

Glory will contribute  
to the creation of a  
safe and secure future.



President,  
GLORY LTD.



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### Continually Developing Beneficial Products

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I assumed the office of president and representative director of GLORY LTD. in April 2019.

Founded in 1918, GLORY LTD. has just celebrated its 100th anniversary. We inherit the founder's philosophy of "continuously striving to benefit people by creating products that have never been seen before" and will achieve further growth and progress.

Since its founding, Glory has responded to the trends of the times through innovation and consistently manufacturing products that society needs. Despite the dramatic evolution of the environment surrounding us,

times of change always present business opportunities. We must take on new challenges to cope with such changes as the diversification of payment methods, emerging technologies such as AI and IoT, and the growing automatization needs amid a labor shortage. We have demonstrated innovation in currency processing and providing solutions and products that meet the needs of customers. We will endeavor to realize our Long-Term Vision 2028, which states "We enable a confident world," by deepening our existing businesses while embarking into new fields and creating fresh value through open innovation.

## Focusing on Creating New Businesses Domains

We have positioned our 2020 Medium-Term Management Plan as a period of preparation for realizing the Long-Term Vision 2028 we set forth in April 2018. The plan focuses on creating new businesses by advancing the core technologies we have developed and promoting open innovation while evolving our cash handling business. We identified the establishment of the personal identification and authentication business as a new domain. We expect it to contribute to a more secure society with greater convenience in everyday lives by realizing highly accurate, secure personal identification and authentication through the fusion of our facial recognition technology and the speech recognition technology of FueTrek Co., Ltd., which became our capital and business alliance partner in 2018.

## Toward the Creation of a Sustainable Society

Solutions for social concerns such as human rights and environmental protection have become increasingly urgent. The movement to address these issues has been expressed worldwide as sustainable development goals (SDGs), adopted by the United Nations in 2015. As an international corporate group, we will seriously face these issues and promote environmental, social and governance (ESG) investment through our business operations, including our supply chain, to contribute to the achievement of the SDGs.

We will continue to promote management based on our corporate philosophy, earn the trust of our stakeholders, and strive to be a corporate group that contributes to the realization of a sustainable society.

August, 2019

## 2020 Medium-Term Management Plan, and Major Initiatives Taken in Fiscal Year 2019

Policy 1   Existing Business		Build foundations for realizing sustainable business management	
Item	Overview		
<p><b>Overseas business</b></p> <p>Further growth in the financial sector by expanding the business of self-service machines and accelerating business in the retail sector</p>	<p>Financial</p>	<ul style="list-style-type: none"> <li>Promote sales of self-service products</li> </ul>	
	<p>Retail</p>	<ul style="list-style-type: none"> <li>Enhance product lineup to expand customer base</li> </ul>	
<p><b>Domestic business</b></p> <p>Promote solution proposals that flexibly respond to changing markets</p>	<p>Financial</p>	<ul style="list-style-type: none"> <li>Strengthen solution proposals on next-generation branch-style operations and increase sales</li> </ul>	
	<p>Retail</p>	<ul style="list-style-type: none"> <li>Cultivate new customers and business categories for coin and banknote recyclers for cashiers</li> </ul>	
	<p>Amusement</p>	<ul style="list-style-type: none"> <li>Strengthen solution proposals for systems and services to improve operational efficiency of pachinko parlors</li> </ul>	
Policy 2   New Business		Strengthen collaboration with various partners to solve social issues	
Item	Overview		
<p>Promote new business domains</p>	<p>Establish the personal identification and authentication business</p>	<ul style="list-style-type: none"> <li>Launch a demonstration of payments using biometric authentication technology prior to commercialization</li> </ul>	
	<p>Promote an automated society</p>	<ul style="list-style-type: none"> <li>Strengthen the development and sales systems for the robot SI business</li> </ul>	
Policy 3   Management Base		Realize higher productivity and robust corporate constitution that directly generate outcome	
Item	Overview		
<p>Organizational climate reform to realize open innovation</p>	<ul style="list-style-type: none"> <li>Implement measures to acquire and develop human resources to support business growth</li> </ul>		