

As members of an international team dedicated to customer service in the field of money handling innovation, GLORY associates apply their competitive talents with the backing of industry-leading **original technologies**. Since we introduced Japan's first coin counter in 1950, GLORY has developed and delivered many innovations in money-handling automation in Japan. Those innovations are the result of R&D that has continually advanced our core recognition/identification and mechatronics technologies. We have a network in more than 100 countries around the world that delivers technological innovation for an expanding range of comprehensive customer solutions to financial institutions, retailers and more.

With these strengths and our **world-class (and worldwide) manufacturing, sales and service network** we are focusing on **close and productive ties to stakeholders** throughout each geographic region we are privileged to serve.

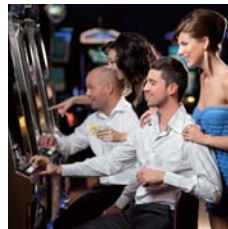


SIMPLIFYING AND SPEEDING UP MEDICAL PAYMENT PROCESSING

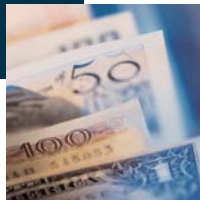


GLORY VALUE RADIATES FAR BEYOND

ASSURING PRIVACY OF SENSITIVE CONVERSATION



ENABLING SPREAD OF SMALLER, LOCALIZED BANK BRANCHES



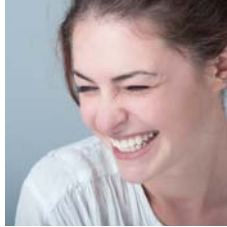
LOWERING RETAILING COSTS AND IMPROVING CUSTOMER SERVICE



HELPING EMERGING
ECONOMIES KEEP PACE
WITH THE GROWTH
OF CASH



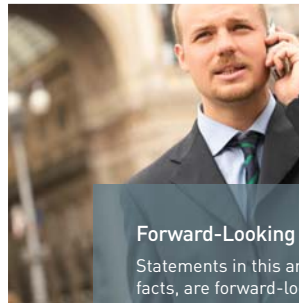
DISCOURAGING
COUNTERFEITING



CONTENTS

- 08 KEY FIGURES AT A GLANCE
- 10 TOP MESSAGE
- 14 SPECIAL FEATURE: STREAMLINING THE RETAIL INDUSTRY
 - 14 **JAPAN**
TAKING COIN AND BANKNOTE RECYCLERS FOR CASHIERS TO THE NEXT STAGE
 - 16 **OVERSEAS**
MODERN COMPETITIVE EFFICIENCIES FOR OVERSEAS RETAILERS
- 18 SEGMENT INFORMATION
 - 18 AT A GLANCE
 - 20 OVERSEAS MARKET
 - 21 FINANCIAL MARKET
 - 22 RETAIL AND TRANSPORTATION MARKET
 - 23 AMUSEMENT MARKET
 - 24 OTHERS
- 25 CORPORATE SOCIAL RESPONSIBILITY
- 28 CORPORATE GOVERNANCE
- 34 BOARD OF DIRECTORS, CORPORATE AUDITORS AND EXECUTIVE OFFICERS
- 35 FINANCIAL SECTION
- 73 CORPORATE INFORMATION
- 74 SHARE INFORMATION

OUR PRODUCTS



Forward-Looking Statements

Statements in this annual report, other than historical facts, are forward-looking statements based on management's assumptions and beliefs in light of the information currently available, and thus involve a certain element of risk and uncertainty. Actual events and results may differ materially from those anticipated in these statements.

Account Changing

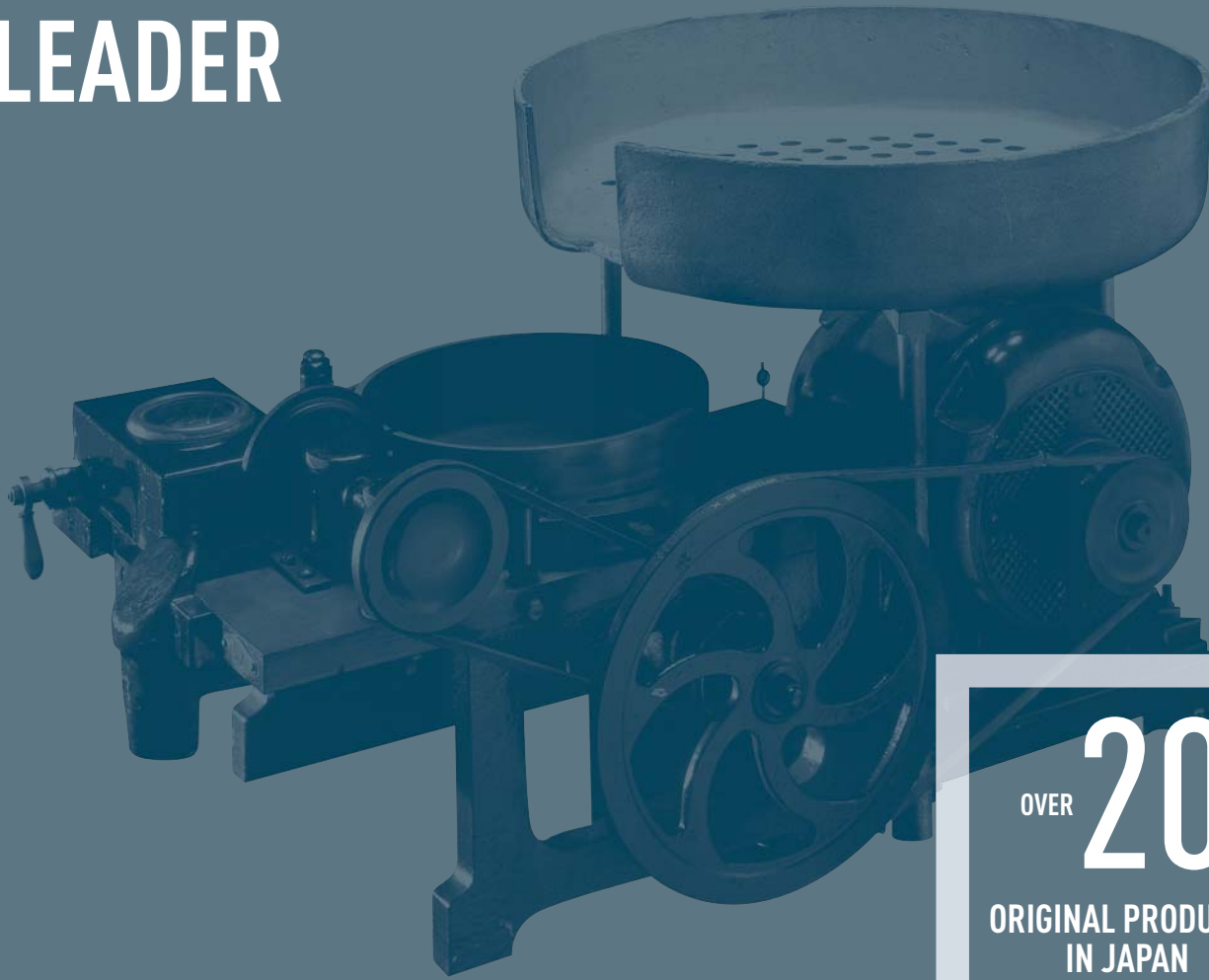
Prior to April 1, 2015, the revenue and expenses of foreign subsidiaries are translated into Japanese yen using the current exchange rate on the date of closing of the relevant foreign subsidiary.

Effective April 1, 2015, the Company changed its method to a method of translating the foreign subsidiaries revenue and expenses into Japanese yen to the method of using the average foreign exchange rate for the fiscal year.

This accounting policy change was applied retrospectively and the financial figures for the year ended March 2015, were restated.



BEING FIRST DOES NOT MAKE YOU A LEADER



OVER **20**
ORIGINAL PRODUCTS
IN JAPAN

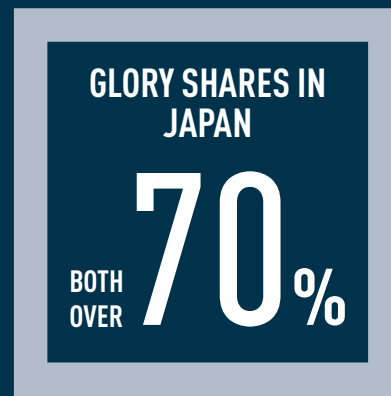
But we are.

A company may be first, but only consistently superior value over the long run can guarantee leadership in the market. With over 20 original product debuts, GLORY has managed to do both, installing more cash recyclers than all other companies combined to become a worldwide leader in this field. We got there by listening to customers, anticipating future trends, staying ever ready with new solutions, and providing responsive close-by support.

1950 JAPAN'S FIRST COIN COUNTER

In August 2015, GLORY's coin counter, the first in Japan and a forerunner of subsequent GLORY cash handling machines, was honored as a 2015 Mechanical Engineering Heritage by the Japan Society of Mechanical Engineers.

In Japan around 1949, small-denomination banknotes were giving way to coins. The Japan Mint was using imported coin counters. They were expensive, so the Mint asked Kokuei Machinery Manufacturing (now GLORY LTD.) to develop a low-cost and high-quality machine. They did, and Japan's first coin counter was installed in Japan Mint in February 1950. This machine triggered GLORY's move into cash handling machines. The first coin counter used superior technology—centrifugal force to extract each individual coin from the hopper. Then as now, leading technology is at the core of GLORY value.



OPEN TELLER SYSTEMS

This system provided a new style of teller operation that did not require specialist staff. Today this system has become one of GLORY's main products, and financial institutions regard it as essential to achievement of efficient and rigorous operations.



COIN AND BANKNOTE RECYCLERS FOR TELLERS

Banknote recyclers for tellers at financial institutions improve counter services and enhance the efficiency and rigor of operations that require staff to handle cash. GLORY earns an excellent reputation in the market by offering solutions optimized for each customer.



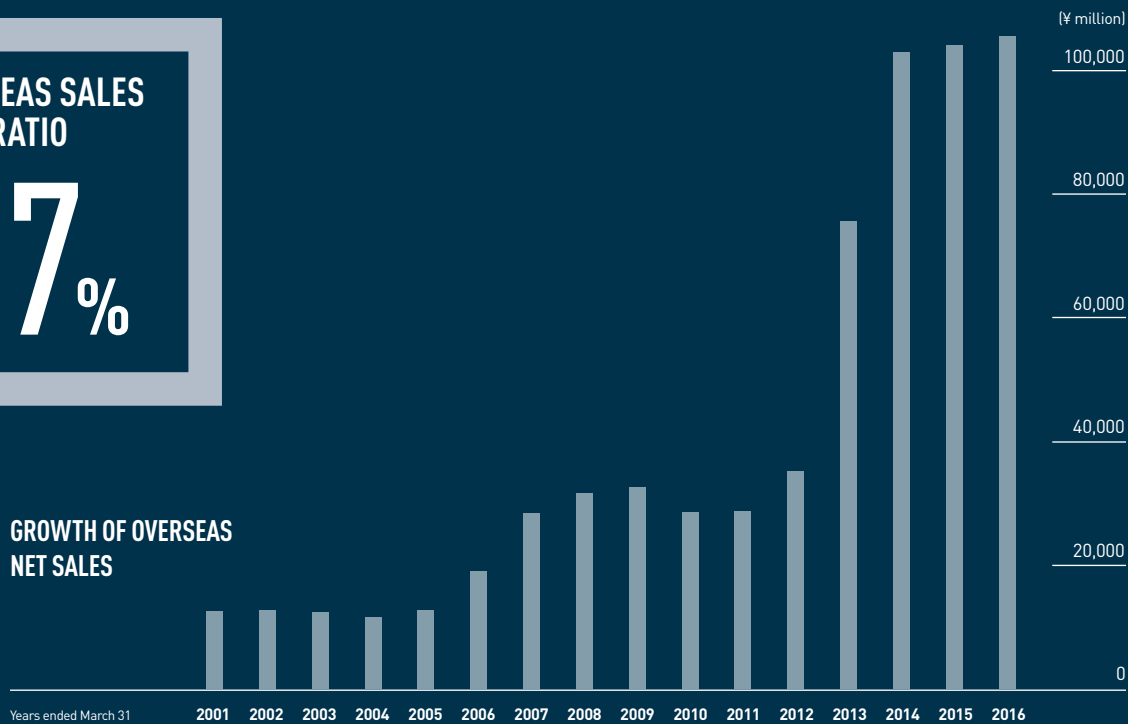
IF YOU SUCCEED AT HOME, IT'S EASY TO BELIEVE YOU CAN SUCCEED OVERSEAS



OVERSEAS SALES
RATIO

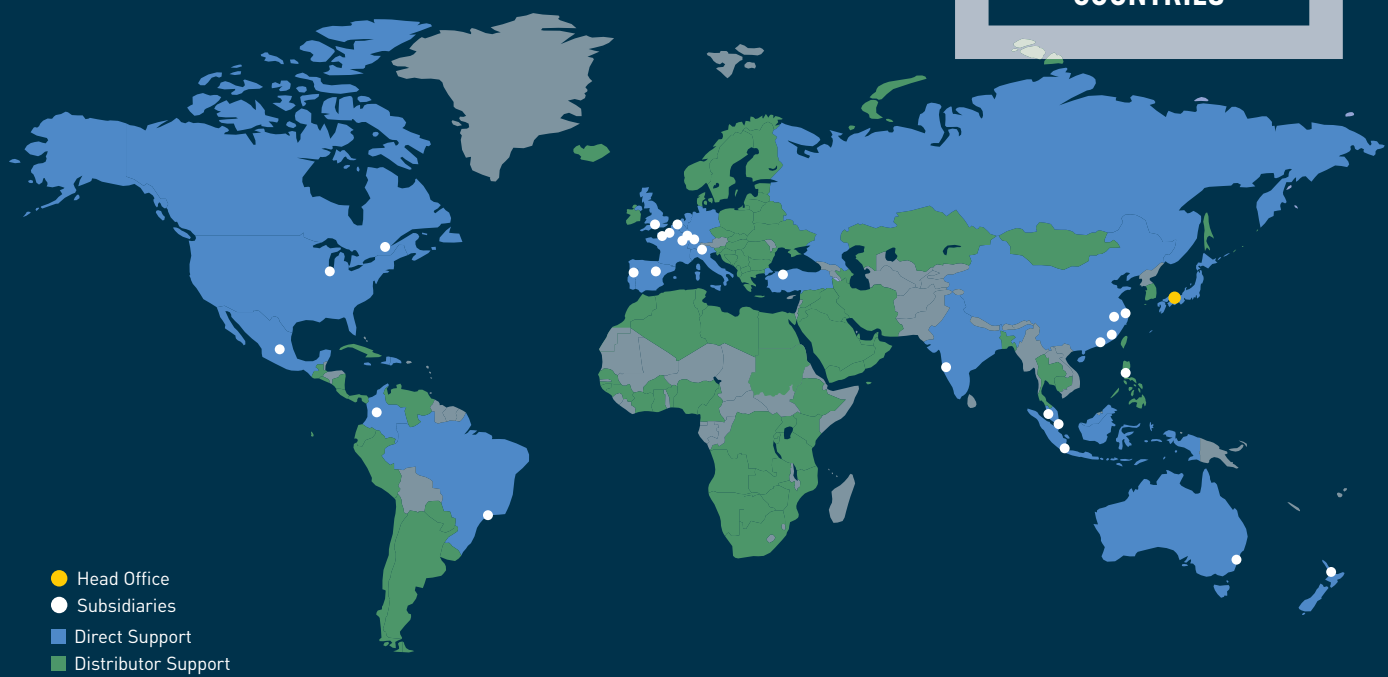
47%

GROWTH OF OVERSEAS
NET SALES



And we did.

Unfortunately, believing is not achieving. Companies are quick to learn that their best homegrown strategies may not be what it takes to thrive in new markets. Fortunately for GLORY, what works at home does work overseas. Because our first principle is “talk to the customer,” customer challenges drive our R&D and motivate our staff to seek quality solutions—and that works everywhere. We are a worldwide team, One GLORY, independent dealers and regional companies all backed by class-leading GLORY technology and research.



WHAT IS THE VALUE OF OUR SUCCESS?

THREE STRENGTHS THAT
ADD TOGETHER

01

INTELLECTUAL VALUE

Exclusive and original technologies

GLORY's greatest strength is its proven R&D capabilities, including recognition/identification technology—which can count currency rapidly and accurately while detecting counterfeits more reliably than the human eye—and mechatronics technology—which handles money accurately and with great speed. As a pioneer in the money handling equipment industry, GLORY was the first Japanese manufacturer of numerous innovative products. The keys to GLORY's evolution and growth as an R&D-driven manufacturer are the “striving spirit” that defines our corporate DNA, and our two core technologies of recognition/identification and mechatronics.

CORE TECHNOLOGIES



RECOGNITION/ IDENTIFICATION

Reads currency denominations and distinguishes counterfeit from genuine. Uses go far beyond money handling, including image and biometric authentication.



MECHATRONICS

Harnesses mechanical and electronic technologies to enable our systems to count, sort and bundle money more rapidly, but with the same dexterity as the human hand.

Ask Our Stakeholders

We provide the value. Our stakeholders create the growth. GLORY value is predicated on three core strengths: R&D capability, a group-wide system of operations, and a direct sales and service network.

02

HUMAN VALUE

Talented employees

Our corporate history and mission are intertwined and clear: to contribute to the development of a more secure society through a “striving spirit” and the applied “power of everyone.” This clarity of purpose becomes a strength when it unites our associates worldwide under a single, closely knit organization comprising product planning, development, manufacturing, sales and service. In hiring, training and daily operations, we emphasize respect for the individual and teamwork. GLORY associates take pride in listening, co-operation, and self-initiative to deliver the best solution for the customer’s goals.



03

STRUCTURAL VALUE

Integrated operation

GLORY has achieved market success as a leading manufacturer of money handling equipment by building a superior business model based on a comprehensive group structure. We sell and support our products in over 100 countries in collaboration with distributors, and in over 20 countries directly. GLORY’s ability to place sales and service representatives on the ground in the same markets where their customers operate is one of GLORY’s key strengths and has helped us to earn the confidence of customers worldwide.

GLORY’S COMPREHENSIVE GROUP STRUCTURE

