



GLORY Group Long-Range Vision 2018



Corporate Philosophy

We will contribute to the development of a more secure society with a striving spirit and through cooperative effort.

Current Status of the Group

- Sluggish business growth overseas
- Increased dependence on profits from domestic markets
- Increased future risk due to dependence on core products
- Realignment of production structure for expansion of overseas production
- Aging and uneven age distribution of workforce



Business Environment Trends

- Decrease and downsizing of financial institution branches in Japan
- Change in retail business conditions in Japan and increase of non-cash transactions
- Rapid market expansion in emerging countries
- Foreign currency risk
- Acceleration of cloud computing
- Escalation of price competition

Expected Changes in Laws and Regulations

- Introduction of International Accounting Standards
- Revisions of BIS Regulation (capital adequacy ratio, operational risk)
- Consumption tax revision
- Strengthening of environmental regulations and heightening of environmental awareness



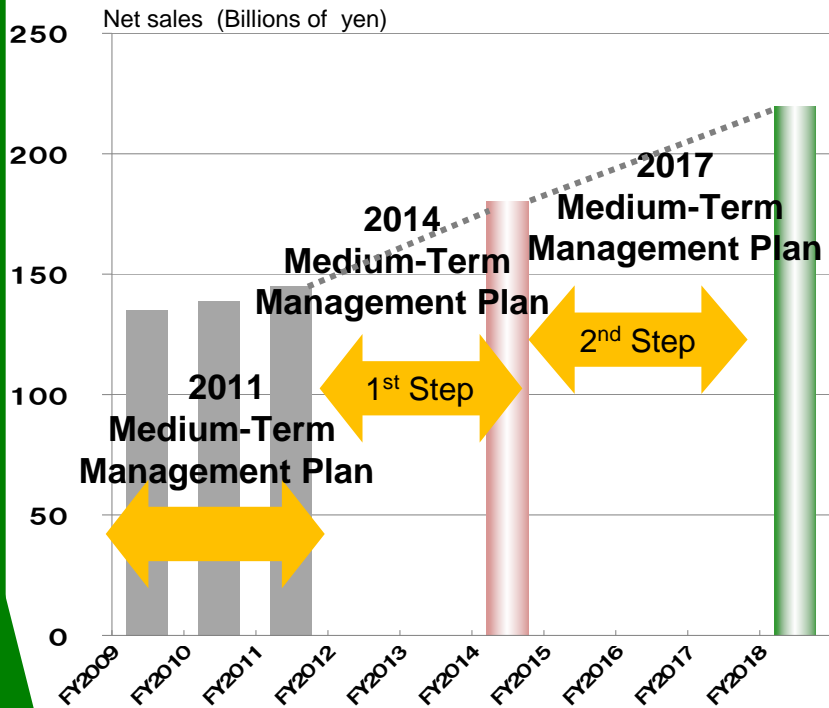
【Long-Term Basic Policy】

Create new value through “superb manufacturing technique” and pursue dreams for the future

Seek sustained corporate growth together with society through CSR activities

【Long-Term Performance Targets】(FY0218)

- Consolidated net sales: ¥220 billion
- Consolidated operating margin: 12%



【Long-Term Basic Strategy】

○ Business Strategy

- Domestic operations:
Capture untapped markets and introduce new products
- Overseas operations:
Capture new markets and establish a profit-earning model in emerging economies
- New businesses:
Establish operations in the non-money-handling field

○ Constitutional Strategy

- Develop pioneer technologies to become part of GLORY's backbone strengths and apply inimitable excellence in “manufacturing technique”
- Realize QCD (quality, cost, delivery) that supports the business strategy

○ Corporate Management Strategy

- Establish a solid business infrastructure of the Group and develop global human capital
- Maximize synergies of Group management