

February 27, 2012



News Release

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

## Long-Range Vision and New Medium-Term Management Plan

GLORY LTD. (“the Company”) hereby announces that it has formulated the Long-Range Vision 2018 of its group companies (“the Group”), a management vision in preparation for its centennial anniversary in 2018, and the 2014 Medium-Term Management Plan, a three-year action plan to realize the Long-Range Vision, covering the period from Fiscal 2012 to 2014, as described below.

Any impact of the possible acquisition of Talaris Topco Limited of the UK, announced on February 14, 2012, is not included in the Long-Range Vision or the Medium-Term Management Plan. The Company will revise and disclose them once the acquisition has been completed.

### **1. Long-Range Vision 2018**

#### (1) 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

#### (2) Long-Term Performance Targets (Fiscal 2018)

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

#### (3) Long-Term Basic Strategy

##### 1) 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

##### 2) Constitutional Strategy

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

##### 3) Corporate Management Strategy

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

## 2. 2014 Medium-Term Management Plan

### (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: 180 billion yen
- Consolidated operating income: 18 billion yen
- Overseas sales ratio: 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

- Expand profits in the overseas business segment
- Establish a profit-earning model for each of direct sales/maintenance territory and indirect sales (distributor) territory

##### 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
- Pursue global cost competitiveness

##### Production and Procurement Strategy

- Strengthen functions of the mother factories
- Expand overseas production and reform cost structure in domestic production

##### 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 returns

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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**About GLORY LTD.**

GLORY LTD., headquartered in Himeji, Japan, is a pioneer in the development and manufacture of money handling machines and systems. GLORY provides a variety of products built on its leading-edge recognition/identification and mechatronics technology, such as money handling machines, cash management systems, vending machines and automatic service equipment. Committed to meet society's wide-ranging needs, GLORY serves the financial, retail, vending machine, amusement and gaming industries in over 80 countries of world. GLORY employs more than 6,000 people worldwide. For more information about GLORY, please visit GLORY's global website at <http://www.glory-global.com/>

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