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To Whom It May Concern:

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## Notice Concerning the Formulation of the Medium-Term Management Plan

The Japan Cash Machine Co., Ltd. Group (hereinafter referred to as the “Group”) are pleased to announce that we have newly formulated the "Medium-Term Management Plan JCM Global Vision 2032", which will end in the fiscal year ending March 31, 2026, as follows.

### 1. Background of the “Medium-Term Management Plan JCM Global Vision 2032”

The Group has been promoting its business activities by working to improve profitability and management structure to enhance the corporate value of the entire the Group, under the “Medium-Term Management Plan Rolling Plan (IV)”, which was announced on May 14, 2019 and ended in the fiscal year ended March 31, 2022. However, the plan had to be revised due to a significant deviation from the actual situation, including the business environment on which it was premised, caused by the impact of the COVID-19 that occurred in the first year, and we have since been forced to suspend its publication over the medium to long term.

Now that the Group are on the verge of a certain recovery in business performance from the Corona Disaster, we have completely renewed the plan as the “Medium-Term Management Plan JCM Global Vision 2032” (hereinafter referred to as the “Plan”) taking into account the after COVID-19 business environment.

The Plan sets forth a basic policy aimed at improving the Group's corporate value over the medium to long term in a sustainable manner, with a view to a steady recovery of existing businesses.

### 2. Business Environment Assumed in the Plan

The Plan defines the long-term outlook for the next 10 years, and sets the direction of the Group's business and priority measures for the next three years through the fiscal year ending March 31, 2026, which is the initial stage of the Plan.

In the field of money-handling equipment, which is currently our main business, the trend toward contactless/non-face-to-face payment and the shift to cashless payment is becoming more pronounced after the Corona disaster. The Group have formulated the Plan as a guide to the direction we should take in the future, based on these changes in the business environment.

### 3. Outline of the Plan

In the Plan, we have identified the following two goals as our "long-term vision" for 2032, 10 years from now, taking into account the changes in the business environment described in the previous section, and will implement various measures to achieve them.

(Note) The above forecasts are based on information available as of the date of publication of this document, and actual results may differ from the forecasts due to various factors.

- (1) Continue to be the Group that continues to provide customers with trust in the diversifying money transaction (payment settlement) field.  
⇒ To capture a high market share in the niche market of money handling equipment, which has been one of the Group's strengths to date.
- (2) Aim to establish a brand company position in new business areas.  
⇒ Taking on the challenge of capturing new niche markets for the "cashless" era that is a major trend these days.

In the Plan (three years from the fiscal year ending March 31, 2024 to the fiscal year ending March 31, 2026), the Group recognize that this is a period for "planting seeds" to achieve these long-term visions, and among the above two items, we will place the highest priority on expanding existing businesses, which are showing signs of recovery from the Corona Disaster, and promote further strengthening our earnings structure. At the same time, we will aim to promote up-front investments to acquire new business areas, and the key issues to be addressed are as follows.

item	Existing/New Businesses
1) Establish foundation (upfront investment) to build new business areas	New
2) Aggressive expansion of existing technologies and products into other markets	Existing
3) Further expansion of overseas commercial markets	Existing
4) Respond to diversified money transactions	Existing
5) Improve profitability in existing business areas	Existing
6) Optimal allocation of management resources	Existing and New

#### 4. Quantitative Targets of the Plan

(Business Scale in 2032)

Net Sales 55,000 million yen      Operating Income 5,500 million yen

(Business performance for the next three years) (million yen)

	2023 (fiscal year ending March 31, 2024)	2024 (fiscal year ending March 31, 2025)	2025 (fiscal year ending March 31, 2026)
Net Sales	28,600	35,000	38,500
Operating Income	1,500	2,625	3,080
Net Income	1,100	2,085	2,500

(Major Management Indices)

- (1) Operating income margin: 8% in 2025 (fiscal year ending March 31, 2026)
- (2) ROE: 8% in 2025 (fiscal year ending March 31, 2026)

#### 5. Others

The Group will make a concerted effort to achieve the quantitative targets in the above 4 items ahead of schedule during the period of the Plan, with a view to achieving the numerical targets for the final year of the plan as well.

\* For details of this plan, please refer to "JCM Global Vision 2032" below.

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# JCM Global Vision 2032

**Long-term vision: 2023 - 2032**

**(fiscal year ending March 31, 2024 – fiscal year ending March 31, 2033)**

**Medium-Term Management Plan: 2023 - 2025**

**(fiscal year ending March 31, 2024 – fiscal year ending March 31, 2026)**

# Long-Term Vision - Basic Policy

## The world and society we aim to create is

- Prosperous and Sustainable Society.



## Target figures

- Net Sales: 55 billion yen
- Operating income: 5.5 billion yen

## Our vision for 2032 is to be

- The Group that continues to provide customers with trust in diversified money transactions

and

- The brand company in new business domains.



# Long-Term Vision - Key Issues

## Three Tasks to Achieve the Long-Term Vision

### ■ Expand existing business

- Expand into untapped areas and markets
- Engage in diversified money transactions

### ■ Further improve our competitive advantage

- Increase customer satisfaction by addressing their latent needs
- Develop new products and services to meet global needs

### ■ Build new businesses

- Build businesses that take advantage of the knowledge and technology we possess, as well as the areas and markets in which we operate.
- Establish social and corporate value by acquiring new skills and know-how

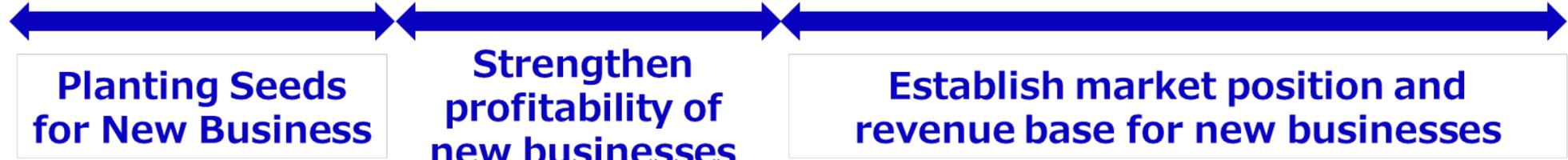
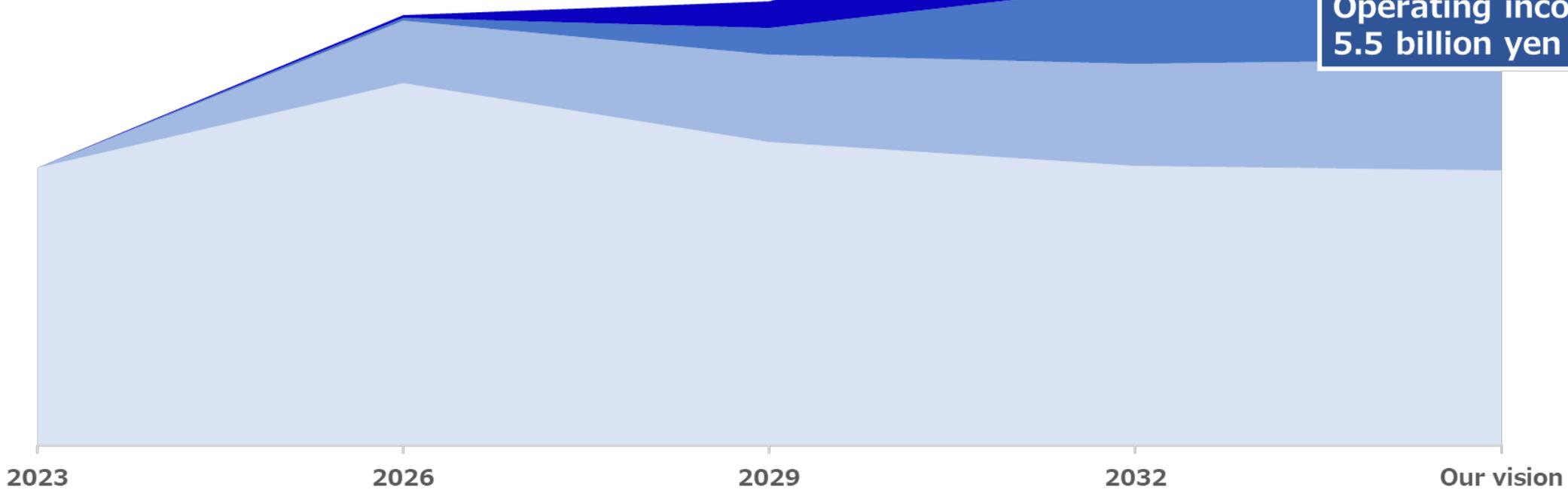
# Long-term Vision - Roadmap (Net Sales)

- Existing Businesses
- New Businesses

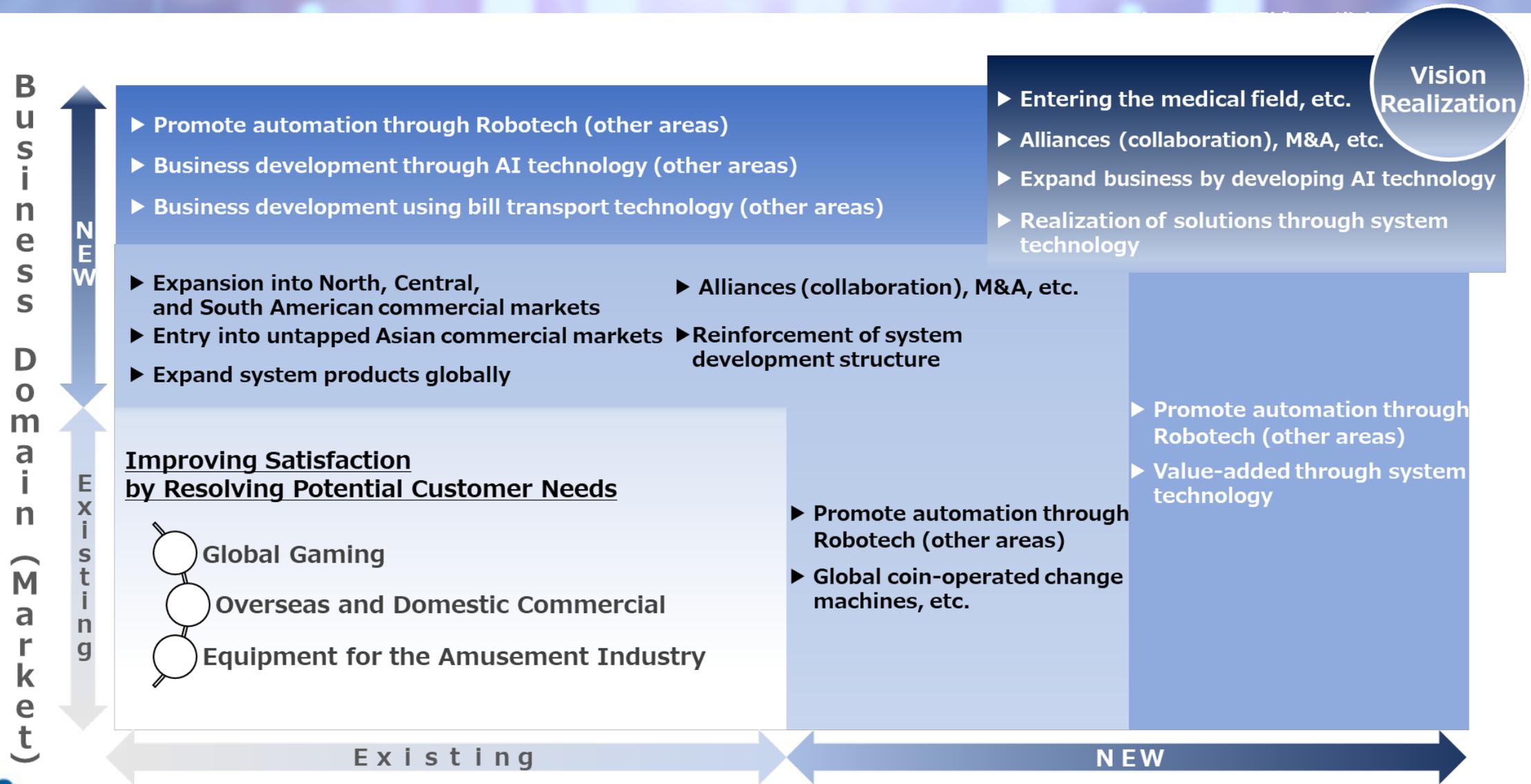
- Existing Business Expansion
- Existing and New Businesses

Vision Realization

Net Sales:  
55 billion yen  
Operating income:  
5.5 billion yen



# Long-Term Vision - Priority Measures Chart Details



# Medium-term Management Plan - Quantitative Targets

Consolidated Financial Results		(Unit millions of yen)		
	2023	2024	2025	
Net sales	28,600	35,000	38,500	
Operating income	1,500	2,625	3,080	
Net income	1,100	2,085	2,500	
Investment in development	1,640	2,100	2,310	
Management Indicators				
Operating income margin	5.2%	7.5%	8.0%	
Net income margin	3.8%	6.0%	6.5%	
ROE	4.5%	7.0%	8.0%	

# Medium-Term Management Plan - Income (Loss) by Segment

(Unit : millions of yen)

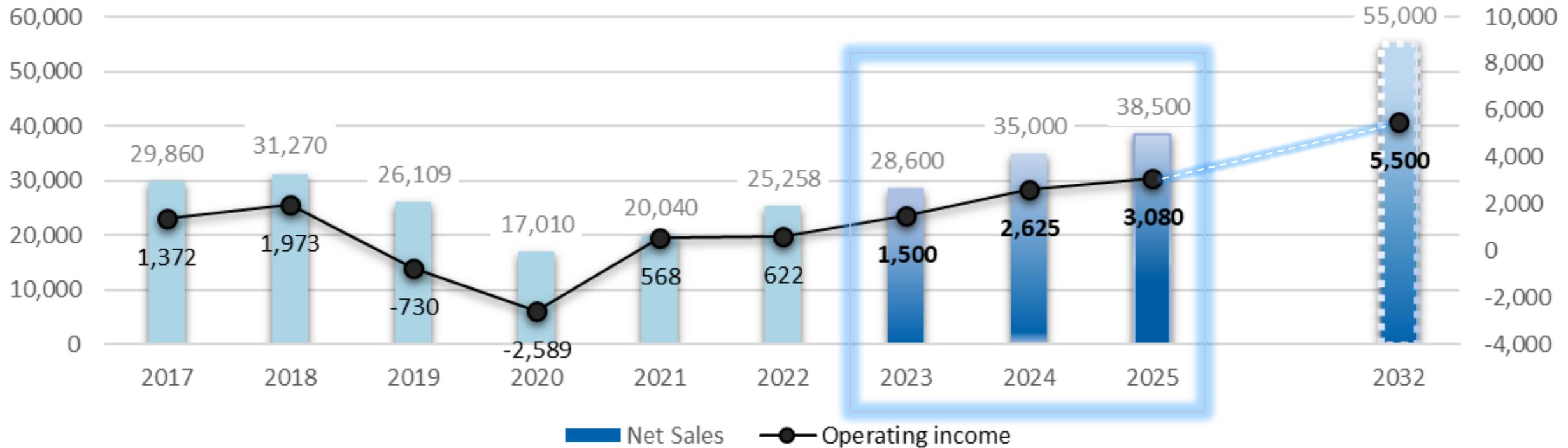
2023	Global Gaming	Overseas Commercial	Domestic Commercial	Equipment for the Amusement Industry	elimination	consolidated
Net Sales	14,800	5,630	*2,140	6,030	—	28,600
Operating Income	1,945	340	140	345	(1,270)	1,500
Operating income ratio	13.1%	6.0%	6.5%	5.7%		5.2%
2024	Global Gaming	Overseas Commercial	Domestic Commercial	Equipment for the Amusement Industry	elimination	consolidated
Net Sales	17,760	9,030	*2,120	6,091	—	35,000
Operating Income	2,195	1,490	120	120	(1,300)	2,625
Operating income ratio	12.4%	16.5%	5.7%	2.0%		7.5%
2025	Global Gaming	Overseas Commercial	Domestic Commercial	Equipment for the Amusement Industry	elimination	consolidated
Net Sales	19,000	11,140	1,860	6,500	—	38,500
Operating Income	2,495	1,715	70	200	(1,400)	3,080
Operating income ratio	13.1%	15.4%	3.7%	3.1%		8.0%

# Medium -Term Management Plan - Quantitative Target Graphs

(Unit : millions of yen)

## Performance Trends and Medium-Term Management Plan

(Unit : millions of yen)



# Medium-Term Management Plan - Priority Measures

- **1. Establish foundation for building new business areas**
  - Accelerate new business development
  - Establishing a revenue base for new products
- **2. Implement expansion of existing technologies and products into other markets**
  - Cultivate potential needs through global network
- **3. Further expansion of overseas commercial markets**
  - Develop North, Central, and South American and Asian regions and markets
  - Develop new products and services to meet global needs
- **4. Strengthen technology to handle diversified money transactions**
  - Strengthen system development structure and consider alliances (collaboration)

# Medium-Term Management Plan - Priority Measures

- **5. Improve profitability of existing business areas**
  - **Improvement of profit structure and constitution in sales, development, production, quality, and maintenance and repair business, etc.**
    - **Improve quality and cost by standardizing core modules and units and promoting product unification**
    - **Strengthen product end-of-life strategy**
      - **Accumulation of data for decision making and establishment of analysis system**
      - **Strengthen marketing at the planning stage**
- **6. Leaning on optimal management resources**
  - **Leverage optimum management resources**
  - **Establishment of global funds management system and tax strategy**
  - **Improve employee engagement**
  - **Transition to a profitable structure at the head office on a stand-alone basis**

# Disclaimer

The forecasts, plans, and projections contained in this document are based on information available as of the date of the release of this document and on assumptions made as of the date of the release of this document regarding uncertain factors that may affect future results. Actual results may differ materially due to a variety of factors.