We enable a confident world

Since launching the first made-in-Japan coin counter, GLORY has been a pioneer of cash-handling machines, providing numerous products for the improvement of operational efficiency to a wide range of markets, including the finance, retail, and transportation industries. The unique technologies we have perfected have been deployed not only in Japan, but all over the world, and we are striving to link them with next-generation solutions for our increasingly security-aware modern society.

Based on a spirit, passed down since our founding, of continuously striving to benefit people by creating products that have never been seen before, we will continue to contribute to the development of society by creating the value needed in each coming era.
Financial Institutions

Overseas Market

Compact Cash Recycling System

Ideal for cash register counters, these systems enable continuous transactions to make payments and receive change.

Banknote Recycler for Tellers

Enables recycling of the banknote load, which is one of the most time-consuming operations, thereby optimizing teller efficiency.

Banknote Sorter

Simply load banknotes of mixed denominations, and the system performs handling such as classifying denomination, correcting orientation, and automatically calculating values.

Pachinko Ball Dispenser and Counter

At station ticket windows and similar locations, this system automates the full series of processes from counting received cash and dispensing change to storage and management of cash inside the machine.

Sales Point Dispensing Machine

Complete dispensing, staining, and charging of products, such as automatic pricing; counting and exchange of change and management of points.

School Certificate Issuing Machine

Issues various certificates with a single machine.

Cash Register

Enables quick determination of store sales and management of cash, including counting of received cash, dispensing of change, and management of sales data.

Electronics

Pachinko Ball Dispenser and Counter

Attends to pachinko halls with advanced technology, such as automatic counting and dispensing of change.

Credit Card Company

Achieves recognition precision at the highest level.

Face Recognition System

Instantaneously reads handwritten characters for easy and speedy verification.

Organizational Structure

GCAN Center

The GCAN Center is an information-processing center that ensures safety, reliability, and accuracy. Here, we provide customer service support, and we accept various payment methods, such as credit cards, electronic money, and depositing cash.

Company Cafeterias

Self-Service Update for Cafeterias

Various ideas are implemented with a self-service update to improve the operational efficiency for the cashier and streamline operations.

Hospitals

Medical Payment Kiosk

Automates medical-related cash handling, supporting various medical coupons, and additional cash settlement.

Electronics

Cash Recycler

A high-speed, high-capacity recycler of bill denominations at a speed of 1,000 ballots per minute.

Educational Institutions

Certificate Issuing Machine

Issues certificates, such as diplomas and certificates, with high-speed and efficient operations.

Self service for cafeteria

Provides outstanding support for pachinko ball dispensers, such as automatic counting and dispensing of change.

BIOMETRIC AUTHENTICATION

Face Recognition System

Enables highly advanced technology, such as automatic discrimination and personal recognition, through the utilization of facial recognition technology.

Government


dash: We will strive to contribute to the development of a new society through a strong spirit and cooperative efforts.

Through a spirit of continuous development, we will provide a solution to our customers.

We will build a dynamic group through respect for the individual and the team.

We will endeavor to act as a responsible corporate citizen and form a harmonious society with society as a whole.

GLAN Center

The GLAN Center is an information-processing center that ensures safety, reliability, and accuracy. Here, we provide customer service support, and we accept various payment methods, such as credit cards, electronic money, and depositing cash.

Corporate Philosophy

Management Creed

We will endeavor to act as a responsible corporate citizen and form a harmonious society with society as a whole.

Security and Safety

Pachinko Prize Dispensing Machine

Provides outstanding support for pachinko ball dispensers, such as automatic counting and dispensing of change and management of points.

Vending Machine

Touch-Screen Ticket Vending Machine

Facilitates self-service ticket purchase with a touch screen for improved ease of operation.

Food-Related Business

Sales Point Dispensing Machine

Complete dispensing, staining, and charging of products, such as automatic pricing; counting and exchange of change and management of points.

Corporate Philosophy

Management Creed

We will endeavor to act as a responsible corporate citizen and form a harmonious society with society as a whole.

Security and Safety

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Corporate Philosophy

Management Creed

We will endeavor to act as a responsible corporate citizen and form a harmonious society with society as a whole.
Easing your work to take quality of customer service to the next level

In settings such as financial institutions, the question of how to improve customer service quality is a key issue. By adopting GLORY products, which handle cash mistake-free at an overwhelming speed, tellers can lighten a physical and psychological workload, so they can focus on providing superior service to the customer in front of them.

No manual handling of currency for trouble-free operation

Work completed by humans is never perfect, and operations involving the handling of cash carry a particular risk. In settings such as retail stores, a key issue is how to cut this risk due to human mediation. GLORY products handle cash accurately, and by using them, it is possible to prevent an issue before it occurs.

"Our cutting-edge technology creates extra value for the customer."

By automating operations customer waiting time is minimized

At payment counters of hospitals and other facilities, one wants to shorten customer waiting time as much as possible. By adopting GLORY products capable of accurate and speedy handling of cash, it is possible to automate charging, reduce waiting time, and greatly improve the efficiency of clerical work.

GLORY products in a variety of settings for services that can be used with peace of mind

In settings such as restaurants, it is common for staff to carry out cash transactions with customers. With GLORY products, there is no need for staff to touch the cash, so they can provide smoother, more hygienic service.
Providing something extra to the customer

The three strengths of GLORY

As a pioneer of cash-handling machines, we have earned the trust of many customers, and the reason why we can continue to play a role in various settings throughout society is the three key characteristics of GLORY that we have built up in our journey to this point.

1. R&D Capabilities
   - Recognition/identification technology and mechatronics technology are core technologies unique to GLORY.
   - We actively promote research on biometric authentication technologies such as facial recognition and other state-of-the-art technologies.

2. Global Network
   - At around 100 sites across Japan, we listen to the voices of our customers and propose solutions to address their issues.
   - Having established overseas subsidiaries in more than 20 countries around the world, we respond to diverse needs in over 100 countries.

3. Integrated System
   - Solving problems through a total approach, covering everything from planning and development to sales and maintenance.
   - We conduct our business to satisfy customer needs throughout the entire value chain.
   - We offer maximum value to customers through close collaboration across all our divisions.

Contributing to the development of a more secure society.
R&D Capabilities

With pride as a pioneer of cash-handling machines, GLORY is constantly developing products to resolve issues at global financial institutions, retail stores, and other settings. Going forward, we will continue taking up the challenge of producing revolutionary new products and technologies that are useful to society.

FOCUS

We are also developing high-precision facial recognition systems to realize the new standard for future society

In order to make a more secure society, there has been growing interest in recent years in biometric authentication technology using face, fingerprint, and voice pattern recognition techniques. By employing the recognition identification technology we have cultivated in currency processing, GLORY is developing unique technology to grasp the distinguishing facial features of individuals through comparison to an “average face.” This allows accurate recognition of faces that may change due to aging, makeup, hairstyle, and other factors. Based on this technology, we have successfully developed a system enabling reliable authentication in an ever-wider variety of environments.

World-Class Core Technologies

Functions such as identifying, counting, and wrapping money, which GLORY has delivered to the world thus far, are built from our core recognition/identification and mechatronics technologies. These two core technologies are our biggest strengths.

Recognition/Identification Technology

We are devoted to the study of recognition/identification technology in currency processing, where extreme exactness is required. As a result, we are now able to distinguish counterfeit from genuine by verifying image patterns through high-speed automatic processing. This technology is also applied to other than cash-handling.

Mechatronics Technology

By integrating mechanical and electrical engineering, digital and automatic control, technology previously only possible by human hands can be handled at astonishing speeds. We are developing the technology even further to achieve greater compactness, versatility, and energy conservation.
Global Network

The foundation of GLORY’s business is offering peace-of-mind to the customer. We have therefore built an in-depth support system to provide solid support for customers in more than 100 countries all over the world. In addition to GLORY sites in Japan, we have built a network spanning the various regions of the world through collaboration with group companies, and are thereby able to live up to our customers’ trust.

Inside Japan

Via our over 100 service sites, we provide customers throughout Japan with a level of response that ensures a high degree of satisfaction.

Outside Japan

We have developed a direct sales and direct maintenance network in more than 20 countries worldwide, and supply our products to more than 100 countries.

Europe

- Birside Italia S.p.A. (Italy)
- Glory Global Solutions Ltd. (UK)
- Glory Global Solutions (France) S.A.S. (France)
- Glory Global Solutions (Belgium) N.V./S.A. (Belgium)
- Glory Global Solutions (Germany) GmbH (Germany)
- Glory Global Solutions (Netherlands) BV (Netherlands)
- Glory Global Solutions (Spain) S.A. (Spain)
- Glory Global Solutions (Switzerland) AG (Switzerland)
- Glory Global Solutions (Portugal) S.A. (Portugal)
- Glory Global Solutions RUS, LLC (Russia)
- Glory Global Solutions Nakl Otomasyon Teknolojileri Ltd. Sti. (Turkey)
- Glory Global Solutions (Ireland) Ltd.

Americas

- Glory Global Solutions Inc. (USA)
- Glory Global Solutions (Canada) Inc. (Canada)
- Glory Global Solutions (Brazil) Maquinas e Equipamentos Ltda. (Brazil)
- Glory Global Solutions (Colombia) S.A. (Colombia)
- Glory Global Solutions (Mexico) S.A.P.D.E.C.V. (Mexico)

Asia & Oceania

- Glory Global Solutions (Singapore) Pte. Ltd. (Singapore)
- Glory Global Solutions (Australia) Pty. Ltd. (Australia)
- Glory Global Solutions (New Zealand) Ltd. (New Zealand)
- Glory Global Solutions (South Asia) Pvt. Ltd. (India)
- Glory Global Solutions (Malaysia) Sdn. Bhd. (Malaysia)
- Glory Global Solutions (Shanghai) Co., Ltd. (China)
- Glory Global Solutions (Hong Kong) Ltd. (Hong Kong)
- GLORY Corp. (Philippines) Inc. (Philippines)
- GLORY IPO Asia Ltd. (Hong Kong)
- GLORY IPO China Ltd. (China)

Our Strength

Directly interacting with customers inside and outside Japan

GLORY Service Co., Ltd.
Hokkaido GLORY Co., Ltd.
GLORY IST Co., Ltd.
GLORY NASCO Ltd.
GLORY Techno 24 Co., Ltd.
GLORY Engineering Ltd.
Japan Settlement Information Center Ltd.
Solving problems through a total approach, covering everything from planning and development to sales and maintenance

Integrated System

Planning
P.15
Listening to the voices of our customers and formulating solutions that are one step ahead of their needs

Our planning divisions work to pioneer new business models and create next-generation products. They acquire multifaceted market information—taking advantage of close collaboration with other divisions, such as development, manufacturing, and sales—and on that basis plan new products and solutions.

Development
P.16
Pursuing technologies unique to GLORY through close collaboration

To meet ever-diversifying customer needs and develop products customers will appreciate, we pursue new products and solutions in each of our markets: finance, retail/transportation, amusement facilities, and overseas. Our various development divisions meet the challenge of acquiring new technologies by working together.

Procurement
P.17
Striving for stable procurement and cost reduction with an eye toward ensuring competitiveness

Our procurement divisions have built solid procurement supply chains so that we can offer products with higher value than other companies at the necessary times. We have two missions: stable procurement of parts and materials, and reduction of product costs.

Production
P.18
Building an optimal production framework through our network of sites inside and outside Japan

While building up an optimal production framework for global business, we strive for ceaseless improvement to achieve production of high-quality items at a timely fashion and at low cost—the foundation of good manufacturing. We also actively promote next-generation automation to boost competitiveness.

Sales
P.19
Reliably grasping market needs, and quickly offering needed solutions

Through our nationwide direct sales network, we obtain detailed information on the market, and offer proposals and conduct sales to suit customer needs. We are now aiming to build a new business model providing support for network-connected GLORY products owned by customers.

Maintenance
P.20
Building a fully-fledged support system to enable stable operation and use

We have around 1,000 technical staff posted at over 100 service sites throughout Japan. To provide consistently stable operation and use to the customers who purchase our products, we work to ensure quick recovery through on-site repair, and prevent malfunctions through periodic inspection.

We handle everything ourselves.
That is one of GLORY’s major strengths.
We develop unique products to meet customer needs.
Through an innovative production framework, we optimize quality and price.
Also, even after the sale, our support is continued to ensure the further exceptional performance of our systems.
This integrated system allows us to continue to generate the value needed by society.
Planning

Listening to the voices of our customers and formulating solutions that are one step ahead of their needs

Our planning divisions work to pioneer new business models and create next-generation products. They acquire multifaceted market information—taking advantage of close collaboration with other divisions, such as development, manufacturing, and sales—and on that basis plan new products and solutions. In Japan, where market growth has been flat for many years, our most important mission is determining how to grasp customer needs and realize new mainstream businesses, and we promote planning through flexible thinking, with an eye also on the cooperation with other firms. Another key theme in recent years has been quickly establishing a biometric authentication business exploiting our own technology “seeds.” In markets outside Japan, we are promoting rapid deployment of products developed for the domestic market, while actively working on product planning to suit the characteristics of the various countries and regions of the world.

Development

Pursuing technologies unique to GLORY through close collaboration

To meet ever-diversifying customer needs and develop products, customers will appreciate as globalization proceeds, we are developing new products and solutions in each of our four markets: finance, retail/transportation, amusement facilities, and overseas. To continue providing unique value not available from other companies, we have divisions focused on improving the core technologies that are our strength (recognition/identification technology and mechatronics technology) and divisions that promote conversion of systems into platforms, and we are taking up the challenge of acquiring new technologies through collaboration with the R&D Center that cultivates the sprouts of future technologies. We also have development sites in Switzerland, Portugal, the US, China, and other countries, and we have around 1,000 engineers engaged in product development both inside and outside Japan. This global development system is responsible for producing technologies that are unique to GLORY.

With our slogan "For Active and Creative Engineers," we are taking up the challenge of acquiring new technologies.

- Strengthening software development capabilities
- Converting technologies into platforms
- Strengthening ability to develop core technologies
- Developing competitive products
- Speeding up development

Realizing products of the future that are one step ahead
Procurement

Striving for stable procurement and cost reduction with an eye toward ensuring competitiveness

At our procurement divisions, we have two missions—stable procurement of parts and materials, and reduction of product costs—to ensure we can offer products with higher value than other companies at the time they are needed by the customer. First, with regard to stable procurement, we contribute as a company to a sustainable society by meeting expectations for socially responsible procurement, and at the same time, build solid procurement supply chains fully ready for unpredictable phenomena such as natural disasters. At each procurement site, we repeatedly hold meetings and otherwise engage with suppliers to strengthen relationships for smooth dealings. Regarding reduction of product costs, we aim to continually improve our purchasing power by preparing an efficient, group-wide procurement plan in close cooperation with the procurement divisions of each subsidiary.

Production

Building an optimal production framework through our network of sites inside and outside Japan

In order to deliver products that will satisfy our customers, a key issue is building an optimal production framework that allows efficient global business. Our group's production facilities, centered on our Head Factory and Saitama Factory, act as an integrated team, making ceaseless improvements while always keeping in mind the fundamental principle of manufacturing: "producing high-quality products in a timely fashion at low cost." In addition, we are achieving improvement in our production capabilities through active efforts to realize new-generation manufacturing via linkage between industrial robots and high-added-value human-armed robots.

Development Divisions
Establishing a production framework and achieving high production quality at the Head Factory and Saitama Factory

Mass Production Divisions
Making thorough-going preparations for production to achieve vertical start-up at each production site

In meeting issues in preparation for production, we develop new technologies in the manufacturing, part manufacturing, and electrical equipment divisions

Sustained high quality

Cost

Delivery
Sales
Reliably grasping market needs, and quickly offering needed solutions

Through our nationwide direct sales network, we obtain detailed information on the market and make proposals and conduct sales to suit customer needs. In recent years, these needs have shifted from product sales to proposal of solutions, and thus by connecting GLORY products owned by the customer via networking and constantly monitoring the flow and stock of cash, we provide support for structuring more efficient operations. Our aim is to create new business models. By exploiting our core technologies in the fields of recognition/identification, we are also contributing to the development of high-security business environments through approaches such as biometric authentication. Furthermore, in order to offer comprehensive solutions to customers, we are also emphasizing the development of high-quality systems sales staff.

Maintenance
Building a fully-fledged support system to enable stable operation and use

To provide consistently stable operation and use to the customers who purchase our products, we adhere to our own “FAST” system when providing maintenance services. We have around 1,000 technical staff assigned to over 100 service sites throughout Japan, and our call center is open 24 hours a day, 365 days a year, ready to receive calls from customers. We work to assure early system recovery through online repair as well as to prevent malfunction through periodic inspection. In recent years, as services to provide ever more customer-friendly support for issue resolution, we have engaged in initiatives such as offering training services and visually quantifying the amount of clerical work through monitoring. In markets outside Japan, we support the GLORY products working throughout the world via a maintenance network made up of subsidiaries in more than 20 countries, and distributors in more than 100 countries.

Our Strength
Integrated System

The “FAST” system for GLORY maintenance
We ensure customer peace-of-mind, trust, and satisfaction by adhering to four keywords in our maintenance work: Fast, Accurate, Sincere, and Think.

Proposing solutions devised from the customer’s point of view

By actively using our direct sales network
Ascertain needs
- Needs relating to currency-processing operations
- Needs for ensuring security
- Needs relating to multi-currency etc.

By constantly solving problems
Strengthen proposal capabilities
- Product planning from the customer’s perspective
- Developing needs into solution proposals
- Integration with new technologies
- Taking up the challenges of new domains

Fast
Accurate
Customer
Think
Sincere
To be a company needed by society.

Environmental Efforts

To promote the reduction of environmental load and the preservation of natural resources on a global scale, we will contribute to "a solid future" for the global environment.

To realize a sustainable society, our group has established an Environmental Vision whose three pillars are: products, business, and awareness. As key issues we have selected the prevention of global warming, the management and reduction of chemical substances, the effective use of resources, and preservation of biodiversity. We are creating group-wide efforts in these areas.

Development of environmentally-friendly products

We are developing environmentally-friendly products to reduce the environmental impact throughout the product life cycle. The DSS-500 coin and banknote deposit machine used at supermarkets, restaurants, specialty stores, and other retail outlets uses around 33% less power compared to previous models. It is also 92% recyclable.

Reduction of CO₂ emissions during production

We are actively promoting energy-conservation activities throughout our company. At manufacturing sites in particular, we are promoting energy-saving activities relating to facilities by adopting air-conditioning and lighting with low environmental impact and switching to high-efficiency fuel. When retrofitting large facilities, we are adopting solar power, LED lighting, and other green technologies, and introducing environmentally-friendly manufacturing equipment based on facility assessments.

Promotion of recycling

To contribute to a recycling-oriented society, we acquired certification in November 2008 under the Wide-Area Industrial Waste Certification System (No.156), and are working to recycle used products. After used products have been recovered, they are disassembled and sorted according to material by a contracted waste handler, and then recycled into steel construction materials and other useful resources.

Activities to preserve biodiversity

In order to preserve and maintain biodiversity, we have been engaged since FY2011 in activities such as forest maintenance in the GLORY Yumesaki Forest (Himeji City, Hyogo Prefecture) and the mountain woodlands of Nagano Prefecture. In FY2015, we conducted a biological survey in the GLORY Yumesaki Forest, and confirmed the presence of 10 precious species designated by the prefecture, including the kayakorogi cricket (Euscyrtus japonicus) and the Japanese green woodpecker (Picus awokera). We are promoting environmental conservation activities throughout our entire group.

Efforts as a Corporate Citizen

We promote sound, efficient corporate management, and actively engage in activities to contribute to society.

By promoting corporate management trusted and supported by all our stakeholders, we aim to achieve continuous improvement of corporate value. As a good corporate citizen, we are continuing our activities rooted in local communities, contributing to international society, and working to create workplaces which respect diversity.

Nurturing the next generation

GLORY is making various efforts to contribute to the sound development of elementary school children in the communities around our business sites. Typical programs are related to sports, art, and culture by the GLORY Foundation for Elementary School Students, founded in 1995. Activities include Science Experimental Classes for nurturing buds of creativity, and Parent-Child Experimental Classes and Children’s Theater for developing a pure-hearted, generous spirit.

Social contribution activities

As a global corporation, we are also enthusiastically involved in activities to contribute to society. Group employees from seven countries make donations to support the children of nomads living in the Sahara Desert, and we support the World Heritage Himeji Castle Marathon which has been held since 2015. Furthermore, the company cafeteria at our Head Office supports the TABLE FOR TWO (TFT) program, and a portion of the price of meals is donated to pay for school meals of children in developing countries.
Showroom Guide

GLORY BRAND SQUARE [Tokyo Office]

GLORY Brand Square creates the business models of tomorrow. Here visitors can experience the latest "GLORY Solutions" that satisfy industry needs. Exhibits include an "Ultra-Efficient Branch Location" for achieving even greater self-service and automation (Financial Zone), and our "Cash Link" system that strictly controls in-shop cash flow (Retail Zone). Visitors can also see the latest export products that GLORY offers for the finance and retail industries in over 100 countries around the world.

GLORY NEXT GALLERY [Head Office]

Experience both the history and technology of GLORY. Here you can see the company’s history from establishment up to the present day, as well as our unique technology that has evolved with the times. The space to experience new possibilities of GLORY which continues contributing to the development of society.
Company profile

**Company name**: GLORY LTD.

**Head Office**: 1-3-1 Shimoteno, Himeji, Hyogo 670-8567, JAPAN

**URL**: corporate.glory-global.com

**Founded**: March 1918

**Incorporated**: November 1944

**Capital**: ¥12,892,947,600

**Stock Listing**: Tokyo Stock Exchange (1st Section)

**Number of Employees**: 3,473 (GLORY Group: 10,267) (as of March 31, 2020)

**Line of Business**: Development, manufacturing, sales and maintenance of money handling machines, peripheral devices with data processing equipment, vending machines, automatic service equipment, etc.

**Main Clients**: Japan Mint, National Printing Bureau, Bank of Japan, financial institutions, department stores, supermarkets, traffic organizations, tobacco manufacturers, and leisure facilities, etc.


**Credit Rating**: Rating Company: Rating and Investment Information, Inc. (R&I) Approved Rating: A (as of June 27, 2019)

**Directors** (as of June 26, 2020)

- **Chairman of the Board***: Hirokazu Onoe
- **President***: Motozumi Miwa
- **Director**: Hideo Onoe
- **Director**: Shigetoishi Mabuchi
- **Director**: Kaname Kotani
- **Director**: Akihiro Harada
- **Outside Director**: Joji Iki
- **Outside Director**: Junji Uchida

Note: * Indicates each individual is a Representative Director.

### Business performance (consolidated)

#### Net Sales (¥ million)

<table>
<thead>
<tr>
<th>Year ended March, 31</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥ million</td>
<td>224,872</td>
<td>228,281</td>
<td>228,193</td>
<td>234,782</td>
<td>224,170</td>
</tr>
</tbody>
</table>

#### Operating Income / Operating Margin (%)

<table>
<thead>
<tr>
<th>Year ended March, 31</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥ million</td>
<td>25,052</td>
<td>25,385</td>
<td>20,615</td>
<td>20,575</td>
<td>17,527</td>
</tr>
</tbody>
</table>

#### Net Income Attributable to Owners of Parent (¥ million)

<table>
<thead>
<tr>
<th>Year ended March, 31</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥ million</td>
<td>8,829</td>
<td>7,382</td>
<td>6,982</td>
<td>10,382</td>
<td>8,991</td>
</tr>
</tbody>
</table>

#### Total Assets (¥ million)

<table>
<thead>
<tr>
<th>Year ended March, 31</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥ million</td>
<td>350,000</td>
<td>335,826</td>
<td>320,828</td>
<td>318,228</td>
<td>306,758</td>
</tr>
</tbody>
</table>

#### Net Assets (¥ million)

<table>
<thead>
<tr>
<th>Year ended March, 31</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥ million</td>
<td>192,166</td>
<td>203,456</td>
<td>213,168</td>
<td>210,877</td>
<td>199,148</td>
</tr>
</tbody>
</table>

#### ROE (%)

<table>
<thead>
<tr>
<th>Year ended March, 31</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>4.5</td>
<td>5.4</td>
<td>5.3</td>
<td>4.8</td>
<td>5.3</td>
</tr>
</tbody>
</table>
### Business Group Companies

#### Offices

<table>
<thead>
<tr>
<th>Head Office / Factory</th>
<th>Tokyo Office</th>
<th>Shinagawa Business Place</th>
<th>Sagamihara Factory</th>
<th>Himeji Distribution Center</th>
<th>Himeji Parts Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3-1, Shimoteno, Himeji, Hyogo 670-8567, Japan</td>
<td>4-14-1, Sotokanda, Chiyoda-ku, Tokyo 101-8977, Japan</td>
<td>5-4-6, Osaki, Shinagawa-ku, Tokyo 141-8581, Japan</td>
<td>2-4-1, Furukawa, Kozo, Saitama 347-0004, Japan</td>
<td>550-2, Nobatake, Yumesaki-cho, Himeji, Hyogo 671-2137, Japan</td>
<td>550-1, Nobatake, Yumesaki-cho, Himeji, Hyogo 671-2137, Japan</td>
</tr>
</tbody>
</table>

#### Regional Offices

**Tohoku Regional Office**
- Aomori Local Office
- Morioka Local Office
- Akita Local Office
- Yamagata Local Office
- Koriyama Local Office
- Hachinohe Service Office
- Ichinoseki Service Office
- Odate Satellite Office
- Shonai Satellite Office
- Iwaki Satellite Office
- Aizu Satellite Office

**Kanto Regional Office**
- Mito Local Office
- Utsunomiya Local Office
- Tsukuba Service Office
- Kanto-Kita Service Office
- Kumagaya Service Office
- Koshigaya Service Office
- Tokorozawa Service Office
- Higashi-Kanto Satellite Office

**Joshūten Regional Office**
- Niigata Local Office
- Nagano Local Office
- Nagaoka Service Office
- Matsumoto Service Office
- Joetsu Satellite Office
- Saku Satellite Office
- Iida Satellite Office

**Tokyo Regional Office**
- Yokohama Direct Office
- Tachikawa Local Office
- Chiba Local Office
- Kofu Local Office
- Oka County Local Office
- Setagaya Service Office
- Tokyo-Higashi Service Office
- Musashino Service Office
- Funabashi Service Office
- Kashiwa Service Office
- Kisarazu Service Office
- Sagamihara Service Office
- Atsugi Service Office
- Shonan Service Office
- Tokyo-Nishi Service Center
- Tokyo-Minami Service Center
- Yokosuka Satellite Office
- Makuhari Training Center

**Chugoku Regional Office**
- Numazu Local Office
- Shizuoka Local Office
- Hamamatsu Local Office
- Gifu Local Office
- Mie Local Office
- Toyota Service Office
- Toyota Service Office
- Higashi-Mikawa Service Office
- Nishi-Mikawa Service Office
- Yokkaichi Service Office
- Izu Satellite Office
- Takayama Satellite Office
- Tono Satellite Office

**Shikoku Regional Office**
- Ishikawa Direct Office
- Toyama Local Office
- Fukui Local Office
- Kyoto Local Office
- Kobe Local Office
- Himeji Local Office
- Nara Local Office
- Wakayama Local Office
- Shiga-Kita Service Office
- Ibaraki Service Office
- Amagasaki Service Office
- Kita-Kinkki Service Office
- Tanabe Service Office
- Sakai Service Center
- Maizuru Satellite Office
- Osaka-Higashi Satellite Office
- Shingu Satellite Office

**Kyushu Regional Office**
- Kita-Kyushu Local Office
- Saga Local Office
- Nagasaki Local Office
- Kumamoto Local Office
- Oita Local Office
- Miyazaki Local Office
- Kagoshima Local Office
- Kurume Service Office
- Sasebo Satellite Office

### Group Companies

#### Domestic manufacturing subsidiaries
- GLORY Products Ltd.
- GLORY AZ System Co., Ltd.
- GLORY System Create Ltd.
- GLORY Mechatronics Ltd.
- GLORY Friendly Co., Ltd.
  
  (and one other company)

#### Domestic sales and maintenance subsidiaries
- GLORY Service Co., Ltd.
- Hokkaido GLORY Co., Ltd.
- GLORY IST Co., Ltd.
- GLORY NASCA Ltd.
- GLORY Techno 24 Co., Ltd.
- GLORY Engineering Ltd.
- Japan Settlement Information Center Ltd.
  
  (and one other company)

#### Overseas manufacturing subsidiaries
- GLORY Denshi Kogyo (Suzhou) Ltd.
- GLORY (PHILIPPINES), INC.
- GLORY IPO Asia Ltd.
- GLORY IPO China Ltd.
  
  (and one other company)

#### Overseas sales and maintenance subsidiaries
- Glory Global Solutions Nakit Otomasyon Teknolojileri Ltd. ti. Glory Global Solutions (Austria)
- Glory Global Solutions (Ireland) Ltd.
- Glory Global Solutions (Portugal) S.A.
- Glory Global Solutions (Spain) S.A.
- Glory Global Solutions (Switzerland) A.G.
- Glory Global Solutions (Portugal) S.A.
- Glory Global Solutions (Ireland) Ltd.
- Glory Global Solutions (Austria) GmbH
- Glory Global Solutions Nakit Otomasyon Teknolojileri Ltd. Şti.
- Glory Global Solutions Inc.
- Glory Global Solutions (Canada) Inc.
- Glory Global Solutions (Brazil) Máquinas e Equipamentos Ltda.
- Glory Global Solutions (Colombia) S.A.
- Glory Global Solutions México, S.A. de C.V.
- Glory Global Solutions (Singapore) Pte. Ltd.
- Glory Global Solutions (Australia) Pty. Ltd.
- Glory Global Solutions (New Zealand) Ltd.
- Glory Global Solutions (South Asia) Pvt. Ltd.
- Glory Global Solutions (Malaysia) Sdn. Bhd.
- Glory Global Solutions (Shanghai) Co., Ltd.
- Glory Currency Automation India Pvt. Ltd.
- Glory Global Solutions Indonesia
- Glory Global Solutions (Hong Kong) Ltd.
- Glory Global Solutions RUS, LLC
- Cash Payment Solutions GmbH
- Acurelec Group S.A.S.
  
  (and other 9 companies)