

# Glory Group Long-Term Vision 2028

(From FY2018 to FY2027)



April 2, 2018  
**GLORY LTD.**

## **We enable a confident world**

Safe and secure transactions are critical to your business, and your customers.

We deliver secure, efficient payment systems and instant, highly accurate identity verification and authentication solutions that enable confidence in transactions and other interactions between businesses and people.

Our innovative technologies, our experienced professionals and our commitment to the success of our customers, partners and communities create a safe, confident path forward.

We are Glory – we enable a confident world for a better tomorrow.

## GLORY is now facing following megatrends

### Rapid emergence of new payment mechanisms and digital currencies

- The amount of currency in circulation will continue to increase even digitalization is having a great effect to currency market.
- Fintech market such as virtual currency will grow tremendously.

### Growing middle class in emerging economies

- For 2030, the population in Africa and Asia except for China will increase.
- An economic levels in emerging countries such as India, China will become as same economic level as developed countries.

### Increasing speed of new technology adoption

- Jobs which are susceptible to computerization will be substituted by artificial intelligence and robotics even in financial and retail market.

### Increasing awareness of data and identify threat and the need for security

- Terrorism incidents in the world will increase.
- As information technology advances, cyber-crime and cyber-terrorism show tremendous increase.

### A longer-living and aging population, creating new challenges for society

- The population of Japan will decline by 10 million in 2028 compared to the peak of 2008. Approximately 40% of the total population is over 65 years old in 2050.
- Japan is expected to solve problems ahead of other countries.

# Performance Target and Vision of Business Domain

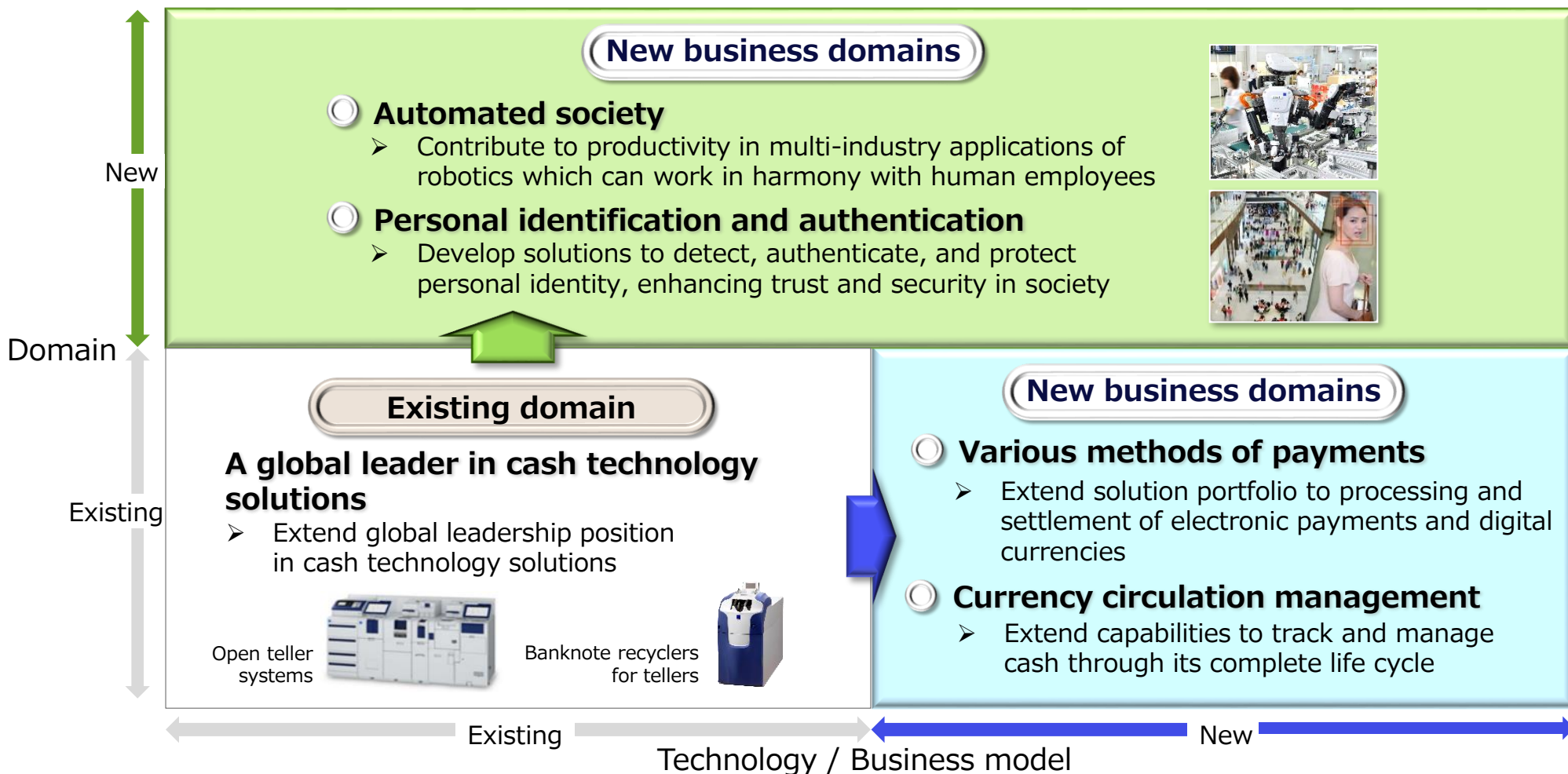


**Consolidated Net Sales**

**approx. ¥500 billion (FY2017 : ¥227 billion)**

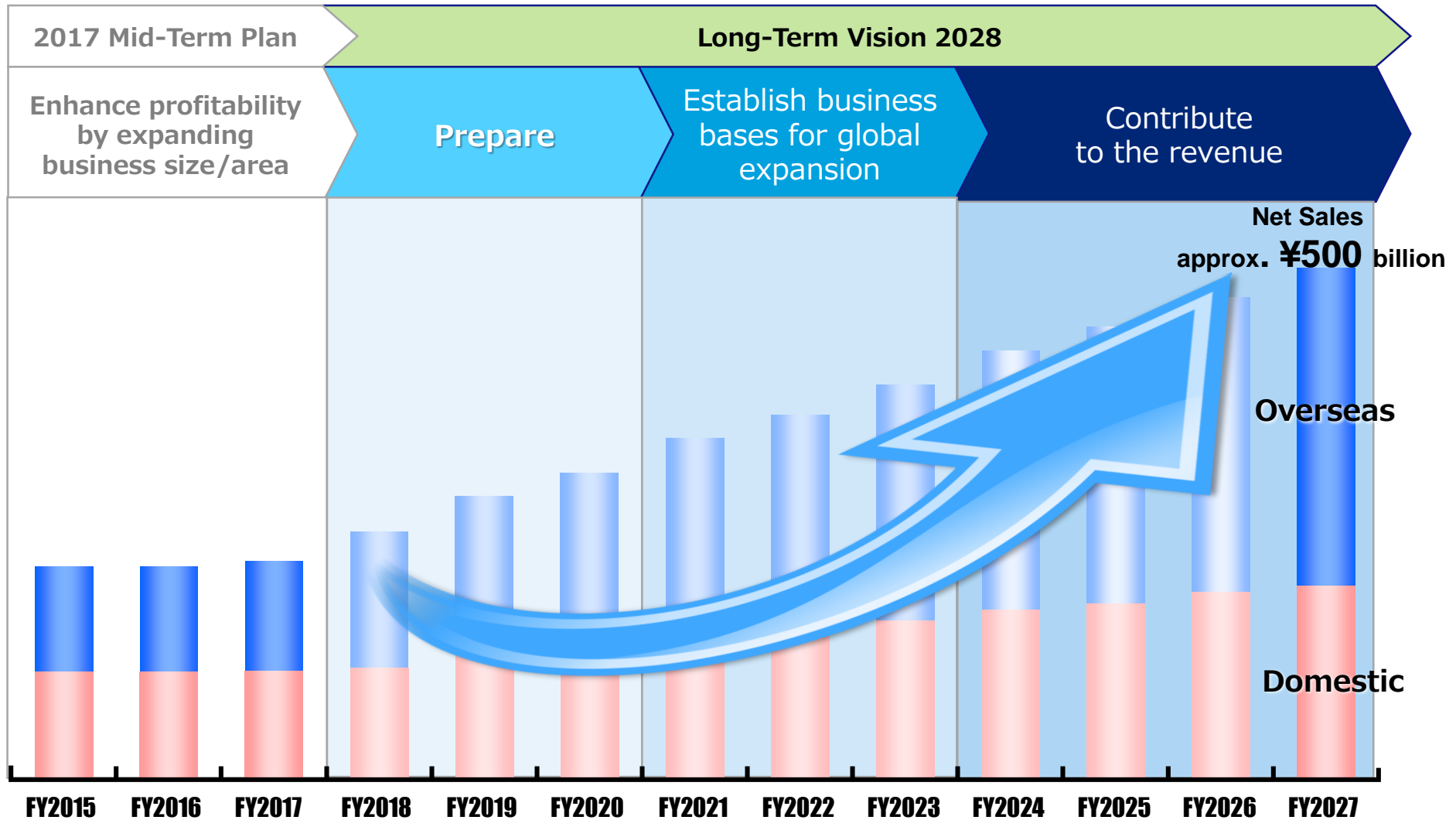
**Business Domain**

**By expanding our business domains, we aim to become a company that enable a confident world**



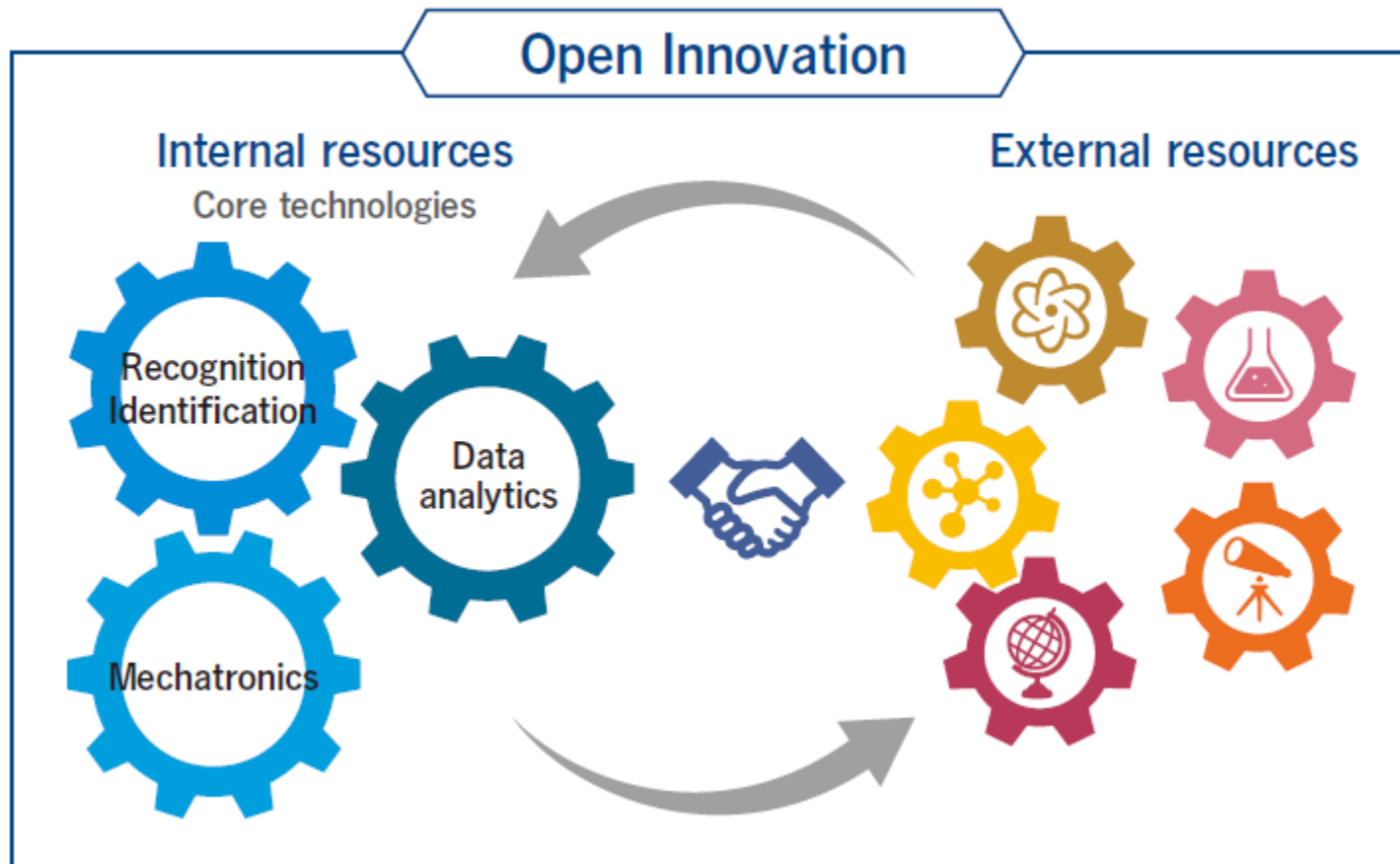
# Steps

In order to achieve the vision,  
it is required to tackle commercialization with a sense of speed



# Technologies and Functions

- Extend software capabilities (data analytics) through internal growth, acquisitions, and strategic partnership
- Develop core competency in total system engineering to deliver unique customer value through combining Glory and 3rd party technologies



# Culture and Organization

Become a company that challenges with passion by combining global knowledge with speed beyond expectation



## Openminded

- Collaborative – internally across functions and regions, externally with customers and technology partners



## Global company

- Global resources delivering local solutions
- Global perspectives and expertise



## Speed beyond expectation

- Create customer needs
- Solve customer problems before they know they have them



## Challenging spirit

- Permission to innovate
- Passion for solving our customers' business problems



# Stakeholders



## Shareholders

Enhance corporate value by maintaining leadership in our existing business while building sustainable growth for the future

## Customers

Recognized as the partner of choice by constant focus on solving our customers business challenges

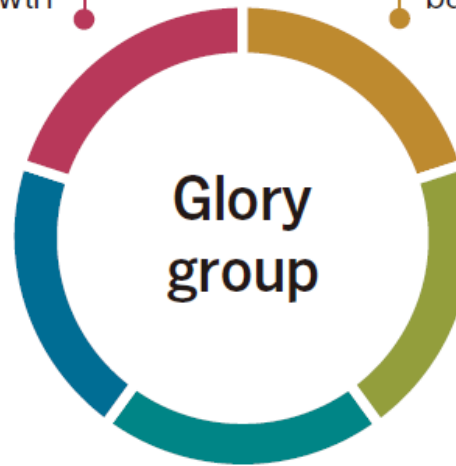


## Partners

Combining individual strengths to deliver success for Glory and our partners

## Employees

Culture of innovation and customer focus where employees are able to do the best work of their careers



## Communities



Lead in corporate citizenship contributing globally and locally to our communities while protecting our environment





**Confidence Enabled**

※ Tagline has been changed based on our corporate vision.