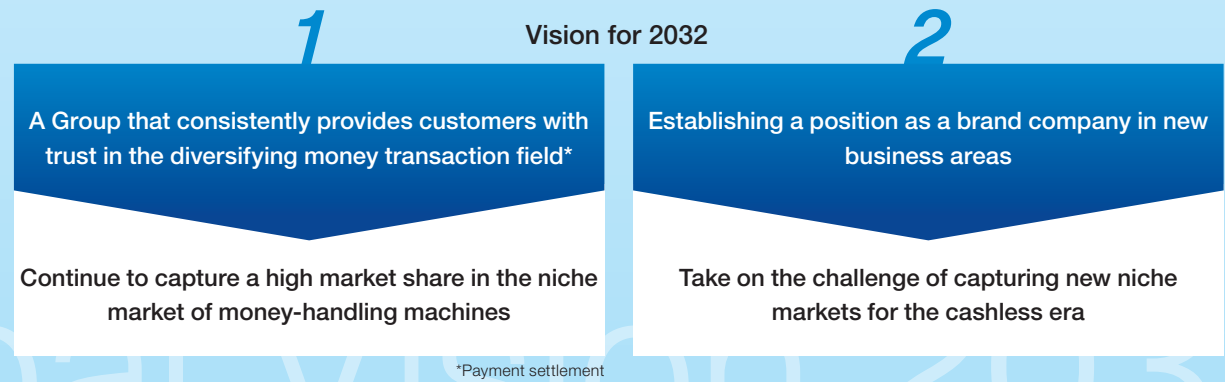


Toward “Vision for 2032”

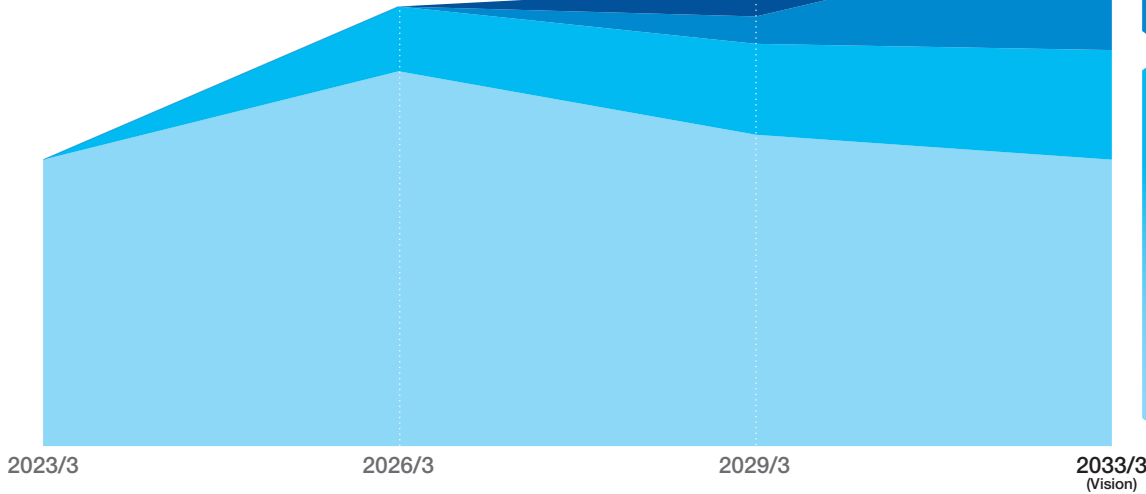
In May 2023, JCM formulated its new medium-term management plan, “JCM Global Vision 2032.” This plan sets out a long-term vision for 2032, and positions the first three years as a period of “seed sowing” for new businesses. As a key strategy during this period, we believe that expanding our core commercial business is important, and we are working to expand our sales channels by establishing sales subsidiaries in North America (Chicago) and South America (São Paulo) in January and November 2022. Furthermore, in new businesses, we aim to advance into areas such as the medical field, actively engage in joint research, and aim to build a new revenue base.



Vision Realization

Net sales **¥55billion**
 Operating income **¥5.5billion**

Medium-Term Management Plan
JCM Global Vision 2032
 Long-term Vision - Roadmap
 (Conceptual image of net sales)



- Seed sowing for new businesses
- Strengthening the profitability of new businesses
- Establishing the market position and revenue base for new businesses

Existing businesses + New businesses	Vision Realization	<ul style="list-style-type: none"> Venture into medical fields, etc. Alliances (collaborations), M&As, etc. Business development leveraging AI technology Solutions realized through system technology
New businesses	Business areas	<ul style="list-style-type: none"> Promoting automation through robot technology (new fields) Business development utilizing AI technology (new fields) Business development through bill conveying technology (new fields)
	Technology, products, and services	<ul style="list-style-type: none"> Promoting automation through robot technology Enhancing added value through system technology
Expand existing businesses	Business areas	<ul style="list-style-type: none"> Entry into the commercial markets of North, Central, and South America Venture into untapped commercial markets in Asia Global expansion of system products Alliances (collaborations), M&As, etc. Strengthening the system development framework
	Technology, products, and services	<ul style="list-style-type: none"> Promoting automation through robot technology Global coin changers, etc.
Existing businesses	Enhancing satisfaction by addressing potential customer needs	<ul style="list-style-type: none"> Global Gaming International/Domestic Commercial Equipment for the Amusement Industry

JCM's Strengths

The JCM Group leverages its accumulated technology to develop and provide high-value-added new technologies and products in various markets around the world, and build global trust and brand value.



Obtaining gaming license and realizing strict compliance

195 (42 states and 2 regions in North America) licenses



Intellectual property rights (patents, design rights, trademarks) for JCM products in use around the world

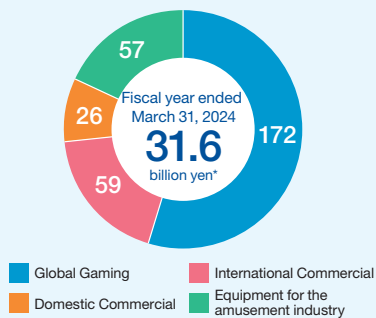
859 rights



Continuing to earn the trust of global customers over an extended period through our high brand strength

Supporting currencies in over **140** countries and regions worldwide

Net sales by segment (¥100 million)



JCM Group Companies

Europe

JCM EUROPE GMBH.
[Dusseldorf, Germany]
Sales of money-handling machines



Japan Cash Machine Co., Ltd.
[Osaka City, Osaka]

Development, manufacture, and sales of money-handling machines and equipment for the amusement industry



JCM Systems Co., Ltd.
[Osaka City, Osaka]

Installation and maintenance of equipment for the amusement industry, etc.

Asia Pacific

J-CASH MACHINE (THAILAND) CO.,LTD.
[Bangkok, Thailand]
Software development



JCM Meiho Co., Ltd.
[Chuo-ku, Tokyo]

Sales of pachinko (pinball) and related machines, etc.

North America

JCM AMERICAN CORP.
[Nevada, U.S.A.]

Sales of money-handling machines



JCM COMMERCE MECHATRONICS, INC.
[Illinois, U.S.A.]

Sales of money-handling machines



JCM COMERCIO MECATRONICA BRASIL LTDA
[São Paulo, Brazil]

Sales of money-handling machines



South America

J-CASH MACHINE GLOBAL MANUFACTURING (PHILIPPINES) INC.
[Laguna, Philippines]

Manufacture of money-handling machines



*The figures in the above pie chart are rounded down to the nearest ¥100 million, so the sales figures in the center of the graph do not match the totals by category.

JCM in Society and Business Segments

As a specialist in monetary processing, the JCM Group supports people's lives in various fields. By providing reliable products to the world, we contribute to the realization of a convenient and secure society.

Global Gaming

We aim to establish a position as a comprehensive component supplier capable of providing one-stop services to casino floors with not only bill validator units but also printer units, digital signage, and more.



Printer units



Bill validator units



Digital signage



Bill recycling unit for table games

International Commercial and Domestic Commercial

We are steadily developing new markets, while increasing convenience for our customers by launching products in Europe, the U.S., Japan, and other Asian markets. Our products include bill recycling and coin recycling units, which are used in diverse commercial markets such as deposit machines, parking payment machines, and ticket vending machines.



Bill recycling units



Coin recycling units

Self-service gasoline station payment settlement terminals

Parking payment machines

Ticket vending machines for railways

Bus fare payment machines

Restaurant ticket vending machines

Self-checkout machines

Automatic payment machines in hotels

Automatic payment machines in clinics

Equipment for the Amusement Industry

In the market of equipment for the amusement industry, which demands advanced identification and validation of bills and coins as well as complex transportation technologies, we consistently provide products that meet our customers' needs. In addition to improving the efficiency of hall operations, we attract customers through the provision of products that contribute to the improvement of gaming environments.



Automatic token dispensing system



Prize POS system



Bill conveying systems



Balls/token rental machine



Our History

Since its establishment in 1955, JCM has endeavored to seamlessly connect “people to people” and “people to money” as a manufacturer in the highly specialized field of money-handling machine manufacturing.

Using the technology we have cultivated as a money circulation specialist on the global market, we will continue to meet the expectations and maintain the trust of people around the world as an international company that can provide new value required in each market.

Trends in net sales

■ Non-consolidated net sales ■ Consolidated net sales

(Millions of yen)



1960s–1970s

Trend toward computerization/inlining

As department stores and supermarkets grew, cash registers were replaced by computer terminals for sales totaling. Due to the excellent cash register functions of our products, OEM demand from computer manufacturers was strong.

1980s–1990s

From applications for validation/counting technologies to development/utilization of proprietary technologies

We aimed to develop new products by combining the Company's inherent know-how in such areas as validation, counting, and classification. We began joint development with America's largest game manufacturer, launched products for the U.S. gaming market, and saw steady growth in our business.

2000s

Development of the Money-Handling Machine Business in Western markets/Response to the need for amusement industry-related equipment

We started selling bill validation machines for multinational bills. The Equipment for the Amusement Industry Business also grew steadily, becoming another pillar of earnings next to the Money-Handling Machine Business.

2010s

Pursuing core validation and transportation technologies to lead advanced technological innovation

In our Global Gaming and Equipment for the Amusement Industry Businesses, we have leveraged the products, markets, customers, and assets acquired through business acquisitions and transfers and enjoyed synergies while establishing ourselves as a comprehensive component supplier.

2020 onward

In order to expand the Commercial Business, we have established a new subsidiary and actively developing the business, aiming to make it a solid pillar of profits.

In order to establish an optimal production system, we have established a new production subsidiary (new plant) in the Philippines. Furthermore, in order to expand the Commercial business, which is our second-largest pillar after the Gaming Business, we have established new sales subsidiaries in North America (Chicago) and South America (Brazil) and have begun manufacturing and selling the “MRX” bill recycling unit, a product for international commercial use. The unit has been installed in self-checkout registers and ticket vending machines for railways and other facilities around the world.

1955 1959 1981 1988 1999 2010 2014 2020 2022 (Fiscal year)



Company established



Started manufacturing cash registers



Started manufacturing bill validators



Established a subsidiary in the United States



Established a subsidiary in Europe



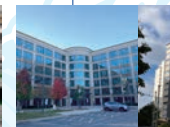
Started operations at the newly established Tokyo office



Acquired and included a manufacturing and sales company of printer units for gaming markets as a subsidiary



Established a manufacturing subsidiary in the Philippines



Established subsidiaries in the United States and Brazil

1 Started manufacturing and selling validation machines for foreign currency bills

- 1986 | Started manufacturing and selling bill validation machines for U.S. dollars
- 1988 | Started manufacturing and selling bill validation machines for German marks
- 1990 | Installation of bill validator units permitted in Nevada
- 1991 | Started sales of bill validator units for the gaming industry
- 1993 | Installation of bill validator units permitted outside the United States

2 Started selling equipment for the amusement industry

- 1991 | Started sales of an automatic token supply system, a proprietary belt conveying system that boasts high performance and high quality
- 1999 | Launched the industry's first polishing system with excellent token cleaning ability
- 2001 | Started sales of bill validation machines for lenders installed between machines

3 New banknote issued (Japan)

- 2004 | Demand resulting from the issuance of new banknotes (1,000, 5,000, and 10,000 yen notes)

4 Effects of business acquisitions/transfers

- 2009 | Acquired Sammy Systems Co., Ltd., as a subsidiary (Equipment for the amusement industry)
- 2014 | Included FutureLogic Group, LLC, in the Company's scope of consolidation as a subsidiary (Global Gaming)
- 2016 | Partial transfer of Silver Denken's business (Equipment for the amusement industry)