

**SPECIAL FEATURE:**



**Kaname Kotani**

Director & Senior Managing Executive Officer,  
Executive General Manager,  
Development Headquarters

*An Interview with GLORY's Head of Development*

## CREATING THE SUPERIOR TECHNOLOGY THAT DRIVES OUR LEADERSHIP

GLORY's core fields of technology are recognition/identification and mechatronics. We are continually working to enhance these technologies and create products that meet the needs of worldwide markets. We asked Kaname Kotani, Executive General Manager of Development, about the outlook for future product development at GLORY.

**QUESTION**

### 01 HOW WOULD YOU DESCRIBE GLORY'S DEVELOPMENT ORGANIZATION?

The GLORY Group R&D is organized into specialized units that focus on developing products for the financial, retail, and transportation sectors in Japan, and for overseas markets. We also have units that specialize in the improvement of our core technologies, and a Research and Development Center dedicated to the creation of seeds for future technologies. This type of organization enables us to create new technologies while rapidly developing products to meet the needs of our customers. Overseas, we have development bases not only in Switzerland, but also in the United

Kingdom, the United States, Germany, Portugal, and China. We have around 1,000 technical staff worldwide working on product development.

**QUESTION**

### 02 HAVE YOU ACHIEVED DEVELOPMENT SYNERGIES SINCE THE ACQUISITION OF TALARIS TOPCO LIMITED IN 2012?

We are achieving significant synergies by combining Talaris' ability to develop excellent software that matches customer needs, with our product development capabilities. One major achievement is the introduction of remote diagnostic monitoring made possible by installing Talaris software in our banknote recyclers for tellers,

which is one of our flagship products. As a result, we are able to remotely monitor the status of our products, enabling us to carry out preventive maintenance before problems can occur. In addition, we can use the data gathered through monitoring as feedback for further product development and quality improvement. Also, we are paying particular attention to the activities of the product development site in Switzerland, where Talaris's development site was originally based. Switzerland has many excellent universities with outstanding students and engineers, and we are hoping to support the seeds of new technologies by creating open innovation through industry-academia collaboration.



“We are proud of our advanced technology, and of the world-class products that embody our technology.”

**QUESTION**  
**03 PLEASE TELL US ABOUT YOUR STRATEGY FOR PRODUCT DEVELOPMENT.**

Our current product development strategy under GLORY Group’s 2017 Medium-Term Management Plan is to strengthen our product development structure for overseas markets, and to enhance our core technology development capabilities.

A key consideration for our efforts to strengthen our product development structure for overseas markets is the fact that the operational capabilities and specifications required for cash handling equipment vary significantly according to the country and the individual user. This means that product development for different countries requires detailed software customization. For this reason, we are continually working to raise the level of software development capabilities across the entire GLORY Group, not only through in-house training, but also through M&A initiatives, including the acquisition of an American software development company in April of last year.

The second part of our strategy is the enhancement of our development capabilities for our core technologies. Because currencies from different countries vary widely in both size and the materials used, rapid, accurate processing requires advanced technology. To meet this need, we must continually improve our core

recognition/identification and mechatronics technologies. We commit substantial resources to the improvement of our development capabilities for these core technologies. Currently we are focusing on the establishment of technology that will allow a single machine to handle coins from countries around the world.

Finally, we are also creating software and hardware platforms with the aim of enhancing our development efficiency and cost competitiveness.

**QUESTION**  
**04 WHAT WOULD YOU SAY IS THE ESSENCE OF ALL GLORY PRODUCTS?**

In addition to sophisticated functionality of our products in terms of currency processing speed, recognition/identification accuracy, and other features, we are also proud of our designs, which combine excellent usability with a stylish appearance.

One example of this is the CASHINFINITY™ cash management systems for the retail market. Since customers interact directly with this machine at retail outlets, we have optimized our systems with innovative features designed to avoid user confusion and prevent people from forgetting their change. In addition, CASHINFINITY features an elegant black-themed design to complement modern store décor. GLORY has built

an international reputation for product design excellence, and two of our flagship products, the RBG series intelligent cash recycler and CASHINFINITY series, have won the prestigious Red Dot Design Award.

**QUESTION**  
**05 WHAT IS YOUR VISION FOR THE DEVELOPMENT ORGANIZATION?**

GLORY’s business environment is evolving rapidly due to the accelerating growth of the Internet of Things (IoT) and the fintech business, the diversification of settlement methods, and other factors. We anticipate further diversification of our customers’ needs, and if we are to seize business opportunities in this changing environment, we will need to stay ahead of our competitors by offering a full line-up of products and superior system solutions. The GLORY Group will continue to rely on customer perspectives when developing products, while capitalizing on our integrated capabilities at all stages from planning and development through to manufacturing, sales, and after-sales service, and by reacting quickly to frontline needs.

I believe that the most important requirement for an R&D-focused company is to ensure that its employees have high aspirations and a strong sense of motivation toward their development work. This is why we have adopted the slogan “For active and creative engineers!” as an expression of our commitment to revitalization activities leading to the creation of a corporate culture that generates new ideas.

This commitment to continuous development is part of GLORY’s corporate DNA. We will carry on creating new innovative products to meet future needs.