Acquisition of Shares of Acrelec Group S.A.S.

January 31, 2020

GLORY LTD.

Objectives of the Business Combination

GLORY + ACRELEC

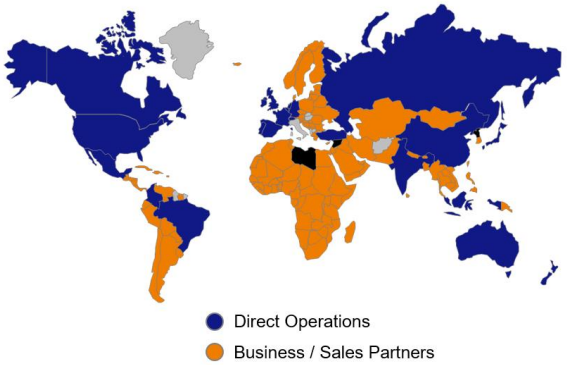
OBJECTIVES

- Advance our business beyond cash technology and in to societal automation
- Growth engine for our retail business
- Increase cash technology sales through self service kiosks and self checkout systems.
- Increase information technology capability: business intelligence, digital customer experience

OBJECTIVES

- Leverage in-place global sales / service network to grow sales during period of rapid market expansion.
- Secure partner for expansion in self-checkout systems marketplace
- Support Acrelec's entry to Japanese home market
- Benefit from Glory's reach and scale to ensure cost-competitiveness and operational capability

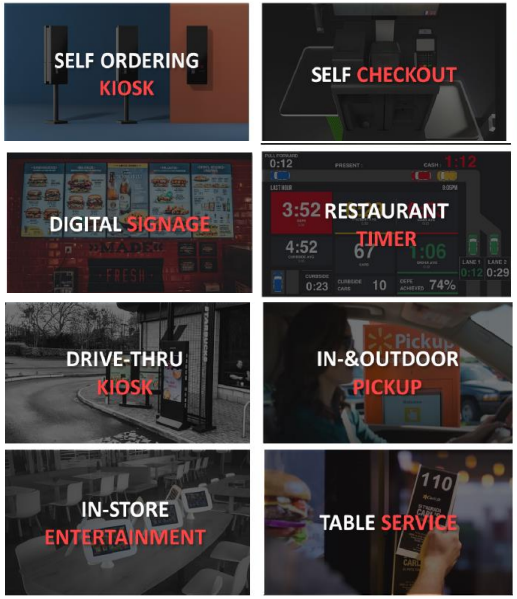
Glory Worldwide: Business in Over 100 Countries



Global Field Services

Coin and banknote recyclers

Self-service kiosks



Business Environment of Overseas Retail Market and Interactive Kiosk Market

Business environment of overseas retail market

- Increasing labor costs in developed countries and expanding needs for labor-saving
- Growing needs for operational efficiency and enhanced customer experience
- High opportunity for new business generation by leveraging customer sales data

What are self-service kiosks?

- A self-service kiosk is a freestanding, interactive, unassisted, multimedia system used to provide information or execute a transaction
- Kiosk system components include human interface devices, control software (local and remote), payment systems, and connectivity to external systems

Forecast of self-service kiosk market

◆Potential of market growth

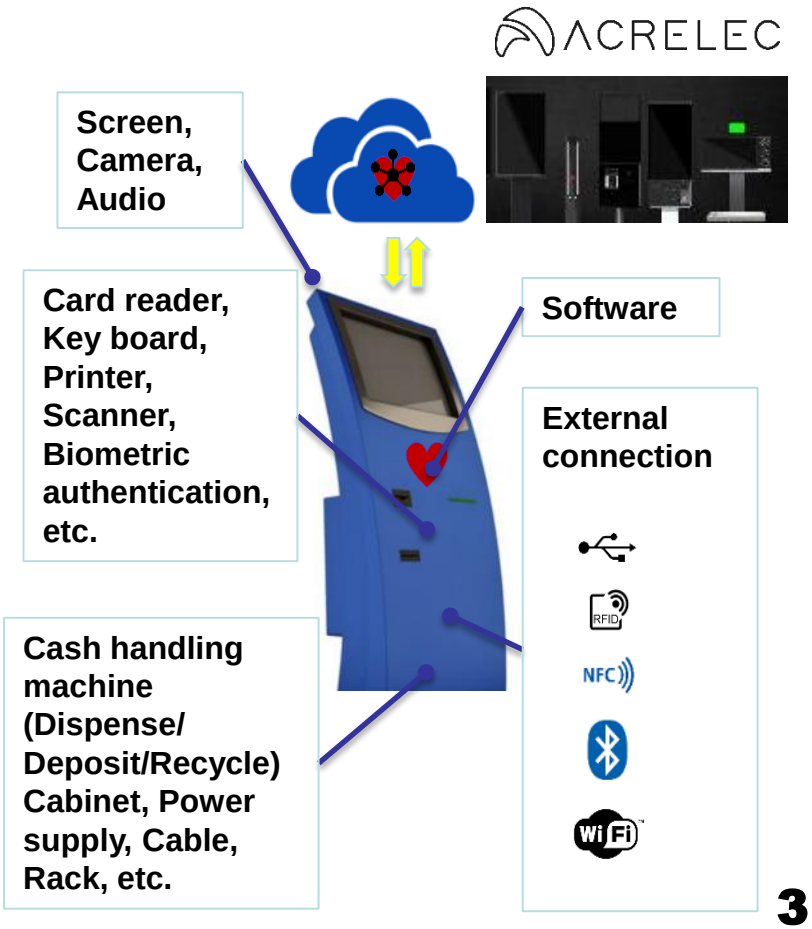
Rapidly growing market particularly in quick service restaurant and retail market due to increasing labor costs and shortage in labor. The average annual market growth rate over the next five years is estimated at 14% or more in developed counties including the U.S. and Europe according to three external research companies .

◆Growing needs for operational efficiency

Greater needs for labor-saving and operational efficiency particularly in developed countries, such as by copying with various methods of payments or introducing mobile ordering and collection.

◆High opportunity for new business generation by leveraging customer sales data

By utilizing AI (artificial intelligence capabilities) installed in self-service kiosks, it is possible to provide users with personalized customer experiences, thereby offering opportunities for sales expansion for the stores equipped with self-service kiosks.



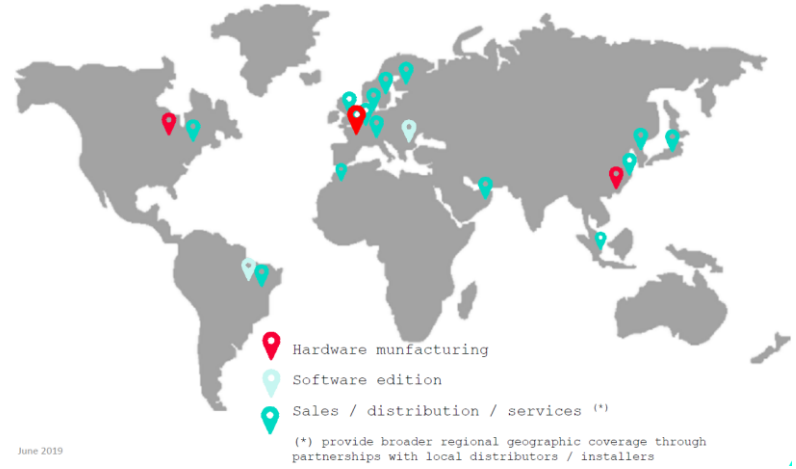
Overview of Acrelec Group S.A.S.

Company Overview

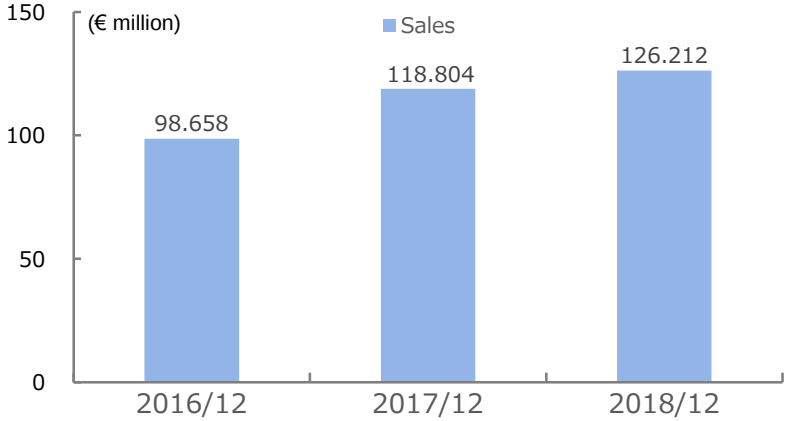
Company name	Acrelec Group S.A.S.
Location of headquarters	France
Representatives	CEO Jacques Mangeot, CEO Jalel Souissi
Principal business	Manufacture, Sales, and Service of self-service kiosks, drive-through kiosks, digital menu boards, customer interaction software, and other restaurant and retail store customer experience solutions
Stated capital	€ 84.938 million
Date of Incorporation	June 2016
Number of employees	800

Network

A worldwide implantation : 19 implantations & more 80 distribution countries



Trends of Performance



Customers

※Quote from Acrelec Group website

Strengths of Acrelec Group S.A.S.

1. Industry Leader in Interactive Kiosks

- More than 40,000 installations worldwide
- Globally recognized brand
- Market leading self-service software

2. Strong Customer Base

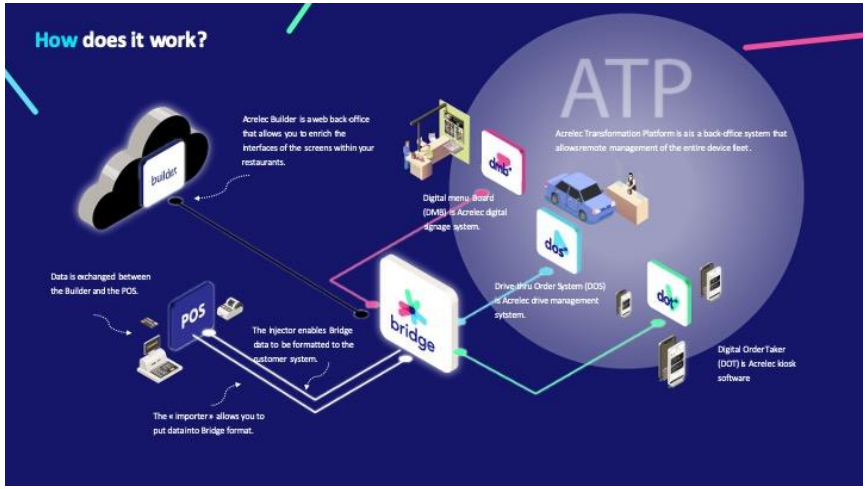
- Sales in more than 80 countries
- Industry-leading clients including McDonald's, KFC, Burger King.

3. Global, Turn-key Solutions

- End-to-End Capability: Development・Manufacturing・Sales・Maintenance
- The Group operates close to customers to respond to customer needs quickly

4. Expansive Software solutions

- 100+ software Engineers
- 10+ market-leading application and management solutions

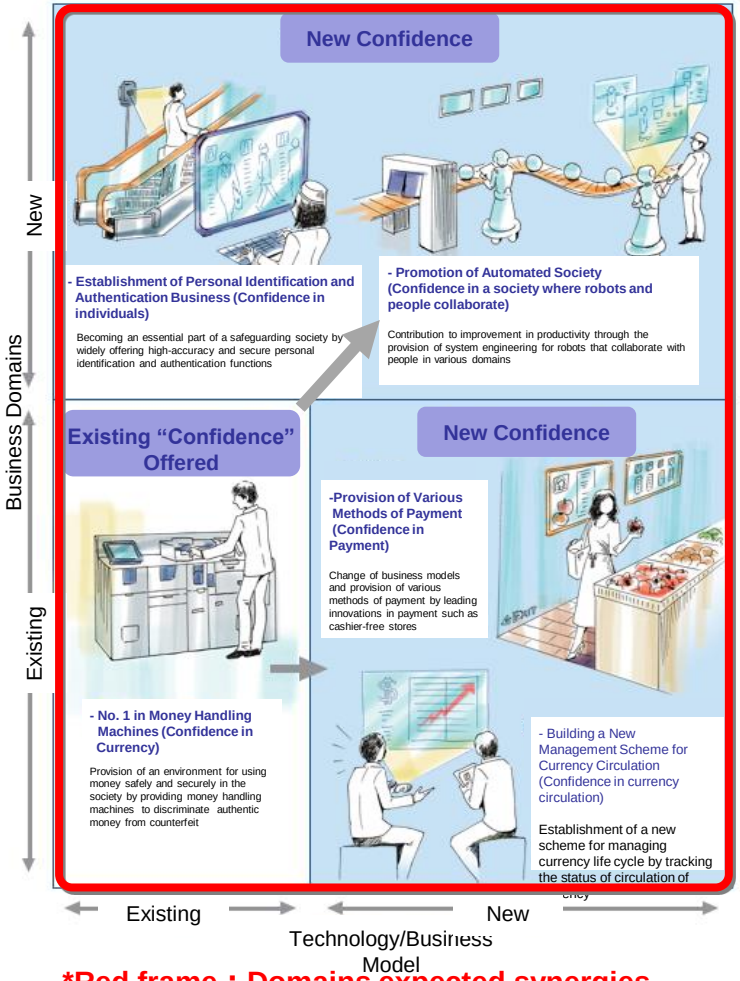


Expected Effects

Expanding new business domain to realize “Long-Term Vision 2028”

～Realization of “Creating customer needs” and “Solving customer problems before they know they have them” at speed beyond expectation～

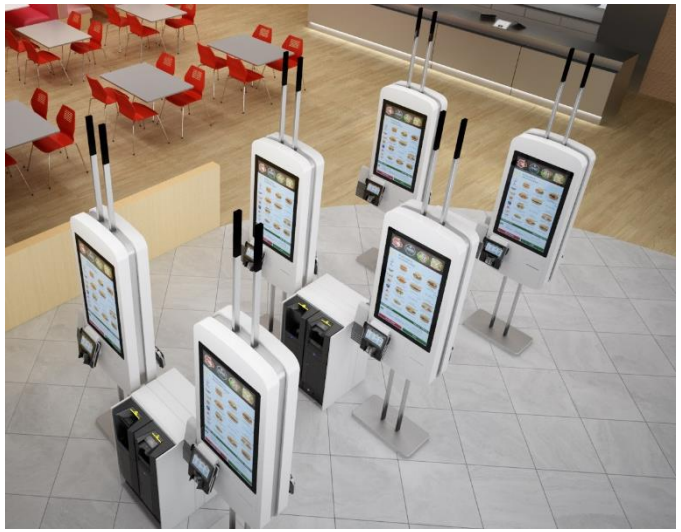
[Long-Term Vision 2028]



***Red frame：Domains expected synergies**

[Expected Synergies]

- Expand interactive kiosk and cash technology sales by utilizing sales channels of both Acrelec and Glory
- Create customer value by integrating Acrelec kiosk and software with Glory’s currency technology
- Realize new services through combined store management platform



Number and Amount of Shares to be Acquired

Number of shares to be acquired	**75,500,034 shares** **80% of total shares issued**
Amount of shares to be acquired	**€202 million** **(Approx. ￥24.2 billion)** ***Exchange rate of €1=120 yen is used** **The acquisition price includes net debt amount and advisory fees in addition to equity value. The Acquisition Price will be adjusted in accordance with any adjustments stipulated in the share purchase agreement.**
Execution of share purchase agreement	**Not yet determined** **(after completion of relevant statutory procedures)**
Date of Transfer of shares	**Following relevant regulatory approvals**
Closing Conditions	**- Acceptance of offer by Acrelec's shareholders and execution of Share purchase Agreement** **- Consultation with Staff Representatives** **- Receipt of relevant regulatory approvals**