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News Release

Company name: GLORY LTD.
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Securities Code: 6457
Stock Exchange: Tokyo (1st Section)
Accounting Term: March

Notice of establishment of 2020 Medium-Term Management Plan

GLORY LTD. (“the Company”) hereby announces that it has established the “2020 Medium-Term Management Plan” for the 3-year period from FY2018 to FY2020. This plan is positioned as a preparation for realization of the “Long-Term Vision 2028.” Under the plan, we will promote solution proposals to respond to the market changes in the domestic business and aim for sales expansion to the retail industry in the overseas business. Further, we will endeavor to create new businesses, thereby enhancing profitability.

1. Consolidated Performance Targets (Fiscal 2020)

- Net Sales : 260 billion yen
- Operating Income : 25 billion yen
- Operating Margin : 9.6%
- ROE: : 8.0%

*Exchange rate assumptions 1USD=JPY 110, 1EUR=JPY 120

2. Basic Policy

- Policy 1 Existing Business : Build foundations for realizing sustainable business management
- Policy 2 New Business : Strengthen collaboration with various partners to solve social issues
- Policy 3 Management Base : Realize higher productivity and robust corporate constitution that directly generate outcome

Policy 1: Build foundations for realizing sustainable business management

1. Overseas Business Strategy: Further growth of financial market by expanding business of self-operation machines and acceleration of retail business
 - Expand sales by establishing strategic partnership
 - Bolster direct sales & direct service system in key areas
2. Domestic Business Strategy: Respond to the market changes flexibly and promote solution proposals
 - Expand sales of products that realize next generation branch style
 - Expand sales of “non-cash” business sector

3. Functional Strategy : Strengthen functions to respond to changes in the market environment and customer needs, and review profit structure
- Development : Evolve existing core technology and improve system response capabilities
 - Quality Assurance : Strengthen quality assurance function for overseas market
 - Production : Pursue profit by improved productivity by automation, etc.
 - Procurement : Promote group-wide purchasing and inspection functions

Policy 2: Strengthen collaboration with various partners to solve social issues

1. Promote new business domains
 - Currency circulation management
 - Various methods of payments
 - Personal identification and authentication
 - Automated society
2. Acquire new core technology
 - Acquire data analytics technology
 - Strengthen system engineering by promoting open innovation
3. Proactive allocation of management resources for new business

Policy 3: Realize higher productivity and robust corporate constitution that directly generate outcome

1. Reinforce management base
 - Workstyle reform and operational reform to improve productivity
 - Organizational climate reform to realize open innovation

3. Organization to Achieve the Plan

1. Overseas Business : Shift to company system to realize quick decision making
2. Domestic Business : Strengthen regional strategy by reviewing regional office management
3. New Business : Establish Business Innovation Center to pursue new business domain and create new business opportunity

4. Investment Plan

Strategic investment quota (including M&A): 60 billion yen (maximum)

5. Shareholder Returns

Continued implementation of stable shareholders return

- Consolidated dividend payout ratio: 30% or higher

Note: This news release has been prepared based on currently available information and include various risks and uncertainties. The Company cautions that a number of factors could cause actual results to differ materially from these forward-looking statements.

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About GLORY LTD.

GLORY LTD., headquartered in Himeji, Japan, is a pioneer in the development and manufacture of money handling machines and systems. GLORY provides a variety of products such as money handling machines, cash management systems, vending machines, automatic service equipment, and cash management solutions that are built on its leading-edge recognition/identification and mechatronics technology. Committed to meet society's wide-ranging needs, GLORY serves the financial, retail, vending machine, amusement and gaming industries in over 100 countries around the world. GLORY employs approximately 9,000 people worldwide. For more information about GLORY, please visit GLORY Group website at <http://corporate.glory-global.com/>

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