

# Financial Results Briefing for the Fiscal Year Ended March 31, 2025

May 16, 2025



**JAPAN CASH MACHINE CO., LTD.**

Prime Market/ Securities code: 6418

## ■ Consolidated Performance Highlights

## ■ Overview of Consolidated Performance

- Factors of changes in net sales
- Factors of changes in operating profit

## ■ Overview by Segment

- Global Gaming
- International Commercial
- Domestic Commercial
- Equipment for the Amusement Industry

## ■ Full-year Consolidated Performance Forecasts

- Performance forecasts by segment

## ■ Shareholder Returns

## ■ Medium-Term Management Plan

## ■ Reference Materials

- Corporate profile
- Company history
- Stock price, PBR, ROE
- Consolidated balance sheet
- Status of consolidated cash flows
- Capital investment, depreciation, research and development expenses
- Impact of foreign exchange
- Market shares
- Topics – Initiatives in each business
- Sustainability initiatives

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## Both net sales and profit increased year on year.

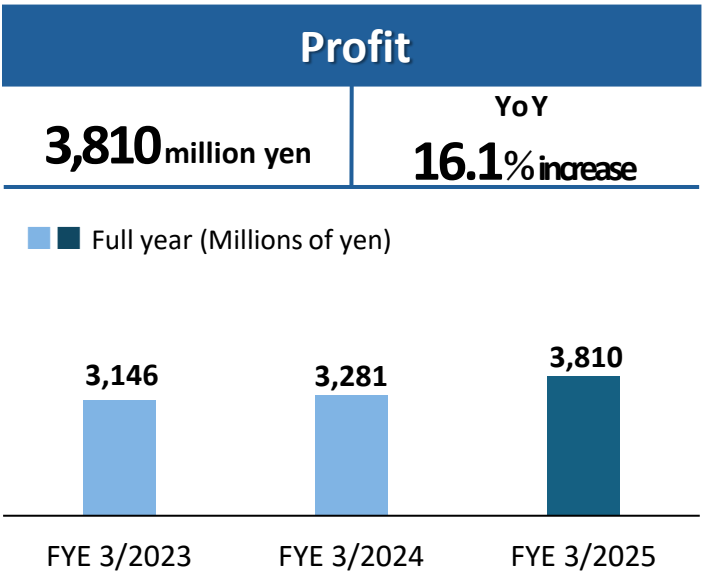
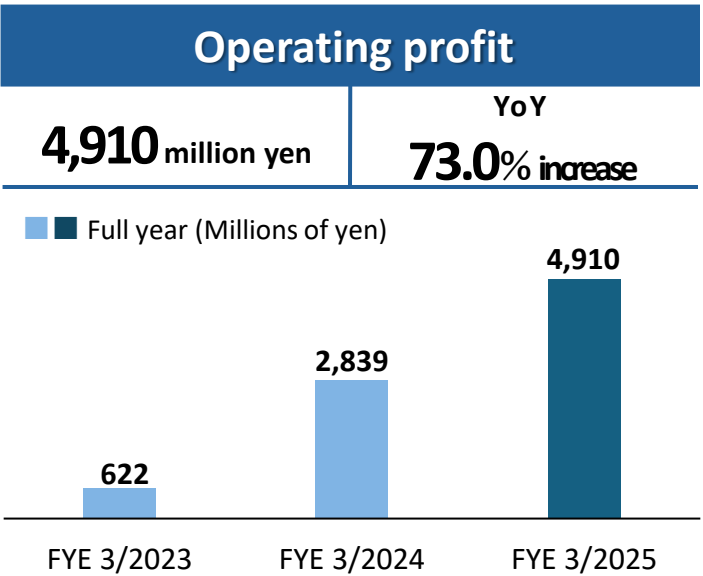
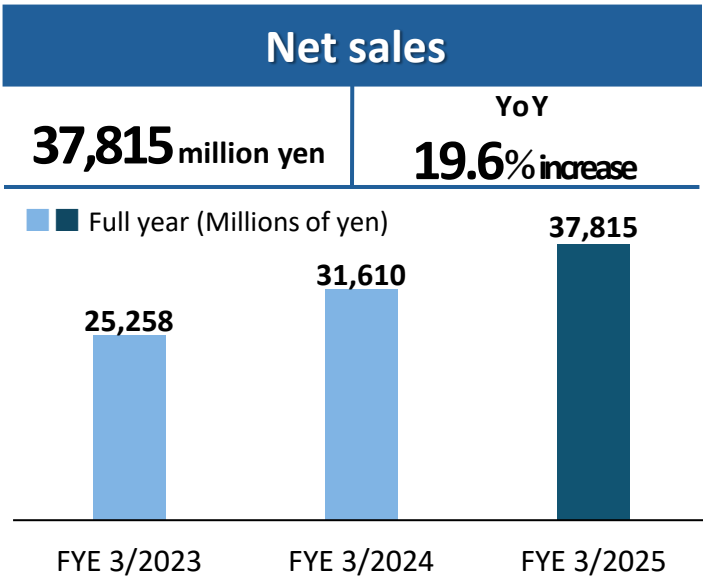
### ■ Net Sales

**Global Gaming Market:** Following the resolution of supply shortages in the first half of the previous fiscal year, sales of our products increased, particularly bill validator units for gaming machines, which rose significantly.

**Domestic Markets:** Sales of bill recycling units increased, primarily for use in ticket vending machines at restaurants and in parking payment machines, driven by replacement demand associated with the issuance of new Japanese banknotes and a rise in inbound tourism.

### ■ Operating profit

The increase in operating profit was driven by higher net sales and growth in high-margin product sales, primarily supported by replacement demand related to the issuance of new Japanese banknotes.



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# Overview of Consolidated Performance for the Fiscal Year Ended March 31, 2025

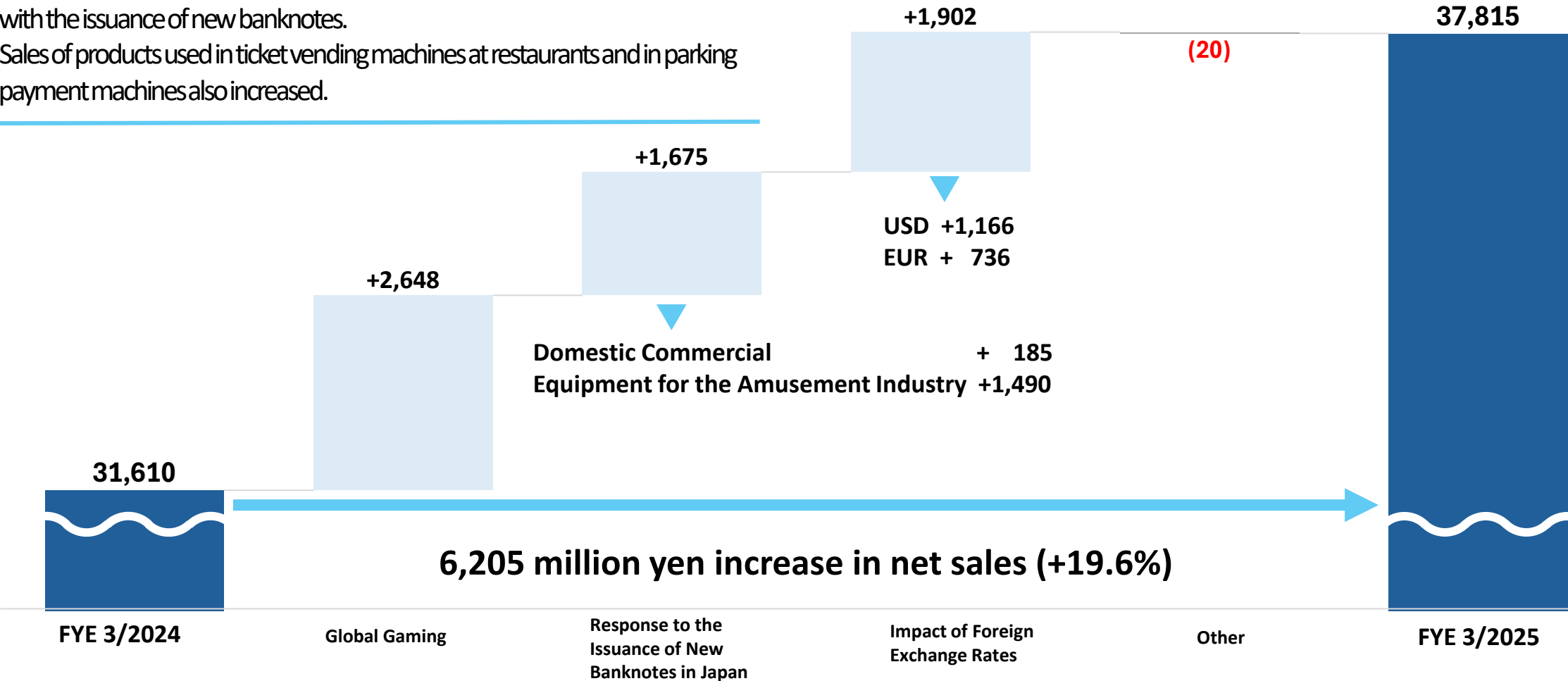


Unit: Millions of yen		FYE 3/2024 Full Year		FYE 3/2025 Full Year		Year on year	
		Amount	Composition	Amount	Composition	Change	Percentage change
Net sales		31,610	100.0%	37,815	100.0%	6,205	19.6%
Operating profit		2,839	9.0%	4,910	13.0%	2,071	73.0%
Ordinary profit		3,568	11.3%	4,676	12.4%	1,108	31.1%
Profit		3,281	10.4%	3,810	10.1%	528	16.1%
Earnings per Share (EPS)		112.59 yen		140.98 yen		+28.39 yen	
Average exchange rates	USD	141.20 yen		152.28 yen		+11.08 yen	
	EUR	153.20 yen		164.45 yen		+11.25 yen	

Unit: Millions of yen

Main factors of the change

- Sales of products for installation in gaming machines remained strong in North America.
  - In Japan, sales were significantly boosted by replacement demand associated with the issuance of new banknotes.
- Sales of products used in ticket vending machines at restaurants and in parking payment machines also increased.

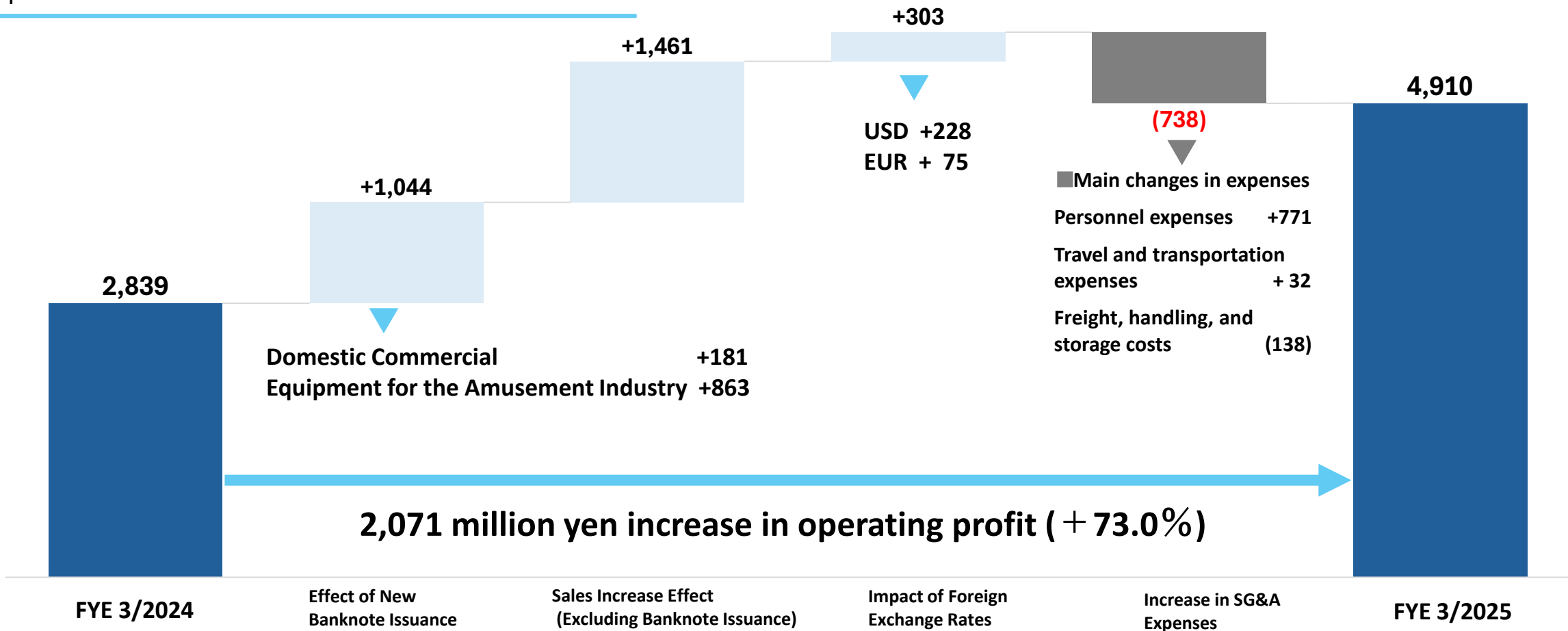


# Overview of Consolidated Performance - Factors of changes in operating profit

Unit: Millions of yen

## Main factors of the change

- A significant impact from increased sales in both overseas and domestic markets.
- A strong impact from higher sales of high-margin products, driven by replacement demand associated with the issuance of new banknotes.





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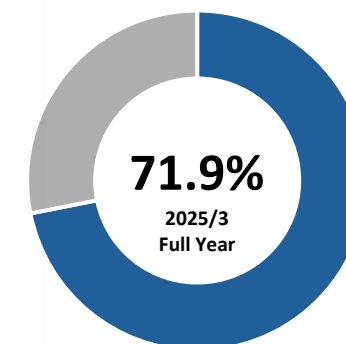
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# Overview by Segment

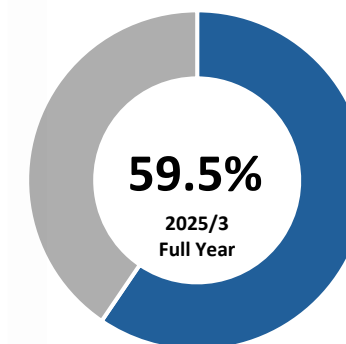
Unit: Millions of yen	FYE 3/2024 Full Year	FYE 3/2025 Full Year	Year on year	
			Change	Percentage change
<b>Net sales</b>	<b>31,610</b>	<b>37,815</b>	<b>6,205</b>	<b>+19.6%</b>
Global Gaming	17,279	21,477	4,198	+24.3%
International Commercial	5,915	5,707	(208)	(3.5%)
Domestic Commercial	2,692	3,805	1,113	+41.4%
Equipment for the Amusement Industry	5,723	6,824	1,101	+19.2%
<b>Operating profit</b>	<b>2,839</b>	<b>4,910</b>	<b>2,071</b>	<b>+73.0%</b>
Global Gaming	2,794	4,368	1,573	+56.3%
International Commercial	(175)	(566)	(390)	—
Domestic Commercial	523	1,147	623	+119.1%
Equipment for the Amusement Industry	1,001	1,437	435	+43.4%
<b>Adjustments</b> (Corporate-wide expenses not allocated to each reportable segment)	<b>(1,305)</b>	<b>(1,475)</b>	<b>(169)</b>	<b>—</b>

## Overseas net sales ratio



(2024/3 Full Year 73.4%)

## Overseas operating profit ratio



(2024/3 Full Year 63.2%)



**Business overview**

The main markets are gaming areas in casino hotels in North America and small gaming venues in Europe. This segment sells bill validator units and printer units for installation in gaming machines, as well as system products that support labor-saving and automation in casino hotels.

**Main customers**

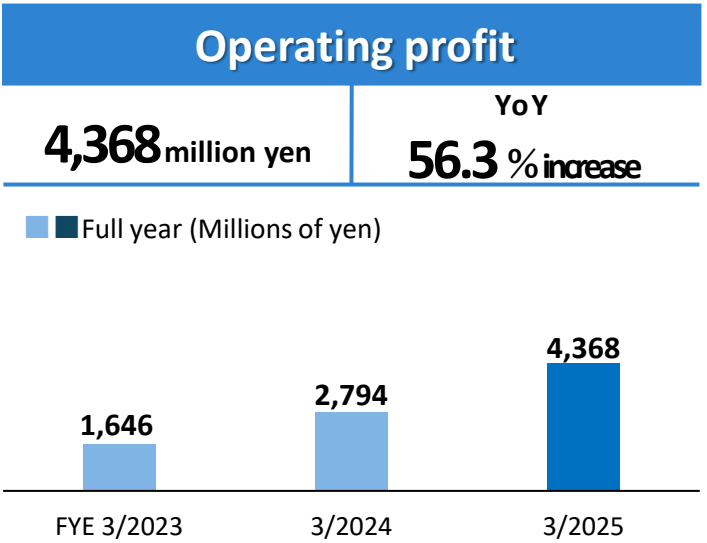
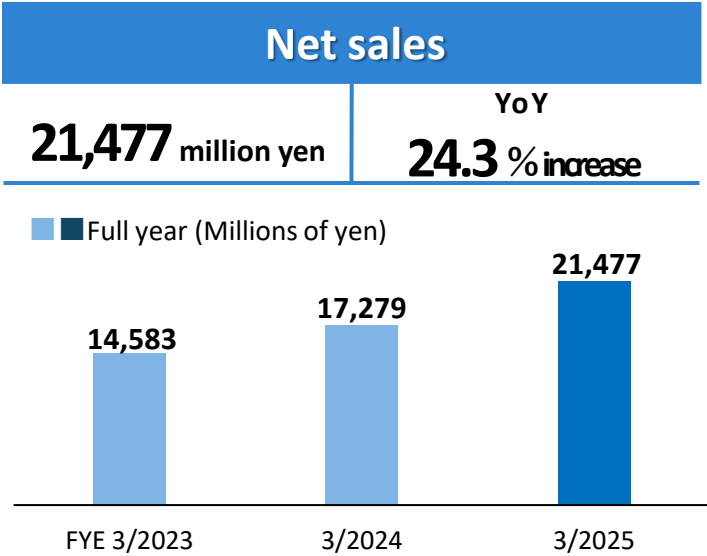
Slot machine manufacturers, casino hotels

**Performance overview**

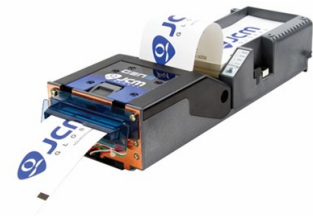
Capital investment appetite among casino hotels and other facilities remained strong. Sales of bill validator units increased significantly.

**Next Fiscal Year Outlook**

While sales in North America are expected to remain strong, sales in Europe are projected to decline due to a weakening economic outlook.



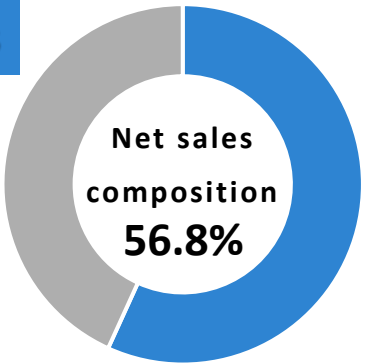
**Major products**



Printer unit



Bill validator unit



Automated cash collection system for casino halls



Table game system  
(Equipped with bill recycling unit and printer unit)



Business overview

This segment sells bill validator units and bill recycling units for installation in checkout machines and ticket vending machines and other equipment used in the retail, transportation, and financial markets.

Main customers

Manufacturers of finished products  
(Self-checkout machines, kiosk terminals, etc.)

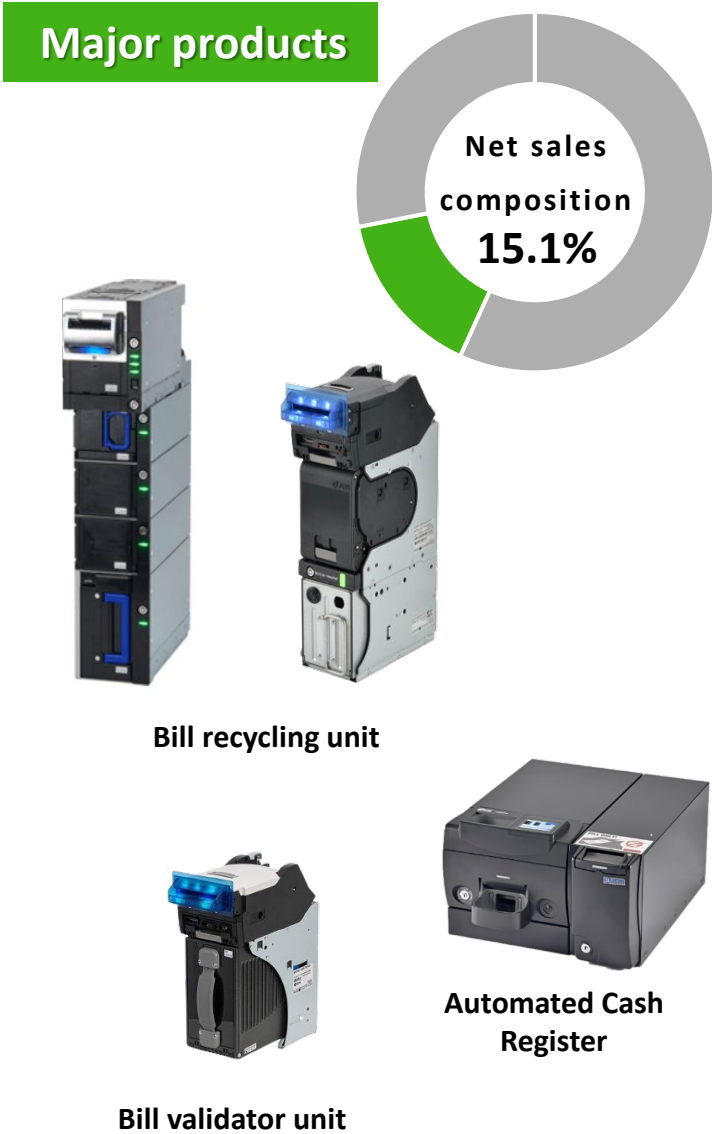
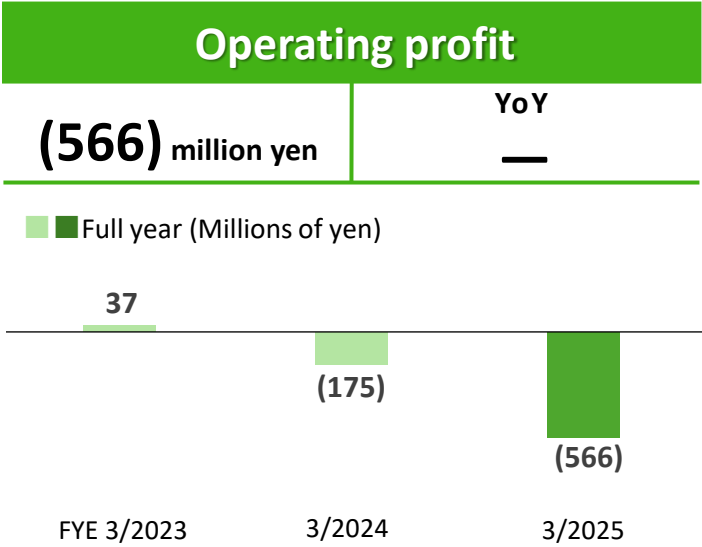
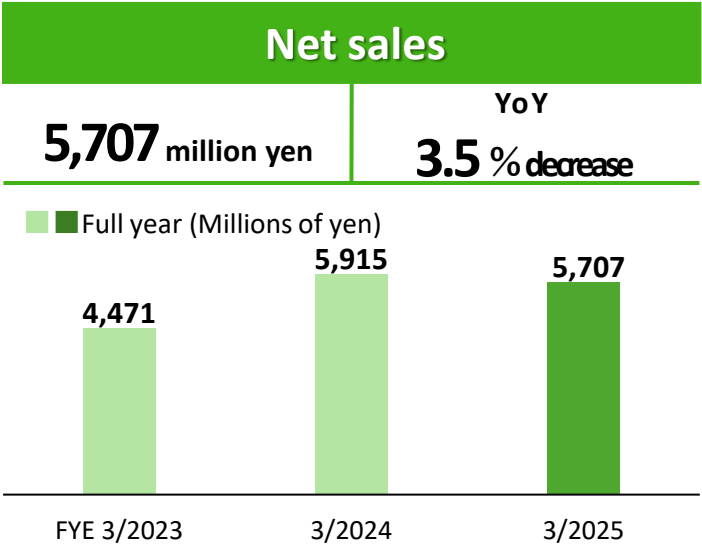
Performance overview

Sales fell short of the initial plan due to inventory adjustments by customers in Europe during the second half of the fiscal year and delays in developing new markets in North, Central, and South America.

This segment continued to make upfront investments, including R&D for new products aimed at cultivating new markets.

Next Fiscal Year Outlook

While demand for products is expected to increase in Asia, sales in North, Central, and South America are projected to decline due to continued delays in developing new markets.







### Business overview

This segment sells bill validator units and bill recycling units installed in checkout machines and ticket vending machines, and other devices used in the retail, transportation, and financial markets.

### Main customers

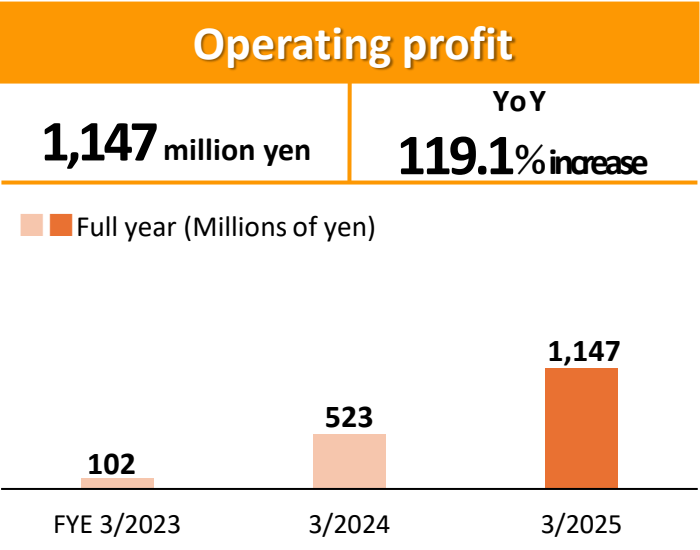
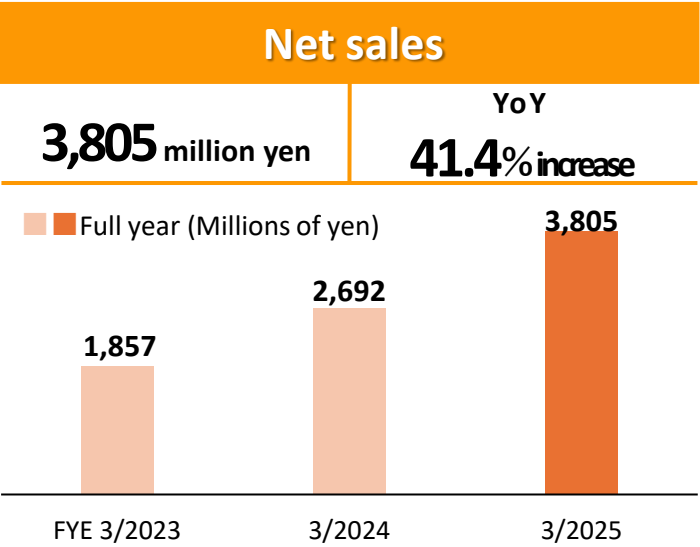
Manufacturers of finished products (Restaurant self-checkout machines, coin-operated parking systems, self-service gas stations, buses, etc.)

### Performance overview

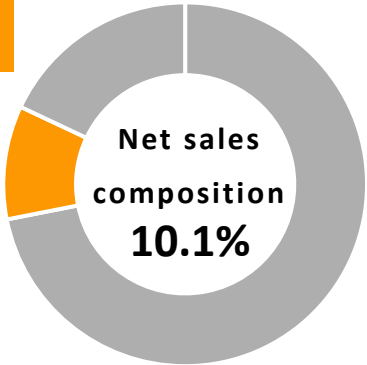
Replacement demand increased in response to the issuance of new banknotes. Sales of bill recycling units for parking payment machines and restaurant ticket vending machines also grew, driven by the rise in inbound tourism.

### Next Fiscal Year Outlook

Product sales are expected to decline due to the impact of customers' prior investments related to the issuance of new banknotes.



### Major products



Bill recycling unit



Cash & cashless payment machine



Coin recycling unit





**Business overview**

This segment sells peripheral equipment for pachinko parlors, including dedicated smart gaming machine units, ball and token rental machines, and automatic token supply systems.

**Main customers**

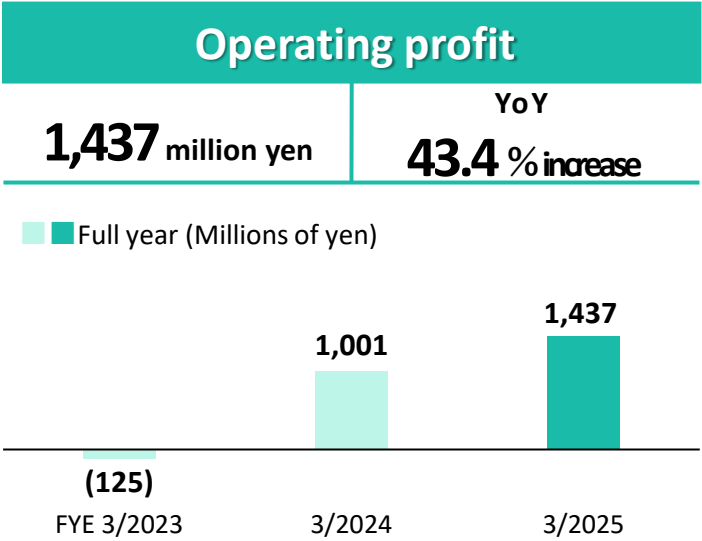
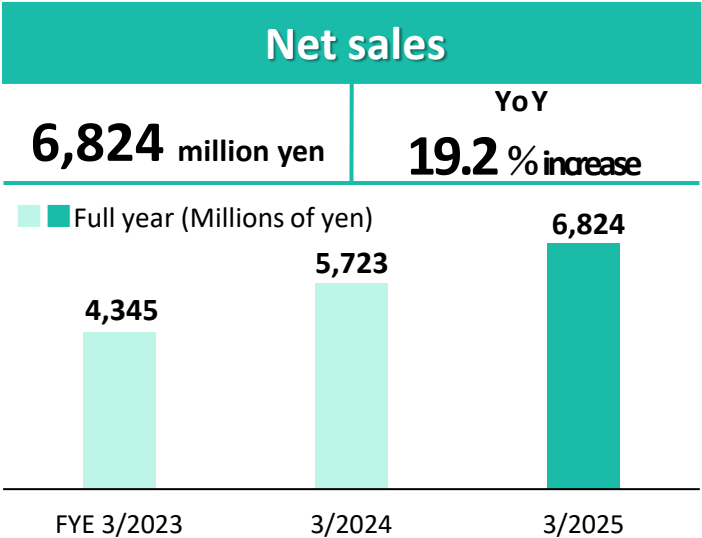
Pachinko parlors

**Performance overview**

Sales of peripheral devices, including bill validator units and banknote transport systems, increased in response to the issuance of new banknotes. Sales of dedicated units for smart gaming machines also remained solid.

**Next Fiscal Year Outlook**

Demand related to the issuance of new banknotes, which significantly contributed to sales during the current fiscal year, is expected to settle down. Furthermore, as smart gaming machine installations stabilize, a temporary decline in sales is anticipated.



**Major products**



Prize POS system



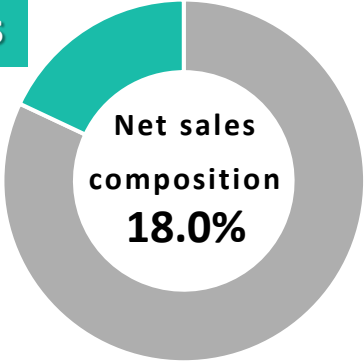
Bill transport system



Prize payout machine



Dedicated smart gaming machine unit



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# Full-year Consolidated Performance Forecasts

■ The next fiscal year is expected to mark a temporary plateau in both revenue and profit.

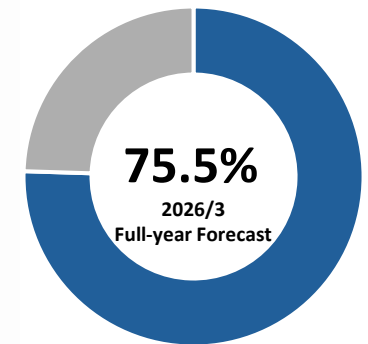
**[Net Sales]** While inventory adjustments by European customers in the International Commercial segment present a downside risk, the Global Gaming segment is expected to remain strong. In domestic markets, sales are projected to decline due to a reactionary drop following the previous year's demand related to the issuance of new banknotes.

**[Operating Profit]** A decline in profit is expected due to the normalization of sales of high-margin products associated with new banknote issuance in the domestic market. On the other hand, a gain on the sale of non-current assets is planned to be recorded as extraordinary income.

Unit: Millions of yen		FYE 3/2025					FYE 3/2026						Year-on-year change	
		First half		Second half		Full year		First half forecast		Second half forecast		Full year forecast		
		Amount	Composition	Amount	Composition	Amount	Composition	Amount	Composition	Amount	Composition	Amount		Composition
Net sales		21,253	100.0%	16,562	100.0%	37,815	100.0%	15,300	100.0%	15,700	100.0%	31,000	100.0%	(6,815)
Operating profit		3,755	17.7%	1,155	7.0%	4,910	13.0%	800	5.2%	600	3.8%	1,400	4.5%	(3,510)
Ordinary profit		2,993	14.1%	1,683	10.2%	4,676	12.4%	500	3.3%	500	3.2%	1,000	3.2%	(3,676)
Profit		2,490	11.7%	1,320	8.0%	3,810	10.1%	2,800	18.3%	400	2.5%	3,200	10.3%	(610)
ROE		—		—		12.6%		—		—		9.7%		(2.9)pt
Earnings per Share (EPS)		91.80 yen		—		140.98 yen		103.97 yen		—		118.82 yen		(22.15) yen
Average exchange rates	USD	154.09 yen		149.41 yen		152.28 yen		146.04 yen		140.00 yen		143.02 yen		(9.26) yen
	EUR	166.22 yen		163.80 yen		164.45 yen		158.40 yen		155.00 yen		156.70 yen		(7.75) yen

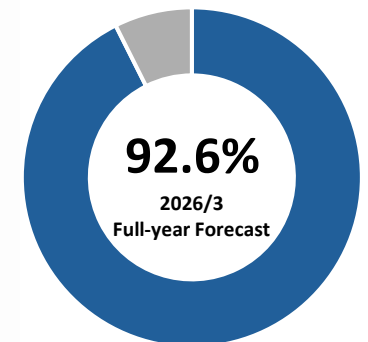
Unit: Million of yen	FYE 3/2025			FYE 3/2026			Year-on year Change
	First half	Second half	Full year	First half forecast	Second half forecast	Full year forecast	
<b>Net sales</b>	<b>21,253</b>	<b>16,562</b>	<b>37,815</b>	<b>15,300</b>	<b>15,700</b>	<b>31,000</b>	<b>(6,815)</b>
Global Gaming	10,684	10,792	21,477	9,600	9,100	18,700	(2,777)
International Commercial	3,436	2,270	5,707	2,000	2,700	4,700	(1,007)
Domestic Commercial	2,422	1,383	3,805	1,200	1,400	2,600	(1,205)
Equipment for the Amusement Industry	4,710	2,114	6,824	2,500	2,500	5,000	(1,824)
<b>Operating Profit</b>	<b>3,755</b>	<b>1,155</b>	<b>4,910</b>	<b>800</b>	<b>600</b>	<b>1,400</b>	<b>(3,510)</b>
Global Gaming	2,287	2,080	4,368	1,900	1,370	3,270	(1,098)
International Commercial	(172)	(394)	(566)	(380)	(20)	(400)	+166
Domestic Commercial	954	193	1,147	30	0	30	(1,117)
Equipment for the Amusement Industry	1,388	48	1,437	100	100	200	(1,237)
<b>Adjustments</b> <small>(Corporate-wide expenses not allocated to each reportable segment)</small>	<b>(702)</b>	<b>(772)</b>	<b>(1,475)</b>	<b>(850)</b>	<b>(850)</b>	<b>(1,700)</b>	<b>(224)</b>

## Overseas net sales ratio



(2025/3 Full Year 71.9%)

## Overseas operating profit ratio



(2025/3 Full Year 59.5%)

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## ■ Year-End Dividend for the Fiscal Year Ended March 31, 2025

- Ordinary dividend: 26 yen per share      • Commemorative dividend (70th anniversary): 10 yen per share
- Total annual ordinary dividend: 40 yen per share (Interim dividend: 14 yen per share, Year-end dividend: 26 yen per share)  
Including the commemorative dividend of 10 yen per share, the total annual dividend amounts to 50 yen per share

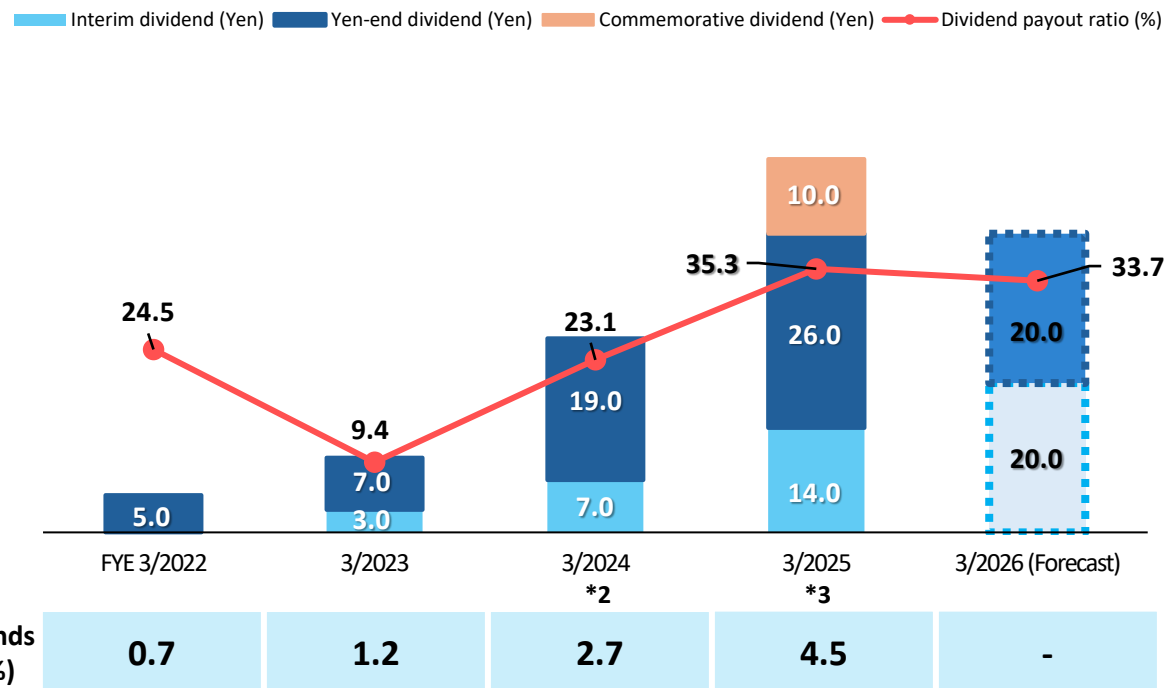
## ■ Dividend Forecast for the Fiscal Year Ending March 31, 2026

- Total annual ordinary dividend: 40 yen per share (Interim dividend: 20 yen per share, Year-end dividend: 20 yen per share)

### Dividend policy

#### Continue performance-linked shareholder returns

- Dividend payout ratio (consolidated): 30% or more \*1
- Ratio of dividends to net assets (consolidated): 2.0% or more



\*1 May be determined excluding the impact of very short-term profit fluctuation factors.

\*2 Purchased treasury shares (1.9 billion yen) in February 2024.

\*3 Purchased treasury shares (1.5 billion yen) in May 2024.

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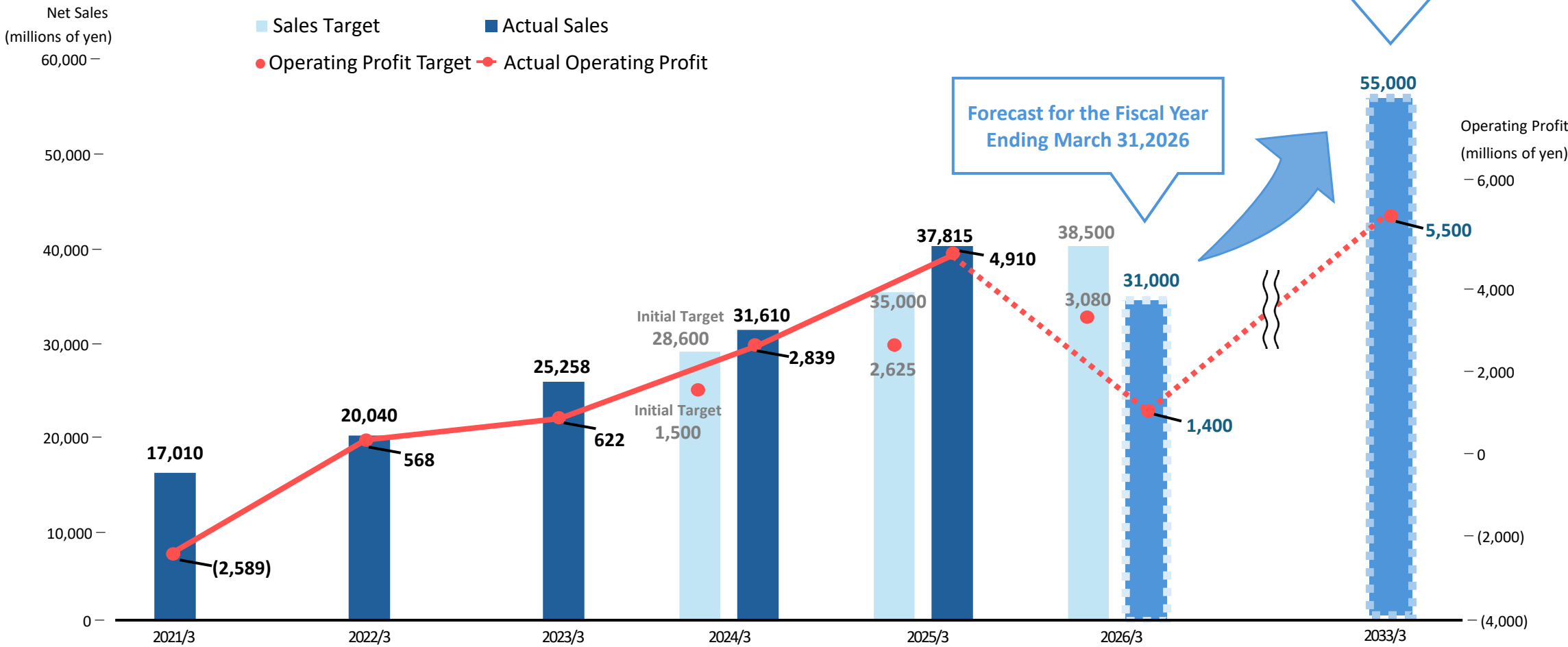
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## Medium-Term Management Plan “JCM Global Vizion 2032” (Fiscal Years 2023–2025)

The Company is currently reviewing the plan.

Once finalized, the revised plan will be announced in a timely manner.



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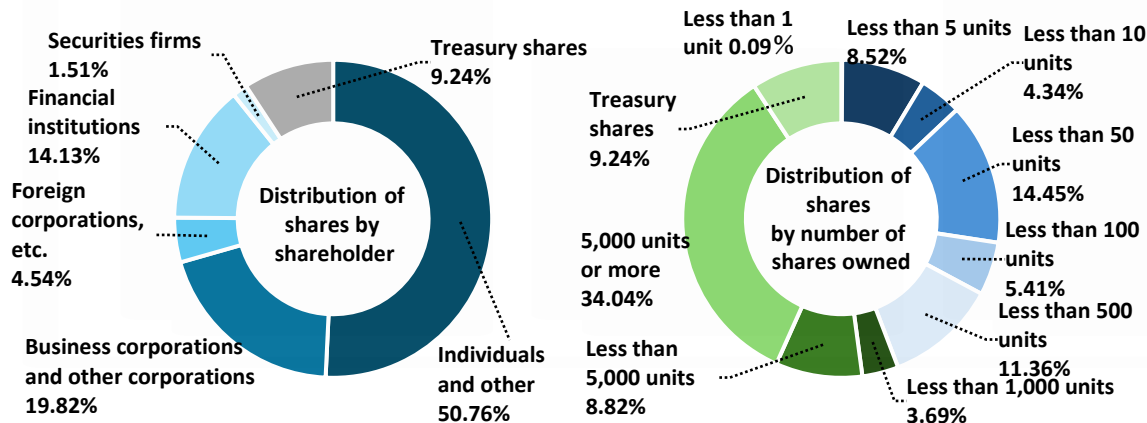
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Name	Japan Cash Machine Co., Ltd.
Established	January 11, 1955
President	Yojiro Kamihigashi President and Representative Director
Head Office	Parks South Square 2-11-18 Nambanaka, Naniwa-ku, Osaka City

Listing section	Prime Market of Tokyo Stock Exchange
Number of employees	570 (As of March 31, 2025)
Share capital	2,220.31 million yen (As of March 31, 2025)
Offices	Head Office (Naniwa-ku, Osaka City), Tokyo Office (Chuo-ku, Tokyo), Nagahama Plant (Nagahama City, Shiga)
Overseas bases	USA (Las Vegas, Chicago), Brazil, Germany, Thailand, Philippines

## Status of shares (As of March 31, 2025)

Total number of authorized shares	118,000,000 shares	Number of shares constituting one unit	100 shares
Total number of issued shares	29,672,651 shares	Number of shareholders	23,141



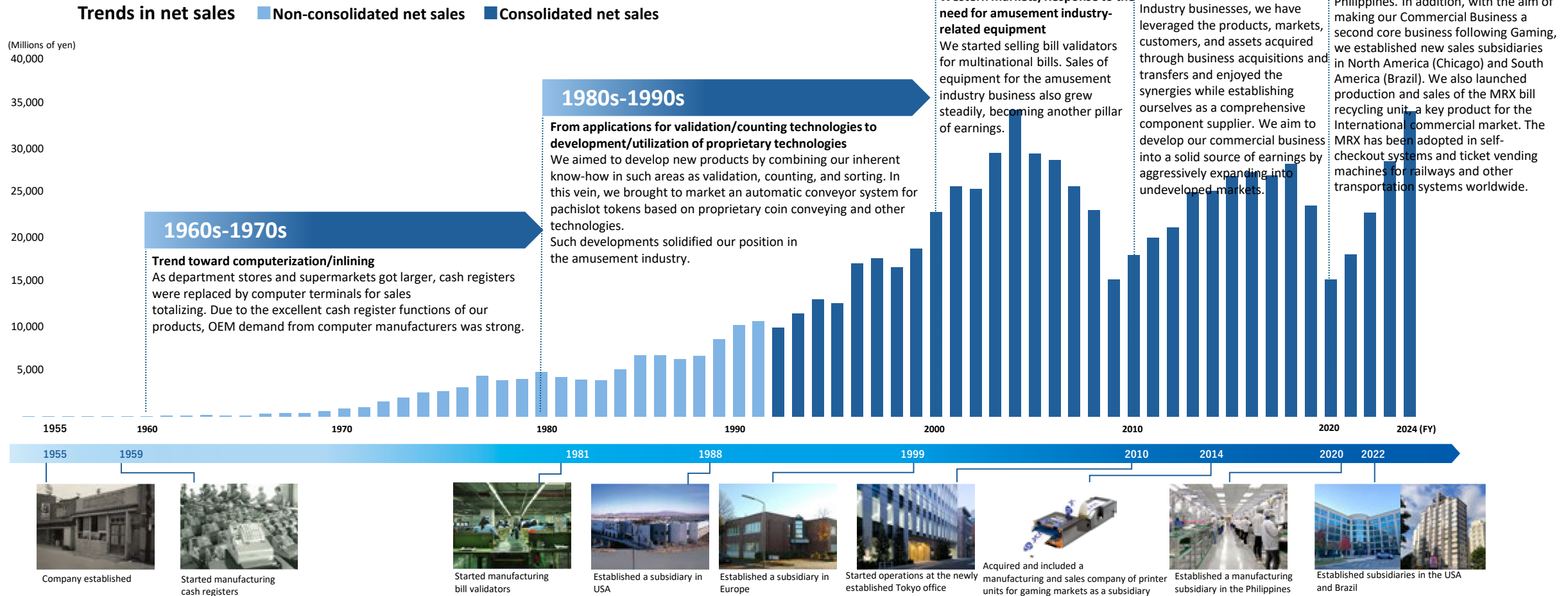
Shareholder name	Contribution in the Company	
	Number of shares held (Thousands of shares)	Percentage of shares held (%)
Johto Investment and Development Inc.	4,661	17.31
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,275	8.45
Yojiro Kamihigashi	1,458	5.41
Yoshiko Kamihigashi	638	2.37
Resona Bank, Limited	563	2.09
Sumitomo Mitsui Banking Corporation	503	1.87
Totor Engineering Co., Ltd.	432	1.61
Nippon Life Insurance Company	403	1.50
Japan Cash Machine Employee Stock Ownership Association	325	1.21
BNP PARIBAS FINANCIAL MARKETS	317	1.18

(Notes) 1. Although the Company holds 2,741,926 treasury shares, it is excluded from the list of major shareholders above.  
2. The percentage of shares held has been calculated by deducting treasury shares.

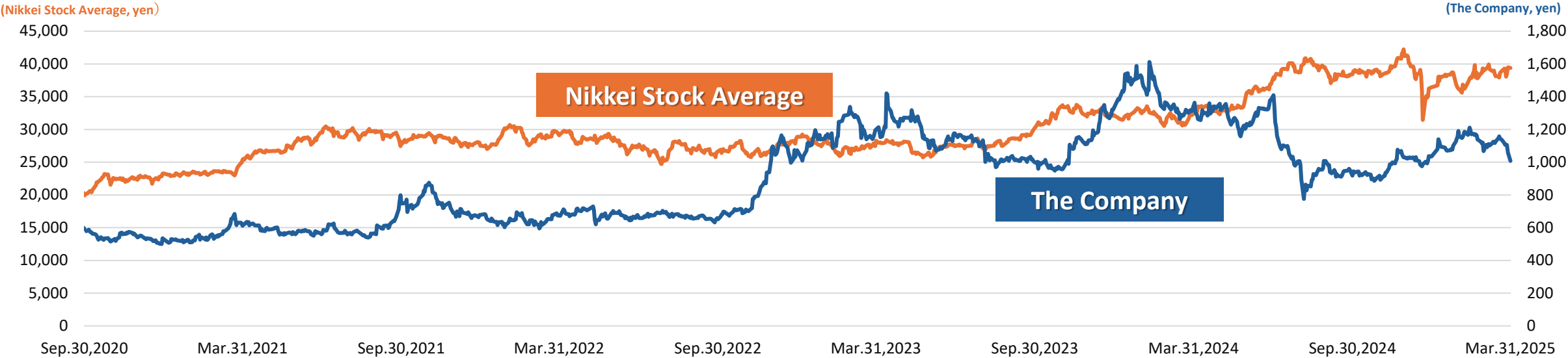


## Our History

Since our establishment in 1955, we have engaged in the highly specialized field of money-handling machine manufacturing. We have endeavored to seamlessly connect “people to people” and “people to money.” We will provide new value as a money circulation specialist on the global stage, and as a company with worldwide operations we will continue to meet the expectations and maintain the trust of people around the world.



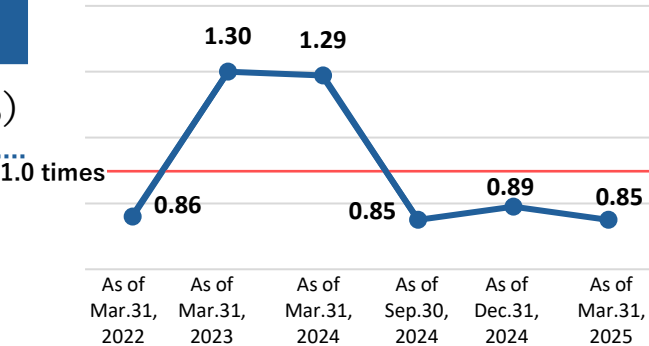
Stock price trend



PBR

0.85 times (As of Mar.31,2025)

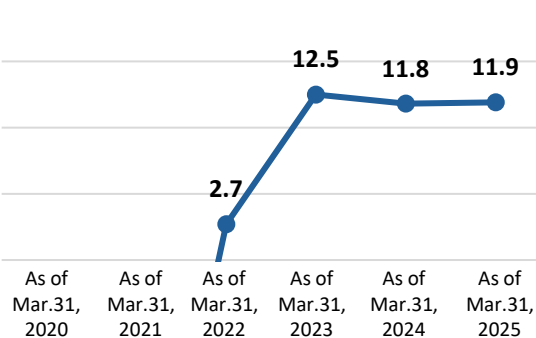
Standard values for sustainable maintenance and improvement  
**1.0 times or more**



ROE

11.9% (As of Mar.31,2025)

Medium-term management plan targets  
**8% or more**



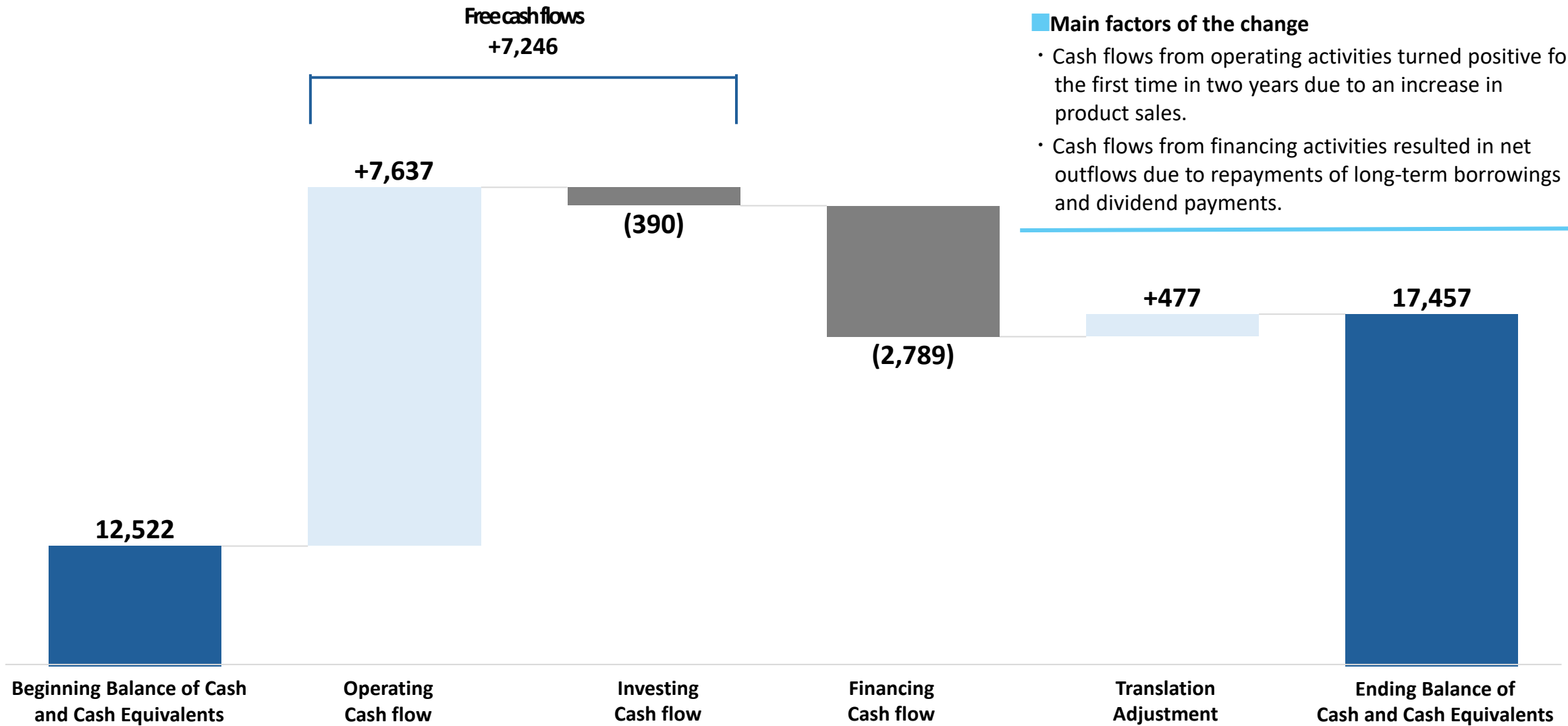
## ■ Assets / liabilities and net assets: +1,686 million yen

- Current assets +1,322 million yen: Increase in cash and deposits, decrease in inventories
- Current liabilities -1,192 million yen: Mainly due to a decrease in accounts payable
- Net assets +3,375 million yen: Increase in retained earnings

Unit: Millions of yen		As of Mar.31, 2023	As of Mar.31, 2024	As of Mar.31, 2025	Change
	Cash and deposits, securities	13,711	12,580	17,497	+4,916
	Trade receivables	5,005	7,056	6,068	(988)
	Inventories	11,610	19,564	17,061	(2,502)
	Other	1,945	941	838	(103)
Total current assets		32,273	40,143	41,465	+1,322
	Property, plant and equipment	3,338	3,950	4,080	+130
	Intangible assets	143	219	195	(24)
	Investments and other assets	3,025	3,261	3,540	+279
Total non-current assets		6,508	7,431	7,816	+385
	Deferred assets and other	35	123	102	(20)
Total deferred assets		35	123	102	(20)
Total assets		38,816	47,698	49,385	+1,686

Unit: Millions of yen		As of March 31, 2023	As of March 31, 2024	As of March 31, 2025	Change
	Trade payables	3,559	4,583	2,201	(2,381)
	Short-term borrowings	600	1,260	1,500	+240
	Other	3,466	3,417	4,366	+949
Total current liabilities		7,625	9,260	8,068	(1,192)
	Bonds payable, long-term borrowings	3,500	9,540	9,120	(420)
	Other	527	242	165	(76)
Total non-current liabilities		4,027	9,782	9,285	(496)
Total liabilities		11,653	19,042	17,354	(1,688)
	Share capital	2,220	2,220	2,220	+0
	Capital surplus, retained earnings	24,465	27,335	30,229	+2,894
	Other	477	(900)	(419)	+481
Total net assets		27,163	28,655	32,031	+3,375
Total liabilities and net assets		38,816	47,698	49,385	+1,686

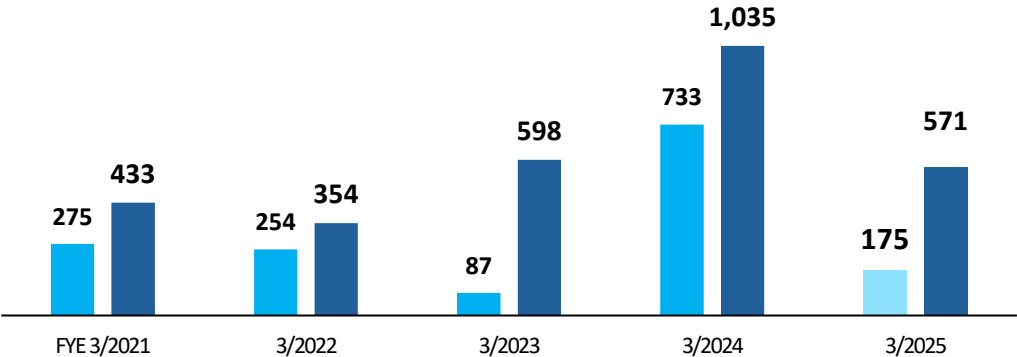
Unit: Millions of yen



FYE 3/2025

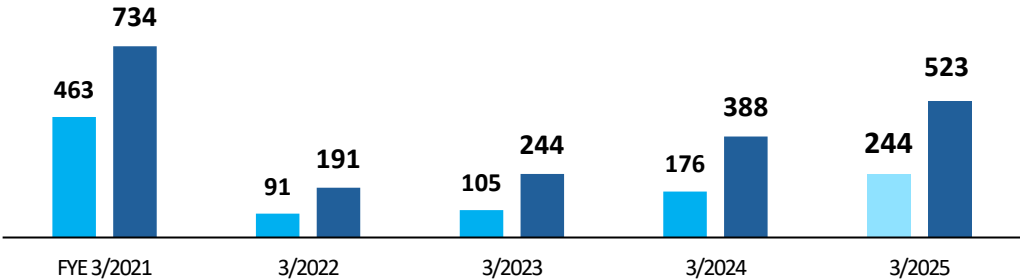
Capital investment

First half Full year (Millions of yen)



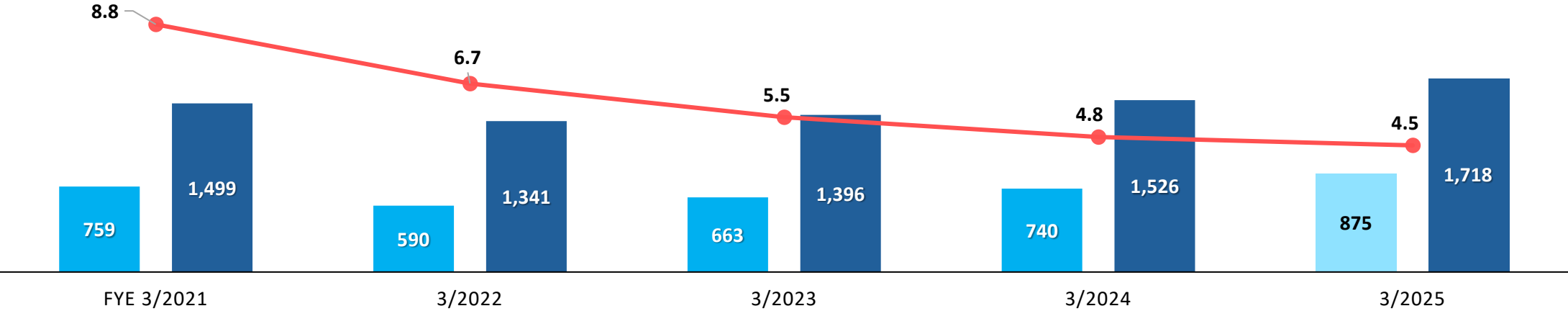
Depreciation (excluding goodwill)

First half Full year (Millions of yen)



R&D expenses as a percentage of net sales

First half Full year (Millions of yen) Percentage of net sales (%)

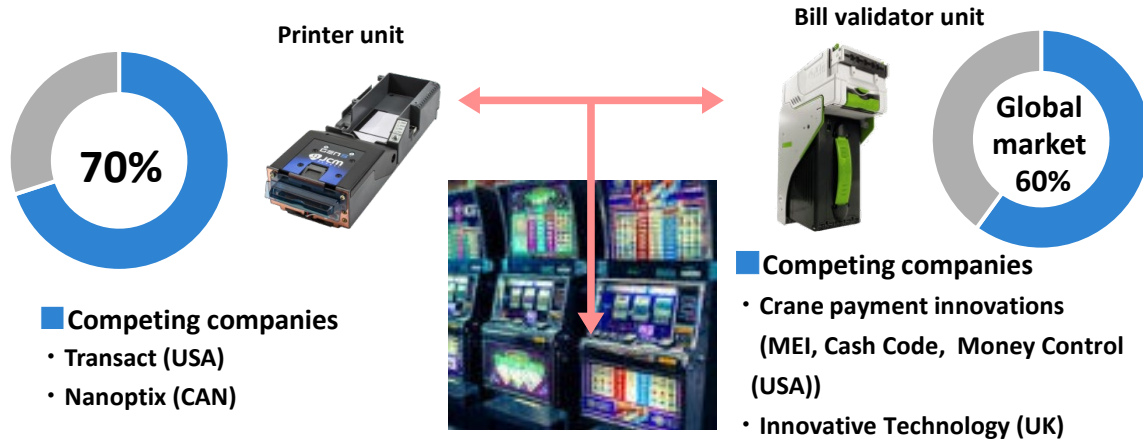




■ **Foreign exchange sensitivity:** A weak yen is a positive factor for business performance

Impact of a 1-yen fluctuation (Full year: Millions of yen)		FYE 3/2021	FYE 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025
Average rate for the period	USD	106.44 yen	110.37 yen	132.08 yen	141.20 yen	152.28 yen
	EUR	121.95 yen	130.37 yen	138.58 yen	153.20 yen	164.45 yen
Net sales	USD	71	87	91	99	149
	EUR	33	35	48	59	37
Operating profit	USD	29	30	11	14	65
	EUR	4	5	3	3	6
Average rate at the end of the period	USD	110.72 yen	122.41 yen	133.54 yen	151.42 yen	149.53 yen
	EUR	129.82 yen	136.85 yen	145.76 yen	163.38 yen	162.09 yen
Non-operating income (loss)	USD	40	42	40	33	37
	EUR	5	4	4	5	4

## Global Gaming



## International Commercial



## Domestic Commercial



## Equipment for the Amusement Industry



## Global Gaming

### ■ Strong brand strength in the global gaming market

The JCM Group sells gaming-related equipment and provides various services in the global gaming market, including the Americas and Europe. Currently, it has acquired over 190 gaming licenses in North America and it is one of the few Japanese companies with a strong track record and know-how in the global gaming market.



**World's largest gaming show**

Global Gaming Expo

Las Vegas



**Europe's largest gaming show**

International Casino Exhibition

Barcelona



**Asia's largest gaming show**

Global Gaming Expo ASIA

Macao

- The Groups exhibits and introduces its new products and latest technologies at gaming shows every year that attract a wide range of related companies, such as those manufacturing slot machines for casinos and peripheral equipment, and those providing system solutions and services.



## International Commercial

### ■ Development of the commercial market

The JCM Group has established sales subsidiaries specializing in the commercial business for the purpose of developing the commercial market in North, Central, and South America and expand sales of our products, and it is focusing on aggressive sales proposal activities to make the commercial business into a core business next to the gaming business.



**Largest financial and retail trade show in North America**

National Retail Federation  
New York



**Largest retail trade show in North America**

NACS Show  
Las Vegas



**Financial and retail trade show in South America**

FEBRABAN TECH  
Brazil



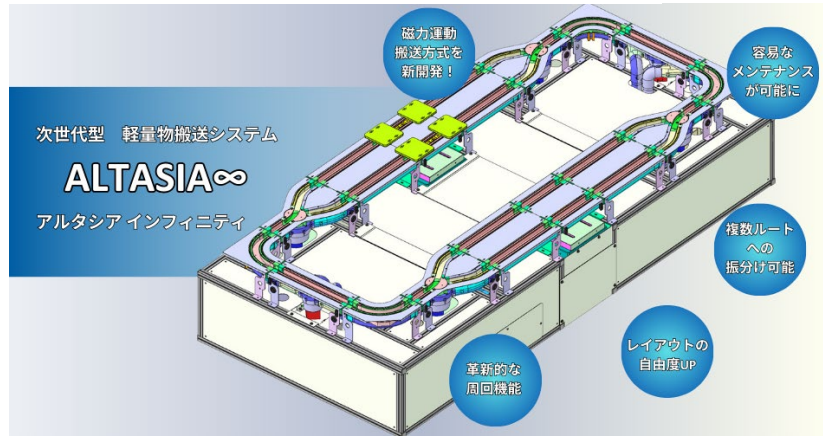
**Financial and retail trade shows in Asia**

ASEAN Retail  
Singapore

■ In order to expand our share in the international commercial market, the Group is working to further expand sales channels by participating in trade shows for the financial and retail markets around the world and introducing plenty of its products, including new products, and jointly exhibiting with partner companies.

## ■ JCM's new product ALTASIA∞ (ALTASIA Infinity) has been awarded a “GOOD DESIGN AWARD 2024”.

### GOOD DESIGN AWARD 2024



ALTASIA∞ employs the air and magnetic force transport drive system used in the banknote transport system for pachinko parlors (ALTASIA). While maintaining the advantages of this method, such as energy-efficient operation and highly flexible transport routes, it is adapted to handle heavy loads. This adaption enables its use in a wide range of industries, including food service, retail, logistics, and intra-factory item transport, achieving labor-saving solutions for supply, collection, and transportation tasks.

We are actively progressing specific plans for the marker introduction of this product, including the signing of non-disclosure agreements with several companies.

[Our Website: Next-generation Lightweight Material Handling System "ALTASIA ∞"](#)

[GOOD DESIGN AWARD Official Website \(in Japanese\)](#)

## ■ JCM and Osaka International Cancer Institute of Osaka Prefectural Hospital Organization begin joint research.



特定機能病院 / 地方独立行政法人 大阪府立病院機構  
大阪国際がんセンター

JCM and Osaka International Cancer Institute begin joint research for “AI-based Decision Support System for Determining the Resection Area of Early-detected Small Lung Cancer ”. JCM is committed to leveraging the core technologies developed in the field of money-handling machines to make contributions across various domains, including the medical field.

[News Release: JCM and Osaka International Cancer Institute of Osaka Prefectural Hospital Organization begin joint research. \(in Japanese\)](#)



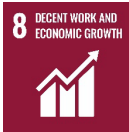
Environment

For the Group’s indicators and targets for climate-related risks and opportunities, we aim to reduce GHG emissions by 40% (compared with fiscal 2018) by fiscal 2025 under Scope 1 and 2.

Results and targets of GHG emissions

Targets for Fiscal 2025	Compared with Fiscal 2018 results	Measures for reduction	Fiscal 2023 results (Reference)
640	(40.0)%	<ul style="list-style-type: none"><li>• Deliberation regarding introduction of carbon-neutral city gas</li><li>• Head office relocation to energy-efficient office buildings</li><li>• Deliberation regarding introduction of power from renewable energy sources at the Head office, Tokyo office and the Nagahama Plant</li></ul>	610

(Unit: t-CO<sub>2</sub>)



Human capital

The Group's fundamental policy with respect to human capital is for employees to respect each other and demonstrate their individuality as they grow through their work and for the Group to provide opportunities for people to continue to grow through their work. We believe that these will have a positive impact on the home and workplace, and that they will come together, enabling our Group to be one that continually creates value.

As our businesses continue to globalize further, we will focus our human resource strategy efforts on “expanding diversity,” “developing core human resources,” and “realizing diverse work styles,” which have become global standards for human resource strategy.

In its promotion of sustainability, the Group places great importance on human capital, as explained earlier. In implementing the above policies, the Group uses the following indicators. The targets it has set based on these indicators, and the results it has achieved in working toward them, are as indicated below.

Indicators	Scope	Target	Results (fiscal year ended March 31, 2024)
Percentage of new hires that are women	Non-consolidated	30% or higher	38.8%
Percentage of full-time employees that are women	Non-consolidated	20% by 2032	16.6%

Our sustainability initiatives are summarized in our Integrated Report available from our website below.

JCM GLOBAL Integrated Report [https://www.jcm-hq.co.jp/en/ir/library/r\\_annual.html](https://www.jcm-hq.co.jp/en/ir/library/r_annual.html)



**Japan Cash Machine Co., Ltd. (in Japanese)**

<https://www.jcm-hq.co.jp>

**JCM Global (in English)**

<https://jcmglobal.com>



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Past financial results materials are also available on our website.

IR Information ➡ IR Library ➡ Financial Results

Inquiries: [ir@jcm-hq.co.jp](mailto:ir@jcm-hq.co.jp)

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