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News Release

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Securities Code: 6457  
Stock Exchanges: Tokyo, Osaka (1st Sections)

## Notice of Revision to the Medium-Term Management Plan

GLORY LTD. hereby announces that, in view of the acquisition on July 10, 2012 of Talaris Topco Limited of the UK through GLORY Global Solutions Ltd, a UK subsidiary, it has revised the 2014 Medium-Term Management Plan announced on February 27, 2012, as described below.

Note: Underlines indicate revised items.

### (1) Medium-Term Basic Policy

- Implement a growth strategy and strengthen profitability to achieve the Long-Range Vision 2018
- Achieve operating margin of 10% or higher (Fiscal 2014)

### (2) Medium-Term Targets (Fiscal 2014)

#### Management target

- ROE(on a consolidated basis): 6% or higher

#### Performance targets

- Consolidated net sales: 210 billion yen (Previous target: 180 billion yen)
- Consolidated operating income: 21 billion yen (Previous target: 18 billion yen)
- Overseas sales ratio: 40% or higher (Previous target: 30% or higher)

### (3) Medium-Term Basic Strategy

#### 1) Business Strategy

##### Domestic Business Strategy

- Expand profits in each domestic business segment
- Strengthen sales support capabilities and improve employee education scheme
- Create core products of next-generation
- Introduce new product and capture untapped markets through deeper market penetration

##### Overseas Business Strategy

- Realize synergies from “One GLORY”
- Pursue global marketing of GLORY products globally utilizing the direct sales and service network

##### New Business Strategy

- Expand electronic payment services and other new businesses
- Promote commercialization of the biometric authentication technology and conversation privacy protection technology

## 2) Constitutional Strategy

### Product Development Strategy

- Promote profitable product development
- Strengthen development of core technologies
- The pursuit of world-class cost competitiveness
- Improve efficiency through unified development themes across the Group

### Production and Procurement Strategy

- Strengthen functions of the mother factories
- Expand overseas production and reform cost structure in domestic production
- Realize cost synergies through reorganization of manufacturing operations and global procurement

### Quality Assurance Strategy

- Establish by-region and by-segment systems of quality assurance in overseas market

## 3) Corporate Management Strategy

### Group Structure

- Strengthen corporate governance of the Group
- Realign and strengthen Group structure in accordance with the growth strategy

### Personnel Strategy

- Implement dynamic personnel management systems
- Develop and utilize human resources (such as building a diverse workforce)
- Promote work-life balance

### Capital and Financial Strategy

- Improve capital efficiency and implement appropriate shareholder return

### Fostering of the Group Corporate Culture

- Enhance corporate ethics
- Pass on and instill the GLORY DNA\*

\* GLORY DNA: a spirit of continuously developing new products and services that contribute to the public good

Note: Forward-looking statements contained in this news release have been prepared based on currently available information and include various risks and uncertainties. The Company cautions that a number of factors could cause actual results to differ materially from these forward-looking statements.

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