Securities Code: 6457 June 2, 2017

To our shareholders,

Hirokazu Onoe President GLORY LTD. 3-1, Shimoteno 1-chome, Himeji City, Hyogo

# Notice of the 71st Ordinary General Meeting of Shareholders

You are cordially invited to attend the 71st Ordinary General Meeting of Shareholders of GLORY LTD. (the "Company"), which will be held as described below (the "Shareholders Meeting").

In the event that you are unable to attend the Shareholders Meeting in person, you are kindly requested to review the attached Reference Materials for the Shareholders Meeting, and exercise your voting rights by stating your approval or disapproval for each of the proposals in the enclosed Voting Card. Please return the Voting Card to the Company, or vote via the Company's voting site\* at <a href="http://www.evote.jp/">http://www.evote.jp/</a>>. Whichever method you use, we ask that you please exercise your voting rights no later than 5:15 p.m., Thursday, June 22, 2017 (Tokyo time).

\*Available only in the Japanese language.

**1. Date & Time** Friday, June 23, 2017, 10:00 a.m.

**2. Place** Conference Room

GLORY LTD. Headquarters 3-1 Shimoteno 1-chome, Himeji City, Hyogo

#### 3. Agenda

Matters to be reported:

- The Business Report, the Consolidated Financial Statements and the Reports of Independent Auditors and the Board of Corporate Auditors on the Consolidated Financial Statements for the 71st term (from April 1, 2016 to March 31, 2017)
- 2. The Financial Statements for the 71st term (from April 1, 2016 to March 31, 2017)

#### Proposals to be acted upon:

Proposal No. 1 Distribution of Retained Earnings
Proposal No. 2 Election of Eight (8) Directors
Proposal No. 3 Election of One (1) Corporate Auditor
Proposal No. 4 Payment of Bonuses to Directors

This is a partial translation of the original Japanese text of the "Notice of the 71st Ordinary General Meeting of Shareholders" prepared for the convenience of shareholders. Should there be any discrepancy between any part of this translation and the original Japanese text, the latter shall prevail.

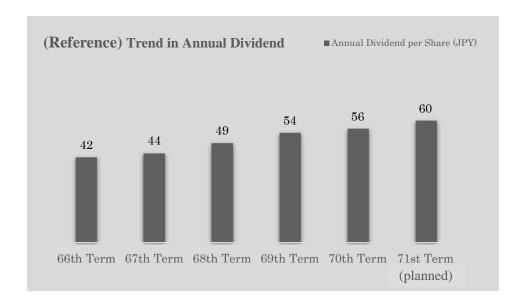
# REFERENCE MATERIALS FOR THE SHAREHOLDERS MEETING

#### **Proposal No. 1 Distribution of Retained Earnings**

Considering the return of profits to shareholders to be an important management task, the Company's policy in regard to distribution of profits is to continue stable dividends while striving to maintain and enhance sound financial standing in preparation for future business growth. The Company has set the target of attaining a dividend payout ratio of 30% or higher on a consolidated basis.

In accordance with the above policy, the Company is proposing to pay a year-end dividend of \(\frac{\pmathbf{\text{4}}}{30}\) per share. As the Company previously paid out \(\frac{\pmathbf{\text{3}}}{30}\) per share as an interim-period dividend, the total dividend for the 71st term will be \(\frac{\pmathbf{\text{4}}}{60}\) per share. Consequently, the payout ratio will be 37.4%.

- 1. Type of dividend property Cash
- Allocation of dividend property and total amount of allocation ¥30 per share of common stock
   Total amount of payout: ¥1,924,263,330
- 3. Effective date of dividend payment June 26, 2017



# **Proposal No. 2** Election of Eight (8) Directors

At the close of the Shareholders Meeting, the term of office will expire for all eight (8) Directors. Therefore, we would like shareholders to elect eight (8) Directors.

The candidates for the position of Director are as follows:

No	Name (age*)	Positions and responsibilities	Attendance rate at Board of Directors meetings
1	Reappointment  Hirokazu Onoe (69)	President & Representative Director	16/16
2	Reappointment  Motozumi Miwa (63)	Executive Vice President & Representative Director; Responsible for Business Management Headquarters, Responsible for CSR, brand strategy and investor relations functions	16/16
3	Reappointment  Hideo Onoe (49)	Director & Senior Managing Executive Officer; Executive General Manager, Domestic Business Headquarters	16/16
4	Reappointment Shigetoshi Mabuchi (59)	Director & Senior Managing Executive Officer; Executive General Manager, Service Headquarters	16/16
5	Reappointment  Kaname Kotani (57)	Director & Senior Managing Executive Officer; Executive General Manager, Development Headquarters, Responsible for Intellectual Property Dept., Responsible for information security	16/16
6	Reappointment  Akihiro Harada (54)	Director & Managing Executive Officer; Executive General Manager, International Business Headquarters	16/16
7	Reappointment  Hiroki Sasaki (75)  Candidate for Outside Director  Candidate for Independent Director	Outside Director (Number of years of service as Director at the conclusion of the Shareholders Meeting : 9 years)	16/16
8	New appointment  Joji Iki (65)  Candidate for Outside Director  Candidate for Independent Director	_	_

<sup>\*</sup> As of the date of the Shareholders Meeting.

Date of birth (age)

Reappointment

No1

Hirokazu Onoe March 19, 1948 (69)

Number of shares of the Company owned by the candidate: Attendance rate at Board of Directors meetings:

26,300 16/16



Career summary, positions and areas of responsibility in the Company:

Sep.	1970	Joined the Company
Apr.	2000	General Manager, Vending Machine & Amusement Systems Business Div.
Jun.	2001	Director
Jun.	2004	Managing Director
Jun.	2006	Director & Managing Executive Officer
Apr.	2009	General Manager, Corporate Strategy Div.
Jun.	2010	Director & Executive Vice President
Apr.	2011	President & Representative Director (to present)

Significant concurrent positions: None

Reason for recommending the candidate as Director:

Mr. Hirokazu Onoe has accumulated considerable experience and achievements in various business sectors of the Company such as the main domestic business divisions and management planning division and, since assuming the position of President & Representative Director, has been fully demonstrating his ability as the top executive of the Company and its group companies (the "Group"). It is our judgment that he has sufficient experience and ability for the role of Director and we thus recommend his election to the board as a Director.

Date of birth (age)

June 9, 1954 (63)

Reappointment

No 2

Motozumi Miwa

Number of shares of the Company owned by the candidate: Attendance rate at Board of Directors meetings: 9,050 16/16



Career summary, positions and areas of responsibility in the Company:

Jun.	2009	Joined the Company	
Mar.	2010	General Manager, Legal Affairs Dept., General Affairs Div.	
Jun.	2010	Executive Officer	
Apr.	2012	Senior Executive Officer;	
		Executive General Manager, General Affairs Headquarters	
Jun.	2012	Director & Senior Executive Officer	
Apr.	2013	Responsible for CSR, brand strategy and investor relations functions (to present)	
Apr.	2014	Director & Managing Executive Officer;	
		Executive General Manager, Business Management Headquarters,	
		Responsible for General Affairs Headquarters	
Apr.	2015	Director & Senior Managing Executive Officer	
Apr.	2016	Representative Director & Senior Managing Executive Officer	
Apr.	2017	Executive Vice President & Representative Director (to present);	
		Responsible for Business Management Headquarters (to present)	

Significant concurrent positions: None

Reason for recommending the candidate as Director:

Besides the considerable experience and knowledge gained in the financial industry, Mr. Motozumi Miwa has accumulated abundant experience and achievements in the Company's affairs such as accounting, finance, administrative and legal. He is not only conversant with broad aspects of corporate management, but also has been fully demonstrating his ability as a Representative Director. It is our judgment that he has sufficient experience and ability for the role of Director and we thus recommend his election to the board as a Director.

No 3 Name

Date of birth (age)

Reappointment

**Hideo Onoe** 

October 17, 1967 (49)

Number of shares of the Company owned by the candidate: 373,174
Attendance rate at Board of Directors meetings: 16/16



Career summary, positions and areas of responsibility in the Company:

Jan.	1999	Joined the Company
Oct.	2005	General Manager, Supply Chain Management Dept., Production Management Div.,
		Money Handling Systems Business Headquarters
Oct.	2006	Executive Officer
Jul.	2009	President of GLORY (U.S.A.) INC. (now Glory Global Solutions Inc.)
Apr.	2012	Senior Executive Officer of the Company;
		Executive General Manager, Production Headquarters
Apr.	2013	Chairman of the Board of GLORY Denshi Kogyo (Suzhou) Ltd.
Apr.	2014	Managing Executive Officer of the Company;
		Executive General Manager, Production Headquarters & Senior General Manager,
		Purchasing Div.
Jun.	2014	Director & Managing Executive Officer
Apr.	2015	Executive General Manager, Domestic Business Headquarters (to present)
Apr.	2017	Director & Senior Managing Executive Officer (to present)

Significant concurrent positions: None

Reason for recommending the candidate as Director:

Along with a wealth of experience and knowledge accumulated in the production and logistics units of the Group as well as the major domestic business divisions, Mr. Hideo Onoe has rich experience in the management of the Company's overseas subsidiaries. It is our judgment that he has sufficient experience and ability for the role of Director and we thus recommend his election to the board as a Director.

Date of birth (age)

Reappointment

No4

Shigetoshi Mabuchi December 19, 1957 (59)

Number of shares of the Company owned by the candidate: 4,550Attendance rate at Board of Directors meetings:



Career summary, positions and areas of responsibility in the Company:

Apr.	1982	Joined GLORY Shoji Co., Ltd. (now the Company)
Apr.	2005	General Manager, Business Planning Office, Business Planning Div. of GLORY
		Shoji Co., Ltd.
Apr.	2009	Senior General Manager, Maintenance Business Div., Maintenance Headquarters of
		the Company
Jun.	2010	Executive Officer
Apr.	2012	Senior Executive Officer;
		Executive General Manager, Service Headquarters (to present)
Apr.	2014	Managing Executive Officer
Jun.	2014	Director & Managing Executive Officer

Director & Senior Managing Executive Officer (to present)

Significant concurrent positions: None

2017

Apr.

Reason for recommending the candidate as Director:

Mr. Shigetoshi Mabuchi has accumulated considerable experience and achievements in such fields as business planning and maintenance services of the Group and, has been fully demonstrating strong leadership in the business promotion and enhancement of the maintenance service operation. It is our judgment that he has sufficient experience and ability for the role of Director and we thus recommend his election to the board as a Director.

Date of birth (age)

Reappointment

No5

**Kaname Kotani** August 23, 1959 (57)

Number of shares of the Company owned by the candidate: Attendance rate at Board of Directors meetings:

5,350 16/16



Career summary, positions and areas of responsibility in the Company:

1987	Joined the Company
2010	Senior General Manager, Development Div., Money Handling System Business
	Headquarters
2011	Deputy Executive General Manager, Development Headquarters
2012	Executive Officer
2013	Senior Executive Officer;
	Executive General Manager, Development Headquarters (to present),
	Responsible for Intellectual Property Dept. (to present)
2014	Director & Senior Executive Officer
2015	Director & Managing Executive Officer
2016	Responsible for information security (to present)
2017	Director & Senior Managing Executive Officer (to present)
	2010 2011 2012 2013 2014 2015 2016

Significant concurrent positions: None

Reason for recommending the candidate as Director:

Mr. Kaname Kotani has accumulated considerable experience and achievements in the fields of product development for the domestic and overseas markets as well as intellectual property management and, has been fully demonstrating his ability in strengthening product competitiveness and improving the efficiency of development activities. It is our judgment that he has sufficient experience and ability for the role of Director and we thus recommend his election to the board as a Director.

No	Name Date of birth (age)	Reappoi	ntment	60
6	<b>Akihiro Harada</b> March 10, 1963 (54)	Number of shares of the Company owned by the candidate: Attendance rate at Board of Directors meetings:	2,750 16/16	

Career summary, positions and areas of responsibility in the Company:

Mar.	1985	Joined the Company
Apr.	2003	General Manager, Production Engineering Dept., Himeji Factory, Banking System
		& Equipment Div.
Jan.	2006	President of GLORY (PHILIPPINES), INC.
Apr.	2009	General Manager, Management Planning Dept., Corporate Strategy Div. of the
		Company
Apr.	2012	Executive Officer;
		Project Leader, International Business Integration Project Management Office
Jul.	2012	Director of Glory Global Solutions Ltd.
Apr.	2014	Senior Executive Officer of the Company;
		Responsible for manufacturing, procurement and quality assurance at group
		companies of Glory Global Solutions Ltd.
Apr.	2015	Executive General Manager, International Business Headquarters of the Company
		(to present)
Jun.	2015	Director & Senior Executive Officer
Apr.	2017	Director & Managing Executive Officer (to present)

#### Significant concurrent positions:

Chairman of the Board & Chief Executive Officer of Glory Global Solutions Ltd. Chairman of the Board of Sitrade Italia S.p.A.

### Reason for recommending the candidate as Director:

Along with a wealth of experience and achievements in the fields of production operations of the Group and management planning division, Mr. Akihiro Harada has been fully demonstrating strong leadership as a top executive of the Company's overseas subsidiaries. It is our judgment that he has sufficient experience and ability for the role of Director and we thus recommend his election to the board as a Director.

	Name	Reapp	ointment	
No	Date of birth (age)	Candidate for Outside Director Candidate for Independent	ent Director	· · ·
7	Hiroki Sasaki	Number of shares of the Company owned by the candidate:	6,000	
'		Number of years of service as Director:	9 years	
	February 15, 1942 (75)	Attendance rate at Board of Directors meetings:	16/16	

Career summary, positions and areas of responsibility in the Company:

Α	Apr.	1965	Joined Fuji Iron & Steel Co., Ltd. (now Nippon Steel & Sumitomo Metal
			Corporation)
J	un.	1995	Director of Nippon Steel Corporation (now Nippon Steel & Sumitomo Metal
			Corporation)
A	Apr.	1999	Managing Director of Nippon Steel Corporation
J	un.	2001	Vice President & Representative Director of Sanyo Special Steel Co., Ltd.
J	un.	2002	President & Representative Director of Sanyo Special Steel Co., Ltd.
J	un.	2007	Director & Senior Adviser of Sanyo Special Steel Co., Ltd.
J	un.	2008	Outside Director of the Company (to present)
J	un.	2009	Outside Corporate Auditor of KITZ Corporation

Significant concurrent positions: None

Reason for recommending the candidate as Outside Director:

Mr. Hiroki Sasaki possesses considerable experience and global knowledge as a management executive at other companies and has been playing an important role as an Outside Director in strengthening supervisory function, ensuring and enhancing transparency and fairness in the Company's management. It is our judgment that he has sufficient experience and ability for the role of Outside Director and we thus recommend his election to the board as an Outside Director.

Date of birth (age)

New appointment

No 8

Joji Iki

Candidate for Outside Director Candidate for Independent Director

Number of shares of the Company owned by the candidate: September 5, 1951 (65)

Career summary, positions and areas of responsibility in the Company:

Apr.	1977	Joined Kawasaki Heavy Industries, Ltd. ("KHI")
Nov.	2002	Senior Manager, Aero-Dynamic Machinery Department, Machinery Division, Gas
		Turbine & Machinery Company of KHI
Apr.	2009	Executive Officer;
		General Manager, Machinery Division, Gas Turbine & Machinery Company of KHI
Apr.	2012	Managing Executive Officer;
		President, Gas Turbine & Machinery Company of KHI
Jun.	2012	Representative Director & Senior Vice President of KHI
Apr.	2015	Representative Director & Senior Executive Vice President;
		Assistant to the President, in charge of Technology, Sales and Procurement
		department of KHI
Apr.	2016	Representative Director & Senior Executive Vice President;
		Assistant to the President, in charge of Technology and Sales department and in
		charge of Ship & Offshore Structure Company of KHI
Apr.	2017	Director of KHI (to present)

Significant concurrent positions: None

Reason for recommending the candidate as Outside Director:

(scheduled to retire as of June 28, 2017)

Mr. Joji Iki has long been leading business management at various business divisions of KHI, technical development oriented company, similar to the Company, and has held important positions such as Representative Director & Senior Executive Vice President there. Further he has accumulated considerable experience and insight into global corporate management.

It is our judgment that he has sufficient experience and ability for the role of Outside Director in strengthening supervisory function, ensuring and enhancing transparency and fairness in the Company's management and we thus recommend his election to the board as an Outside Director.

#### Notes:

- 1. There is no special interest between the Company and the candidates.
- 2. Mr. Hiroki Sasaki has been notified to Tokyo Stock Exchange ("TSE") as "Independent Director". Mr. Joji Iki satisfies the requirements for "Independent Director" stipulated by TSE. The Company plans to notify TSE of his appointment as "Independent Director" when his election is approved.
- 3. Regarding agreements limiting the liability of Directors

To enable Directors ((excluding executive Directors and the like); the same shall apply in this Paragraph 3) to fully perform their expected roles, the Articles of Incorporation of the Company provide that the Company may conclude agreements with Directors to the effect that liability of Directors be limited. The Company has concluded such agreement with Mr. Hiroki Sasaki, Outside Director, and will maintain the existing agreement with him, and conclude a similar agreement with Mr. Joji Iki, when they are elected as Outside Directors as proposed.

Brief summary of the said agreements is as follows:

- \* Director shall be liable for damages up to the minimum amount of liability stipulated in Paragraph 1, Article 425 of the Companies Act should he or she become liable for damages caused to the Company as a result of negligence in the performance of his or her duties.
- \* The liability limitation described above shall be applicable in cases where Director performed the duties that became the cause of liability in good faith and without gross negligence.

(Reference)

#### **Independence Standards for Independent Outside Directors**

Independent outside directors must not fall under any of the following.

- 1. Any person who is currently, or at any point in the past ten years has been, an executive of the Company or any of its subsidiaries.
- 2. Any person who is a major client or supplier\*1 of the Company or for whom the Company is a major client or supplier (or any executing person of the said major client or supplier if the client or supplier is a legal entity).
- 3. Any consultant, accounting or legal professional who receives a large amount\*2 of monetary consideration or any other property from the Company besides compensation as a director (or a person belonging thereto if the consultant, accounting or legal professional is a legal entity).
- 4. Any person who receives a large amount\*2 of financial contributions or support from the Company (or a person belonging thereto if the person is a legal entity).
- 5. Any person who is a major shareholder of the Company (or any executive of the said major shareholder if the shareholder is a legal entity).
- 6. Any person who has fallen under any of 2. through 5. above in the past three years.
- 7. A spouse or any family member within the second degree of kinship of any person (excluding those not in material positions\*3) listed in 1. through 5. above.
- \*1 (i) A client or supplier with whom the Company's average transaction value for the past three business years exceeds 2% of the consolidated net sales of the most recent business year of the Company or the client or supplier; or
  - (ii) A financial institution from which the Company is borrowing money and from which the average of the amount borrowed by the Company as of the last day of the past three business years exceeds 2% of the consolidated total assets as of the last day of the most recent business year of GLORY.
- \*2 The average amount received during the past three business years exceeds (i) 10 million yen per year in the case of individuals or (ii) 2% of the gross revenue of the most recent business year of the said legal entity in case of a legal entity.
- \*3 "Material positions" means directors (other than outside directors), corporate auditors (other than outside corporate auditors), executive officers or employees with senior management positions (such as division heads).

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### **Proposal No. 3** Election of One (1) Corporate Auditor

At the close of the Shareholders Meeting, Mr. Toshihiko Otani, Corporate Auditor, will resign from office and therefore we would like shareholders to elect one (1) Corporate Auditor as a substitute for Mr. Otani. In accordance with the Articles of Incorporation of the Company, the term of office of such Corporate Auditor, if elected at this Shareholders Meeting, will expire at the end of the expected term of retiring Corporate Auditor.

The Company has obtained the consent of Board of Corporate Auditors for this proposal.

The candidate for the position of Corporate Auditor is as follows:

Name  Date of birth (age)	New appointm	nent	
<b>Toru Fujita</b> May 5, 1957 (60)	Number of shares of the Company owned by the candidate: 1	1,100	

Career	summary:
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Sep.	1988	Joined the Company
Apr.	2011	General Manager, Accounting Dept., Business Managing Div.
May	2011	Corporate Auditor, GLORY IPO China Ltd. (to present)
Apr.	2012	General Manager, Accounting Dept., Business Managing Headquarters of the
		Company
Jun.	2014	Corporate Auditor, GLORY Products Ltd. (to present)
Jun.	2016	Corporate Auditor, GLORY Techno 24 Co., Ltd. (to present)
Apr.	2017	Senior Manager, Business Managing Headquarters of the Company (to present)

Significant concurrent positions: None

Reason for recommending the candidate as Corporate Auditor:

Mr. Toru Fujita has accumulated considerable knowledge and achievements in the fields of finance and accounting through his experiences as General Manager of Accounting Dept., etc. Also, he is conversant with the business of the Group due to his experiences as a Corporate Auditor of the Company's subsidiaries in Japan and overseas. It is our judgment that he has sufficient experience and ability for the role of Corporate Auditor and we thus recommend his election to the board as a Corporate Auditor.

#### Notes:

- 1. There is no special interest between the Company and the candidate.
- 2. The age is as of the date of the Shareholders Meeting.

# Proposal No. 4 Payment of Bonuses to Directors

We propose to pay a total amount of ¥68,000,000 as bonuses to six (6) executive Directors out of eight (8) Directors, who were in office at the end of the 71st term taking into consideration the Company's business performance of the year.

The above amount is calculated according to the Company's policy of setting the total amount of bonuses at a fixed ratio of net income attributable to owners of parent. The bonuses for each Director will be determined by a resolution of the Board of Directors.

---End---