitiveness due to delays in the development of advanced technologies and their application to products and services Decline in technological competitive advantage due to new entrants Occurrence of unexpected quality issues mainly attributable to uncertainties associated with more sophisticated product and service functions Infringement of intellectual property rights Lack of human resources with a digital skill set 	<ul style="list-style-type: none"> Seizing growth opportunities by acquiring new core technologies Increasing demand for automation in financial institutions and retail stores due to advances in AI and robotics technologies Creating new products and services using cloud service and other network technologies 	<ul style="list-style-type: none"> Create innovative new products and services using digital technology Reduce risk by adopting "IP landscaping" to show our market position with respect to intellectual property Recruit/develop DX specialists
Increasing global attention to social and environmental issues	<ul style="list-style-type: none"> Impact on business mainly due to extreme weather events and large-scale natural disasters Impact on business from complying with stricter international environmental regulations Securing human resources in response to an aging population and a declining workforce 	<ul style="list-style-type: none"> Increasing demand for environmentally friendly products Increasing demand for mechanization and automation solutions amid a declining working population Increasing demand for medical and nursing care solutions that utilize recognition technology 	<ul style="list-style-type: none"> Strengthen efforts to achieve greenhouse gas reduction targets according to the international Science Based Targets (SBT) initiative Develop products and services that meet labor-saving demand
Threats to safety and security	<ul style="list-style-type: none"> Impact on business activities mainly due to pandemics of infectious diseases Shortages and price fluctuations of components and raw materials Information system failures and data leaks mainly due to cyberattacks and computer virus infections 	<ul style="list-style-type: none"> Increasing demand for contact-free and self-service products and services due to changes in lifestyle Increasing demand for security-related solutions that use recognition technologies 	<ul style="list-style-type: none"> Develop self-service products Establish and enhance a system for prompt response in emergencies Reduce risks through information security governance control, rigorous employee training, and system operation status monitoring

Priority initiatives of the 2026 Medium-Term Management Plan	Relationship with materiality
<ul style="list-style-type: none"> Monetize target businesses (self-service kiosks and DMP) Develop new solutions with products and platforms combined 	6 9
<ul style="list-style-type: none"> Expand sales of teller cash recyclers (TCRs) in emerging markets Optimize inventory with consideration for BCP 	8 11
<ul style="list-style-type: none"> Develop DX businesses Create added value with IoT solutions Provide DX training for all employees 	2 7 13
<ul style="list-style-type: none"> Expand global efforts to achieve carbon neutrality, including at overseas consolidated subsidiaries Enhance remote monitoring, customer service, and other solutions 	1 3 10
<ul style="list-style-type: none"> Expand sales of self-service products Establish a global IT governance structure 	4 5 12

Long-Term Vision and Past Medium-Term Management Plan

Long-Term Vision 2018

2017 Medium-Term Management Plan

Customer-oriented superb manufacturing

Concept

Business growth through customer-oriented superb manufacturing and enhance profitability

Plan outline

- Enhance profitability by expanding business size/area
- Provide timely products and services
- Reinforce the Group's management structure

Review

- Financial and management targets not met
Changes in market conditions in Japan and overseas led to slowed growth
- Expanded sales in overseas retail markets
- Established global development and production systems

Issues

- Strengthen solution proposal capabilities in the domestic core business
- Bolster system development and new technology development capabilities

Financial targets	FY2015	FY2016	FY2017	FY2017
	Results	Results	Results	Medium-Term Management Plan targets
Consolidated net sales	¥226.9 billion	¥222.5 billion	¥227.3 billion	¥260.0 billion
Consolidated operating income	¥20.5 billion	¥20.3 billion	¥19.6 billion	¥28.0 billion
Overseas sales ratio	46.5%	46.6%	46.9%	50%
ROE	4.5%	5.4%	5.3%	8.0%

Long-Term Vision 2028 We Enable a Confident World

2020 Medium-Term Management Plan

Seed

Concept

Preparation for realizing the long-term vision

Plan outline

- Build foundations for realizing sustainable business management
- Strengthen collaboration with various partners to solve social issues
- Realize higher productivity and a robust corporate constitution that directly links to results

Review

- Financial targets not met
Impact of COVID-19
- Completed work to address issuance of new ¥500 coin
- Continued expanding sales in overseas retail markets
- Acquired Acrelec, which operates in the F&B market; invested in Adinte, which provides DMP services for retail stores and restaurants

Issues

- Expand into the new business domain with early profitability on strategic investments and utilization of core technologies
- Strengthen the business management system to boost cash generation capability

Financial targets	FY2018	FY2019	FY2020	FY2020
	Results	Results	Results	Medium-Term Management Plan targets
Consolidated net sales	¥235.7 billion	¥224.1 billion	¥217.4 billion	¥260.0 billion
Consolidated operating income	¥20.5 billion	¥17.9 billion	¥14.2 billion	¥25.0 billion
Consolidated operating margin	8.7%	8.0%	6.5%	9.6%
ROE	6.5%	4.5%	3.0%	8.0%

2023 Medium-Term Management Plan

Grow

Concept

Core and new businesses powering growth together

Plan outline

- Accelerate business growth to develop the next generation
- Maximize core business profits through innovation
- Establish a management base to support sustainable growth

Review

- Achieved financial targets, posting record-high performance
- Accurately responded to demand related to new banknote issuance
- Developed new businesses in the F&B and retail markets
- Enjoyed increased demand for self-service solutions in domestic and overseas retail markets
- Addressed difficulties in procuring semiconductor and other components as well as surging material prices

Issues

- Quickly monetize new business areas
- Achieve high profitability in the core business
- Build a stable supply chain
- Strengthen cybersecurity

Financial targets	FY2021	FY2022	FY2023	FY2023
	Results	Results	Results	Medium-Term Management Plan targets
Consolidated net sales	¥226.6 billion	¥255.9 billion	¥372.5 billion	¥300.0 billion
New business domain	¥23.6 billion	¥25.4 billion	¥36.0 billion	¥40.0 billion
Consolidated operating income	¥10.1 billion	¥500 million	¥51.1 billion	¥30.0 billion
ROE	3.2%	-4.8%	14.1%	9.5% or higher

2026 Medium-Term Management Plan

Harvest

Concept

GLORY TRANSFORMATION 2026
Shape the Future with Glory

Plan outline

Establish basic policies that address the material issues for social and corporate sustainability

- Develop new revenue streams
- Enhance business management
- Increase profitability of the core business
- Reinforce risk management

Establish three priority markets to accelerate monetization of new businesses



Build a "New Level of Confidence" through operational DX and next-level sales promotion



Management targets	FY2024	FY2025	FY2026	FY2026
	Results			Medium-Term Management Plan targets
Consolidated net sales	¥369.0 billion			¥340.0 billion
New business domain	¥51.0 billion			¥60.0 billion
Consolidated operating income*	¥43.8 billion			¥38.0 billion
ROE*	10.7%			10% or higher
ROIC*	9.9%			8% or higher
ROA*	5.4%			5% or higher

*Before goodwill amortization

*1 Confidence enabled between customers and suppliers, end customers and suppliers through platform-oriented, data-driven services *2 Confidence enabled between Glory and its customers, customers and end customers through Glory's products

2026 Medium-Term Management Plan (FY2024–FY2026)



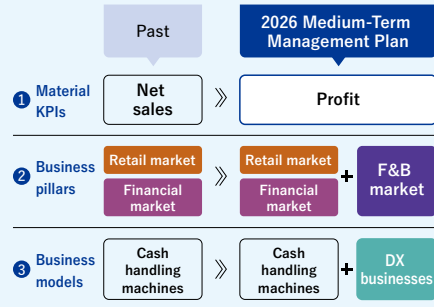
From Seeding to Growing to Harvesting

We have positioned the period of the plan as the third step toward realizing the Long-Term Vision 2028. Specifically, it will be a time to harvest the rewards of the business seeds we have sown and grown to date.

We aim to be a company that drives customers' DX with best-in-class products and software platforms combined.

Points for transformation

- Shift the KPI focus from net sales to profit-oriented business operations; deploy portfolio management and ROIC indicators to instill awareness of the cost of capital
- Establish the F&B market as a major pillar to complement the existing retail and financial markets
- Add the DX business model to the cash handling business



Fiscal 2026 financial targets

We will continuously strive to increase corporate value with ROE of 10% or higher, ROIC of 8% or higher, and ROA of 5% or higher as KPIs of profit-generation efficiency. We are also targeting operating income of ¥38 billion or higher and net sales of ¥340 billion or higher, with at least ¥60 billion of net sales coming from the new business domain.

While we cannot avoid a temporary recoil in domestic sales after benefiting from the special demand associated with the issuance of new banknotes, we will work to restore earning power and achieve steady business growth going forward.

Note: Based on operating income before goodwill amortization in consideration of the future introduction of the International Financial Reporting Standards (IFRS).

Fiscal 2026 Financial Targets

		Before goodwill amortization	After goodwill amortization
Business efficiency	ROE	10% or higher	6% or higher
	ROIC	8% or higher	5% or higher
	ROA	5% or higher	3% or higher
Operating income		¥38 billion or higher	¥30 billion or higher
Net sales	Net sales	¥340 billion or higher	
	New business domain	¥60 billion or higher	

Applied exchange rates: 1 USD=140 JPY; 1 EUR=150 JPY

Basic policy

	Basic policy	Key initiatives	Solutions/Platforms
Business strategies	I Develop new revenue streams	<ul style="list-style-type: none"> Monetize target businesses (self-service kiosks and DMP) Develop new solutions with products and platforms combined 	
	II Increase profitability of the core business	<ul style="list-style-type: none"> Launch products and services that address the need for self-service solutions Seize large-scale business renewal opportunities Reinforce the sales structure in the Americas 	
Business foundation strategies	III Enhance business management	<ul style="list-style-type: none"> DX strategies HR strategies Capital/financial strategies Climate initiative 	<ul style="list-style-type: none"> Establish platforms for work process transformation and DX solution/service development Improve employee engagement and develop human capital as the source of competitive advantage Emphasize optimal growth investments and stable shareholder returns Step up efforts to achieve our CO₂ reduction target in accordance with the SBT initiative
	IV Reinforce risk management	<ul style="list-style-type: none"> Identify priority risks and formulate measures to mitigate the business impact 	

Relationship between target markets and accounting segments

Our target markets are different from our accounting segments and cover both domestic and overseas markets. The relationships between the two are shown below.

Accounting segments			Retail	Financial	F&B
Segment	Major customers	FY2026 sales target	¥160 billion	¥110 billion	¥41 billion
Overseas market	Overseas financial institutions, retailers, restaurants	¥204 billion	○ ¥100 billion	○ ¥70 billion	○ ¥34 billion
Financial market	Domestic financial institutions	¥40 billion	—	○ ¥40 billion	—
Retail and transportation market	Domestic supermarkets, convenience stores, restaurants, hospitals, railway companies	¥67 billion	○ ¥60 billion	—	○ ¥7 billion
Amusement market	Domestic amusement facilities (e.g., pachinko halls)	¥21 billion	—	—	—
Others	Sales outside the above segments	¥8 billion	—	—	—

Progress of the 2026 Medium-Term Management Plan



From Seeding to Growing to Harvesting

In the first year of the 2026 Medium-Term Management Plan, both business efficiency indicators and profit and loss indicators significantly exceeded the plan

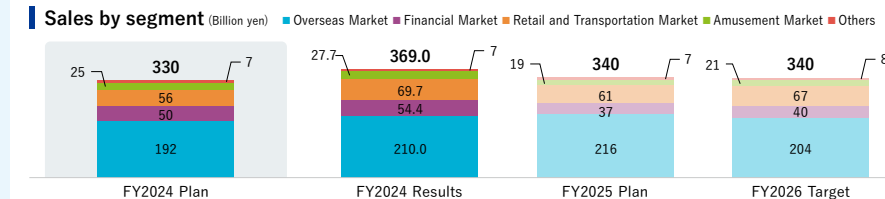
Both sales and operating income before goodwill amortization exceeded the figures set out in the plan due to increased sales in our three priority markets within the overseas market coupled with the steady acquisition of demand associated with the issuance of new banknotes in Japan.

As a result, all business efficiency indicators also greatly exceeded the plan.

	Before goodwill amortization	FY2024 Plan	FY2024 Results	FY2025 Plan	FY2026 Target
Business Efficiency	ROE	8.3% or more	→ 10.7%	8.1% or more	10% or more
	ROIC	6.6% or more	→ 9.9%	6.5% or more	8% or more
	ROA	4.2% or more	→ 5.4%	3.8% or more	5% or more
Profit and Loss	Operating income	30.6 billion yen	→ 43.8 billion yen	28.5 billion yen	38 billion yen or more
	Sales	330 billion yen	→ 369.0 billion yen	340 billion yen	340 billion yen or more
	New business domain	44.8 billion yen	→ 51.0 billion yen	57.7 billion yen	60 billion yen or more

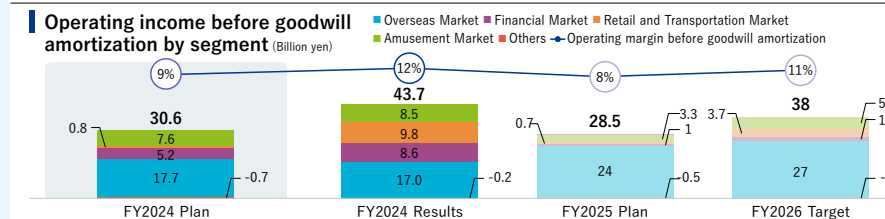
Actions and Results in FY2024

Action Plan for FY2025 and Beyond



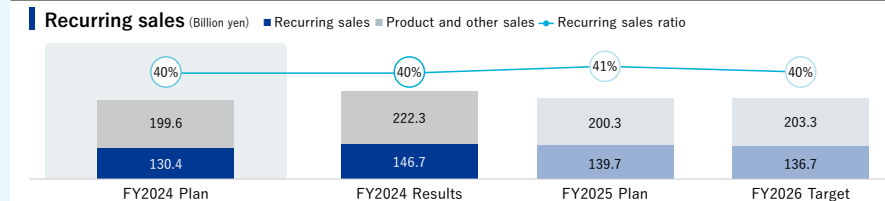
- [Domestic market]**
- Focused on responding to new banknote issuance
 - Increased demand for hardware replacements and system modifications in the retail and transportation market
 - Expanded sales in the retail and F&B markets
 - Sales grew in our three priority markets
 - Sales in the Americas exceeded 100 billion yen

- [Domestic market]**
- Boost sales by meeting self-service demands to ease workforce shortages
- [Overseas market]**
- Expand our presence in the retail and F&B markets, which are our priority markets
 - Accelerate new business domain: Flooid and Acrelec



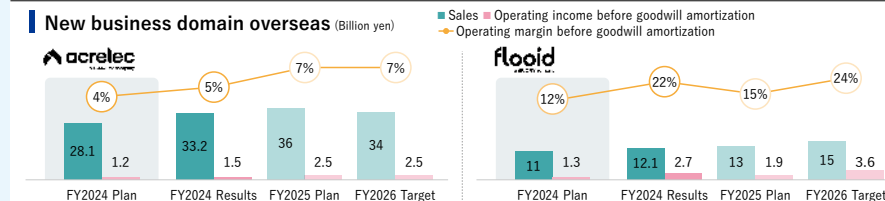
- [Domestic market]**
- Maintained a high operating margin
 - The operating margin of the amusement market was above 30%, while the financial and retail and transportation markets had operating margins around 15%
 - Improved income from Acrelec and Flooid
 - Operating margin temporarily deteriorated due to business integration and internalization of the maintenance business
 - Both Acrelec and Flooid exceeded the plan

- [Domestic market]**
- Realize revenue expansion with acquired companies
 - Acrelec, Flooid, Showcase Gig, etc.
- [Overseas market]**
- Realize high profitability in the Americas, which is positioned as a growth engine
 - Improve profitability by accelerating business integration and enhancing maintenance service efficiency



- [Domestic market]**
- Expanded sales in the new business domain
 - Maintenance sales and service sales increased. The domestic sales ratio was 29%
- [Overseas market]**
- Expanded sales in the F&B and retail markets
 - Maintenance sales and Acrelec sales increased. The overseas sales ratio was 48%

- [Domestic market]**
- Expand sales in the new business domain
 - Expand sales in software solutions and BUYZO
- [Overseas market]**
- F&B market: Further introduce Acrelec software solutions
 - Retail market: Further introduce Flooid's UCP (e.g., cloud POS)
 - Expand sales of the UBIQULAR™ remote monitoring digital service



- [Acrelec]**
- Improved profitability
 - Operating margin also improved due to increased sales in Europe and the United States
- [Flooid]**
- Achieved business growth while maintaining profitability
 - Sales in Europe and the United States progressed smoothly

- [Acrelec]**
- Create solutions for restaurants
 - Expand track record with major F&B companies
- [Flooid]**
- Strengthen the sales structure
 - Promote cross-selling between Glory and Acrelec

Overseas Business

Executive Officer
Company President
of International
Business

Toshimitsu
Yoshinari

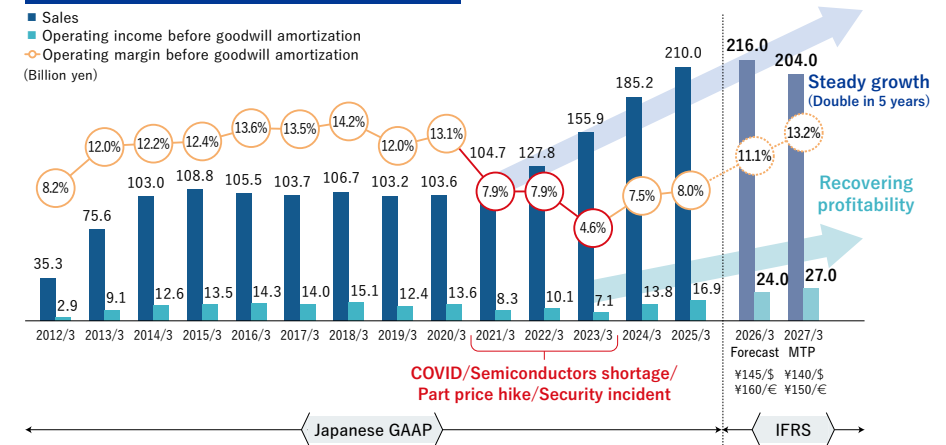
Fiscal 2024 Review, Business Overview, and Fiscal 2025 Policy

Under the 2026 Medium-Term Management Plan, we have set forth policies aimed at transforming our revenue structure by expanding recurring revenue, transforming our business structure by establishing a presence in the F&B market, and increasing software sales. With a target of ¥204.0 billion in overseas sales in fiscal 2026, we are pursuing these policies while also strengthening our Strategy House.

In fiscal 2024, we expanded sales of products and services to the retail market, including by securing a major order for cash management solutions from a top global retailer in the United States. As a result, total overseas sales reached a record-high ¥210.0 billion, marking a phase of rapid business growth. Compared with fiscal 2019, when growth stagnated, sales have nearly doubled over the past four years. Operating income was temporarily affected by increased costs stemming from the time required to integrate core systems after the merger of our U.S. subsidiaries and delays in internalizing outsourced operations. Nevertheless, with progress in the integration process, profitability improved, with results surpassing those of the previous year. However, the operating margin was 8.0%, a relatively low level compared with 13.1% in fiscal 2019.

In fiscal 2025, we will place top priority on improving profitability. We are aiming to increase operating income before amortization of goodwill from ¥17.0 billion in fiscal 2024 to ¥24.0 billion in fiscal 2026. The key to achieving this will be to grow recurring revenue by stabilizing maintenance services and expanding the new business domain. At the same time, we intend to strengthen cost management.

Overseas Sales and Operating Income before Goodwill Amortization



Strengths and Competitive Advantages

- World-class product quality
- Global network of direct sales and maintenance services
- Global operations with multi-currency capability
- Well-versed in fast food restaurant operations

Business Environment Outlook

Region	Future outlook (March 31, 2026)
Americas	We expect ongoing demand for labor-saving solutions and operational efficiency amid rising labor costs. We anticipate sales growth, driven primarily by the retail and F&B markets. We will reflect the increased costs resulting from trade policies in our selling prices.
EMEA	We look forward to increased sales, particularly in the retail and F&B markets.
Asia	In the financial market, we forecast a year-on-year decline in sales despite slow progress in mechanization.

Key Points to Achieve Business Targets **P.27**

Overseas Business

Key Points to Achieve Business Targets

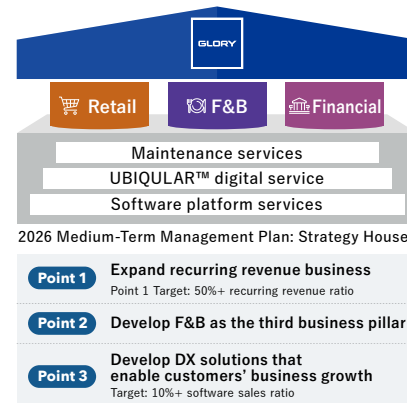
Point 1 Growth in operating income

Targets	Achieve record-high figures for both sales and operating income while restoring the operating margin			
	Sales		Operating income before amortization of goodwill	Operating margin
	FY2024	¥210 billion	¥16.9 billion	8.0%
	FY2025 (Forecast)	¥216 billion	¥23 billion	10.6%

Specific initiatives	Profit growth driven by regional business expansion and cost management		
	[Business growth]	•Americas	Although profit margins declined temporarily due to delays in integration among consolidated subsidiaries, the integration process has now been completed. Going forward, we will enhance business efficiency and ensure stable maintenance revenue. By strengthening our sales force and expanding our distributor network, we aim to broaden our channels and capture large-scale orders, particularly from global retailers.
		•EMEA	In this region, where we have steadily expanded our customer base in both the financial and retail markets, long-term relationship building with customers has led to higher renewal rates for maintenance contracts. We expect profit margins to improve steadily going forward. In fiscal 2025, sales growth will be driven by the acceleration of large-scale orders that were delayed in fiscal 2024 due to connection software development.
		•Acrelec	We have started introducing self-service kiosks, drive-thru, and double-check systems for several major food service brands and will enter full-scale operations in fiscal 2025.
		•Flooid	In addition to the Americas, we are expanding into France and the Asia-Pacific region, reinforcing our sales activities in each market. Although personnel expenses will rise in fiscal 2025 due to up-front investments, we expect this to lead to future customer growth.
		[Cost management]	As stated in “Point 3”

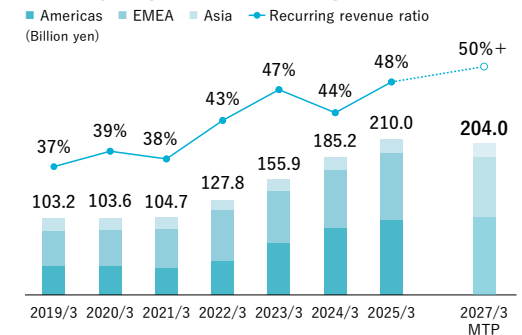
Point 2 Growth in recurring revenue

Targets	We are strengthening the foundation of our Strategy House with the goal of increasing the ratio of recurring revenue within overseas sales to 50% or higher by fiscal 2026.		
Specific initiatives	•Unified commerce platform (UCP)	For Flooid's UCP, we will bolster sales through service replacements and upgrades for existing customers, as well as acquisition of new customers.	
	•UBIQULAR™ digital service	We will expand the number of connected systems by positioning UBIQULAR™, our remote monitoring solution, as a standard solution for the financial and retail markets.	
	•Maintenance services	We will further enhance the efficiency of our Americas maintenance business to secure stable recurring revenue.	



*An image showing the 2026 Medium-Term Management Plan as a newly constructed house, with the plan's strategies represented as the foundation and pillars.

Sales by Region and Recurring Revenue Ratio



To enhance its cloud-based technical capabilities, the Glory Group integrated its UBIQULAR™ development team with Flooid, having appointed Flooid's CTO to lead the initiative. Flooid will apply its extensive expertise in cloud technologies to UBIQULAR™ to further accelerate development speed and efficiency.

The Glory Group is transitioning from a hardware-centered company to a solutions-oriented enterprise, thereby strengthening its competitiveness in the global market.

"With the integration of Flooid and the UBIQULAR™ development team, I believe this will be a year of outstanding achievements. In collaboration with Acrelec's development team, I intend to contribute to business profitability through a comprehensive strategy to optimize software services across the retail, financial, and F&B markets."

Eric Bilange
Global Software Chief
Technology Officer



Point 3 Effective cost management

Targets	We aim to improve profit margins by controlling costs and enhancing operational efficiency.	
Specific initiatives	•Inventory control	We will optimize product and parts inventories to improve total asset turnover.
	•Accounts receivable management	We will accelerate collection of accounts receivable to improve cash flows.
	•Cost control	We will withdraw from unprofitable markets and streamline back-office functions to control costs.

Overseas Business



Retail market

01 Aspiration

Core Business	Drive growth through new opportunities	New Business Domain	Accelerate the monetization of target businesses and develop new businesses
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02 SWOT


Strengths and competitive advantages	Best-in-class product quality and comprehensive lineup; multi-currency support; global sales and maintenance network	Issues	Dependence on cash handling machine sales; need to reinforce software development capabilities
Social issues and needs	Ongoing trend toward self-service solutions to address labor shortages; emergence of various payment methods and new store formats	Risks	Rapid development of a cashless economy; shift in demand toward lower-priced products; competitors strengthening their service offerings

03 Business environment

In 2013, recognizing the need for the mechanization of payment operations, we entered the retail market in earnest. In 2022, sales in the retail market exceeded those of the financial market. Since then, sales have continued to grow, partly due to the accelerating trend toward self-service solutions. We have a market share of around 40% for coin and banknote recyclers for cashiers and about 54% for coin and banknote recyclers for back offices.

Note: As of March 31, 2025; Source: Glory's research

04 Initiatives to achieve our aspirations

Core Business	<ul style="list-style-type: none"> Strengthen sales of new CI-X series self-checkout solutions and expand business with top 50 global retailers Expand sales of products and services and improve the efficiency of the maintenance business in the United States (priority market) 	
New Business Domain	<ul style="list-style-type: none"> Increase recurring revenue by providing software services ► UBIQLAR™ digital service In addition to remotely monitoring machine operational status and making software updates, this online service visualizes and analyzes data and even handles cashiering and change orders. It is already connected to 20,000 machines, and we expect this figure to increase at the rate of more than 10,000 machines per year. ► Unified commerce platform (UCP): Cloud-based solution for retail businesses This is a software platform capable of supporting all purchasing channels, including staffed checkouts, self-checkouts, and online sales. We will focus on selling new conceptual solutions that seamlessly connect to diversified purchasing channels. 	

Business progress with acquired company Flooid Topco Limited

Company	Flooid Topco Limited	Acquisition period	January 2024
FY2024 results	Connected to more than 15,000 endpoints, including POS systems and self-checkouts, at major retailers in the United Kingdom and United States		
Strategy for FY2025	<ol style="list-style-type: none"> 1. Accelerate growth in the U.S. market: Strengthen expansion into business formats closely related to daily consumption, such as food, convenience stores, and gas stations. 2. Expand global sales activities: In addition to the United States, strengthen sales structures in France and the Asia-Pacific (APAC) region to expand the customer base. 3. Promote cross-selling through collaboration with Group companies: Enhance the ability to propose integrated solutions and aim to expand sales by cross-selling through collaboration between Glory and Acrelec. 		



F&B market

01 Aspiration

New Business Domain	Accelerate the monetization of target businesses and develop new businesses
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02 SWOT


Strengths and competitive advantages	Knowledge of fast-food restaurant operations; track record of implementing systems at major fast-food chains	Issues	Need to improve productivity to generate revenue and enhance the sales and maintenance structure during multinational expansion
Social issues and needs	Ongoing trend toward self-service solutions to address labor shortages; emergence of various payment methods and new store formats	Risks	Competitors strengthening their service offerings

03 Business environment


The fast-food industry is expected to grow at an average rate of 4.89% per year (2025–2033)*1. One solution supporting this market is the kiosk ordering system, for which Glory has the largest market share at 16%*2.

*1 Straits Research *2 Datos Insights

04 Initiatives to achieve our aspirations

New Business Domain	<ul style="list-style-type: none"> Boost sales of drive-through solutions in the Americas (priority market) Expand sales of hybrid self-checkout systems that integrate cash handling machines and kiosks 
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Business progress with acquired company Acrelec Group S.A.S.

Company	Acrelec Group S.A.S.	Acquisition period	April 2020
FY2024 results	Made progress in introducing self-service kiosks and digital signage at major restaurant chains and coffee shops. The number of products introduced to the market is expanding year by year, and Acrelec has gained recognition as a top supplier in the self-service kiosk field.		
Strategy for FY2025	<p>Expand sales of solutions aimed at improving the efficiency of restaurant operations and enhancing the purchasing experience for customers.</p> <p>Acrelec Creative Studio: Acrelec is working to provide innovative shopping experiences through Acrelec Creative Studio. Utilizing a powerful AI engine, we deliver personalized drive-through experiences based on the purchase history of users. We are also accelerating the pace of digital transformation in the F&B industry by planning and supporting marketing strategies that leverage performance data and AI analysis.</p> 		

Overseas Business



Special Topic: Reasons for Business Growth in the Retail and F&B Markets

Power of Global Operation Supporting Store Management Worldwide

The Glory Group's overseas business is achieving steady growth thanks to our technological capabilities that address challenges worldwide and our locally rooted business development. For retailers and restaurant chains operating stores across multiple countries in particular, unified system management and operation are essential. Our solutions supporting global operations have earned an excellent reputation among companies worldwide, with more and more clients choosing to introduce our solutions into their organizations.

► Perception of the environment

Challenges facing retailers and restaurants, and the need for unified management



Management challenges

Unified management by the global headquarters

Increasingly, multinational corporations face challenges in governance management and strategic decision-making due to varying store operations and system environments across countries and regions. This has led to a growing need to standardize operations across international locations and centralize data management.



Operational challenges

1) Labor shortage

In the retail and F&B industries, it is becoming increasingly difficult to secure personnel owing to factors such as rising labor costs driven by inflation. This has led to a growing demand for systems that enable store operations with fewer staff.

2) Acceleration of shift toward self-service solutions

Since the COVID-19 pandemic, demand for self-service solutions has rapidly increased, driving the need to automate and streamline payment operations, including cash transactions.

► Sources of competitiveness leading to problem-solving

Unified operations connecting the world

We provide solutions to retailers and restaurants operating stores worldwide that enable uniform operations across countries, with the goal of automating operations—including cash handling.

Sources of competitiveness

1) Technological capabilities that support unified operations for global companies

- Cash handling machines offering support for currencies from more than 60 countries
- Also capable of handling new banknotes through online software updates

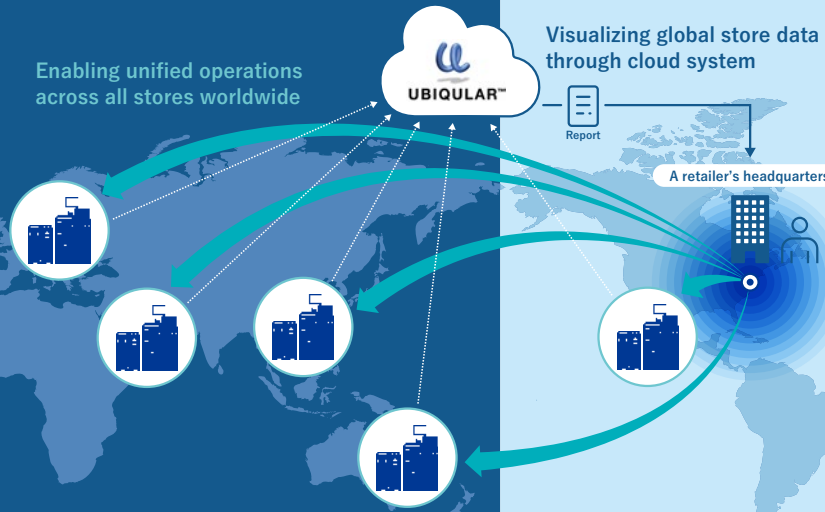
2) A reliable support system that stays close to our customers

- Sales and maintenance bases in more than 100 countries
- Product development and solutions tailored to local needs
- Proven track record of introducing our solutions across diverse industries, including finance, retail, and F&B
- Sales capabilities targeting globally expanding retailers and restaurants

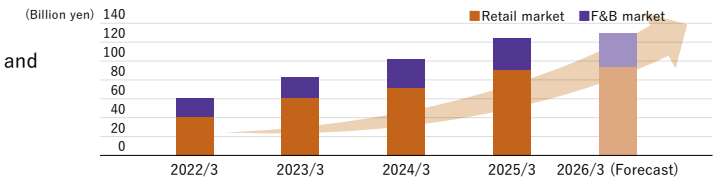
Benefits of introducing our solutions

- Streamline management and enhance efficiency by operating the same system across stores in different countries
- Reduce operational costs
- Receive reliable support in any country in the event of unexpected issues

Enabling unified operations across all stores worldwide



Overseas Business: Sales Trends in the Retail and F&B Markets



► Future initiatives

Provide integrated solutions to support store DX

Glory's solutions are not limited to merely providing hardware. Going forward, we intend to further accelerate the pace at which we deliver broader value in terms of an integrated solution model supporting the digital transformation (DX) of store operations, including store DX. These efforts will enable us to achieve sustainable growth in the global market.

Visualizing global store data through cloud system



Solutions supporting store DX

- **Stable operation through remote monitoring**
Real-time tracking of equipment status and cash balances to detect early signs of trouble
- **Store optimization through data utilization**
Analysis of cash flow and usage patterns per store to optimize cash collection and replenishment timing. Achieves operational efficiency and cost reduction
- **Data visualization via a cloud system**
Integration of information from multiple stores on the cloud supports unified operational management by headquarters. Helps strengthen control capabilities for global companies
- **Evolution through AI and predictive technology**
Aim to provide more advanced store support functions, such as AI-based demand forecasting and anomaly detection

Process of Solution Introduction and Expansion of Adoption Built on Confidence

[Process of solution introduction]

Glory's solutions are deeply integrated into store operations, which means they are implemented in phases following careful verification. This process helps our Group to earn the trust of customers. As a result, customers who have introduced our solutions tend to use them for a long time.

[Expansion of adoption built on confidence]

Multinational companies headquartered in the United States and other countries are increasingly adopting solutions that enable unified operations across different nations. In Japan as well, more companies are beginning to consider new solutions as they expand globally, having long relied on equipment such as coin and banknote recyclers for cashiers.

(1) Trial introduction:

First, introduce a solution on a trial basis in a small number of stores to verify its effectiveness and identify challenges in actual operation.

(2) Verification period:

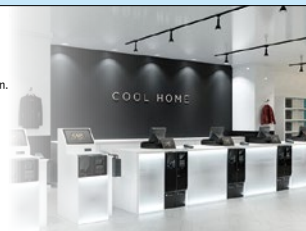
Confirm its suitability for headquarters and store operations over approximately six months to one year.

(3) Decision on full-scale introduction:

Determine whether to introduce it based on the verification results.

(4) Phased introduction:

After the decision to adopt it is made, introduce it sequentially to stores in each country.



Overseas Business



Financial market

01 Aspiration

Core Business	Increase profits	New Business Domain	Accelerate the monetization of target businesses and develop new businesses
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02 SWOT

Strengths and competitive advantages	Best-in-class products; global sales and maintenance network	Issues	Dependent on cash handling machine sales; reinforcing software development capabilities
Social issues and needs	Continued emphasis on rigorous cash management and trend toward self-service solutions to address labor shortages	Risks	Sharp decline in the number of financial institution branches; shift in demand toward lower-priced products; competitors strengthening their service offerings

03 Business environment

In Europe and the Americas, our main markets, the number of financial institution branches is gradually declining, but the need for self-service solutions is high. Looking ahead, new banknotes will be introduced in various countries, including a new US\$10 banknote in 2026. Our market share for banknote recyclers for tellers, a mainstay product, is approximately 56%.

Note: As of March 31, 2025; Source: Glory's research

04 Initiatives to achieve our aspirations

Core Business	<ul style="list-style-type: none"> Encourage customers to replace legacy machines with new models, win large-scale orders Maintain earnings by expanding sales of teller cash recyclers in emerging markets
New Business Domain	<ul style="list-style-type: none"> Increase recurring revenue by strengthening sales of the UBILAR™ digital service Monetize financial shared services that also help resolve social issues, such as facilitating access to financial services

Topics

Adoption of cash handling machines accelerates at post offices in Europe

As the decline in bank branches has made maintaining financial services a growing social challenge, the Italian government has allocated approximately €800 million to support the country's post offices. Over the next two years, more than 2,000 of Glory's cash handling machines will be deployed across Italian post offices, with several locations already operational. These installations are improving operational efficiency and reinforcing cash management. Similar initiatives are being implemented in other European countries, including the United Kingdom and France, where post offices are increasingly serving as local financial hubs—ensuring that everyone in the community can access essential financial services with confidence.



Banknote recyclers for tellers in operation at post offices in Italy (Poste Italiane)

Prioritized Region Americas

01 Aspiration

Introduce more products and services in the retail and F&B markets

02 SWOT

Strengths and competitive advantages	Best-in-class product quality and comprehensive lineup of solutions that integrate kiosks and self-checkout systems	Issues	Strengthen software development capabilities and expedite the integration of the ERP system
Social issues and needs	Ongoing trend toward self-service solutions to address labor shortages, coupled with the emergence of diverse payment methods and store formats	Risks	Rapid shift to cashless economy; demand shift to lower-priced products; need to strengthen the service lineup to address competition

03 Business environment

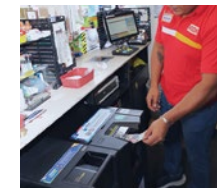
- Financial market** ➤ Leader in the U.S. teller cash recycler market.
Retail and F&B markets ➤ Many of our key target customers (top retailers and global fast-food chains) are headquartered in the United States.

Topics

Review of Fiscal 2024

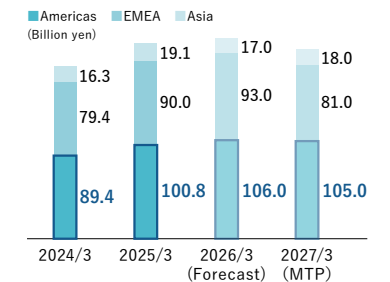
In fiscal 2024, sales of the CI-X series of cash management solutions for the retail market were strong. Progress was made in large-scale negotiations with a major retailer that was a former customer of Revolution Retail Systems, resulting in a smooth transition from their products to ours. During fiscal 2025, we plan to deliver approximately 5,000 coin and banknote recyclers for back offices. In addition, our solutions have been adopted by a retail chain headquartered in Mexico with more than 20,000 convenience stores, as well as global apparel retailers with stores worldwide. In the F&B market, sales of drive-through solutions also performed well.

In the maintenance business, costs increased due to the merger with the former Revolution Retail Systems, resulting in an operating loss in the first quarter. However, profitability improved significantly due to progress in in-sourcing maintenance operations that had been outsourced.



Coin and banknote recyclers introduced at OXXO in Mexico

Sales Trend



Strategies for further growth

We aim to strengthen relationships with existing customers and acquire new customers. In particular, we intend to expand transactions with large retailers operating multiple stores to stabilize and grow our revenue. In addition, we will sell SaaS solutions—through Aclelec and Flooid—that double the effectiveness of hardware implementation, with the aim of expanding our profit base.

Domestic Business

Executive Officer
Company President of
Domestic Business

Yoshihiro
Takada

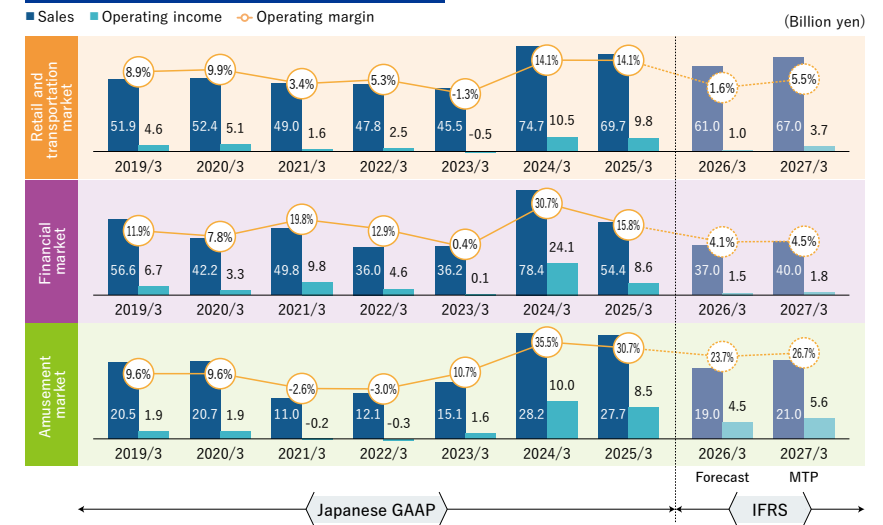
Fiscal 2024 Review, Business Overview, and Fiscal 2025 Forecast

In the domestic market, sales and profit for fiscal 2025 surpassed the pre-COVID benchmark levels of fiscal 2018–2019, which we positioned as our normal target line. Despite the rebound effects from the strong demand related to the new banknote issuance in the previous fiscal year, this was supported by strong demand for labor-saving solutions in the retail and transportation market, as well as large orders in the financial market.

In the retail and transportation market, hardware replacements and system modifications associated with the new banknote issuance, along with the need for self-service solutions driven by labor shortages, underpinned demand and led to a solid performance. In the financial market, sales and profit remained at pre-COVID levels, supported by strong demand for key products, even though they declined from the previous year, which had been supported by demand related to the new banknote issuance in July 2024. In the amusement market, demand related to the new banknote issuance was supplemented by strong sales of card systems for smart amusement machines. As a result, sales in the retail and transportation and amusement markets approached the record levels achieved in fiscal 2023.

For fiscal 2025, we forecast declines in both sales and profit across all markets, primarily due to the absence of demand related to the new banknote issuance. In the retail and transportation market, however, demand for self-service solutions remains strong due to labor shortages. We also expect sales of the coin and banknote recycler for cashiers to be on a par with the fiscal 2025 level. In the financial market, as well, we are continuing to expand sales to drive growth of the new business domain. Leveraging our strength in physical store operations, we are supporting customers' store DX.

Domestic Sales and Operating Income



Strengths and Competitive Advantages

- A best-in-class product portfolio and nationwide service network
- DX capabilities backed by expertise in store operations
- Comprehensive Internet-based solutions that combine hardware-based store operations with software solutions

Business Environment Outlook

Market	Future outlook (March 31, 2026)
Retail and transportation	<p>Retail Driven by the self-service trend aimed at addressing labor shortages, sales of coin and banknote recyclers for cashiers are accelerating. Also, we expect demand to grow for sales proceeds deposit machines that improve cash management efficiency and support back-office automation.</p> <p>Food and Beverage As labor shortages become more severe, the market is increasingly adopting self-ordering and self-payment solutions as effective countermeasures.</p>
Financial	Buoyed by strong earnings following the shift away from negative interest rates, financial institutions are stepping up branch-focused strategies to secure deposits, thereby increasing their investment appetite. Driven by labor shortages, stronger governance, and the trend toward smaller branches, institutions face an increasing need for not only cash handling machines but also related devices, such as security storage systems.
Amusement	Demand for card systems for smart slot machines has peaked. We are closely monitoring market trends under the new standards for smart pachinko machines introduced in July 2025.

Key Points to Achieve Business Targets **P.32**

Domestic Business

Key Points to Achieve Business Targets

Point 1 Capture core business opportunities with confidence: Focus on improving efficiency in physical stores

In Japan, the declining working population due to the low birth rate and aging society has led to rising labor costs and workforce shortages. For the Group, which provides self-service products that contribute to labor savings and operational efficiency, this represents a significant business opportunity.

In the financial market, we are not only promoting cash handling machines but also expanding sales of non-cash products, such as key management systems and tax/public fund payment stations. We are expanding our product lineup to include such non-cash products and increasing sales per store. With the shift to positive interest rates, more financial institutions are opening small-scale branches, driving strong sales of products that enable operations with minimal staff.

In the retail and transportation market, we are working to increase sales of coin and banknote recyclers for cashiers to meet the growing demand for self-service solutions driven by labor shortages. When converting staffed registers to semi-self-service, the number of required recyclers is 1.5 times, and in the case of full self-service it triples. Accordingly, we are working to expand sales of dedicated self-service machines. Seeking to enhance back-office efficiency, meanwhile, companies are accelerating efforts to replace sales proceeds deposit machines with ones that have withdrawal functions. By adding withdrawal functionality, retailers can reuse sales proceeds collected from registers as change on the following day, thereby improving cash efficiency. This also helps reduce the number of visits from cash-in-transit companies responsible for collecting sales proceeds and delivering change.

In the amusement market, we are working to introduce card systems in line with the rollout of smart pachinko machines associated with new industry standards announced in July 2025.

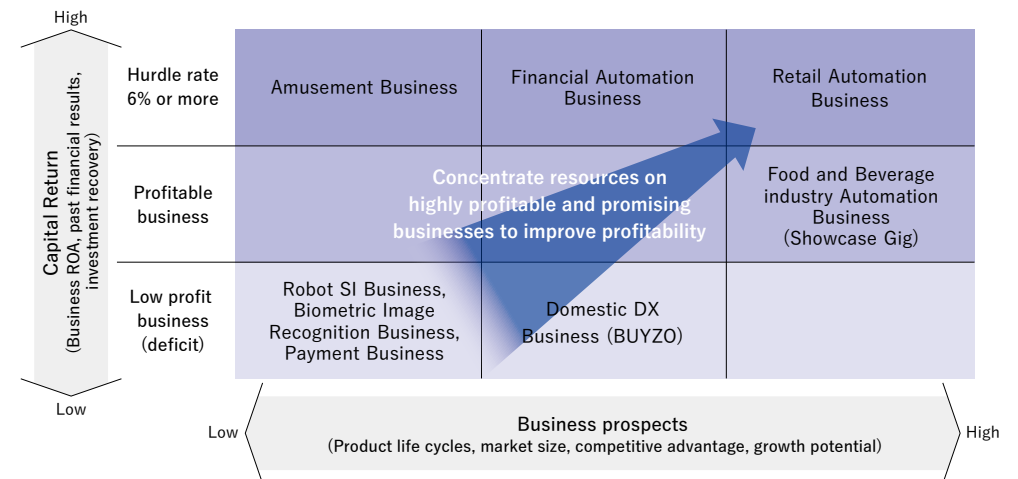
Point 2 Target growth in the retail and food and beverage markets

In our domestic business, the retail and transportation market, which includes the retail and food and beverage markets, has been identified as the main driver of growth during the 2026 Medium-Term Management Plan period. While around 80% of sales in this segment are through major IT vendors we have established a structure in which sales staff are assigned to branch offices nationwide to directly capture user needs. This enables us to go beyond simply providing hardware to deliver solutions that address customer needs. In a move to expand our product lineup beyond our core offerings—coin and banknote recyclers for cashiers and sales proceeds deposit machines—we are working to maintain and strengthen our sales network.

In the food and beverage market, which we are actively expanding as a priority segment, our coin and banknote recyclers for cashiers ticket vending machines, and sales proceeds deposit machines have been installed across a wide range of business formats, from nationwide restaurant chains to independently operated restaurants.

On the other hand, we recognize our persistently low operating margin as a key challenge and are taking concrete actions to improve profitability accordingly. We enhance profitability by improving the performance of low-return business while promoting the broader adoption of ROIC-based management. Each business is assessed along two axes—future growth potential and capital efficiency—and we concentrate resources in high-profit, high-potential businesses to further strengthen our earning power.

Actions for ROIC [Optimizing the business portfolio]



Point 3 Fully leverage our customer base to expand our DX business

In the new business domain, we are leveraging the customer base built through our core businesses as a starting point to enhance our solutions and expand sales. “Repokore!,” a system that centrally manages sales for tenant buildings, is increasingly being introduced at large shopping centers and commercial complexes. This solution supports customers’ store DX by automating the processing of cumbersome settlement receipts and gift certificates through smartphone photo capture, reducing workload by around 75%. We also launched a data connecting service that links membership information from retail smartphone apps—such as those used by supermarkets and drugstores—with membership data from manufacturers of daily necessities. This enables manufacturers to access in-store purchase data from such members. They can also track the in-store purchasing behavior of their own members, allowing them to deliver more effective information through targeted ads and coupons. Unlike hardware, these solutions might not be visible or tangible, but they are steadily contributing to customers’ store DX. We will continue refining our technologies and promoting open innovation to drive the growth of the new business domain.

Domestic Business



Retail market

01 Aspiration

Core Business	Achieve business growth by providing products and services that match the times	New Business Domain	Accelerate the monetization of target businesses and develop new businesses
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02 SWOT

Strengths and competitive advantages	Best-in-class product lineup; provision of high stability through a nationwide network of follow-up systems; expertise and track record in labor-saving and labor-reduction proposals	Issues	Strengthening ability to propose solutions; expansion of sales formats such as recurring models
Social issues and needs	Ongoing trend toward self-service solutions to address labor shortages; emergence of various payment methods and new store formats	Risks	Shift in demand toward lower-priced products; further expansion of the e-commerce market; development of a less-cash economy

03 Business environment

The need for self-service payment solutions is high. The willingness of retailers to invest in labor-saving solutions is accelerating in response to chronic labor shortages. We hold the top share of the domestic market for coin and banknote recyclers for cashiers and sales proceeds deposit machines.

Note: As of March 31, 2025; Source: Glory's research

04 Initiatives to achieve our aspirations

Core Business	<ul style="list-style-type: none"> Expand market share with the release of the industry's first compact, easy-to-use self-service machines Expand into convenience stores, drugstores, etc. 	
New Business Domain	<ul style="list-style-type: none"> Monetize the new business domain's services such as RURA, a remote operation support service, and REPOKORE, a tenant settlement system Expand the number of member companies for the data connecting service 	

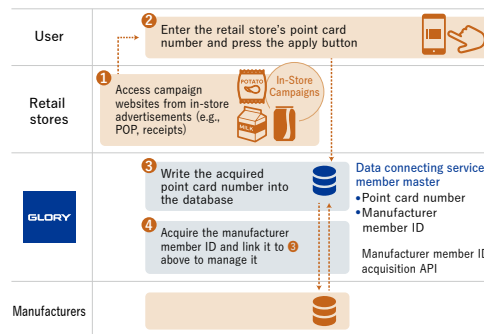
Topics

A data connecting service that accurately and continuously tracks consumer purchasing behavior

In October 2024, we launched Japan's first data connecting service that links the information of members of smartphone apps for retailers with the information of daily necessities manufacturers, providing manufacturers with data on purchases made by those members at stores.

In recent years, there has been a surge in consumers installing smartphone apps from retailers and manufacturers to obtain information on special offers and coupons. However, understanding the actual purchasing behavior of app members has proven difficult, preventing manufacturers from effectively leveraging this data for PR purposes. To address this, we developed a data connecting service that uses Glory's proprietary technology to link the member IDs of retailers and manufacturers, enabling manufacturers to track the purchasing behavior of their members at retail stores.

Manufacturers using this data connecting service can provide useful information to consumers more effectively.



F&B market

01 Aspiration

New Business Domain	Accelerate the monetization of target businesses and develop new businesses
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02 SWOT

Strengths and competitive advantages	Provision of high stability through a nationwide network of follow-up systems; diverse product lineup; provision of OMO solutions using hardware	Issues	Strengthening of alliances with partner companies; accumulation of know-how in digital technology and SaaS model businesses
Social issues and needs	Ongoing trend toward self-service solutions to address labor shortages; emergence of diverse shopping experiences and store styles; change in industrial structure from automation to informatization	Risks	Emergence of new services using smartphones; development of a less-cash economy

03 Business environment

Since January 2023, following the COVID-19 pandemic, sales in the F&B industry have recovered by more than 10%. The decline in Japan's population is an unavoidable issue for the F&B industry, and we expect to see increased investment in digital transformation to expand sales and save on labor.

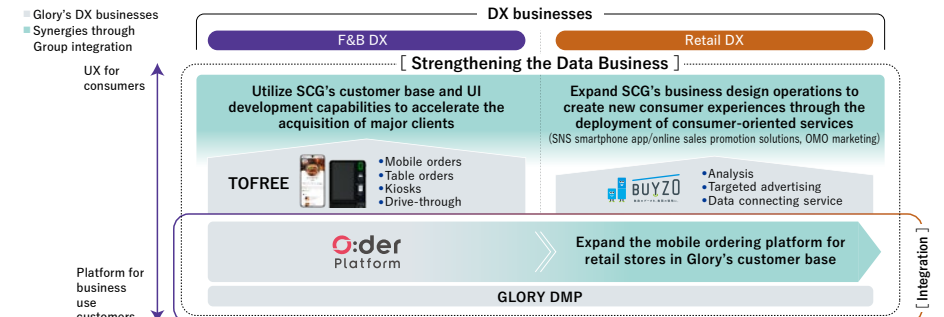
04 Initiatives to achieve our aspirations

New Business Domain	<ul style="list-style-type: none"> Expand into major restaurant chains Expand the next-generation restaurant business solution "TOFREE" Expand synergies with Showcase Gig Expand sales of the mobile ordering platform
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Topics

Aim to leverage complementary strengths and expand our DX businesses through Showcase Gig's integration into the Group

We will leverage the complementary strengths of Showcase Gig (SCG) and Glory to expand our business domains and diversify our services, thereby accelerating business growth.



Domestic Business

Special Topic : Co-creation with Showcase Gig Inc.

In October 2024, we acquired Showcase Gig Inc. (SCG) as a subsidiary to strengthen our ability to provide new solutions that address social and management challenges in the food and beverage industry. In this section, we outline the growth strategy of SCG's next-generation restaurant business platform, O:der Platform, and its future potential through collaboration with Glory.



President & Representative Director
Showcase Gig Inc.

Akira Ishigame

Business centered on mobile ordering

Since its founding in 2012, SCG has offered services for the food and beverage industry with a focus on consumer experiences under the theme of “bridging real-world consumption and the Internet.” In our ordering business, which accounts for the majority of our revenue, we help restaurants boost profitability by providing new purchasing channels, such as mobile and table ordering, through our O:der Platform. The COVID-19 pandemic led to an increase in people choosing take-out over dine-in and sparked a move toward contactless self-service options in restaurants. Due to staffing shortages, the need to save labor remains high, and our business continues to expand. Our O:der Platform not only enables self-service ordering and payment but also reduces the operational burden for restaurants by digitizing menus, which cuts printing costs, and supporting multilingual access. Going forward, we will leverage Glory's sales network to further expand sales.

High retention rate driven by superior usability and quality

To meet the diverse needs of each restaurant in a flexible manner, we must deliver high levels of both versatility and customizability. To achieve this, we have a robust in-house development and design team, which is our key strength. We take particular pride in our ability to develop user interfaces tailored to each restaurant's brand image, as well as our advanced development capabilities leveraged by AI. As our services are used by restaurant customers directly, we focus on quality to ensure anyone can navigate them with ease. After installing O:der Platform, we propose measures aimed at boosting our clients' revenue, such as optimizing menu displays. At the same time, we leverage the SaaS* model's strengths to provide regular platform updates. This approach has helped us maintain a high client retention rate.

*SaaS (software as a service): Service that allows users to access software hosted on the cloud over the Internet

Bridging the digital and physical worlds to reach the next stage

I first learned about Glory around 2019, when we were exploring the development of our own kiosks. Restaurants cannot rely solely on smartphones. They must integrate hardware, such as POS registers and ticket vending machines, into their operations. Accordingly, we saw the need to take the next step toward bridging real-world consumption and the Internet. In the process of collaborating with Glory on the development and rollout of the next-generation self-ordering terminal, O:der Kiosk, what stood out most was our shared commitment to quality. This was a key factor that led us to join the Glory Group.

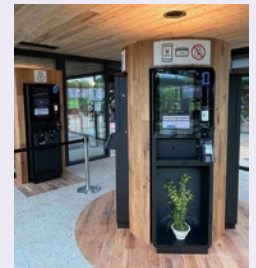
As a Group member, we are focusing on a hybrid approach to restaurants that combines online and physical solutions while creating synergies in software development. By welcoming engineers from Glory and sharing new AI-driven development methods, we are fostering mutual growth and creating a positive cycle for our business. SCG is a venture company, and Glory has a history of more than 100 years. Therefore, we have different corporate cultures and values. Nevertheless, I firmly believe that the integration of software and hardware is essential for the future of our business and that a promising future lies beyond our differences. As a team of software specialists, we are determined to serve as a strong foothold for Glory's business expansion.

[Introduction to O:der Platform \(Japanese only\)](#)

「La Collina Omihachiman」 (Taneya Co., Ltd., Club Harie Co., Ltd.)

Based on the concept of “learning from nature,” La Collina Omihachiman is the flagship complex of Taneya (Japanese confectionery company) and Club Harie (Western confectionery company). Its spacious grounds feature a variety of sweet shops, along with a *baumkuchen* factory and cafés. When its food court was renovated in 2024, we installed five self-service kiosks. Previously, each of the six food court vendors handled ordering, payment, cooking, and serving individually, which placed a heavy workload on staff and caused congestion. To address these issues, the food court decided to transition to a self-ordering system using kiosks.

The key factors behind the decision to introduce the system were its user-friendly interface for a wide range of customers and its multiple payment options. La Collina Omihachiman is a highly popular tourist destination, attracting visitors of all ages and people from overseas. As a result, it needed terminals with an easy-to-understand interface for all age groups and support for multiple languages. Since the COVID-19 pandemic, moreover, the rate of cashless payments has increased, making it essential to have multi-payment terminals that support not only cash but also credit cards, QR code payments, and electronic money. With the kiosks installed, staff can now focus on cooking and serving meals, which has dramatically improved the speed of meal delivery and helped alleviate congestion.



Facility name:
La Collina Omihachiman
Address: 615-1 Kitanosho-cho,
Omihachiman, Shiga, Japan
URL: https://taneya.jp/la_collina/

「Ginza Kagari, Otemachi Branch」 (Adesso Co., Ltd.)

We also installed self-service kiosks at the Otemachi branch of Ginza Kagari, a renowned restaurant famous for its rich chicken-broth-based ramen. The primary goal was to enable cashless payments. As the Otemachi branch is located in a business district, many customers visit during lunchtime carrying only their smartphones, so eliminating cash payments helped reduce the workload on staff. Unlike traditional ticket vending machines, the self-service kiosks feature large displays with photo menus and allow for flexible recommendation steps after the main ramen is selected, making it easy for customers to add toppings. This has also led to an increase in the average spend per customer.



Facility name:
Ginza Kagari (Otemachi Branch)
Address: B1F, Otemachi Financial
City Grand Cube, 1-9-2 Otemachi,
Chiyoda-ku, Tokyo, Japan
URL: <https://www.otemachi-financialcity.jp/shop/kagari/>

Domestic Business



Financial market

01 Aspiration

Core Business	Providing comprehensive solutions for branch operations	New Business Domain	Accelerate the monetization of target businesses and develop new businesses
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02 SWOT

Strengths and competitive advantages	Thorough knowledge of store operations; provision of high stability through a nationwide network of follow-up systems; enhanced monitoring service system	Issues	Construction of a package proposal style that matches the store format; expansion of the maintenance service lineup
Social issues and needs	Trend toward low-cost operations and smaller store staff numbers; diversification of regional bank businesses	Risks	Decrease in cash in circulation; rise of digital currencies; decrease in full-bank branches

03 Business environment

Although the number of bank branches is generally declining, Japan's recent lifting of its negative interest rate policy is expected to prompt mega banks to increase customer contact points. At the same time, the trend toward streamlining branch operations and reducing staff will persist. We maintain the leading share in the domestic market for our key products.

Note: As of March 31, 2025; Source: Glory's research

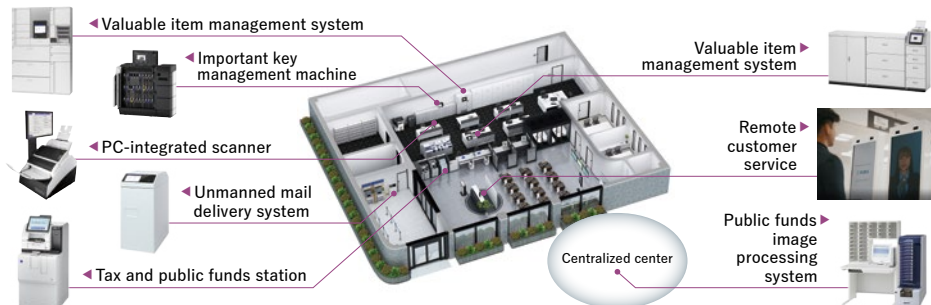
04 Initiatives to achieve our aspirations

Core Business	<ul style="list-style-type: none"> Engage in large-scale business negotiations Expand the lineup of solutions that increase added value, starting with products that are already in the market, such as monitoring services Acquire steady orders for machine replacement that were modified when new banknotes were issued
New Business Domain	<ul style="list-style-type: none"> Monetize solutions released during the previous Medium-Term Management Plan Strengthen proposals for next-generation stores that enable stores to be run by fewer staff Establish new solutions such as store monitoring services

Topics

Expansion of the non-cash product lineup

In addition to cash handling machines, we offer a broad range of other products that contribute to labor-saving and more rigorous operations at financial institutions. We focus on expanding the non-cash field at financial institutions, as well as increased willingness to invest in capital equipment.



Amusement market

01 Aspiration

Core Business	Improvement of profitability and creation of new revenue streams
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02 SWOT

Strengths and competitive advantages	Lineup of labor-saving and labor-reducing products; provision of services that contribute to increased customer attraction	Issues	Strengthening our ability to propose solutions
Social issues and needs	Spread of amusement machines; response to labor shortages	Risks	Decrease in the number of players; shrinking market size

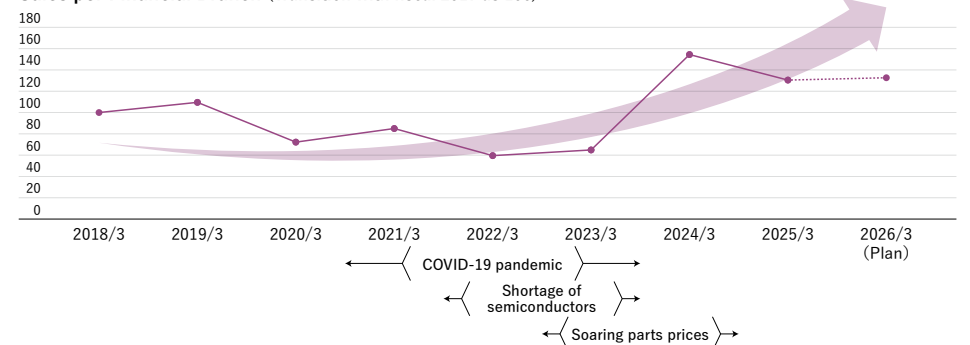
03 Business environment

The number of pachinko parlors is decreasing, but the number of machines installed per store is on the rise, and the size of halls is increasing. The introduction of new standards for smart pachinko machines in July 2025 is expected to revitalize the market.

04 Initiatives to achieve our aspirations

Core Business	<ul style="list-style-type: none"> Expand sales of card units for smart pachinko and smart pachislot machines Strengthen initiatives for digital transformation (provide PachiPICKS, PAPIMO-ring, and new amusement machine analysis; utilize BUYZO; integrate visitor detection systems and membership management systems) Establish self-checkout solutions
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Sales per Financial Branch (Transition with fiscal 2017 as 100)



Human Resources Strategy for New Value Creation

Ever since its founding, the Glory Group has been committed to human resources development based on the belief that nurturing people is integral to nurturing the Company. To provide our customers with cutting-edge solutions and products, we encourage our employees to acquire not only the necessary skills and knowledge for their work but also a broad range of experiences and insights. By doing so, we aim to create new solutions that transcend national and industry boundaries.

Basic approach

Our Long-Term Vision 2028 states that we want our organization and employees to be open-minded, act with speed beyond expectation, represent a global company, and embrace a challenging spirit. It is with a strong sense of urgency that we recognize that rigid organizational structures and practices will not enable our organization and human resources to survive in this rapidly changing world. For this reason, we are making efforts to enhance our competitive human capital. In terms of human resources development, we provide a wide range of learning opportunities utilizing IoT and implementing comprehensive personnel assignments, including within Group companies, so that our employees can mainly acquire the knowledge and expertise necessary to advance our new business areas. At the same time, we also actively recruit talent who can contribute immediately to our business expansion efforts.

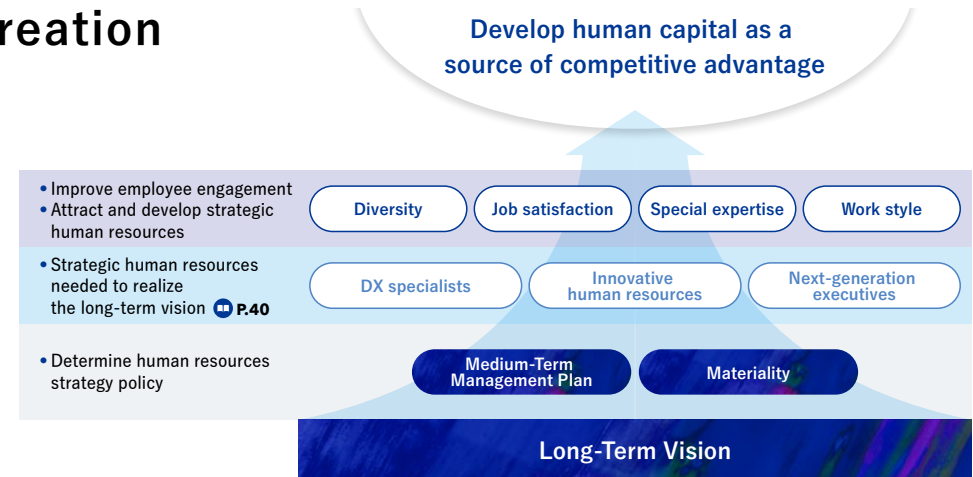
Meanwhile, we believe that enhancing engagement is crucial for motivating employees and enabling their personal growth. As the values that employees expect of companies and work styles are also diversifying, we promote cross-divisional human resources exchanges and provide support tailored to each employee's career stage as part of our efforts to create an environment where talented individuals can thrive over the long term.

Fiscal 2024 Results and Plans for Fiscal 2025

Fiscal 2024 targets	Fiscal 2024 results	Fiscal 2025 targets
Innovative human resources		
Ongoing activities to commercialize DUNK*1 2023	• Considered concept confirmation	• Currently being planned by the Business Innovation Headquarters
Implement DUNK2024	• Theme submissions: 86 • Passed initial screening: 5 • Passed second screening: 1	• Implement DUNK2025
Mana VIVA*2	• 126 people enrolled	• Enhance and maintain content
Next-generation executives		
Dispatch as assistants to the presidents of domestic affiliate companies as part of the training program for next-generation executive candidates	• Dispatched to two companies	• Implement selective training programs focused on young talent in line with talent management • Assess the state of training for the two dispatched next-generation executive candidates
Promoting diversity		
Recruit new graduates to promote women's empowerment	• New graduate recruitment: Hired 13 female employees and 5 foreign nationals (joined in April 2025)	• New graduate recruitment: Hire 22 female employees (joining in April 2026)
Recruit foreign nationals	• Mid-career recruitment: Hired 9 female employees and 7 foreign nationals	
Further promotion of globalization		
Dispatch two employees for short-term overseas study	• Dispatched two employees for short-term overseas study	• Dispatch two employees for short-term overseas study
Dispatch two overseas trainees	• Dispatched two overseas trainees	

*1 An initiative to solicit ideas for new business ventures from employees with the aim of commercializing them.

*2 A personal development program that allows employees who are eager to learn to choose from a wide range of programs covering specialized knowledge, business skills, and general education.



Aim of human resources strategy

In the 2026 Medium-Term Management Plan, our basic policies are to develop new revenue streams and increase the profitability of our core business. To develop businesses that will become new revenue streams, a shift in thinking from “products” to “solutions” is essential. To enhance profitability in this changing external environment, we believe that personnel who will drive our business in the future must possess new knowledge, heightened sensitivity, and diverse values that differ from those of the past. In particular, as we work to expand our DX business, software technology will become as important as the mechatronics technology for which we are known.

Human Resources Strategy for New Value Creation

Attract and develop strategic human resources

DX specialists

Among the business foundation strategies outlined in the 2026 Medium-Term Management Plan, we will work on DX strategies. We place particular emphasis on developing human resources internally and strive to enhance the capabilities of not only our engineers but also our entire workforce. In our product development and sales divisions, we will leverage digital technologies to create innovative products and services. On a Company-wide level, we will focus on developing human resources capable of driving innovation in business processes, through initiatives such as our DX leadership training program, GLORY DIGITAL ACADEMY. Specifically, we will foster “Future ‘Offensive DX’ leaders” to address problems in the workplace and “‘Defensive DX’ leaders” to drive transformation of our business operations.

Innovation human resources

Another key challenge is to attract and foster innovation-oriented human resources who will be responsible for developing new businesses. In addition to attracting people with diverse values, including career hires from other industries, we are working to enhance our internal environment to support employees' development. For example, we offer “Mana VIVA,” a new personal development program that addresses employees' desire for self-learning. This program uses e-learning to enable employees to access diverse content anytime and anywhere.

In addition, our Business Innovation Headquarters, which is responsible for new business development, took the lead in implementing our “DUNK” business contest. This initiative solicits new business ideas from employees and works to commercialize them. Its aim is to not only develop and discover innovative human resources but also increase employee engagement through the process and outcomes of these activities.

Next-generation executives

To develop the next generation of executives, we have implemented various initiatives, including talent management and selective training programs. In fiscal 2024, we dispatched next-generation executive candidates to serve as assistants to the presidents of two domestic affiliate companies to help them acquire practical skills. We will continue this program in fiscal 2025 to further enhance their skills. In addition, we will integrate the Glory Business College, which aims to help employees acquire the skills required for executive positions, with talent management, as well as analyze the skills held by employees in our human resources information system to ensure that the right people are assigned to the right positions.

Toward sustainable growth for employees and the Company

[Our Values Values shared by the GLORY Group]



[Expected Behaviors based on Our Values]

With the spread of cashless payment systems and the consolidation of financial institutions' outlets worldwide, the business environment surrounding the Group is changing dramatically. In addition, the backgrounds of the Group's employees are becoming more diverse due to an increase in Group companies through M&A activities, as well as an increase in mid-career hires.

To continue growing under these circumstances, our Group established “Our Values” in 2024. To ensure that all employees fully understand and embrace these values, we conduct group training sessions and use various tools to instill them throughout each division.

For example, overseas companies held workshops on putting Our Values into practice at meetings attended by managers from all regions. In the Production Headquarters, employees chose the values they considered most important from among six options and wear badges as icons representing those values to raise awareness in their daily work. By continuing these activities, we will foster a shared awareness among employees and aim for the sustainable growth of Group companies.



Workshop in progress



Active promotion of Our Values overseas



Employees wearing icon badges

For Our People

Basic policy



The Long-Term Vision 2028 spells out the Glory Group's aims for its corporate culture, organization, and human resources under the concepts of "Open-minded," "Speed beyond expectation," "Global company," and "Challenging spirit." To achieve this Vision, we strive to create a welcoming and motivating workplace environment that respects employees' diversity, as well as their personality and individuality. We are cultivating a corporate culture in which all employees can maximize their potential, regardless of age, gender, nationality, or work experience.

Policy for developing human resources and establishing a work environment to embrace the diversity of our core human resources

We are committed to establishing a work environment that can nurture and develop the abilities of our diverse employees. We believe that the growth and development of our employees will support the sustainable growth of the Company and the enhancement of our corporate value.

Diversity & inclusion

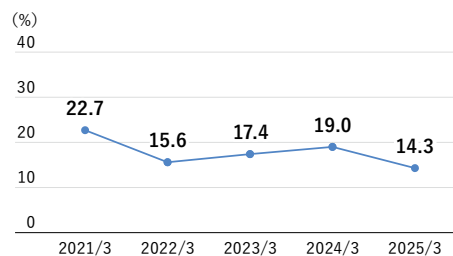
Women's Empowerment and Career Development

Glory recruits and fosters talent regardless of gender, while striving to create an environment where employees can fully leverage their abilities. To further expand opportunities for women to thrive, we formulate and promote action plans based on the Act on Promotion of Women's Participation and Advancement in the Workplace. In addition to work-style reforms and support for an optimum work-life balance, we actively promote women to management positions. Every year, we second our female employees to a year-round, cross-industry program to foster their career awareness.

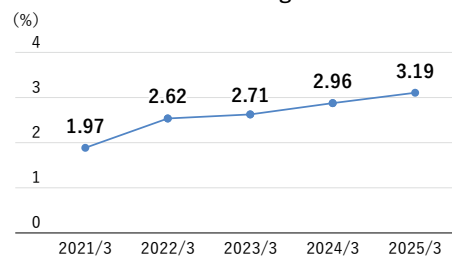
As of April 2025, the percentage of females in new graduate positions was 14.3% and females in management positions was 3.2% (33 persons). We will continue our efforts to achieve the targets set in the 2026 Medium-Term Management Plan (25%+ females in new graduate positions and 5% females in management positions).

We also promote paternity leave, and the uptake rate was 80.8% in fiscal 2024. We will continue to raise awareness in the workplace, aiming to achieve a 90% uptake rate as set in the 2026 Medium-Term Management Plan.

Ratio of Females in New Graduate Positions



Ratio of Females in Management Positions



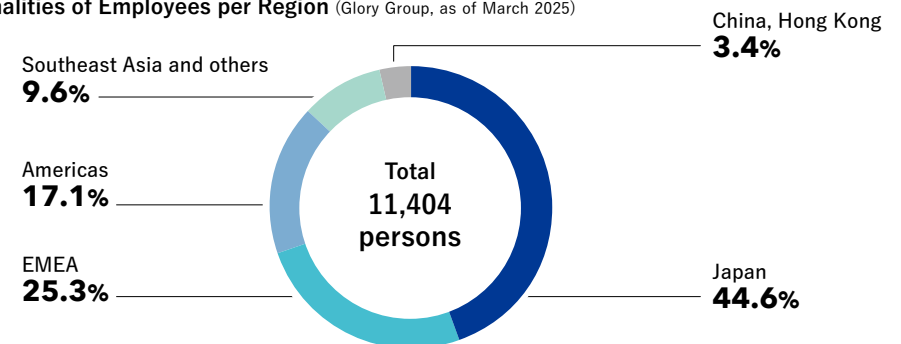
Recruitment and Promotion of Foreign Nationals

As our business grows globally, we have promoted the recruitment of global talent including foreign nationals in Japan and their promotion to management positions, under the policy to encourage the recruitment of talent regardless of nationality.

As of March 2025, 24 foreign nationals with diverse cultural backgrounds, including from China and Hong Kong, are working in the Company's corporate affairs and overseas business divisions at the headquarters in Japan. We will continue our strategic recruitment of non-Japanese talent and their promotion to management positions.

Across the Glory Group, more than 6,300 employees (approximately 55.6% of the total) are non-Japanese. Our overseas subsidiaries are managed primarily by locals, at both executive and other management levels.

Nationalities of Employees per Region (Glory Group, as of March 2025)



EMEAs: Europe, Russia, Africa, Middle East

Americas: North America, Central America, South America

Southeast Asia and others: South-East Asia, India, Australia, New Zealand

Promotion of Mid-Career Hires to Management Positions

We strategically recruit personnel with a wide range of knowledge, skills, backgrounds, and careers who can become an immediate asset to the Company. In line with our management policy, we strategically recruit highly specialized professionals, including those who can be core management personnel and those with expertise in IT and DX (digital transformation) to drive changes in the Group's new business areas. We also promote these personnel to management or specialist positions.

As of March 2025, the percentage of mid-career hires in management positions was 26.0%.

For Our People

Promoting health and productivity management Working Environment

Glory believes that maintaining employee well-being is a key management concern for corporate activities and therefore established the Health and Productivity Management Declaration to promote initiatives for maintaining employees' health.

Health and Productivity Management Declaration

Glory addresses employee well-being as a key priority in its corporate management, in order to invigorate the entire organization and to enhance its productivity.

Akihiro Harada President, GLORY LTD.

Basic Health and Productivity Management Policy

1. Implement strategic measures for Health and Productivity Management

We address our health and productivity challenges by incorporating strategic measures into the management plan, in line with the Health Management Strategy Map shown below.

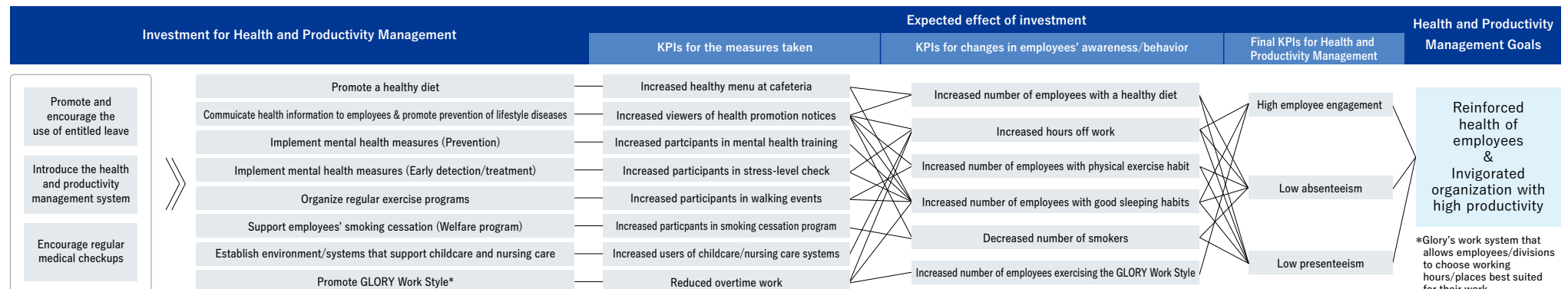
2. Set goals and implement proactive measures for Health and Productivity Management

We set specific numerical targets and implement measures to raise awareness and promote the health of our employees.

3. Create a healthy and safe workplace

We create a safe and healthy work environment and establish labor and welfare systems that reinforce the engagement, morale, and productivity of our employees, so as to reduce absenteeism (Habitual pattern of employees' absence due to health issues) and presenteeism (Act of employees continuing to work despite having reduced productivity level due to health issues).

Health and Productivity Management Strategy Map



Certified Health and Productivity Management Organization (large enterprise category)

Glory has been continuously recognized as a Certified Health and Productivity Management Organization in the large enterprise category by the Certified Health and Productivity Management Organization Recognition Program operated by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi (Japan Health Council) since 2020.

The Certified Health and Productivity Management Organization Recognition Program recognizes large enterprises and small to medium enterprises engaging in particularly outstanding health management practices based on initiatives that address health issues impacting the local community or health improvement initiatives promoted by Nippon Kenko Kaigi.



Measures to Maintain Health

Glory maintains and reinforces employee health by ensuring that they receive standard medical checkups annually and, where applicable, special semiannual medical checkups. Industrial physicians and health nurses provide a follow-up based on the results of the checkups through, for example, face-to-face consultations.

As measures to help prevent mental health issues, the Company established the internal Mental Health Counseling Center, which is staffed by three counselors and conducts awareness-raising activities on mental health. The Group also offers stress checks to all employees, with 86.2% taking them in fiscal 2024. The results are analyzed and necessary follow-up actions are taken that include offering face-to-face counseling with doctors and counselors to employees identified as suffering from high stress while analyzing their organizational structure and proposing improvements to their working conditions.

DX Strategies to Achieve the Glory Digital Vision

Glory Digital Vision

In the 2026 Medium-Term Management Plan, we have prioritized digital transformation (DX) strategies as our primary business foundation strategy. Specifically, we aim to promote customers' DX through the combination of best-in-class products and software platforms. To achieve this, we formulated the Glory Digital Vision, which outlines matters to be addressed

from both offensive and defensive perspectives in relation to the use of digital technology. Our offensive initiatives are aimed at leveraging digital technology to create innovative products and services, while our defensive initiatives focus on enhancing the employee experience through business process innovation.



*1 People adept at driving work and business process transformation through DX

*2 People who will instill digital literacy in the workplace

Note: KPIs are for the Glory Group unless noted otherwise.

Certified as a DX Certified Business Operator

We have been certified as a DX Certified Business Operator under the DX Certification System established by the Ministry of Economy, Trade and Industry (METI) as of January 1, 2025. The DX Certification System is a government initiative that certifies companies meeting the basic requirements of the Digital Governance Code* established by the Ministry of Economy, Trade and Industry, based on the Act on Promotion of Information Processing. Specifically, it recognizes companies that are prepared to promote DX by formulating a DX strategy aligned with their management vision and determining and disclosing indicators to measure the achievement of that strategy, among other things.

*Guidelines that summarize the actions required of executives, such as formulating and announcing a management vision based on social transformation through digital technology, to encourage voluntary efforts by companies regarding DX.



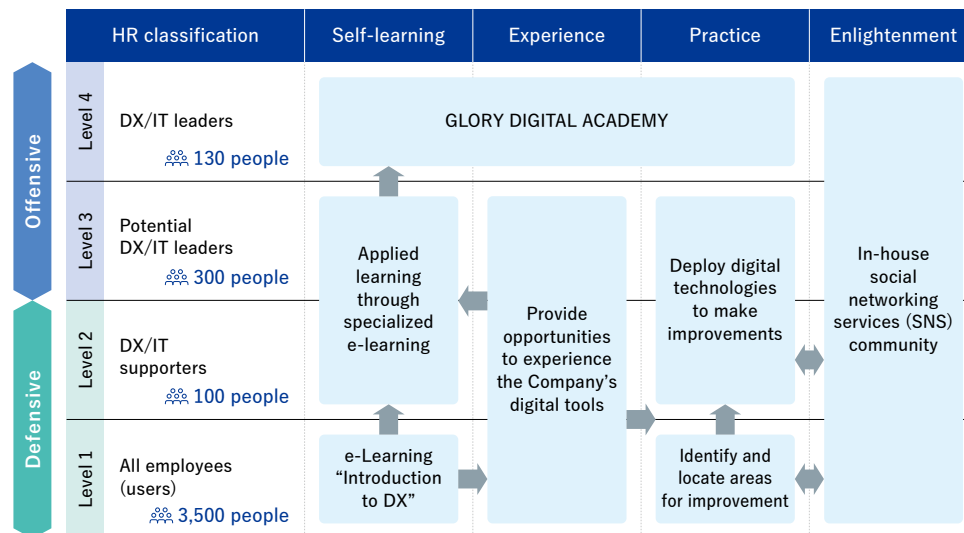
DX Strategies to Achieve the Glory Digital Vision

Vision, initiatives for achievement, and KPIs

In fiscal 2024, GLORY LTD. focused on developing DX specialists from both offensive and defensive perspectives as the first year of GLORY DIGITAL VISION.

Offensive DX is vital for achieving sustainable corporate growth through the growth of new business areas and the development of core operations. We believe it is important to cultivate specialists who can proactively utilize digital technology to identify challenges and create solutions on their own initiative. This will enable flexible and rapid responses to market changes and customer needs, thereby enhancing competitiveness in new business areas. To this end, we launched the GLORY DIGITAL ACADEMY in fiscal 2024 with the aim of cultivating specialists capable of thinking independently and creating new value in DX and IT fields. Fifteen employees, selected primarily from the new business promotion and development divisions, completed a year-long, high-level curriculum modeled after an American university course. In this course, they acquired broad knowledge and practical skills, ranging from fundamentals to advanced applications. This training program emphasizes output as much as input, with participants engaging in practical project planning. When formulating plans, they build data-driven strategies concerning customer challenges, value propositions, and alignment with our business, thereby enhancing their ability to contribute immediately in real-world operations. We are continuing this training program in fiscal 2025.

Through defensive DX, we are working continuously to enhance Company-wide knowledge of DX and foster a shift in mindset. This entails conducting e-learning for all employees to solidify their foundational DX knowledge, while also sharing concrete examples of business process improvements on the internal intranet.



FY2024 plan	FY2024 results	FY2025 plan
Training DX specialists (offensive/defensive) and visualizing potential personnel		
Visualize skills through internal DX assessments	301 people	—
Select and train personnel (training target: cumulative total)		
<ul style="list-style-type: none"> DX/IT leaders (People who can conceive and create DX/IT projects on their own) – 20 people 	41 people	70 people
<ul style="list-style-type: none"> Potential DX/IT leaders (People capable of promoting or supporting DX/IT projects) – 100 people 	37 people	200 people
<ul style="list-style-type: none"> DX/IT supporters (People who drive defensive DX on the front lines) – 20 people 	14 people	50 people
<ul style="list-style-type: none"> DX/IT tool users (People with basic knowledge of DX/IT who can use digital tools) – 1,000 people 	3,389 people	3,500 people

Basic research for realizing our DX strategy

The Glory Group aims to be a company that drives customers' DX with best-in-class products and software platforms combined. As part of this commitment, we are pursuing fundamental research that will help us achieve the goal of creating innovative new products and services using digital technologies, as outlined in our offensive DX initiatives. For example, at the Technical Innovation Center, we continue to conduct research aimed at developing necessary technologies by backcasting from a future vision projected five to 10 years ahead. By combining our established recognition and identification technologies with AI, we are researching development methodologies that will help improve the accuracy of our solutions. Furthermore, we are deepening our understanding of the characteristics of AI, which is evolving daily, and exploring appropriate learning models that will help shorten development cycles. We collaborate and share the results of our research findings with our business divisions, incorporating these findings into the solutions we provide to our customers.

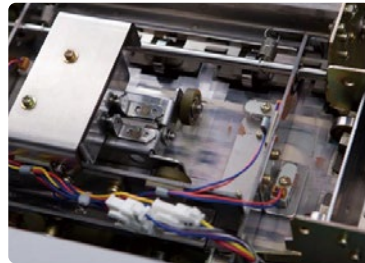
We will continue to strengthen our technological capabilities and competitiveness by linking rapidly accelerating technological innovation with challenges facing society and translating them into solutions. To this end, will do everything we can to enhance customer satisfaction and achieve our vision.

Technology Foundation

Glory's core technologies

Recognition/identification

Glory has devoted itself to the study of recognition/identification in currency processing, where accuracy is required. As a result, we use high-speed arithmetic processing to determine denominations and verify authenticity of up to 1,000 banknotes or 3,000 coins per minute. The technology can be used in fields other than currency processing as well, such as discerning business forms, including receipts for taxes and public fee payments; recognition of handwriting written on election voting forms; and others. Moreover, this technology is being extended to the field of facial recognition, capable of meeting the strict standards for personal authentication.



Mechatronics

By integrating mechanical and electrical engineering, delicate and intricate tasks can be processed at astonishing speeds. Coins from around the world, with their differing thicknesses and sizes, can be counted at a rate of up to 3,000 coins per minute, as well as being sorted and wrapped. We also applying cutting-edge technology to each of the processes of counting, sorting, and bundling. This mechatronics technology is used not only in cash handling machines but also in the construction of automated production lines and robotic solutions.



Implement IP initiatives to enable future business profits

Glory implements Group-wide IP initiatives to enhance its brand value through inventions and the acquisition of IP rights. We promote the use of IP rights in business strategies, while implementing risk avoidance measures based on IP searches to avoid disputes.

Securing a competitive advantage in the food and beverage market

Our patent applications in the F&B market have increased significantly since the start of fiscal 2024, the first year of the 2026 Medium-Term Management Plan. We regularly explore invention opportunities to file patents and build a strong portfolio strategically based on our customer needs identified by our acquired companies. We work to gain competitive advantage through the acquisition of rights to our proprietary specifications and technologies and build a foundation for our business in the F&B market. For the Group's further business expansion, we aim to double the number of patent applications in the F&B market during the three years of the 2026 Medium-Term Management Plan.

Technologies that support the new business domain

Data analytics

Glory is utilizing data analytics technology to expand its presence in the new business domain and is promoting digital transformation for customers that will realize their demands and those of society more generally. In May 2020, Glory executed a capital and business alliance with AdInte, an IoT venture company, with the aim of bolstering data analytics technology. Through the collaboration, in July 2021 we launched "BUYZO," a data utilization service that will increase customer engagement for retailers and restaurants.

DMP Business



Biometric authentication technology (facial and skeleton recognition)

Our recognition/identification technologies, acquired through the development of cash handling machines, have evolved into biometric technology, such as face and skeletal recognition. Our facial recognition system boasts the industry's highest level of authentication accuracy and is used not only for security purposes but also to improve operational efficiency and customer service.

In addition, our biometric authentication technology is finding applications in new fields, such as medical and nursing care. The Group has developed AI image recognition technology that can accurately recognize posture from the human skeleton and launched "mirAI-EYE," a fall detection system that applies this technology.



IP strategies for business domain expansion

The IP Department works closely with the business divisions to increase the ratio of strategic patents, which we consider essential in expanding our business domain both in Japan and overseas. To this end, we intend to strengthen our patent portfolio in line with the Group's business strategies and extend the areas of preemptive patenting. The United States is a key overseas market for us with strong future growth potential. To this end, we second members of our IP Department to our U.S. subsidiary to reduce IP-related risks and promote the early acquisition of IP rights, aiming to expand the U.S. ratio in our global IP portfolio.

Sustainability Management

Basic philosophy

Under our corporate philosophy of “Building a more secure world through global collaboration and commitment to excellence,” we aim to resolve social issues using the core technologies we have developed and advanced technologies designed to create new value, in our efforts to realize a sustainable society and increase our corporate value.

Sustainability policy

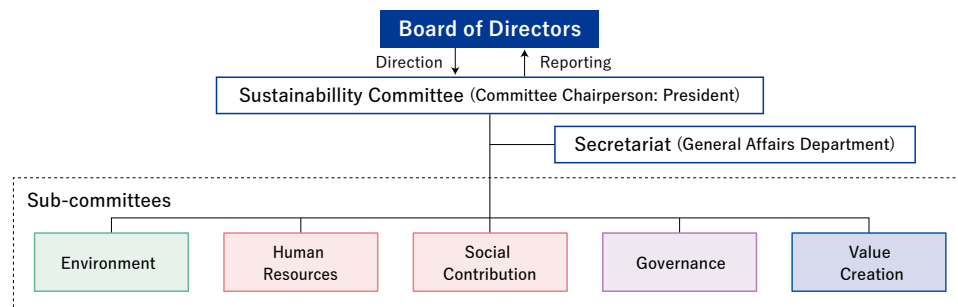
Contribute to the sustainable growth of society and promote measures to improve corporate value.

Sustainability promotion structure

The Group has in place the Sustainability Committee chaired by the President and composed of full-time directors, heads of domestic and overseas business units, and heads of headquarters. The committee meets twice a year and carries out the duties listed below based on the management policies formulated by the Board and regularly reports to the Board, which supervises policy formulation, indicator setting, and initiative implementation.

- (1) Deliberates on basic policies, plans, and internal promotion system for sustainability management
- (2) Formulates medium-term and annual policies to promote sustainability initiatives
- (3) Promotes initiatives based on the Company's sustainability policies and monitors their implementation
- (4) Deliberates on whether to proceed with individual projects that fall under each activity group

The Sustainability Committee has five sub-committees: Environment, Human Resources, Social Contribution, Governance, and Value Creation. The sub-committees implement initiatives to address the material issues identified and are responsible for target and KPI settings, as well as deliberations and implementation of specific measures.



Key topics discussed by the Sustainability Committee and the Environmental Management Committee

Sustainability Committee

- Initiatives under the 2026 Medium-Term Management Plan to reduce greenhouse gas emissions and implement human rights due diligence
- Response to the Corporate Sustainability Reporting Directive (CSRD)
- Enhanced climate-related disclosures based on the TCFD recommendations

Environmental Management Committee

- Initiatives on carbon footprint assessment and on reducing packaging materials toward plastic-free solutions
- Environmental Activity Policy for FY2025
- Compliance with the EU Packaging and Packaging Waste Regulation

Inclusion in ESG Indices

FTSE Blossom Japan Index

Glory has been continuously selected in the FTSE Blossom Japan Index since 2020.



FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

Glory has been continuously selected in the FTSE Blossom Japan Sector Relative Index since 2022.



FTSE Blossom Japan Sector Relative Index

MSCI Nihonkabu ESG Select Leaders Index

Glory has been included in the MSCI Nihonkabu ESG Select Leaders Index, developed by U.S. MSCI, and received an “A” rating in the MSCI ESG evaluation.

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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S&P/JPX Carbon Efficient Index

Glory has been continuously included in the S&P/JPX Carbon Efficient Index since 2018.



Morningstar® Japan ex-Reit Gender Diversity Tilt IndexSM

Since 2023, Glory has been selected in the Morningstar® Japan ex-Reit Gender Diversity Tilt IndexSM, an index that has been adopted by the Government Pension Investment Fund (GPIF).

Material Issues

2026 Medium-Term Management Plan Sustainability Targets

	Material sustainability issues	Priority themes	KPIs	FY2024 targets	FY2024 results
Environment E	Reduce greenhouse gas emissions	Reduce CO ₂ emissions in business activities	Scope 1 and 2: Reduce 21.2% (vs. FY2022) (FY2030 target: 42.4% vs. FY2022)	10.6%	7.5%
		Reduce environmental impact in the value chain	Scope 3 Category 1: Work with Tier 1 suppliers to set CO ₂ targets Target rate: 80%	20%	37.6%
		Ensure appropriate information disclosure for climate change	Scope 3 Category 11: Reduce 12.4% (vs. FY2022) (FY2030 target: 24.8% vs. FY2022)	6.2%	Increased 0.2%
		Enhance the content of disclosure in accordance with the TCFD framework (To be disclosed every June)	Improve the content of the Securities Report (To be disclosed in June 2024)		Enhanced the "Risks & Opportunities" related disclosure (June 2024)
Social S	Recruit and/or develop human resources that contribute to business strategies	Promote DE&I	Ratio of females in management positions: 5.0% Ratio of females in new graduate positions: 25% or more Ratio of paternity leave taken: 90%	3.0% 23% 70%	3.2% 14.3% 80.8%
		Increase the employment rate of people with disabilities	Increase the employment rate as stipulated in regulations	2.5%	2.49%
		Develop DX specialists	(1) "Offensive DX" leaders*: 130 persons (2) Potential "Offensive DX" leaders: 300 persons (3) "Defensive DX" leaders*: 100 persons (4) Basic DX/IT knowledge and skills to use digital tools: 3,500 persons	(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
	Promote a pleasant work environment	Improve employee engagement	Rate of positive responses for the Employee Engagement Survey: 55%	Check the rate through simple surveys	(Survey postponed)
		Promote Health and Productivity Management	(1) Total annual working hours per employee: Below previous year (2) Rate of annual paid leave 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%
		Reduce lost time injury frequency rate and severity rate	Below past five-year industrial*3 average	Below average	Frequency rate: 0.30 (Average: 0.54) Severity rate: 1.132 (Average: 0.02)
	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 (x4)
		Conduct training on human rights (including harassment)	Participation rate: 100%	100%	99.8%
	Select sustainable suppliers and promote sustainable procurement	Develop the management process to strengthen supply chain management	Implement self-inspection checklist with new/primary business partners Response rate: 100%	100%	100%
	Improve customer satisfaction with quality solutions and services	Improve customer satisfaction	Maintain/Improve product market share	Disclose results	Maintained top market share for •Open teller systems, Coin and banknote recyclers for tellers (Financial market) •Change dispensers, Deposit machines, Smart lockers (Retail and transportation market)
		Ensure product safety and quality	(1) Number of PL-related accidents: 0 (2) Number of serious violations of laws or regulations related product safety: 0 (3) Number of PL lawsuits related to product quality: 0 (4) Rate of product safety assessment conducted for newly developed products: 100%	0 cases 0 cases 0 cases 100%	0 cases 0 cases 0 cases 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%	<u>Institutional investors and analysts</u> Conducted surveys on the Company's IR activities (62% of responses as "Highly satisfied" or "Satisfied") <u>Local communities</u> Promoted the following CSR activities to support the development of elementary school students: •CSR activities organized by the Glory Foundation for Elementary School Students <u>Business partners</u> Hosted an annual supplier conference (May 2024)
Governance G	Protect customer privacy and tighten information security	Detect unauthorized accesses immediately to minimize damages to the Group	Improve the information security level, and promote the Group's security policy	Disclose results	•Revised the Group's Security Policy •Conducted network inspections across the Group •Assessed security risks at overseas locations using the Glory Group Information Security Inspection Sheet
		Provide security training for all employees	Participation rate: 100%	100%	New employees: 100% Newly appointed managers: 100% Executives: 100% Non-management employees: 99.8%
	Promote compliance management	Eliminate serious compliance incidents	0 cases	0 cases	0 cases
	Reinforce risk management and BCP	Review the risk management system	Disclose results	Disclose results	•Identified issues and discussed countermeasures with regard to risk management •Changed the risk management structure in alignment with organizational changes
		Review Group-wide risk assessment methods	Disclose results	Disclose results	•Identified issues and discussed countermeasures with regard to risk assessment (e.g., items to be assessed) and global integration of risk evaluation criteria •Reviewed the organizational structure due to organizational changes •Changed the risk management structure in alignment with organizational changes
		Review the BCP system	Disclose results	Disclose results	•Conducted the BCP tabletop exercise •Identified issues and discussed countermeasures with regard to the BCP •Changed the BCP structure in alignment with organizational changes
	Strengthen Group governance	Establish systems to ensure the effectiveness of the internal control system	Disclose results	Disclose results	•Reviewed the Group's internal control system •Changed the internal control system and discussed countermeasures in alignment with organizational changes
		Improve the effectiveness of the board of directors	Disclose results	Disclose results	•Implemented changes based on the board effectiveness evaluation conducted in fiscal 2023 •Confirmed the board effectiveness through a third-party evaluation conducted in fiscal 2024
Creation of new value	Promote R&D and innovation	•Increase the number of patents filed and registered in Japan •Increase the number of patents filed and registered globally	Disclose results	Disclose results	<u>Japan</u> Filed 165 / Registered 1,250 <u>Global</u> Filed 71 / Registered 1,166
	Develop products and solutions that meet society's needs	Increase new business domain sales and disclose representative examples of products and solutions	New business domain sales: 60 billion yen	40 billion yen	New business domain sales: 50 billion yen

*1 Offensive DX leaders: Talent who can create external DX solutions *2 Defensive DX leaders: Talent who can initiate and lead internal DX *3 Electrical machinery and equipment manufacturing

For Our Planet

Basic policy

Environmental Vision and Environmental Policy Environmental Management

Glory's Environmental Policies address global warming and set forth the Group's 2050 environmental goals to achieve carbon neutrality by 2050 (i.e., net zero in Scope 1 and 2).

Specifically, we aim to reduce CO₂ emissions in our business activities and environmental impact in our value chain toward a net zero society.

Information disclosure based on the TCFD recommendations

Addressing Climate Change

Since November 2021, the Glory Group has supported the TCFD* recommendations, based on which we will enhance our climate-related disclosure as we make progress on the initiatives taken.

*Task Force on Climate-related Financial Disclosures



Governance

Reducing greenhouse gas emissions is one of the most important material issues for the Glory Group, and we aim to reduce environmental impact in all aspects of our business operations toward building a sustainable society.

Climate change-related issues are discussed by the Environmental Management Committee, which meets twice each year and is chaired by the environmental management officer appointed by the Board. The important matters decided upon by the Environmental Management Committee and the implementation of initiatives are reported to and approved by the Sustainability Committee, which meets twice a year and is chaired by the President. The Sustainability Committee regularly reports to the Board, ensuring appropriate decision-making and monitoring the Group's sustainability management.

Strategies

Following is a list of material climate-related risks and opportunities for the Glory Group's business, with key drivers and possible financial impacts over the medium to long term.

We analyze the business and financial impacts of each risk identified based on the IPCC*¹ and IEA*² scenarios shown here to formulate and implement countermeasures. As in the previous year, we used the following two scenarios*³, with reference to the examples of typical risks and opportunities by the TCFD.

1.5/2°C scenario: Climate change measures are implemented in line with the goals of the Paris Agreement

The introduction of a carbon tax would increase our business costs with a medium to large financial impact. On the other hand, energy price fluctuations (e.g., electricity, gas, and gasoline) might decrease our business costs with a small financial impact.

4°C scenario: Climate change measures are not implemented and consequences become a reality

River flooding and storm surges could damage production/logistics sites and cause business/operational shutdowns. This would generate recovery costs and/or reduce profits, however, the financial impact is expected to be small.

Risks and Opportunities		Key drivers	Business impacts	Time horizon ⁴	Financial impacts* ⁵		Countermeasures
Category	Item				1.5°C scenario	4°C scenario	
Transition Risks	Government Policies and Regulations	Introduction of a carbon tax	Increase in business costs due to a carbon tax	Medium Term	<Medium> Increase in costs		<ul style="list-style-type: none"> Invest in energy-saving facilities and renewable energy according to the plan Improve the renewable energy ratio Introduce emission trading
		Broadened scope and increased complexity of applicable laws and regulations	Increase in costs associated with laws and regulations	Long Term	<Large> Increase in costs	<Medium> Increase in costs	
				Short-Long Term	<Medium> Increase in costs		
	Technology	Growing market demand for energy-saving products and services	Increase in research and development costs to maintain market competitiveness	Medium-Long Term	<Medium> Increase in costs		Develop technologies and products based on market and industry trends
			Decreased sales due to delays in the development of environmentally friendly products		<Medium> Decrease in sales		
	Market	Rising raw material costs	Fluctuations in energy prices (e.g., electricity, gas, gasoline)	Medium Term	<Medium> Decrease in costs	<Medium> Increase in costs	Improve the renewable energy ratio
				Long Term	<Medium> Decrease in costs	<Medium> Increase in costs	
	Reputation	Increasing demand from stakeholders for decarbonization (rising social demand for the reduction of greenhouse gas emissions)	Deterioration of investors' confidence due to insufficient decarbonization efforts and information disclosure by the Company	Short-Long Term	<Large> Decrease in corporate value		Execute medium- to long-term environmental plans, and promote fair and proactive disclosure of the ESG initiatives
			Impact on reputation and sales due to delays in responding to external requests		<Large> Decrease in sales		Disclose appropriate information based on customer requests and ESG disclosure standards

For Our Planet

Risks and Opportunities		Key drivers	Business impacts	Time horizon ^{*4}	Financial impacts ^{*5}		Countermeasures
Category	Item				2°C scenario	4°C scenario	
Physical Risks	Acute	Intensification of natural disasters	Losses due to suspension of business operation caused by damage to our own factories or employees (e.g., typhoons and floods)	Medium Term	<Small> Decrease in sales		<ul style="list-style-type: none"> Evaluate flood risks at production sites and formulate business continuity plans (BCPs) Diversify risks including raw material sourcing, supply systems, and transportation routes
				Long Term	<Small> Decrease in sales		
			Increase in costs for repair and replacement of damaged facility/equipment (e.g., high tide and flood)	Medium Term	<Small> Increase in sales		
				Long Term	<Small> Increase in sales		
	Chronic	Sea level rise	Parts procurement disruption due to suppliers being inoperable	Short-Long Term	<Small> Decrease in sales		
			Operational shutdown at low-altitude production and distribution sites	Medium-Long Term	<Small> Decrease in sales		
Opportunities	Products and Services	Average temperature rise	Increase in sales in response to growing demand for environmentally friendly products	Medium-Long Term	<Large> Increase in sales		Implement energy-saving measures, and install energy-efficient air-conditioning equipment
			Increase in operating costs due to additional load on air-conditioning equipment	Short-Long Term	<Small> Increase in sales		
	Products and Services	Growing demand for environmentally friendly products	Increase in sales through creation of DX businesses that contribute to CO ₂ emission reduction	Medium-Long Term	<Large> Increase in sales		Develop and promote DX businesses in new domains, such as self-service, remote customer service, and unmanned store solutions
			Growing demand for low-carbon services and solutions	Medium-Long Term	<Large> Increase in sales		

*1 IPCC: Intergovernmental Panel on Climate Change *2 IEA: International Energy Agency

*3 Adopted scenarios

Evaluation content	Adopted scenarios	Classification	Period	Notes
Carbon taxes, energy prices	IEA WEO2022: NZE, APS, STEPS	Short term	Up to FY2026	Period of the Glory Group's 2026 Medium-Term Management Plan
Natural disasters	IPCC AR6: RCP2.6, RCP4.5, RCP8.5	Medium term	Up to FY2030	Medium-term environmental targets have been set up to FY2030
		Long term	Up to FY2050	Long-term environmental goals have been set toward net zero by 2050

*4 Time horizon

*5 Definition of financial impact

Evaluation results	Amount affected
Large	¥1 billion or more
Medium	Between ¥100 million and ¥1 billion
Small	Less than ¥100 million

Risk Management

The Risk Management Committee, chaired by the Company's President, is responsible for risk management concerning the Group's business. Climate-related risks are managed in accordance with the Environmental Management System (EMS).

Metrics and Targets

Using CO₂ emissions as an indicator to manage climate change-related risks and opportunities, we have set the 2050 Environmental Targets to achieve carbon neutrality by fiscal 2050 (net zero CO₂ emissions for Scope 1 and 2), then casting back, set the 2030 Environmental Targets as a closer milestone. To enhance our efforts to reduce CO₂ emissions, we revised these targets in April 2024, based on the certification standards of the Science Based Targets initiatives (SBTi).^{*} In addition, we have extended the scope of analysis to our overseas consolidated subsidiaries to promote the reduction of CO₂ emissions (Scope 1 and 2) in our global business operations.

In practice, we continue to install energy-saving equipment at production sites, increase the use of renewable energy through solar power generation, purchase CO₂-free electricity, and switch to environmentally friendly company cars.

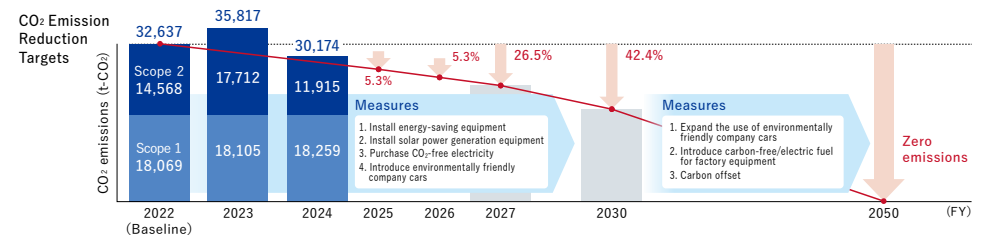
We have also set our fiscal 2030 Scope 3 reduction targets to aim for net zero CO₂ emissions across our value chain.

^{*}An initiative by the UN Global Compact, CDP (a coalition of institutional investors that promotes the disclosure of information on climate change measures), WRI (World Resources Institute), and WWF (World Wide Fund for Nature). The initiative encourages companies to set reduction targets that are consistent with scientific knowledge, with a view to limiting the increase in global average temperature due to climate change to 1.5 degrees Celsius above pre-Industrial Revolution levels.

Long-Term Environmental Targets

FY2030 Reduce CO₂ emissions by 42.4% (compared with FY2022) **FY2050 Aim for net zero CO₂ emissions**

Note: These goals apply to all our domestic and overseas consolidated subsidiaries (Scope 1 and 2).



Initiatives to Reduce CO₂ Emissions Scope 1 and 2 emissions

The Glory Group implements global initiatives toward its "2050 Environmental Goals" that aim for target carbon neutrality (net zero CO₂ emissions for Scope 1 and 2) by fiscal 2050. Currently, we are introducing energy-saving air-conditioning systems and LED lighting, expanding the use of renewable energy through solar power generation, and switching to 100% renewable energy-derived, CO₂-free electricity. Through these initiatives, we achieved net zero CO₂ emissions from electricity at our major domestic locations (Himeji Head Office/Factory and Saitama Factory) in fiscal 2024.

For Our Partners

Basic policy



Supply Chain Management



Respecting Human Rights

We view our business partners as key partners and seek to establish a relationship of trust and mutual growth through fair and open trading as well as compliance with all laws and ordinances.

Partnerships with suppliers

We value cooperative partnerships with our suppliers, who are essential business partners for our ongoing production of high-quality products. We host annual supplier conferences, where we explain the Group's procurement policies, business environment, current strategies, and initiatives to strengthen partnerships with our suppliers. The conference held in May 2025 gathered representatives of 179 suppliers. Going forward, we will strive to build and maintain the relationships of trust with our suppliers to realize a sustainable society in liaison.

As a defect preventive measure, the Company's Parts Inspection Department visits our suppliers on a regular basis to audit their parts processing procedures and work environment, and advise on quality improvement if necessary.

In addition, we organize annual events such as the "Quality Improvement Activity Presentation" and the "Circuit Board Quality Meeting" as information-sharing opportunities with suppliers, where we present quality improvement case studies. In the event of defects, we conduct "Quality Conferences" with our suppliers to discuss the root causes, countermeasures, and deployment of measures to prevent the recurrence of similar defects in their parts processing processes.



Supplier Conference in Japan (2025)

Developing Procurement Staff

The Glory Group is committed to training domestic and overseas procurement personnel to ensure fair and open trading and promoting sustainability management across its supply chain. The training curriculum covers topics such as the Japanese Subcontract Act and responsible procurement, and is designed to enhance employees' skills and knowledge necessary for ethical and effective procurement.

In fiscal 2024, we provided training on compliance and customer harassment for a total of 142 employees from the Procurement Divisions. We also provide training for our subsidiaries and affiliates, aiming to help employees develop the skills necessary to build appropriate relationships with our business partners.

Promotion of sustainable procurement

Glory issued the Glory Responsible Procurement Guidebook for suppliers in Japan and the Glory Supplier Code of Conduct for overseas suppliers to further promote responsible procurement. The guidebook stipulates the Group's basic stance on sustainability and Glory's requests to business partners regarding compliance, occupational health and safety, and anti-corruption, as well as environmental protection. Glory uses the guidebook to encourage cooperation with business partners in promoting sustainability initiatives throughout its supply chain.

In particular, the guidebook includes items related to respect for human rights, such as the prohibition of child labor and forced labor, appropriate payment of wages, and management of working hours, and we are working with our business partners to ensure compliance.

In addition, in accordance with the U.K. Modern Slavery Act, which came into effect in the United Kingdom in 2015, Glory Global Solutions (International) Ltd., together with its business partners, has published a statement on activities to prevent forced and compulsory labor and human trafficking, which was approved by the Board of Directors. In fiscal 2024, there were no cases of child labor or forced labor.


[Anti-Slavery and Human Trafficking Transparency Statement](#)

Responsible Mineral Procurement

We conduct surveys in cooperation with our suppliers as part of our commitment to responsible mineral procurement in the Group's supply chain. Surveys use the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT) provided by the Responsible Minerals Initiative (RMI) to examine the inclusion of target minerals and to identify smelters in our supply chain. We will continue to ensure transparency in mineral procurement and avoid the use of conflict minerals in liaison with our suppliers.

Supplier compliance hotline

The Glory Group operates the Supplier Compliance Hotline as a point of contact to raise concerns about Group compliance violations to further encourage transparent and fair purchasing trading. These whistleblowing reports are filed by the relevant department of GLORY LTD., which is independent of Glory's subject procurement department, where they are properly handled through an investigation of the facts and circumstances.

No compliance violations were reported by suppliers in fiscal 2024.

For Our Dignity

Basic policy

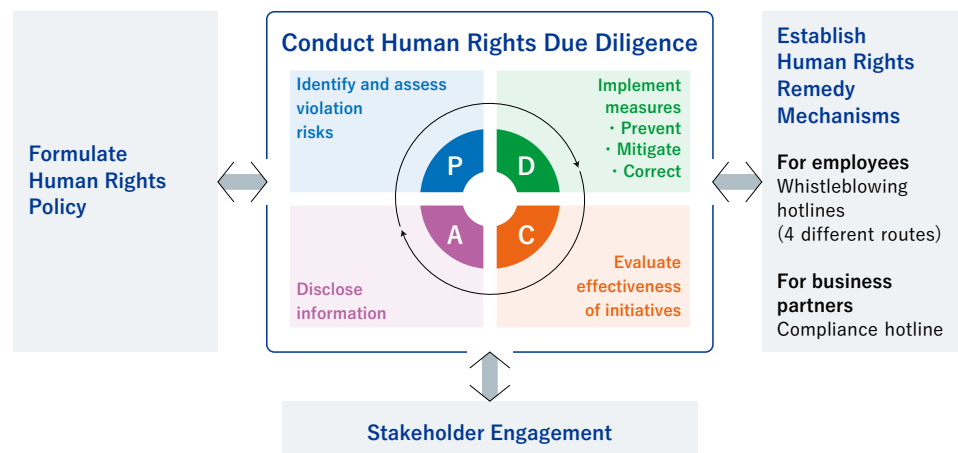


In April 2024, we redefined the Group's values as "Our Values" to be respected and followed by all employees as the basis of actions and decisions in our efforts to realize the Group's corporate philosophy. "Our Values," which are Customer Delight, Integrity, Innovation, Speed, Diversity & Respect, and Teamwork, respect diverse values, cultures, and individuality, and are intended to maximize the power of teamwork to make the impossible possible.

The Glory Legal Code of Conduct governs the laws and codes of ethics to be followed by the employees of the Glory Group and stipulates rules regarding human rights including discrimination and harassment. Having signed the United Nations Global Compact, the Glory Group is committed to promoting corporate activities and a work environment that respect human rights and diversity.

We have identified "Respecting human rights" as one of the top sustainability material issues to be addressed in the 2026 Medium-Term Management Plan (FY2024–FY2026), in response to the increasing demand and expectations regarding human rights in corporate activities across the globe. As a guideline to implement the Group's initiatives, we formulated the Glory Group Human Rights Policy in April 2024 in accordance with the UN Guiding Principles on Business and Human Rights.

The Glory Group's Human Rights Initiatives



Promoting human rights

The Human Resources Sub-committee works under the Sustainability Committee chaired by the President, and is composed of representatives of the Company's HR department and Sustainability Promotion Office. The Sub-committee takes the lead in global human rights initiatives in liaison with the Group's legal departments, purchasing departments, etc.

Human rights due diligence

For sustainable business operations and procurement practices, the Group has established a Supplier Code of Conduct that outlines our purchasing policies. All suppliers are expected to comply with these policies, which cover adherence to applicable laws/regulations and international standards, environmental conservation, and fair and equitable trading. The Code also includes provisions on human rights, such as the prohibition of child/forced labor, the elimination of discrimination and inhumane treatment, and the appropriate management of working hours and wage payments. These measures are in place to ensure human rights are upheld throughout our value chain.

In addition, we conduct annual supplier surveys using the Group's Responsible Procurement Self-Inspection Checklist to assess suppliers' initiatives and their compliance with our Human Rights Policy, Labor Safety Policy, and other policies stipulated in the Glory Supplier Code of Conduct. In fiscal 2024, the survey covered 630 first-tier suppliers (Japan: 439, China: 115, Philippines: 57, Others: 19) with a 100% response rate. As part of the verification process, we conducted follow-up interviews with six suppliers whose responses were considered insufficient.

As a result of the above efforts, no material human rights violations or apparent risks were identified among our first-tier suppliers in fiscal 2024.

We will continue to engage in awareness-raising activities with our business partners to further strengthen our human rights initiatives.

Item	FY2022	FY2023	FY2024	
	Results	Results	Targets	Results
Number of companies that completed the Responsible Procurement Self-Inspection Checklist	583	600	630	630
Supplier surveys and interviews	—	4	—	6

In accordance with the U.K.'s Modern Slavery Act enacted in 2015, Glory Global Solutions (International) Ltd. has issued a statement on initiatives taken in liaison with its business partners to prevent forced labor and human trafficking, according to the resolution made by the company's Board of Directors.

Compliance

Compliance framework



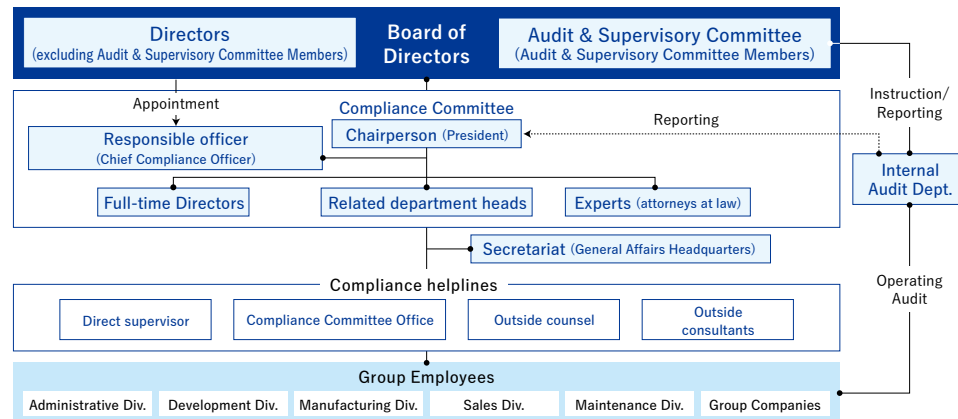
Glory views legal compliance as an important management issue, and therefore strives to maintain and improve our compliance framework. One measure taken in that regard was the establishment of the Compliance Committee.

The Compliance Committee, chaired by the President and composed of full-time directors, related department heads, and two outside experts (attorneys at law), deliberates on key compliance-related issues in the Glory Group, and the outcomes are reported to the Board of Directors.

The Chief Compliance Officer, appointed from among the officers in charge, takes the initiative in planning measures to enhance compliance and in engaging in employee education and awareness activities.

As part of this, we conduct compliance awareness surveys on a regular basis, striving to improve the mindset of our employees.

Compliance Framework



Whistleblowing system

The Glory Group has in place the following whistleblowing hotlines for the Group's compliance matters, including human rights abuses such as discrimination and harassment, violations of the competition act or antitrust laws, and corrupt practices including bribery:

- 1) Line manager of the whistleblower
- 2) The Compliance Committee Office
- 3) External consultation services (law firms)
- 4) External consultation services (consulting firms)

These hotlines are intended for us to identify problems and take corrective actions at an early stage. Whistleblowers can report anonymously, and all information received through the hotlines is handled with strict confidentiality. We ensure that the privacy of whistleblowers is fully protected and that whistleblowers will not experience any retaliation or disadvantage as a result of their reporting.

In fiscal 2024, 16 cases were reported, for which we have conducted fact-finding studies and took necessary actions.

In addition to the whistleblowing system, we address day-to-day legal and/or compliance-related inquiries or issues appropriately as soon as they are identified. To prevent similar issues from occurring, we regularly publish summaries via internal notices and provide compliance training for employees.

Legal Code of Conduct

Glory has established the Glory Legal Code of Conduct governing the laws and codes of ethics that must be adhered to by all Glory Group officers, employees, and business partners, including distributors, both domestic and overseas.

The code was developed from a global perspective to accommodate the rapid expansion of our overseas business. We strive to improve employee awareness of compliance through the distribution of the "Compliance Handbook" and training for every Group employee. In addition, we strive to conduct honest and fair business practices worthy of the Glory brand and to maintain and ensure a high level of compliance and ethical standards. Additions and amendments to the code can be made after approval by the Company's directors.

In fiscal 2024, there were no violations of laws or regulations that had a significant impact on our business.

Corruption prevention

We have specified rules to prohibit bribery and prevent corruption in the Glory Legal Code of Conduct and endeavor to keep all domestic and overseas employees and business partners informed of them. We also conduct e-learning and other suitable means of education to prevent corrupt practices.

In fiscal 2024, there were no occurrences of corrupt practices, including bribery.

Compliance education

We conduct comprehensive training, including at Group companies, to ensure thorough compliance. New employee education includes learning about fundamental legal and ethical issues as well as internal rules. In addition, we conduct e-learning every year during Corporate Ethics Month in October for all domestic Group employees to refresh their understanding of basic issues and social trends.

In fiscal 2024, we provided training around the themes of "Reaffirming the importance of compliance" and "Reconfirming our management philosophy and other key principles," with the attendance of 6,755 employees (99.8%). Other programs include newly appointed manager training and specialized training to develop a more thorough and precise understanding of issues concerning laws and corporate ethics.

Risk Management

Risk Management



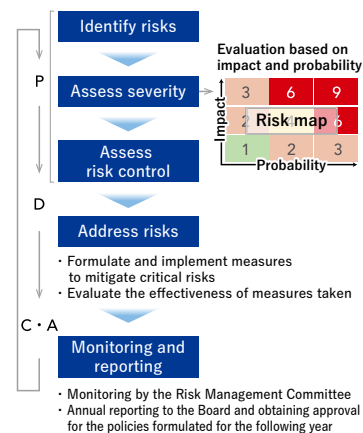
Glory's Risk Management Committee, chaired by the Company's president, works to strengthen the Group's risk management based on the risk management framework and process shown below.

In fiscal 2024, the committee conducted a Group-wide assessment to review risk status and implement measures to mitigate the highest priority risks.

Risk Identification and Assessment Process

The Glory Group applies the PDCA cycle shown at right in its risk management including identification, assessment, and formulation of measures. Identified risks are evaluated on two axes (severity and probability), and high-priority risks are managed by responsible departments that take preventive measures and establish systems to respond promptly in times of crisis. Basic policies, the risk management structure, and priority measures for the year are deliberated upon and approved by the Risk Management Committee. Summaries of these risk management activities are regularly reported to the Company's Board of Directors.

In January 2025, the Risk Management Committee identified the highest priority risks and decided upon the policies and measures as shown below.



Critical Risks Demanding Top Priority Responses	Highest priority risks	Policies and measures
	"Less cash" trend	<ul style="list-style-type: none">Develop and monetize business in the new business domainAccelerate the monetization of target business areas (e.g., kiosks, DMP, and software platform)Develop new businesses in target markets (Retail, Financial, and F&B)
	Supply chain	<ul style="list-style-type: none">Maintain a robust supply chain by developing stable parts procurement systems and optimizing production operationsManage inventory strategically with respect to BCP (business continuity planning)Use readily available parts for new product development and design modificationsEmploy a dedicated team to monitor parts trendsOptimize operations at production bases and the manufacturing method
	Information security	<ul style="list-style-type: none">Build robust information security systemsEstablish global IT governanceStrengthen measures against cyber risks
	Legal compliance	<ul style="list-style-type: none">Enhance the corporate governance structureEnhance Group-wide risk managementReinforce compliance management

Risk factors and countermeasures are listed on the right.

Risk Factors



Forward-looking statements in this document are based on the Group's judgment at the date of submission of the Annual Securities Report and are not limited to business and other risks.

Classification	Category	Content
Business Environment	Rapid development of a cashless economy/ Strong reliance on cash handling machines	<p>The Group strives to expand its new business domain through DX (digital transformation) businesses involving software platforms and DMPs. However, if the global shift toward a cashless economy—driven by factors such as the issuance of digital currencies—progresses more drastically and rapidly than anticipated before the Group's new business domain reaches maturity, that could have an adverse impact on the Group's performance.</p> <p>Countermeasures</p> <p>Under its 2026 Medium-Term Management Plan, the Group is strategically focused on expanding its presence in the retail, financial, and food and beverage (F&B) markets. With our best-in-class products and software platforms, we continue to drive DX for our customers and accelerate the growth of our new business domain.</p>
	Overseas business conditions	<p>As we expand our business globally, we could face geopolitical risks including changes in international conditions, such as the outbreak of war or conflict, and the imposition of high tariffs. We might also encounter other challenges such as unprecedented fluctuations in foreign exchange or interest rates, and infringements of intellectual property, all of which could adversely impact the Group's performance.</p> <p>Countermeasures</p> <p>To advance its global operations, the Group has formulated and implemented medium- and long-term business and production strategies, aimed at mitigating the impact of growing geopolitical risks. Our efforts include foreign exchange hedging measures to manage currency fluctuations and intellectual property initiatives that are directly tied to future value creation and revenue growth.</p>
	Laws and regulations of countries and regions where the Group operates	<p>The Group operates under various legal and regulatory frameworks, including business permits, import/export controls, and environmental, technological and/or digital regulations in the countries it operates. Changes to these frameworks, such as amendments, abolitions, or new enactments, might hinder timely compliance and could impact the Group's performance.</p> <p>Countermeasures</p> <p>We actively monitor regulatory trends in the countries where we operate. We identify the areas of operations subject to applicable laws and regulations, assess associated risks, implement countermeasures, and provide employee training to ensure thorough and timely compliance.</p>

Risk Management

Classification	Category	Content
Business Environment	Strategic investments	<p>The Group strategically invests its management resources in expanding core businesses and developing the new business domain, with the aim of improving corporate value over the medium to long term. As of March 31, 2024, goodwill and customer-related assets arising from business acquisitions accounted for 15.0% (¥66,031 million) and 7.4% (¥32,877 million) of total consolidated assets, respectively. These intangible assets are subject to impairment assessment, and if the Group does not achieve expected outcomes due to changes in the business environment, it could incur impairment losses. In addition, if an equity-method affiliate fails to fulfill its business plan, it might incur equity-method investment loss, which could also impact the Group's performance.</p> <p>Countermeasures</p> <p>In accordance with the rules of the Strategic Investment Committee, the Group regularly assesses the business environment surrounding its investee companies and reports its findings to the Board of Directors and other relevant bodies. This ensures effective post-investment management and supports the execution of growth strategies aligned with the original investment plan.</p>
	Supply chain	<p>Natural disasters or accidents might disrupt supplier operations, while supply-demand imbalances in semiconductors, raw materials, and other components could lead to delays in product deliveries. These factors could impact the Group's production activities and adversely impact its performance. In addition, inflation and other cost-driving factors might increase the prices of parts and materials, resulting in higher business costs and potentially affect the Group's performance.</p> <p>Countermeasures</p> <p>The Group mitigates supply chain risks by sourcing more accessible parts and raw materials and maintaining sufficient inventories to ensure business continuity and stable production in the event of an emergency.</p>
	Securing human resources	<p>Our global business and its growth are driven by employees around the world who bring diverse nationalities, values, and expertise. Moving forward, the Group's medium-to long-term performance could be adversely impacted if we fail to acquire or nurture talent as planned—especially DX experts who are essential to expanding our new business domain.</p> <p>Countermeasures</p> <p>The Group has set “Develop human capital as the source of competitive advantage” as a core objective of its HR strategy. To enhance employee engagement, we are committed to cultivating talent that drives individual and organizational growth. Our efforts focus on promoting Health and Productivity Management, fostering diversity, and respecting human rights. Through these initiatives, we strive to attract and develop skilled professionals—especially DX specialists—who are essential to our business growth.</p>

Classification	Category	Content
Business Operation	Intellectual property (IP) rights	<p>The Group continuously monitors and analyzes third-party technologies to ensure that our products do not infringe third-party IP rights, while safeguarding our own IP assets against potential violations. As an R&D-based enterprise, however, the Group might experience IP disputes, which could potentially impact the Group's performance.</p> <p>Countermeasures</p> <p>Our IP department and operational divisions conduct IP landscaping to map the Group's IP footprint in the market. By proactively monitoring third-party IP rights, we seek to minimize the risk of IP-related disputes.</p>
	Information security	<p>The Group recognizes the importance of safeguarding personal and confidential corporate information. To this end, we established internal regulations, conduct comprehensive employee training, and maintain robust information security systems. In the event of a security breach, however, the Group could face reputational damage and potential liability to customers and other stakeholders. As digital infrastructure plays a vital role in the Group's business operations, we are also aware of the growing risk of business disruption due to unauthorized access.</p> <p>Countermeasures</p> <p>Under the leadership of the Group CISO, we maintain a strong information security governance framework and continuously reinforce our measures through comprehensive employee training, system overhaul, and operational monitoring.</p>
	Quality of the solution	<p>The Group is committed to delivering reliable solutions to meet strong demand for stable operations, particularly in areas of cash handling at financial institutions, retail stores, and restaurants. However, the increasing complexity of digital and network technologies might generate unexpected quality problems, which could adversely impact the Group's performance.</p> <p>Countermeasures</p> <p>We ensure quality and safety in our product design and verification through a robust quality control framework. Our maintenance services include remote monitoring and regular inspections, enabling us to proactively identify and mitigate potential issues. To prepare for potential quality issues or defects that might violate laws and regulations, the Group has established a system to promptly escalate critical information to senior management, ensuring swift and appropriate action.</p>

Risk Management

Classification	Category	Content
Business Operation	Fundraising	<p>The Group secures funding for its business operations through internal resources, borrowings from financial institutions, and bond issuance. However, increases in interest rate policy—particularly in Japan, the United States, and Europe—and potential downgrades of our credit rating could lead to higher financing costs and adversely impact the Group's performance.</p> <p>Countermeasures</p> <p>The Group strives to reduce liquidity risk by updating its cash management plans in a timely manner and diversifying its financing sources, which include bank borrowings and bond issuance.</p>
Environment	Climate change	<p>Addressing climate change is an important management priority for the Group. To this end, we are continuing our efforts to reduce greenhouse gas (GHG) emissions from our business activities and develop environmentally friendly products. As we expand our global business, country-specific regulations and requirements might require us to invest more in energy-saving/renewable energy facilities. In addition, the introduction of carbon taxes or emission trading schemes could raise procurement costs. Failure to comply with these regulations could damage our brand, leading to lost business opportunities and a decline in corporate value ("Transition risks"). Over the years, climate change has caused extreme weather conditions. Typhoons and torrential rains might damage the Group's factories and affect employees, or disrupt supplier operations. These could restrict the Group's business activities and adversely impact its performance ("Physical risks").</p> <p>Countermeasures</p> <p>Reducing GHG emissions is one of the Group's material challenges. We have set the Group-wide GHG reduction targets based on the international standards (SBT: Science Based Targets), and promote initiatives aimed at achieving net zero CO₂ emissions (Scope 1 and 2) by fiscal 2050 and reducing environmental impact across the value chain (Scope 3). We have endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), based on which we enhance our corporate disclosure.</p>
Internal Control	Internal control	<p>To ensure the integrity of financial reporting, the Group is committed to strengthening its internal control systems through the documentation of operational processes and the execution of rigorous internal audits. While these systems are designed to be effective, they could be compromised by operational errors or fraudulent activities. Such events might require us to revise our financial disclosures, potentially impacting our business performance and financial position.</p> <p>Countermeasures</p> <p>In response to the embezzlement identified at a domestic subsidiary in February 2022, the Group has taken steps to strengthen its internal controls and enhance governance across all subsidiaries. These include the strict enforcement of accounting and financial rules, enhanced management of cash and deposits, and initiatives to foster a strong culture of compliance throughout the organization.</p>

Information security

Risk Management

Measures for Organizational Safety Management

Under the supervision of the Chief Information Security Officer (Group CISO), we have established the Information Security Promotion Section as a Company-wide cross-sectional organization to improve the level of information security for the entire Group. The section has been making continuous improvements through the PDCA cycle based on the Information Security Policy. Internal audits are also conducted regularly to check the suitability and effectiveness of the system.

In addition, as a measure to strengthen security not only for the Group but also for the entire supply chain, we conduct security surveys of contractors who handle important information to ascertain their security levels and provide guidance on improvements as necessary.

Technical Safety Management

We strengthen information security through ID management systems and intrusion prevention systems that prevent unauthorized entries via the Internet or limit the use of external storage through device control.

In addition, we implement two-factor authentication for data integration platforms to prevent unauthorized use by third parties.

For remote workers, we provide VPN (virtual private network) connections to ensure network security and prevent the leakage of confidential information. In addition, we enhance endpoint security through vulnerability management, antivirus software, a mobile device management (MDM) system, and endpoint detection and response (EDR) solutions.

Personnel Safety Management

We respond to continually changing technologies and social circumstances by conducting level-based employee training to prevent information security breaches.

Our training includes programs for new employees to provide them with a basic knowledge of information security and relevant laws and regulations and training on supervisor responsibilities for information security so that management can acquire the knowledge they need. We also conduct training programs for management-level personnel to deepen understanding of social trends (external environment) and our status (internal environment) related to information security.

We also conduct an annual Group-wide e-learning program in October during Corporate Ethics Month to strengthen the information security literacy of employees. Due to the increased risk of information leaks from telework, we provide employees with training on risk prevention compliance.

Corporate Governance

[Basic Policy]

Based on our “Corporate Philosophy,” which embodies our determination to grow as a sustainable enterprise by contributing to a prosperous society through our commitment to product development, the Company and its subsidiaries aim to improve corporate value by striving to exist in harmony with society and promoting sound and efficient corporate management that is trusted and supported by all stakeholders.

To this end, we strive to improve corporate governance, thus further improving our corporate value, through the enhanced supervisory and executive functions of management; expedited, transparent, and objective decision-making; and enhanced compliance management.

Corporate Governance Framework



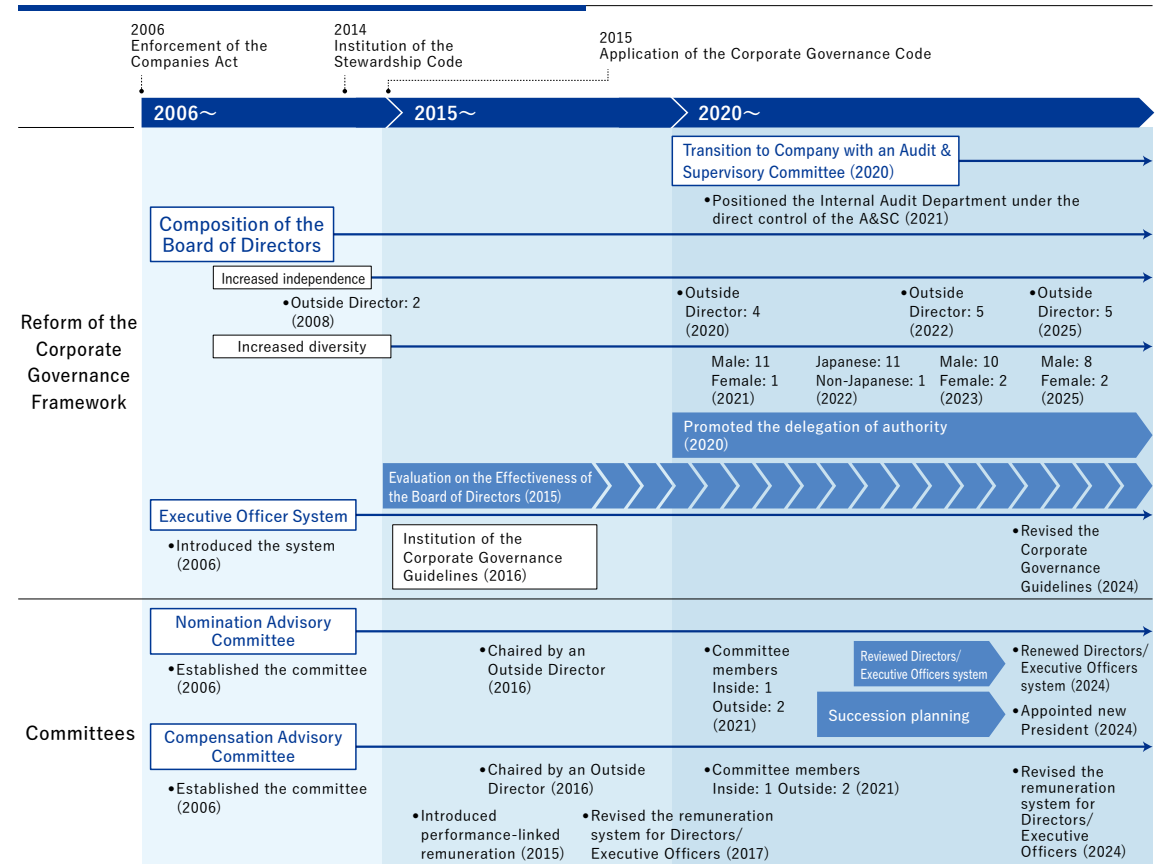
Glory has adopted a “Company with Audit & Supervisory Committee” as a form of corporate organization to further strengthen the supervisory function of the Board of Directors and increase the efficiency of management decision-making. For further enhancement of the supervisory function of the Board and for swift and efficient business management, decisions regarding the execution of important operations are flexibly delegated to Directors and the business execution function of management is delegated to executive officers through the executive officer system. Furthermore, the Company has established committees such as the Nomination Advisory Committee and the Compensation Advisory Committee as consultative bodies for the determination of appointment and remuneration to ensure the transparency and objectivity of management decision-making while the Audit & Supervisory Committee enhances the audit and supervisory functions.

Glory’s basic policy on corporate governance is set out in the Corporate Governance Guidelines.

(as of June 20, 2025)

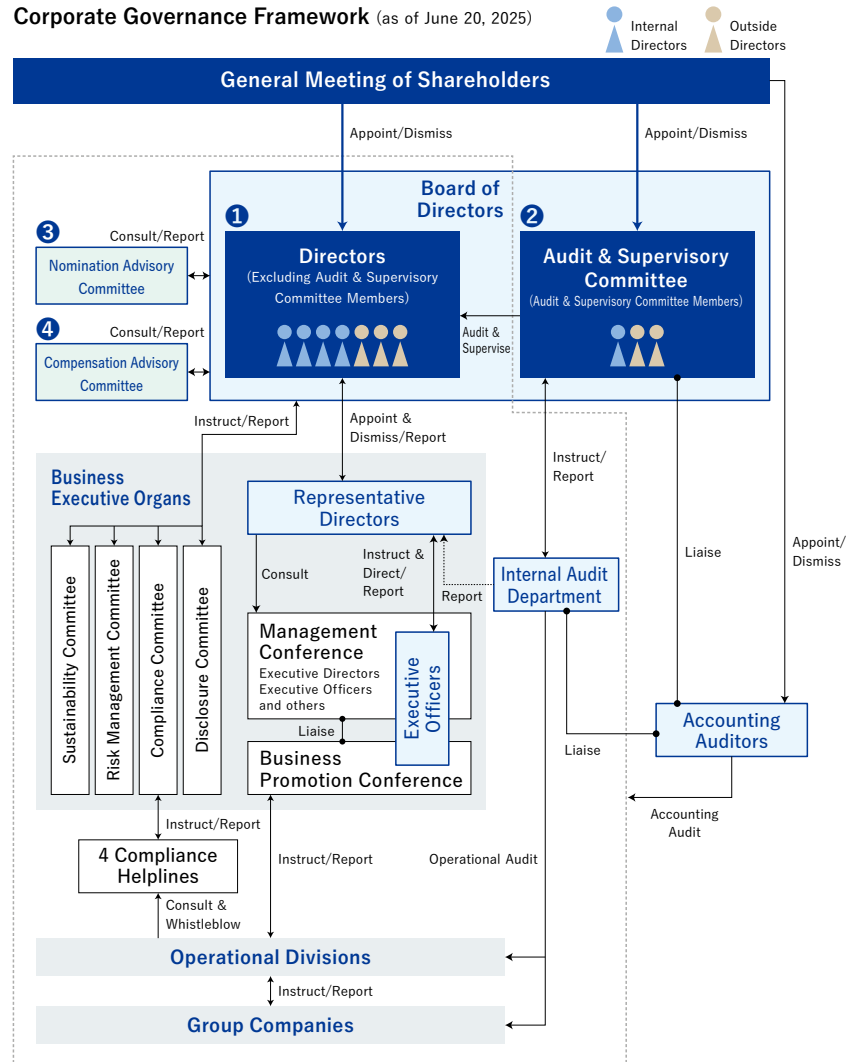
Organizational Composition and Operation	
Organization Form	Company with Audit & Supervisory Committee
Maximum Number of Directors Stipulated in the Articles of Incorporation	Directors who are not Audit & Supervisory Committee Members: 10 Directors who are Audit & Supervisory Committee Members: 5
Term of Office Stipulated in the Articles of Incorporation for Directors	Directors who are not Audit & Supervisory Committee Members: 1 year Directors who are Audit & Supervisory Committee Members: 2 years
Chairperson of the Board	President
Appointment of Outside Directors	Appointed
Number of Directors	Male: 8; Female: 2 (Percentage of female Directors: 20%)

Glory Corporate Governance Chronology



Corporate Governance

Corporate Governance Framework (as of June 20, 2025)



1 Directors and Board of Directors

The Company's Board of Directors is composed of 10 Directors, including seven Directors who are not Audit & Supervisory Committee Members and three Directors who are Audit & Supervisory Committee Members. Five of the 10 Board members are independent Outside Directors. In accordance with the Rules of the Board of Directors, the Board decides on the important business policies of the Group and supervises and receives reports on important matters regarding the Group's business execution. To enable expedited decision-making, certain business execution authorities are delegated to Directors as necessary.

In fiscal 2024, the Board of Directors met 16 times, and in accordance with the Rules of the Board of Directors, made decisions on matters stipulated by laws and regulations and the Group's important management policies, and received reports on the status of business execution. Major agenda items in fiscal 2024 included formulation of the 2026 Medium-Term Management Plan and its updates, discussion around business growth investment including M&As, post-investment monitoring, decisions and implementation of measures to strengthen internal controls, the Board effectiveness evaluation, optimization of inventory including components and products, and geopolitical risks.

2 Audit & Supervisory Committee

The Company's Audit & Supervisory Committee is composed of three Directors who are Audit & Supervisory Committee Members, including two independent Outside Directors. The Company ensures that the Audit & Supervisory Committee by having a full-time committee member and a chairperson therein. In accordance with the Company's audit policy and the assignment of duties stipulated therein, the Audit & Supervisory Committee conducts audits in liaison with the Internal Audit Department positioned directly under the committee and the Accounting Auditor based on the committee's annual corporate audit plans.

The Audit & Supervisory Committee meets once per month in principle to deliberate on the progress and results of the audits.

The Company has two Outside Directors who are Audit & Supervisory Committee Members, Keiichi Kato and Yukako Ikukawa. Mr. Kato is an attorney-at-law with extensive knowledge and experience in corporate legal affairs, and Ms. Ikukawa is a Certified Public Tax Accountant with considerable expertise in finance and accounting. Their knowledge and expertise contribute to the effectiveness of audits and enhance the Board's monitoring function in enhancing legitimacy and adequacy in the Company's management.

Moreover, the Company assigns two employees to assist the Audit & Supervisory Committee with the execution of its duties.

3 Nomination Advisory Committee

The Company has established the Nomination Advisory Committee to ensure transparency and objectivity concerning the nomination of Directors. As required by the Board, the Nomination Advisory Committee deliberates on the nomination of candidates for Directors and Executive Officers, the selection of senior management executives, and the planning for their successors. The current committee members are Koji Naito (Chairperson, Outside Director), Ikuji Ikeda (Outside Director), and Akihiro Harada (Representative Director).

In fiscal 2024, the committee met 10 times to deliberate on matters including the composition of the Board, the nomination of candidates for Directors and Executive Officers, to interview the Director candidates (including those for substitute Audit & Supervisory Committee Members), and to deliberate on the nomination process for Directors. In fiscal 2024, Joji Iki (Chairperson, Outside Director) and Akihiro Harada (Representative Director) attended all meetings, while Ikuji Ikeda attended nine out of 10 meetings since assuming the office as of the close of the 79th General Meeting of Shareholders held on June 21, 2024.

4 Compensation Advisory Committee

The Company has established the Compensation Advisory Committee to ensure transparency and objectivity in determining remuneration for Directors and Executive Officers. As required by the Board, the Compensation Advisory Committee deliberates and reports to the Board on the fairness of the compensation amount, the structure, and the decision-making process in relation to Directors' remuneration consisting of Fixed Compensation, Bonuses, and Stock Compensation. The current committee members are Ikuji Ikeda (Chairperson, Outside Director), Koji Naito (Outside Director), and Akihiro Harada (Representative Director).

In fiscal 2024, the committee met two times to deliberate on matters including the amount of Fixed Compensation for Directors and Executive Officers, target values, calculation formulas for Bonuses as well as the amount, and points to be awarded under the Stock Compensation plan. The fiscal 2024 committee members, Joji Iki (Outside Director) and Akihiro Harada (Representative Director), attended two meetings, while Ikuji Ikeda (Chairperson, Outside Director) attended one meeting since assuming the office of Director as of the close of the 79th General Meeting of Shareholders held on June 21, 2024. Junji Uchida (Chairperson, Outside Director), who resigned from the position of committee member as of the close of the 79th General Meeting of Shareholders held on June 21, 2024, attended one meeting during his term of office.

Corporate Governance

Policy and Procedures for Appointing, Dismissing, and Nominating Directors and Other Officers

For the appointment of senior management from among Directors or the nomination of candidates for Directors, the Company examines individuals based on such criteria as their extensive experience in and outside Japan, depth of insight, ability and expertise for the expected roles, personality, and other factors required to develop the corporate governance system and to contribute to the steady increase in the corporate value of the Group. Candidates for executive Directors are appointed from among individuals with extensive knowledge of the Group's domestic and overseas businesses or corporate operations. Candidates for Outside Directors are appointed from among individuals who have expertise in the areas of corporate management, law, finance, and accounting and are qualified to provide recommendations and advice on management from broad perspectives.

Candidates for Directors who are Audit & Supervisory Committee Members are appointed from among individuals who have the experience, abilities, and necessary knowledge of finance, accounting, and legal matters required for audits and supervision for the businesses in which the Group is engaged in Japan and overseas. Specifically, the Audit & Supervisory Committee will include at least one individual who has sufficient knowledge of finance and accounting, and candidates for Outside Directors who are Audit & Supervisory Committee Members are appointed from among individuals who have a high level of independence as well as broad experience and extensive knowledge in the areas of law, finance, accounting, and corporate management.

To ensure transparency and objectivity in the appointment of Directors and executives, the Company has established, as an optional advisory committee to the Board of Directors, the Nomination Advisory Committee, of which the majority of members are independent Outside Directors. Candidates for Directors who are not Audit & Supervisory Committee Members are determined by the Board of Directors (with the consent of the Audit & Supervisory Committee in the case of Directors who are Audit & Supervisory Committee Members), taking into consideration the advice from the Nomination Advisory Committee.

In the event that any member of senior management is deemed to no longer meet the criteria above, the Board of Directors may determine, upon deliberation by the Nomination Advisory Committee, their dismissal from the position.

Recognizing that developing succession planning for the position of the President is an important management issue, the Board will determine a successor after having the Nomination Advisory Committee fully deliberate on the criteria for selecting successor candidates and the system for training and evaluating candidates, and other matters. In addition, the Board will share and supervise succession planning by having the Committee report the results of its deliberations to the Board.

Support for Outside Directors

The Company ensures that material management information is provided to Outside Directors through materials distributed prior to the Board meetings, reports and/or summaries of deliberations from material meetings such as Management Conferences, and other important internal information. At Audit & Supervisory Committee meetings, Outside Directors who are Audit & Supervisory Committee Members receive reports on regular audits and other material management information, principally from a full-time Committee Member. They also participate in regular reviews conducted by the Company's officers and employees, the Internal Audit Department, and the Accounting Auditor for effective communication and collaboration.

Evaluation on Effectiveness of the Board of Directors [Board Effectiveness Evaluation Results](#)

The Company has conducted an evaluation of the effectiveness of its Board of Directors (the "Board") for fiscal 2024 in accordance with its Corporate Governance Guidelines. The Company considers that improving corporate governance through Board effectiveness evaluations is an important management priority in achieving sustainable growth and increasing corporate value over the medium to long term.

1. Evaluation Method

The analysis and evaluation were conducted by an independent third-party organization to objectively assess the effectiveness of the Board. Based on a preliminary questionnaire, the third-party organization conducted individual interviews with all Directors, compiled and analyzed the results, and the Board discussed the findings and finalized the evaluation results.

The preliminary questionnaire was structured as follows:

[Composition of a preliminary questionnaire]

Overall Evaluation / Board Composition / Preparation, Support, and Follow-up / Discussion Content / Each Committee (Nomination Advisory Committee, Compensation Advisory Committee, Audit & Supervisory Committee) / Monitoring System for Execution / Gap analysis between the importance of the agenda and the degree of sufficiency / Others

2. Evaluation Results

Based on the analysis and evaluation results outlined above, the Board has confirmed that the Board is functioning effectively as follows:

- By providing the executive side with broad direction regarding management strategy and working to share the goals and strategies that the Company is aiming for, it was confirmed that discussions at the Board are shifting toward a more broad-based and strategic focus.
- It was confirmed that the Company is seriously considering the role of the Board and what it should be, including the delegation of authority to the executive side and the supervision of the executive side's business processes by encouraging sound risk-taking.
- It was confirmed that the suggestions and advice from Outside Directors are practical and that the executive side is sincerely taking them on Board and working to make various improvements.

On the other hand, the following challenges were identified as areas that need to be addressed to further improve the effectiveness of the Board.

- Strategic agenda-setting and expansion of constructive discussions
- Strengthening of the monitoring of Group and global governance systems
- Strengthening of the monitoring of the president's succession plan and the development of the next generation of management

3. Measures to Enhance Board Effectiveness

Based on the results of the Board effectiveness evaluation, the Company will implement improvements to further enhance Board effectiveness, primarily through the following initiatives.

The Company will

- Clarify the matters that should be discussed at the Board and establish opportunities both within and outside the Board to engage in constructive discussions from an investor perspective.
- Consider measures to strengthen the Group and global governance structure that supports the monitoring system for the entire Group.
- Establish and operate a candidate selection process that ensures more transparency and fairness.

Corporate Governance

Status and Skills Matrix of the Company's Board of Directors

Under the rapid changes in the global business environment, the Company acknowledges the importance of ensuring the balance and diversity of Directors' knowledge, experience, and abilities. In addition, the Company ensures the balance of Directors as follows to achieve sustainable growth and improve the corporate value of the Group over the medium to long term, while remaining adaptable and flexible to changes:

- Executive Directors who have extensive knowledge of the Group's business activities in Japan and overseas
- Outside Directors who make pertinent proposals and provide sound management advice from a wide range of perspectives
- Directors who are Audit & Supervisory Committee Members and are responsible for the audits and supervision of the execution of duties by Directors, etc.

Title	Name	Independent Director	Members of main governing bodies (Attendance status in FY2024)				Experience, knowledge, and expertise etc.								
			Board of Directors	Audit & Supervisory Committee	Nomination Advisory Committee	Compensation Advisory Committee	Corporate Management	Domestic Business	Development/ Production	Technology/ DX	Human Resources	Legal/Risk Management	Accounting/ Finance	Sustainability	International Experience/ Overseas Business Experience
Chairman of the Board & Representative Director	Motozumi Miwa		○ 100% (16/16)				●	●			●	●	●	●	●
President & Representative Director	Akihiro Harada		● 100% (16/16)		○ 100% (10/10)	○ 100% (2/2)	●	●	●	●	●				●
Executive Vice President & Director	Hideo Onoe		○ 100% (16/16)				●	●	●	●					●
Director	Tomoko Fujita		○ 100% (16/16)				●				●	●	●		●
Outside Director	Ian Jordan	●	○ 100% (16/16)				●			●	●		●	●	●
Outside Director	Ikuji Ikeda	●	○ 100% (13/13)*1		○ 90% (9/10)	● 100% (1/1)*1	●		●					●	●
Outside Director	Koji Naito	●	○ — *2		● — *2	○ — *2	●		●					●	●
Director (Full-Time Audit & Supervisory Committee Member)	Masato Inuga		○ 100% (16/16)	● 100% (15/15)			●	●				●			
Outside Director (Audit & Supervisory Committee Member)	Keiichi Kato	●	○ 100% (16/16)	○ 100% (15/15)								●			
Outside Director (Audit & Supervisory Committee Member)	Yukako Ikukawa	●	○ 100% (16/16)	○ 100% (15/15)									●		

● Chairperson ○ Other members

*1 After appointment as Director *2 Appointed June 20, 2025

Corporate Governance

Remuneration for Directors

① Policy and Procedures for Determining Remuneration of Individual Directors

a) Basic policy

Remuneration for Directors is designed in such a manner that values can be shared with our shareholders and that the level is appropriate for Directors' duties. Due consideration is given to incentives for the continued improvement of corporate performance and the securing of talented human resources.

b) Policy on the remuneration structure

- Remuneration for executive Directors consists of fixed compensation ("Fixed Compensation"), short-term performance-based bonuses ("Bonuses"), and medium- to long-term performance-based stock compensation ("Stock Compensation"). Bonuses or Stock Compensation may not be paid to Directors who serve as executive directors of the Company's subsidiaries, considering the remuneration paid by such subsidiaries and the levels of their duties in the Company.
- Remuneration for Outside Directors consists of monthly Fixed Compensation only, considering their supervisory roles and independency.
- No retirement benefits are paid to any Directors.

c) Policy on determining the content and calculation of the amount and numbers of remuneration

- The amount of remuneration for Directors is based on a broad consideration of factors including the Company's performance and the compensation standard of other companies.
- The amount of Fixed Compensation is determined according to the position and responsibilities of each Director.
- Bonuses are cash compensation based on short-term business performance and are aimed at improving the Group's business performance for each fiscal year covered in the medium-term management plan. The target indicator for Bonuses is consolidated operating income before goodwill amortization out of the performance targets set in the 2026 Medium-Term Management Plan. Bonuses are paid according to the degree of achievement, specifically, by zero (if the achievement rate is less than 60%) to two (if the achievement rate is 140% or more) times the predetermined amount set according to the responsibilities of each Director.
- Stock Compensation is non-cash compensation based on medium- to long-term business performance and is aimed at improving the Group's business performance for the three fiscal years covered in the 2026 Medium-Term Management Plan. The performance indicators for Stock Compensation are consolidated net sales outside the new business domain (30%), net sales in the new business domain (30%), and ROIC before goodwill amortization (40%) based on the performance targets set in the 2026 Medium-Term Management Plan. According to the achievement rate of the predetermined performance target set for each of the three fiscal years concerned, the Company distributes its shares corresponding to the point calculated based on the basic points set according to the responsibilities of each Director, multiplied by the performance-linked coefficient, which ranges from zero (if the achievement rate is less than 60%) to two (if the achievement rate is 140% or more). The distribution weighting is 20% in the first year, 30% in the second year, and 50% in the final year of the 2026 Medium-Term Management Plan period.

d) Policy on determining compensation ratio by type

- The ratio between the base amount of cash compensation (Fixed Compensation and Bonuses) and that of Stock Compensation for the President & Representative Director is set at approximately 70% and 30%, respectively. The ratios for other Directors are determined accordingly, based on the responsibilities of each Director and the general compensation standard.
- The ratio between the base amount of Fixed Compensation and that of performance-based compensation (Bonuses and Stock Compensation) for the President & Representative Director is set at approximately 40% and 60%, respectively. The ratios for other Directors are determined accordingly, based on the responsibilities of each Director and the general compensation standard.

e) Matters on determining remuneration of individual Directors

The Company believes that the following process is necessary to ensure transparency and objectivity. The total amount of monthly Fixed Compensation and Bonuses to be paid to Directors who are not Audit & Supervisory Committee Members is determined by a resolution of the Board of Directors within the ranges approved at a general meeting of shareholders, based upon deliberation by the Compensation Advisory Committee. To enable timely

decision-making, the authority is delegated to the President to determine the amount to be paid to each Director following the results of deliberations by the Compensation Advisory Committee.

As for Stock Compensation, the Company distributes the Company's shares equivalent to the points calculated based on the Share Distribution Regulations as resolved by the Board of Directors, upon confirmation by the Compensation Advisory Committee.

Remuneration for Directors who are Audit & Supervisory Committee Members consists of monthly Fixed Compensation only, as they serve mainly with audits and supervision of corporate management. The amount for each Director who is an Audit & Supervisory Committee Member is determined by deliberations of the Audit & Supervisory Committee Members within the ranges approved at a general meeting of shareholders.

(1) Remuneration for Directors

Type of remuneration	Directors who are not Audit & Supervisory Committee Members	Directors who are Audit & Supervisory Committee Members	Outside Directors	Composition Ratio of Remuneration e.g., President & Representative Director (base amount)		
				Fixed 40%	Performance-based 60%	
Fixed Compensation	○	○	○	Monthly fixed compensation (40%)	Bonus (30%)	Stock compensation (30%)
Performance-based bonus	○	—	—			
Performance-based stock compensation	○	—	—			
				Cash 70%		Non-cash 30%

(2) Target performance indicators for Bonuses and Stock Compensation

① Bonuses

Bonuses will be paid according to the following performance indicator and the achievement rate set at the beginning of each fiscal year.

Target performance indicator (Consolidated)
Operating income before goodwill amortization

② Stock Compensation

The Company's performance-based stock compensation plan employs the following three indicators out of the 2026 Medium-Term Management Plan performance indicators, along with the ratio specified as below. The performance targets for each fiscal year have been set upon formulation of the 2026 Medium-Term Management Plan. Points will be awarded according to the achievement rate of the performance targets and the corresponding performance-linked coefficient. The Company will then distribute the Company Shares corresponding to the number of points to each Director. The distribution weighting is 20% in the first year, 30% in the second year, and 50% in the final year of the 2026 Medium-Term Management Plan period.

Target performance indicator (Consolidated)	Ratio
Net sales (excluding the new business domain)	30%
Net sales (new business domain)	30%
ROIC before goodwill amortization	40%

Bonuses and Stock Compensation Payment	
Distribution rate	Varies from 0 to 200% depending on performance
MIN 0%	MAX 200%
Less than 60%	140% or more
	Achievement rate

Corporate Governance

② Performance-Based/Non-Monetary Remuneration

The following table shows the performance-based compensation (Bonuses and Stock Compensation) for fiscal 2024 and the performance indicators as the basis of its calculation.

Type of compensation	Consolidated performance indicators	Ratio	Target	Result	Achievement rate*1	Performance-linked coefficient*1
Bonuses	Operating income before goodwill amortization	100%	¥30.8 billion	¥43.8 billion	142.4%	200.0%
Stock Compensation	Net sales (excluding the new business domain)	30%	¥290.0 billion	¥317.9 billion	109.6%	156.0%
	Net sales (new business domain)	30%	¥40.0 billion	¥51.0 billion	112.4%*2	
	ROIC before goodwill amortization	40%	6.5%	9.9%	152.3%	

*1 Calculated in accordance with the policy and procedures described in the "Policy and Procedures for Determining Remuneration of Individual Directors"

*2 Calculated with the weighting of domestic sales and overseas sales as 50:50.

③ Remuneration of Directors and Audit & Supervisory Committee Members for Fiscal 2024

	Total (Million yen)	Total amount of compensation (Million yen)			Number of eligible Directors
		Fixed Compensation	Performance-based Bonuses	Performance-based Stock Compensation	
Directors (of which Outside Directors)	564 (39)	229 (39)	249 (—)	84 (—)	10 (4)
Audit & Supervisory Committee Members (of which Outside Directors)	43 (21)	43 (21)	—	—	3 (2)

Note: The remuneration for Directors who are not Audit & Supervisory Committee Members for fiscal 2024 includes the remuneration paid to two Directors (including one Outside Director) who retired at the conclusion of the 78th Ordinary General Meeting of Shareholders held on June 21, 2024.

Cross-Shareholding

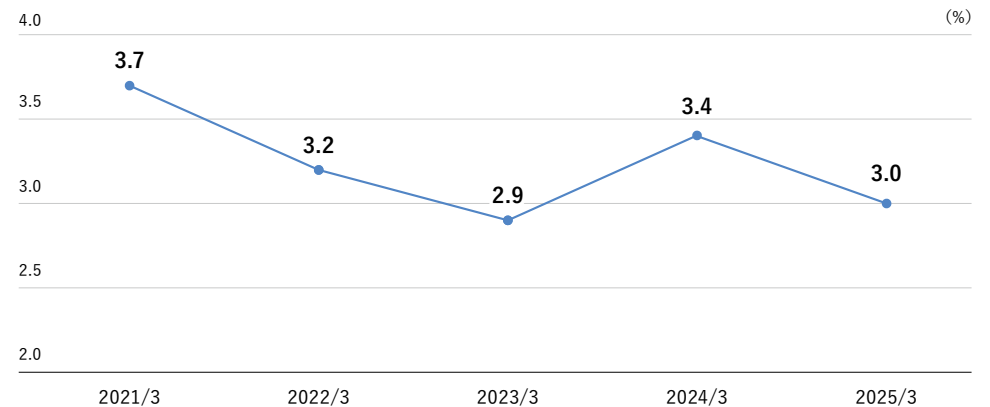
It is the Company's policy to hold shares of listed companies as cross-shareholdings only if, based on a broad consideration of factors such as the business strategies and transaction status of such companies, we judge that maintaining and enhancing the relationship with such companies would increase the corporate value of the Group. To ensure the economic rationale of such holdings, the Company pays attention to the soundness of the management of such companies and considers the market value of shares as well as the dividends and other returns of such companies.

The Board of Directors annually reviews the purpose and rationale of each cross-shareholding, and discusses whether to continue or discontinue such holdings, based on the economic rationale and future outlook as well as risks and returns over the medium to long term. In addition, such holding is reconsidered if it is found to be unsuitable.

In fiscal 2024, the Company decided to continue its shareholdings based on the Board's examination of the stock name, purpose, and rationale thereof including the business synergy with the investee companies, the balance of risks, and returns against the capital cost, while some of the shares were sold due to reasons such as deviations from the original purpose and lessening of the significance of such holdings.








The Company will exercise voting rights on cross-held shares based on a broad consideration of factors including the condition of each investee company and on criteria such as whether such exercise is deemed to improve the corporate value of the Company and the investee company.

Cross-Shareholding Valuation Ratio to Net Assets



Board of Directors and Executive Officers (as of June 20, 2025)

Directors

 <p>Motozumi Miwa Chairman of the Board & Representative Director</p>	 <p>Akihiro Harada President & Representative Director</p>	 <p>Hideo Onoe Executive Vice President & Director Assistant to President Supervision of General Affairs Headquarters and Finance Headquarters</p>	 <p>Tomoko Fujita Director Responsible for the corporate governance of non-Japanese subsidiaries</p>
 <p>Ian Jordan Outside Director</p>	 <p>Ikuji Ikeda Outside Director Chairman of the Compensation Advisory Committee</p>	 <p>Koji Naito Outside Director Chairman of the Nomination Advisory Committee</p>	 <p>Masato Inuga Director (Full-Time Audit & Supervisory Committee Member) Chairman of the Audit & Supervisory Committee</p>
 <p>Keiichi Kato Outside Director (Audit & Supervisory Committee Member)</p>	 <p>Yukako Ikukawa Outside Director (Audit & Supervisory Committee Member)</p>		

Status and Skills Matrix of the Company's Board of Directors **P.56**

Profiles (Japanese only)

Board of Directors and Executive Officers (as of June 20, 2025)

Executive Officers



Yoshihiro Takada

Company President of Domestic Business Company



Toshimitsu Yoshinari

Company President of International Business Company



Hirofumi Kameyama

Senior General Manager of Technical Innovation Center,
Research & Development Headquarters



Yukihiro Fujikawa

Executive General Manager of Finance Headquarters



Tokuya Shimizu

Executive General Manager of Sales Headquarters,
Domestic Business Company



Tetsuya Bogaki

Responsible for the group companies of
Acrelec Group S.A.S.



Chris T. Reagan

Responsible for the group companies of Flooid Topco Ltd.
Supervision of the Americas regions of
the group companies of Glory Global Solutions Ltd.



Vincent Nakache

Responsible for EMEA regions of
the group companies of Glory Global Solutions Ltd.



Yoshifumi Kawabata

Executive General Manager of Research & Development Headquarters
Responsible for the areas of development and technology
Responsible for QMS (Quality Management System)



Yoshihiro Oota

Executive General Manager of Service Headquarters,
Domestic Business Company



Ben Thorpe

Responsible for Asia Pacific regions of
the group companies of Glory Global Solutions Ltd.



Toyofumi Iwami

Head of Development & Quality Assurance Office,
International Business Company



Kazumasa Kishiue

Executive General Manager of
Production Headquarters



Kuniaki Ogawa

Executive General Manager of
Business Innovation Headquarters,
Domestic Business Company



Kazumi Yamauchi

Executive General Manager of
Product Development Headquarters,
Domestic Business Company



Yukiya Tanaka

Executive General Manager of Management Strategy Headquarters
Responsible for brand strategy and investor relations
Chief Information Security Officer of the Glory group



Junko Miyake

Executive General Manager of General Affairs Headquarters
Responsible for legal compliance and sustainability
Responsible for EMS (Environmental Management System)

Message from Newly Appointed Director

I have been appointed an Outside Director of GLORY LTD.

In 1986, I joined Ushio Inc., a manufacturer and seller of industrial light sources and optical equipment, and focused primarily on developing its overseas business. In 2019, I was appointed President of Ushio. In that role, I worked to not only drive business growth but also enhance long-term sustainable corporate value through various initiatives. These included establishing a new corporate governance structure and promoting sustainability management.

Glory views the diversification of payment methods as an opportunity and, through M&As, has rapidly increased its overseas presence over the past decade. Today, more than 50% of its sales come from the overseas market. In 2020, Glory transitioned to a company with an Audit & Supervisory Committee, thus further strengthening its corporate governance efforts. With regard to sustainability management, Glory has also clearly defined its material issues and is working to achieve related KPIs.

An important role of the Board of Directors is to ensure that these initiatives translate into increased corporate value from the perspective of investors. When I met with President Harada, I strongly sensed his determination to raise Glory's PBR. Like Ushio, Glory traces its roots to Himeji, Hyogo Prefecture. With this in mind, I encourage Glory to move boldly to increase corporate value and will monitor its progress as a Board member.

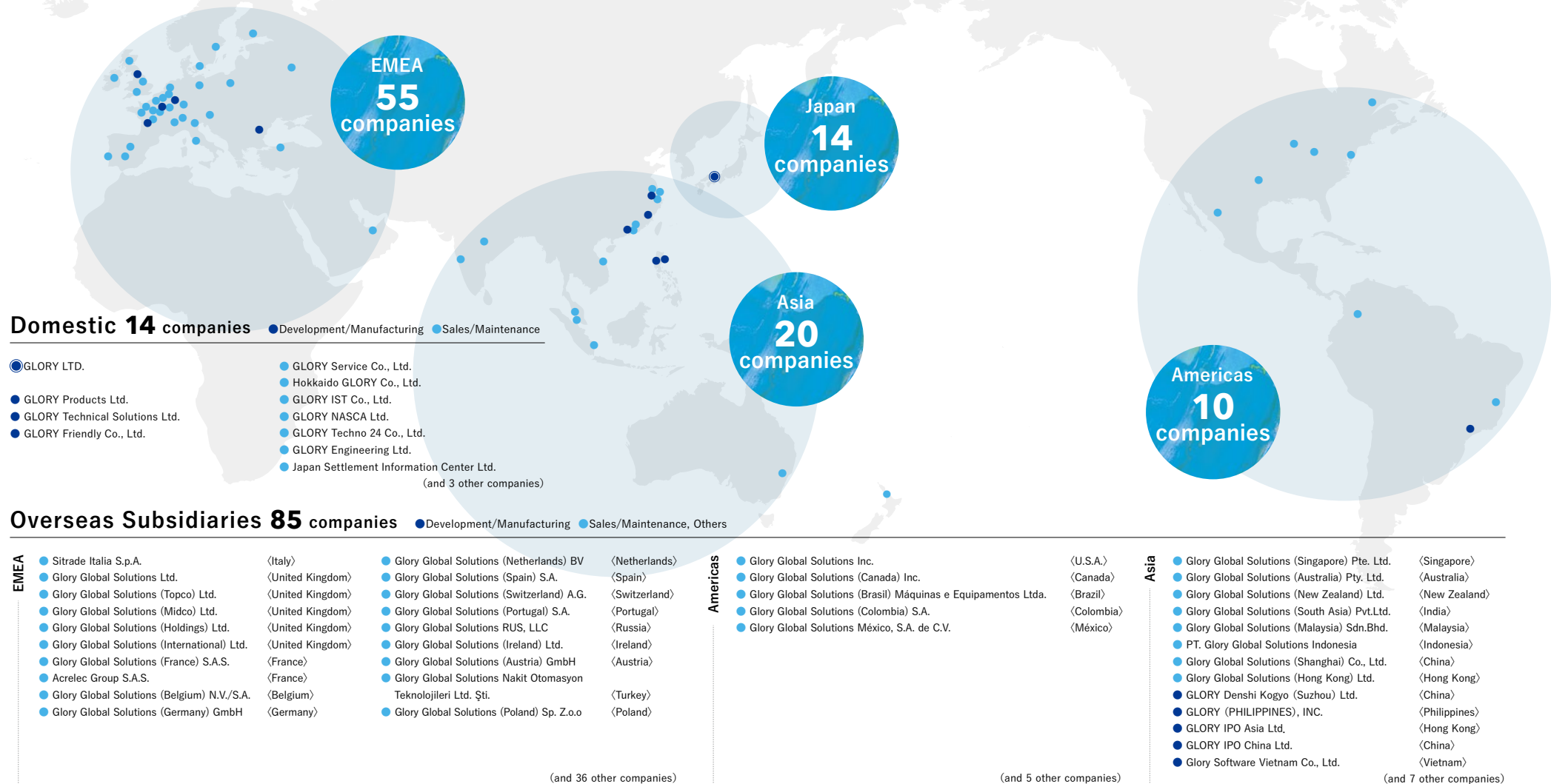


Koji Naito

Outside Director
Chairman of the Nomination
Advisory Committee

Domestic and Overseas Network (as of March 31, 2025)

In addition to Glory sites in Japan, we are building a network spanning the various regions of the world through collaboration with Group companies. Glory provides products and solutions to customers in more than 100 countries around the world through this in-depth support system.



Corporate Data/Share Information (as of March 31, 2025)

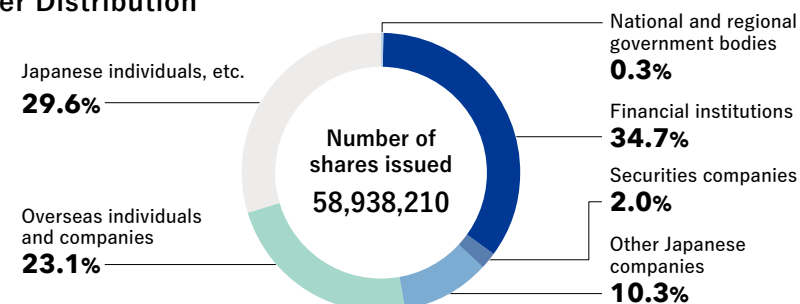
Corporate Data

Corporate name	GLORY LTD.
Established	November 27, 1944
Capital	¥12,892,947,600
Number of employees	3,153 (Consolidated basis: 11,392)
Head office	1-3-1, Shimoteno, Himeji, Hyogo 670-8567, Japan Phone: +81-79-297-3131
Offices	Head Office/Factory, Tokyo Office, Shinagawa Business Place, Saitama Factory, and Himeji Distribution Center; Branches and other: 107 locations; 92 Consolidated Group companies (including 82 overseas companies)
Fiscal year-end	March 31
Date of Ordinary General Meeting of Shareholders	Late June
Record dates	Ordinary General Meeting of Shareholders: March 31 Year-end dividend: March 31 Interim dividend: September 30 Other such events are conducted from time to time upon sufficient notice to shareholders.
Trading unit	100 shares
Listing	Tokyo Stock Exchange (Prime)
Securities code	6457
Administrator of shareholder registry	Mitsubishi UFJ Trust and Banking Corporation

Share Information

Number of shares authorized	150,000,000
Number of shares issued	58,938,210 (including 1,141,650 shares of treasury stock)
Number of shareholders	16,010 (decrease of 283 from previous year)

Shareholder Distribution



Major

Shareholders

Shareholder	Number of shares held (Thousands of shares)	Holding ratio(%)
The Master Trust Bank of Japan, Ltd. (Trust account)	7,997	13.8
Nippon Life Insurance Company	3,427	5.9
Custody Bank of Japan, Ltd. (Trust account)	2,610	4.5
GLORY Group Employees' Stock Ownership Association	2,582	4.5
The Master Trust Bank of Japan, Ltd. (ESOP account)	1,618	2.8
Tatsubo Fashion Co. Ltd.	1,500	2.6
GLORY Business Partners' Stock Ownership Association	1,165	2.0
Sumitomo Mitsui Banking Corporation	1,100	1.9
State Street Bank and Trust Company 505103	896	1.6
THE BANK OF NEW YORK MELLON 140044	848	1.4

Notes:

1. The Company holds 1,141,650 treasury shares, however, they are not included in the above list.
2. The percentage of total issued shares is calculated by excluding the Company's treasury shares.



Confidence Enabled

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