

Financial Results Briefing for the Fiscal Year Ended March 31, 2026 (FY2025)

New Medium-Term Management Plan for FY2026–FY2028

May 29, 2026

Prime Market / Securities code: 6418

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■ Net Sales

Sales in the North American market remained at a high level in the Global Gaming business. However, consolidated net sales declined due to the reactionary decline following the issuance of new banknotes and a slowdown in Europe. We recognize FY2025 as a transitional year before the next stage of growth.

■ Operating Profit

Operating profit was affected by lower sales in the Equipment for the Amusement Industry and Domestic Commercial businesses. Restoring earnings power in business operations will be a key challenge in the next fiscal year.

■ Extraordinary Income

A gain on sale of non-current assets of ¥3.2 billion was recorded in the second quarter, contributing to an increase in profit attributable to owners of parent.

Net sales

31,557 million yen | YoY 16.6% decrease

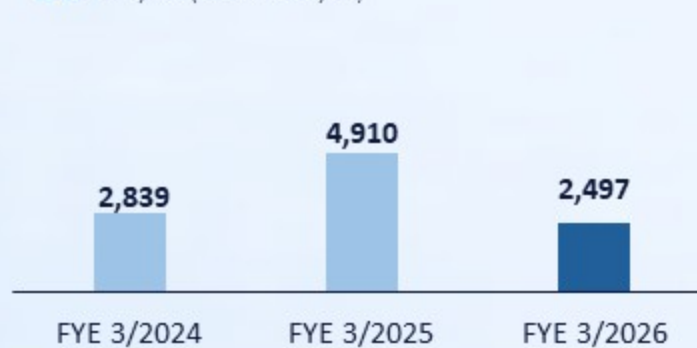
■ Full year (Millions of yen)



Operating profit

2,497 million yen | YoY 49.1% decrease

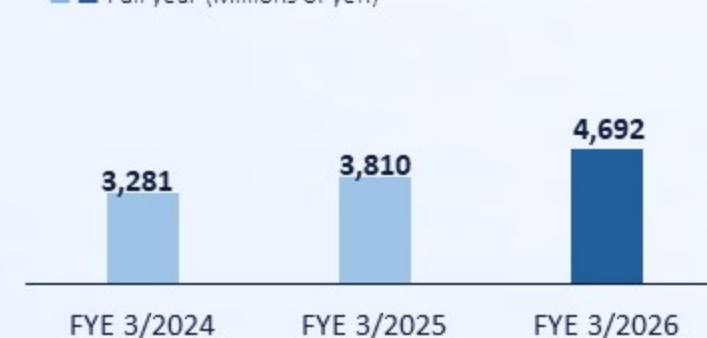
■ Full year (Millions of yen)



Profit

4,692 million yen | YoY 23.1% increase

■ Full year (Millions of yen)

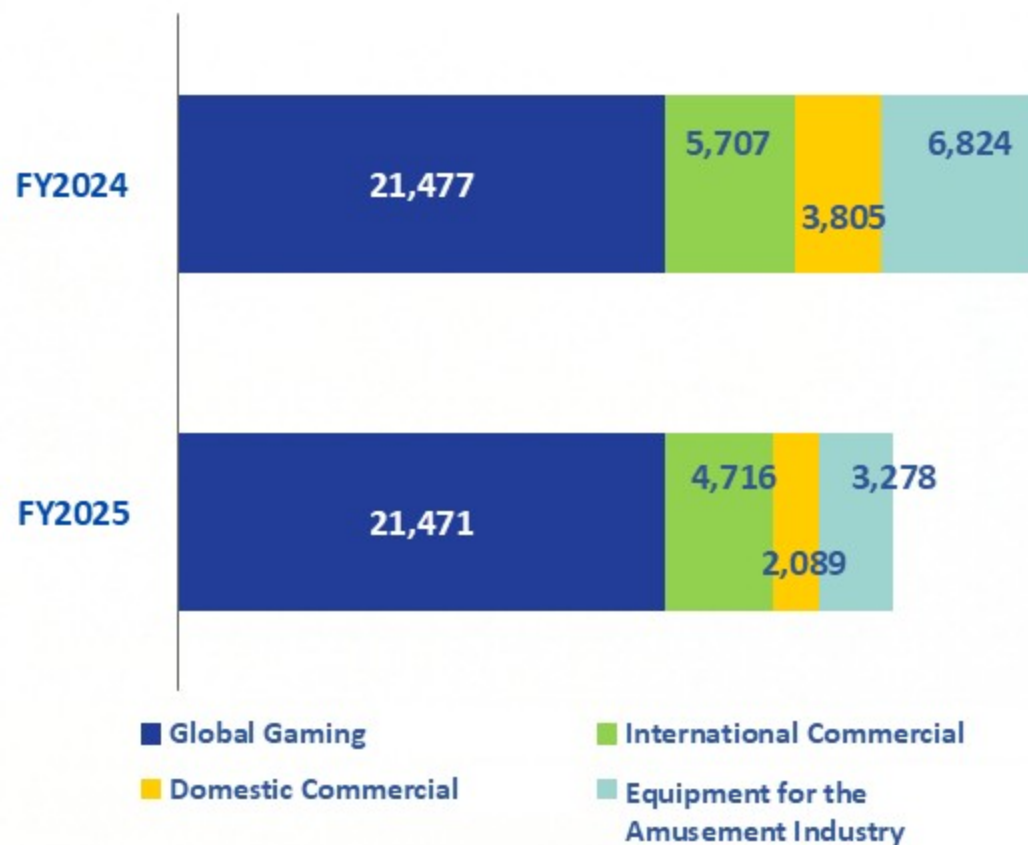


Unit: Millions of yen	FYE 3/2025 Full Year		FYE 3/2026 Full Year		Year on year	
	Amount	Composition	Amount	Composition	Change	Percentage change
Net sales	37,815	100.0%	31,557	100.0%	(6,258)	(16.6%)
Operating profit	4,910	13.0%	2,497	7.9%	(2,413)	(49.1%)
Ordinary profit	4,676	12.4%	3,525	11.2%	(1,151)	(24.6%)
Profit	3,810	10.1%	4,692	14.9%	+881	23.1%
Earnings per Share (EPS)	140.98 yen		173.14 yen		+32.16 yen	
Average exchange rates	USD	152.28 yen	149.79 yen	(2.49 yen)		
	EUR	164.45 yen	169.58 yen	+5.13 yen		

The Global Gaming segment demonstrated its stability as an earnings base, with segment profit increasing despite flat sales. Meanwhile, sales in the Domestic Commercial segment and Equipment for the Amusement Industry declined significantly due to the reactionary decline following the issuance of new banknotes, resulting in losses in both segments.

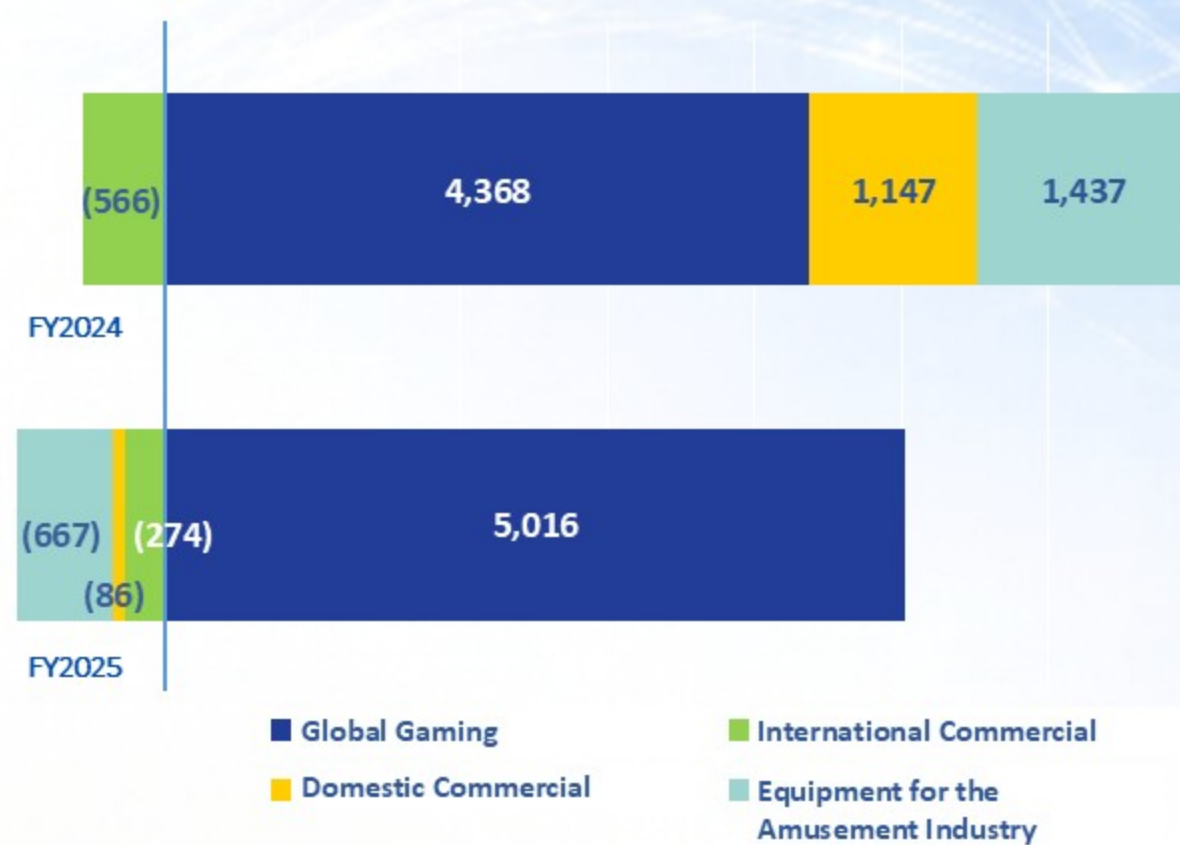
Net sales by segment

(millions of yen)



Profit/loss by segment

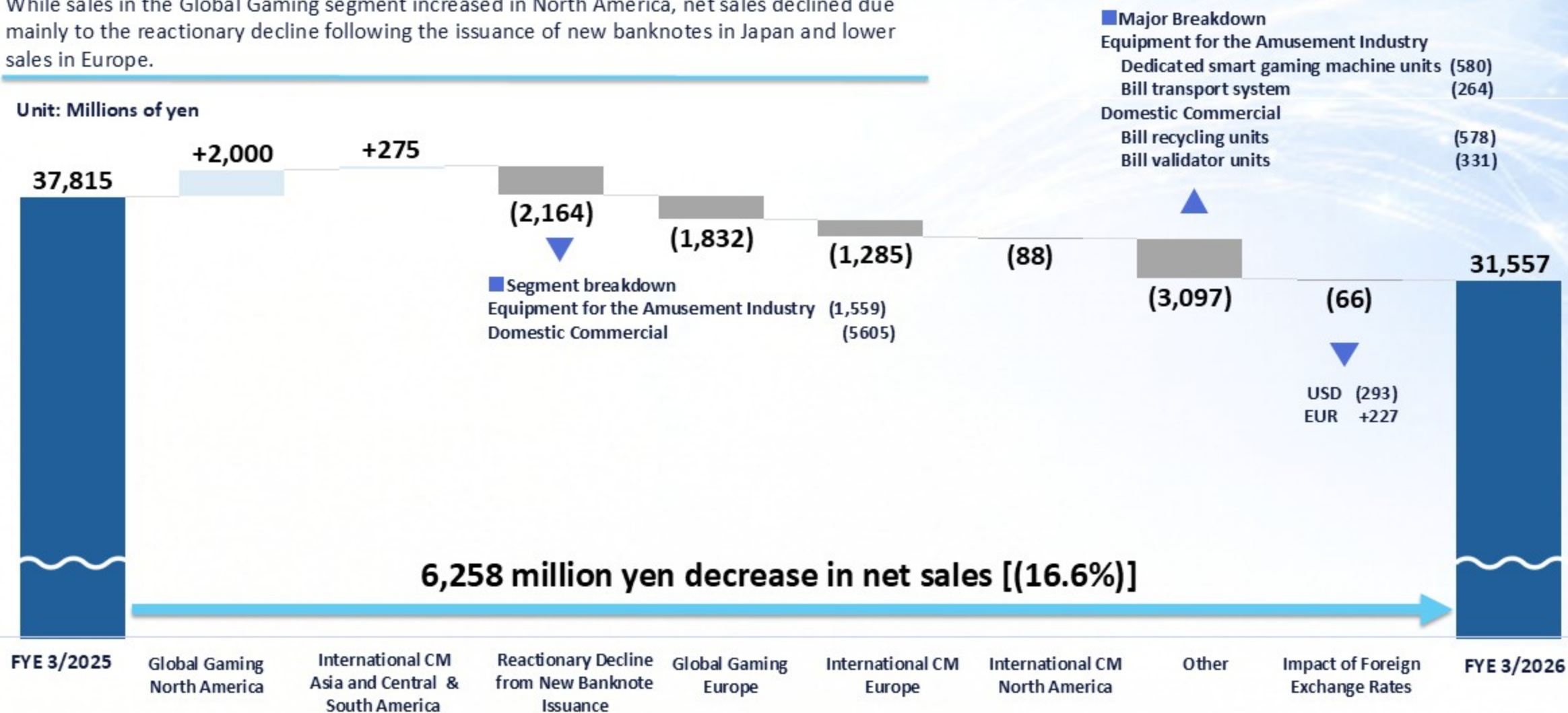
(millions of yen)



Main factors of the change

While sales in the Global Gaming segment increased in North America, net sales declined due mainly to the reactionary decline following the issuance of new banknotes in Japan and lower sales in Europe.

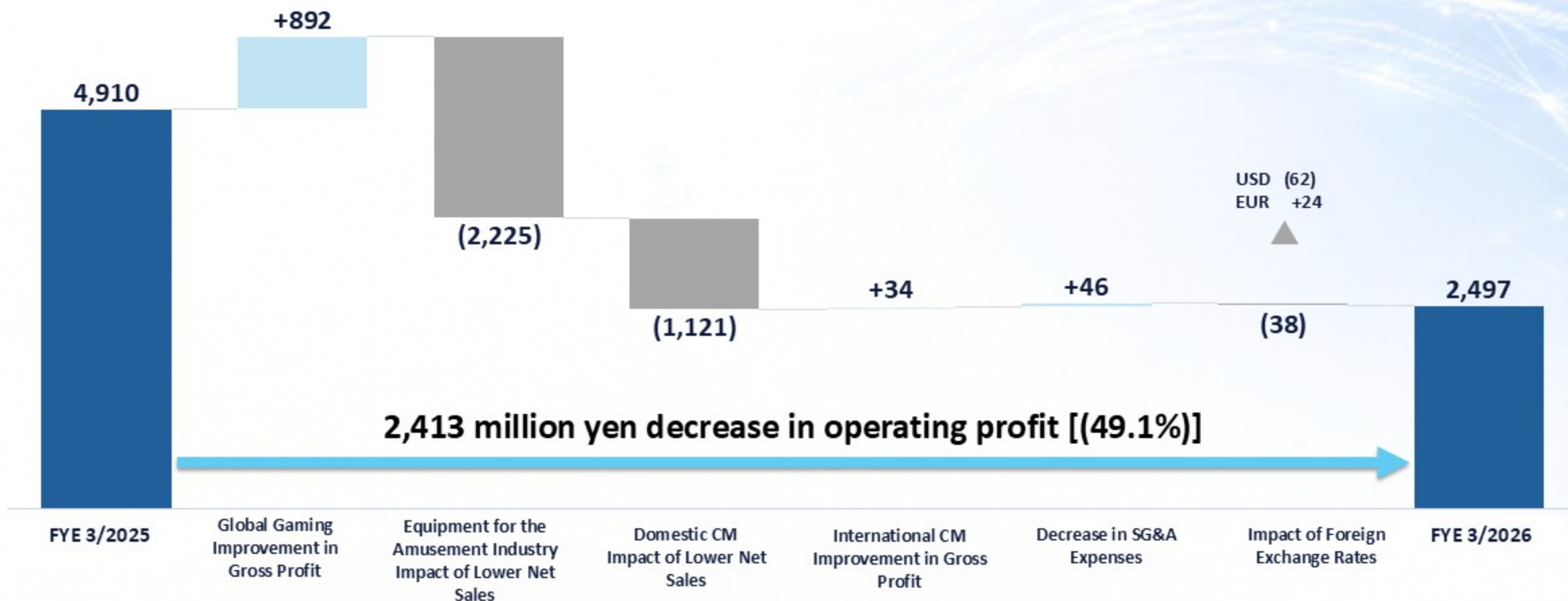
Unit: Millions of yen



Main factors of the change

Operating profit declined primarily due to the significant impact of lower net sales in both the Equipment for the Amusement Industry and Domestic Commercial segments.

Unit: Millions of yen





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

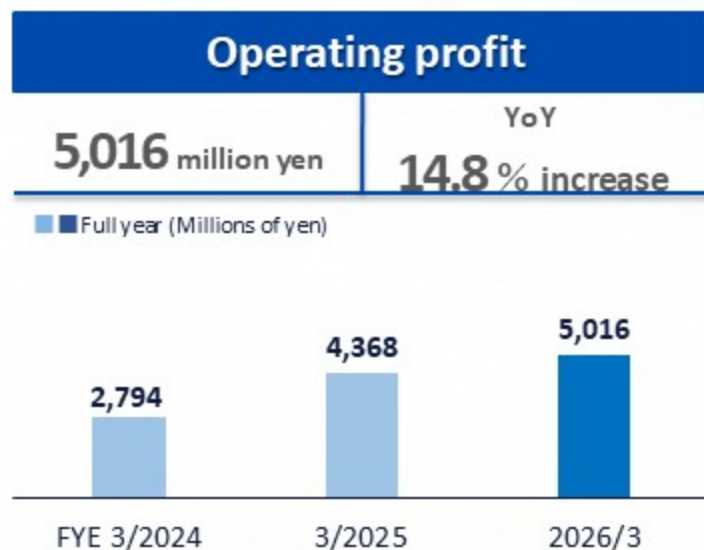
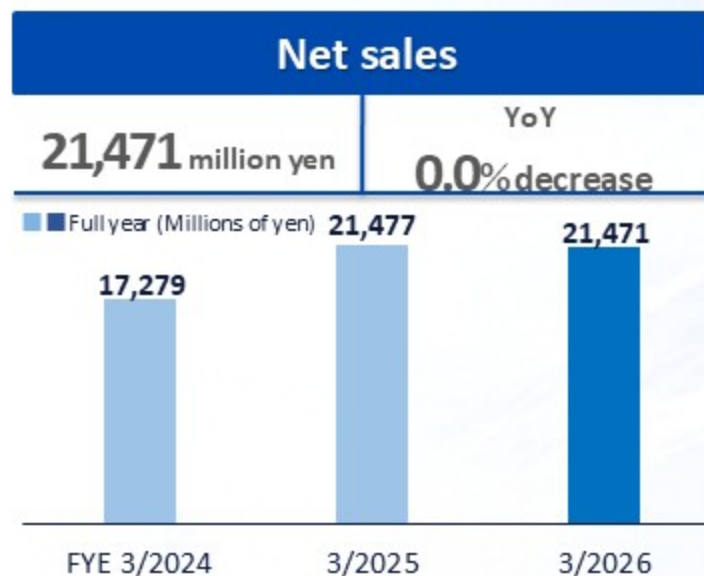
Slot machine manufacturers, casino hotels

Performance overview

Sales in North America remained at a high level.

Although sales in Europe declined, segment profit increased due to an improved product mix with a higher proportion of high-margin products.

As a stable earnings base for the Group, the Global Gaming segment continued to fulfill its as a core business that steadily generates cash flow.



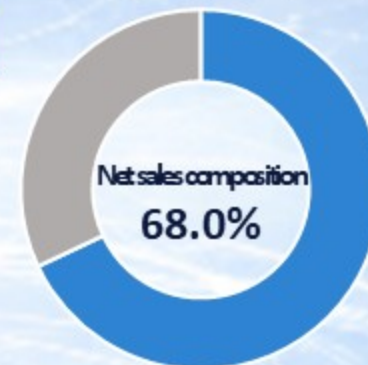
Major products



Printer unit



Bill validator unit



Automated cash collection system for casino hotels



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



Business overview

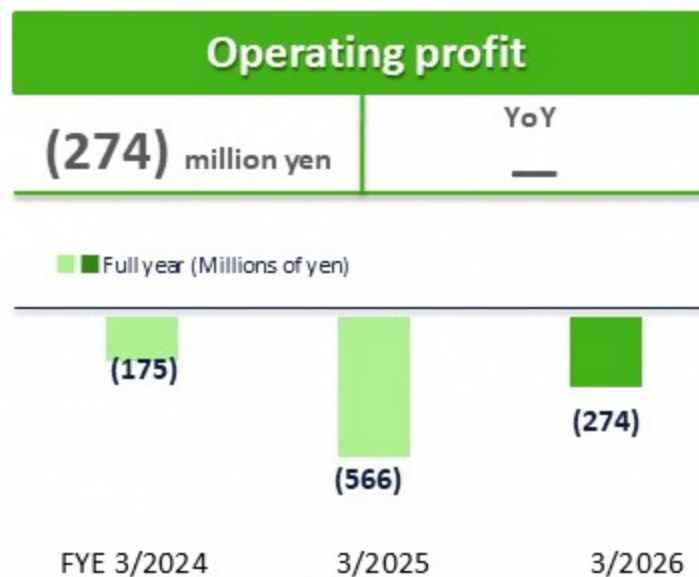
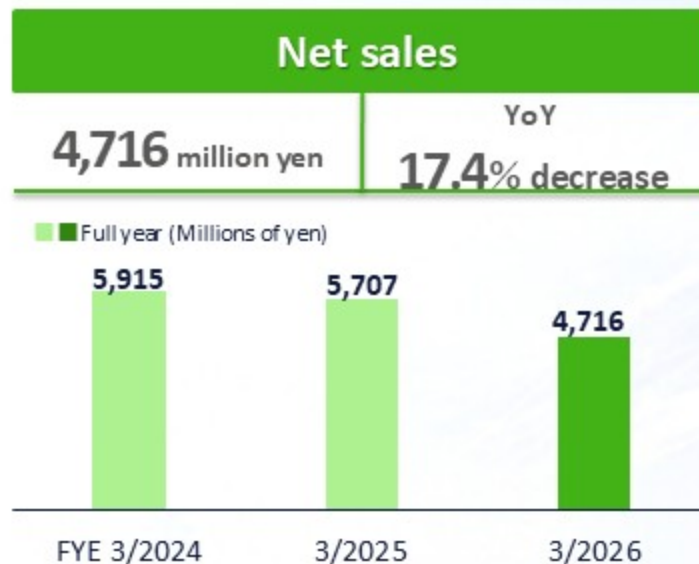
This segment sells bill validator units and bill recycling units for installation in checkout machines and ticket vending machines and other equipment used in the retail, transportation, and financial markets.

Main customers

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

Performance overview

Sales declined due to lower sales in Europe.
Although the segment remained in a loss position, the loss was reduced from the previous fiscal year.
Market development in Asia and Central & South America is progressing steadily.
As the highest-priority initiative under the Medium-Term Management Plan, efforts to achieve profitability are being accelerated.



Major products



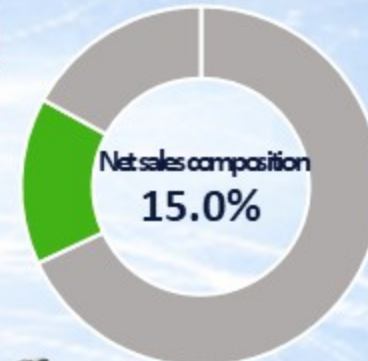
Bill recycling unit



Bill validator unit

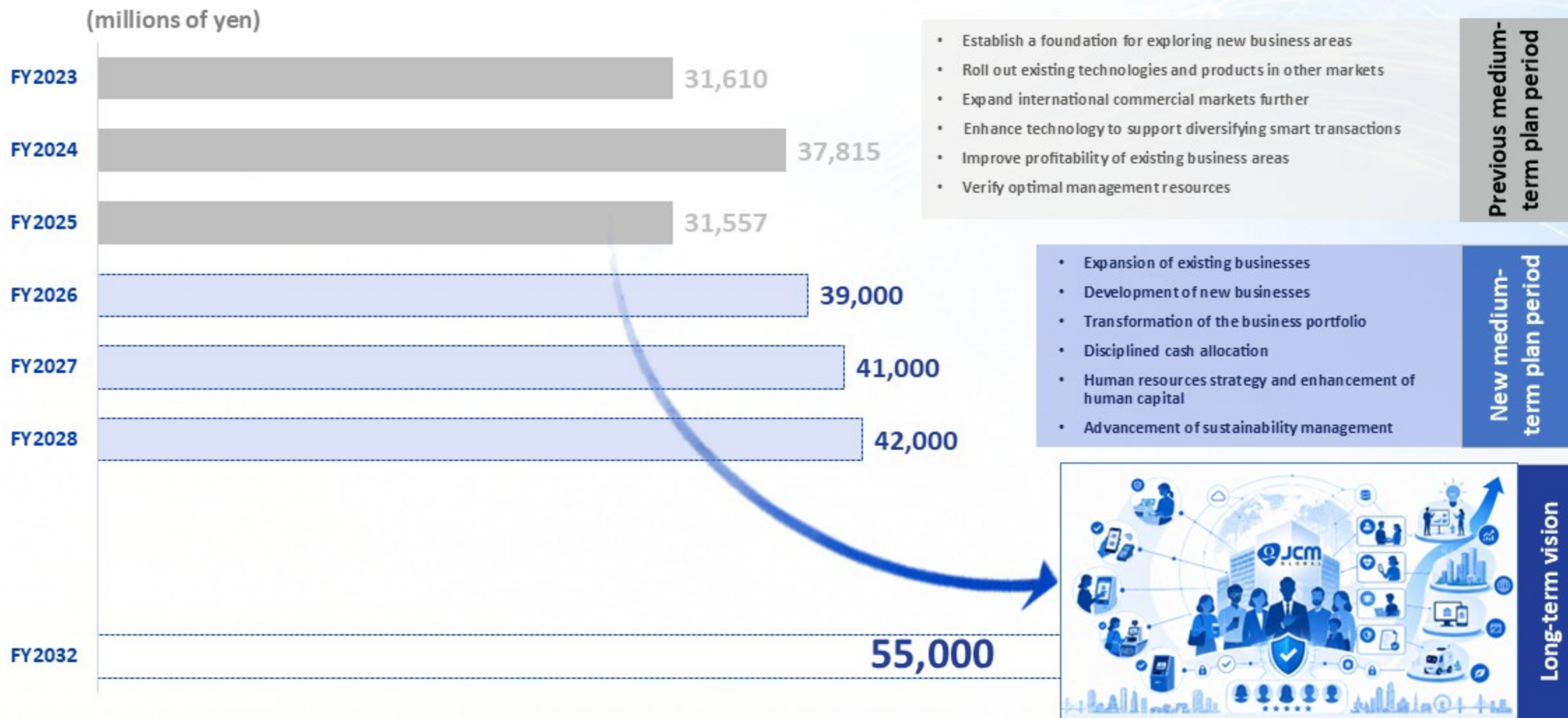


Automated Cash Register



Positioning of New Medium-Term Management Plan (Next Growth Stage) Three years to transform the results of “seed-sowing” into a revenue base for the commercial business

Based on the stable revenues of the global gaming business, we will establish a revenue base for the commercial business and maximize corporate value by strengthening the areas of business portfolio, capital allocation, human resources, and sustainability.



Maximize corporate value through growth investments, business transformation, and strengthening of management foundation based on stable revenues from existing businesses

01

Expansion of existing businesses

Maintain and expand stable revenues, especially in the global gaming business

02

Establishment of new earnings foundations

Develop the commercial business as a second pillar

03

Transformation of the business portfolio

Optimize allocation of management resources based on growth and profitability

04

Disciplined cash allocation

Pursue optimal balance between investments in growth, shareholder returns, and financial soundness

05

Human resources strategy and enhancement of human capital

Strengthen human resources and organizational infrastructure to support growth strategies

06

Advancement of sustainability management

Promote both social and corporate values

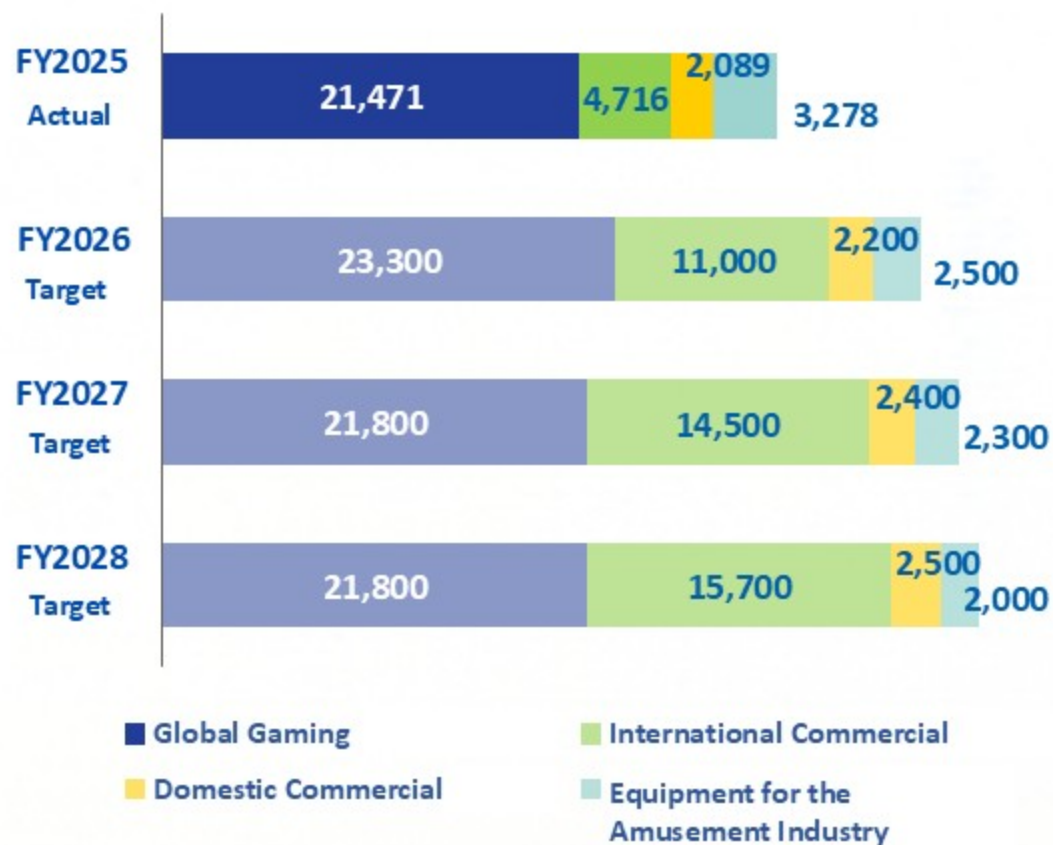
New Medium-Term Management Plan (Next Growth Stage) Consolidated earnings targets for FY2028 (quantitative targets)

We are aiming for net sales of 42,000 million yen and operating profit of 4,100 million yen in FY2028, achieving both sales growth and profitability improvement.

(millions of yen)		Net sales	Operating profit	Operating profit margin (%)	Profit	Profit ratio (%)	ROE (%)
FY2025	Actual	31,557	2,497	7.9	4,692	14.9	13.8
FY2026	Target	39,000	3,000	7.7	2,300	5.9	6.4
FY2027	Target	41,000	3,700	9.0	2,600	6.3	6.8
FY2028	Target	42,000	4,100	9.8	2,900	6.9	7.6

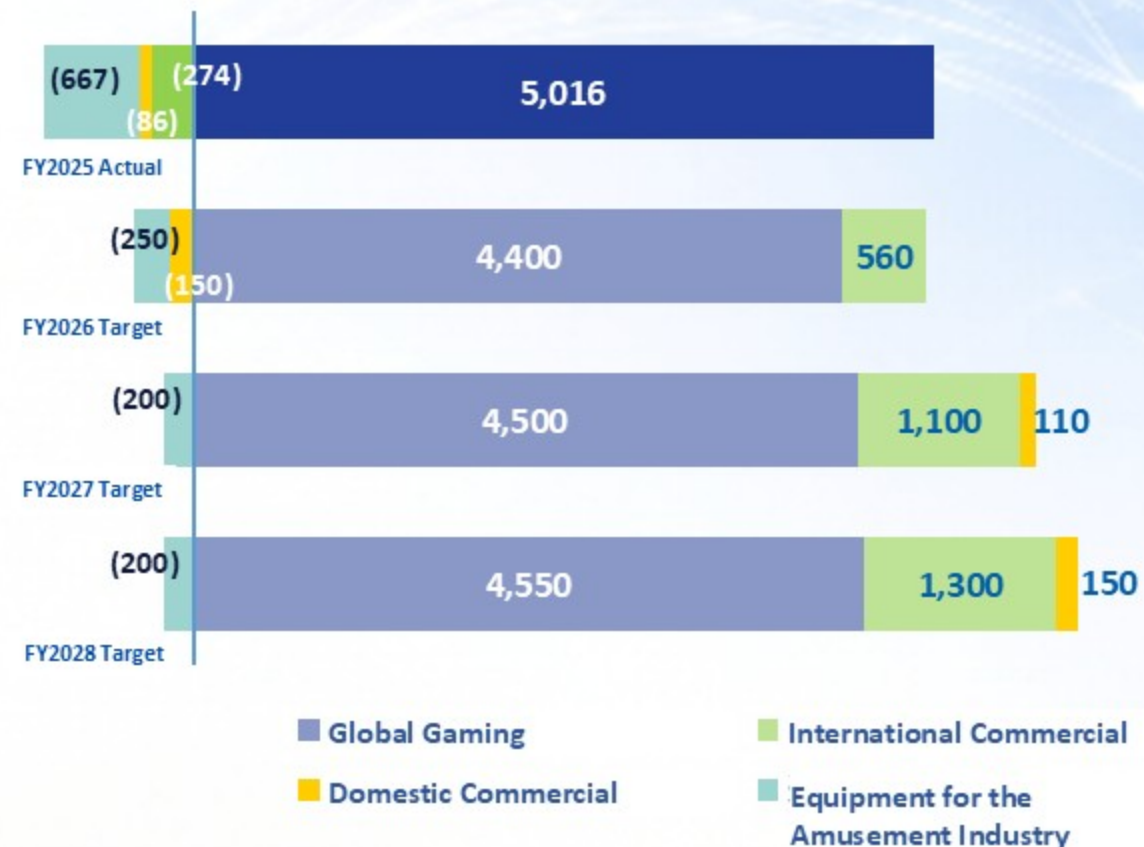
Net sales by segment

(millions of yen)



Profit/loss by segment

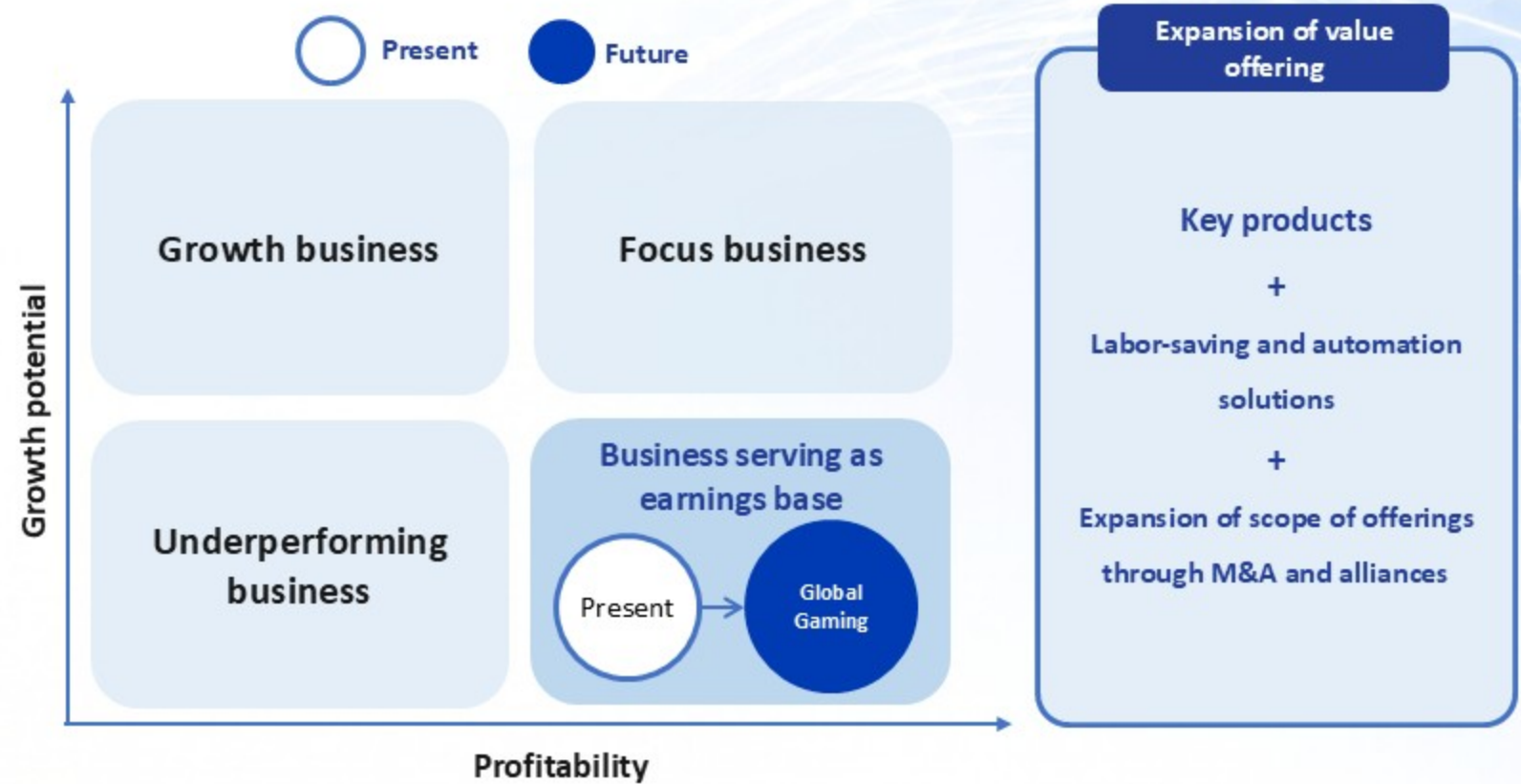
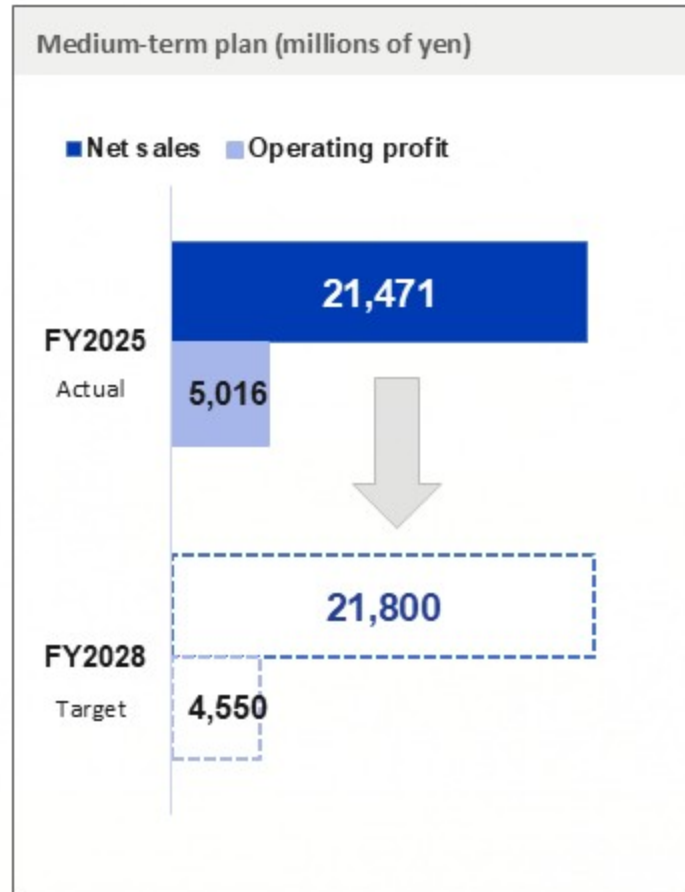
(millions of yen)



We will maximize profitability of the global gaming business by leveraging the brand power and customer base cultivated in the global gaming market.

We will increase the value provided to customers through our key products, system products for labor-saving and automation solutions, and expansion of facilities, as well as M&A and alliances.

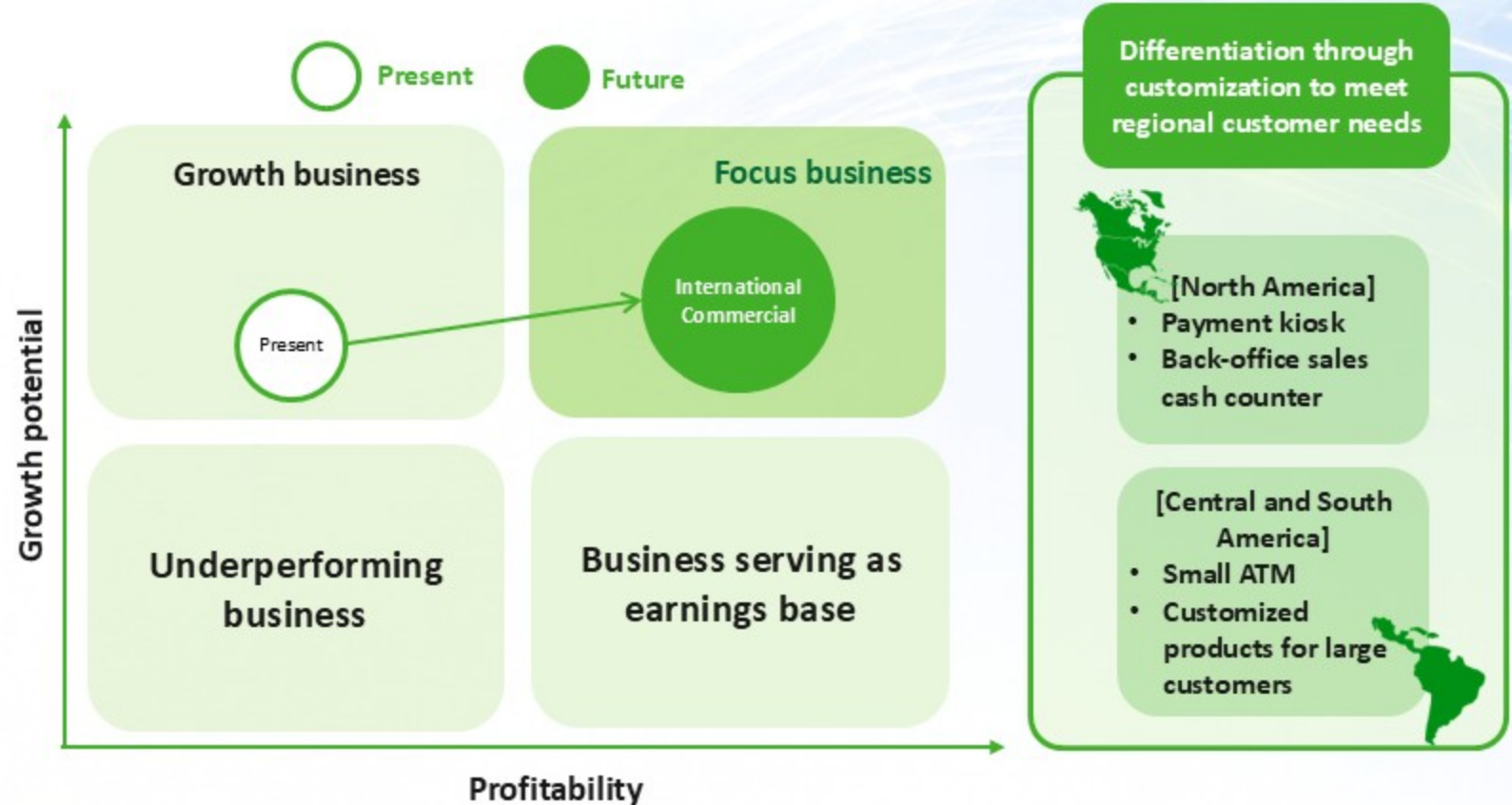
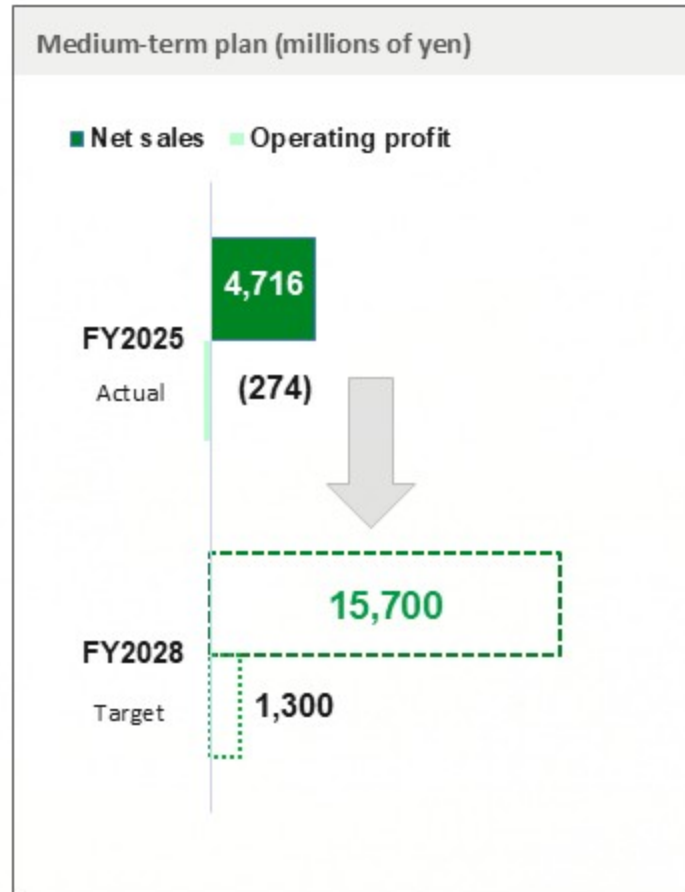
We will accelerate company-wide growth by allocating cash generated by this business, which is a stable revenue base, to growth areas.



Strengthen stable cash generation capacity through improved profitability

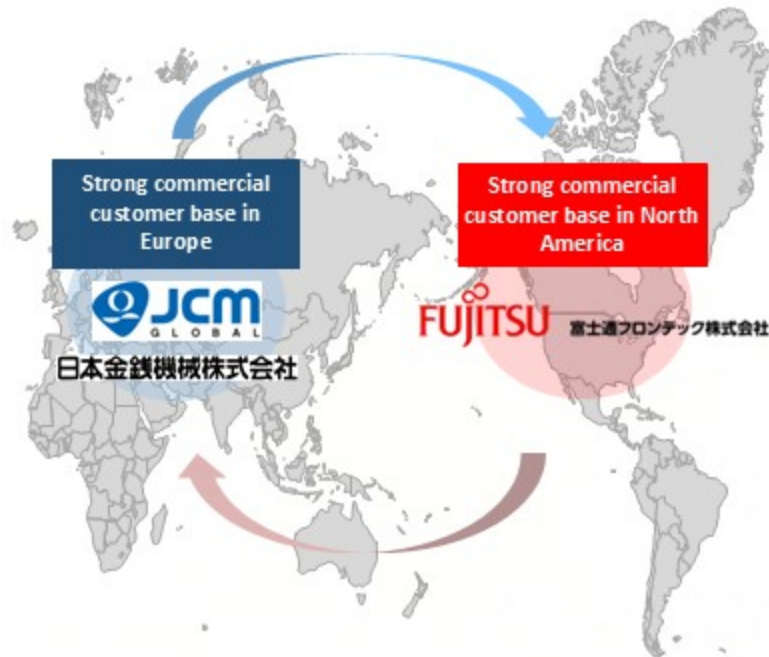
We will pursue global expansion based on the idea that “where there is cash, there is a market.” In particular, we will expand sales by leveraging our existing customer base in Europe, and promote the development of new demand in North America and Central and South America.

To achieve this goal, we will work to expand the product lineup and strengthen cooperation with local partners to broaden the earnings base.



We will create a new product line by concentrating management resources on development and growth investments, and establish it as a second mainstay business that will drive our medium- to long-term growth.

In March 2026, we decided to acquire the medium- and small-sized recycler/dispenser manufacturing and sales business from Fujitsu Frontech Limited. In addition to strengthening the development infrastructure, we will expand the product lineup and attract new customers.



Strengthening of development infrastructure

Personnel reinforcement

We will work to strengthen the development structure by acquiring development staff with different strengths.

Significant reduction in development and production costs

We will work on significant cost reductions through utilization of development and production know-how, common use of parts and materials, design integration, and other measures.

New development that brings together the technology and expertise of both companies

We will work to expand the product lineup in the middleware area by developing an integrated model.

Expansion of customer network

[North America]

Customer development in the North American commercial market is currently underway. Through this business acquisition, we will aim to expand our North American commercial customer network.

[Europe]

We will promote market share expansion by leveraging our strong existing base.

The combination of the two companies' sales networks will create a complementary regional customer network for the commercial business in both North America and Europe and accelerate global market development.

Strengthening product lineup

By complementing each other's existing product lineups, we will be able to make proposals based on product combinations that we could not offer on our own.

This is expected to create synergies by expanding the product lineup and increasing the value offered to customers.

Price range

High

Low

Enabling customers to select the best product for their needs



Offering a wide price range



High quality and high functionality



Versatility and manufacturability



Offering support for specific applications

General-purpose and volume

Needs

Specific, high-requirement needs

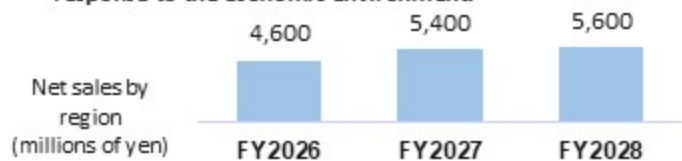
*Product name: Clockwise from top right

Bill Recycling Unit MRX, Bill Recycling Unit
UBAPro-RTS-RQS, Bill Recycling Unit VEGA-
PRO, GSR-50

We will evolve this business into a core business that will drive future growth by simultaneously achieving growth and stabilizing earnings by taking advantage of the characteristics of each region.

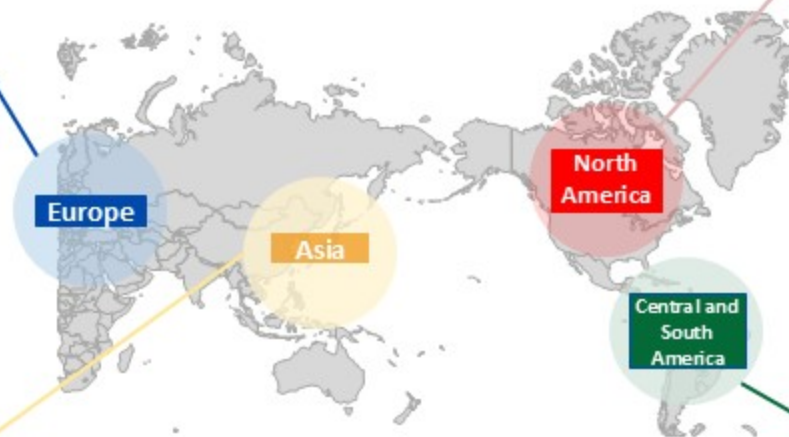
Expanding and stabilizing market share

- In addition to the existing customer base, we will expand the product lineup through business acquisition to increase the market share.
- We will work to stabilize earnings by strengthening proposal capabilities and enhancing added value, given the characteristics of the market, where performance fluctuates greatly due to customers' inventory adjustments in response to the economic environment.



Efficient business operations

- We will implement efficient operation through centralization of expenses controlled from Japan.
- Although the market size in each country is not large, we will aim to stabilize earnings through these efficient operations mentioned above.



Building customer network

- We will expand business scale in a short period of time by acquiring the medium- and small-sized recycler businesses.
- Demand for currency validation equipment in the commercial sector, particularly self-checkout, remains strong.
- We will leverage our existing customer base to significantly expand the market share.

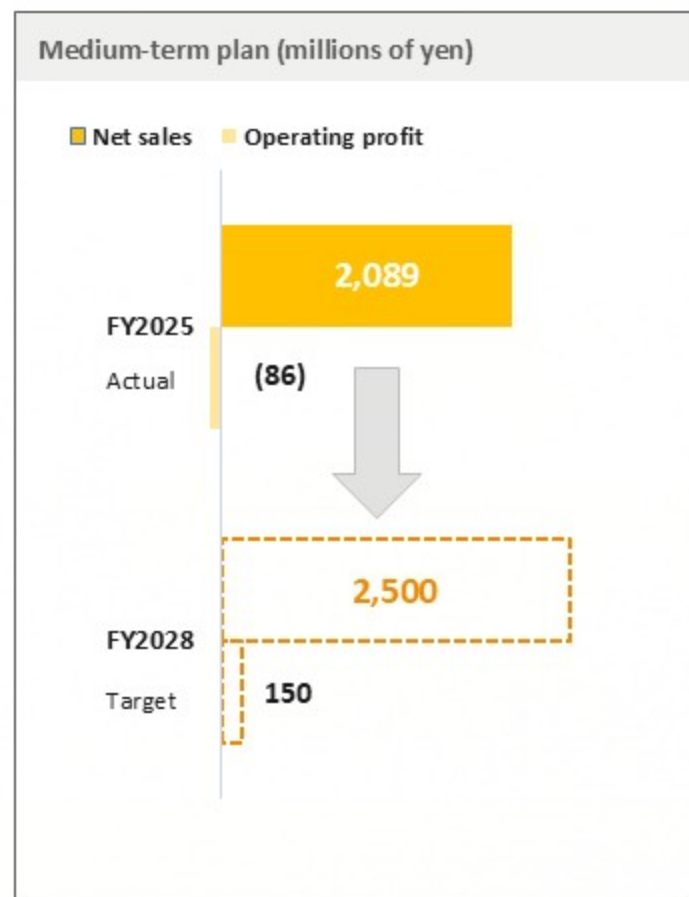


Profitability of new bases and competitiveness in the financial sector

- The base in Brazil has moved beyond the start-up phase and is making progress toward profitability.
- The progress of the cashless economy is relatively slow, and demand for cash still remains strong.
- We will demonstrate the competitive advantage of our products in high-functionality products such as cash deposit/withdrawal and recycling functions, mainly for regional financial institutions.

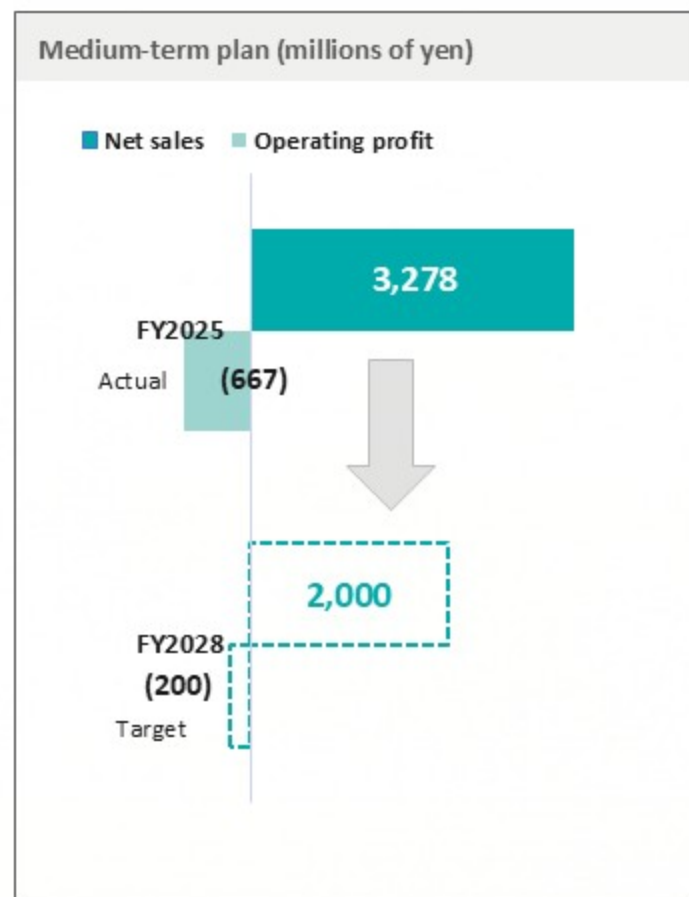


Although the market size is not large, we will seek to enhance added value by introducing product lines specialized for specific customers and applications. Positioning the domestic market as part of the global commercial market, we will work to strengthen the earnings base through common product development and other measures.



We will optimize the business portfolio from the perspective of competitiveness and growth potential, while strengthening stable cash generation and fostering new businesses through appropriate investments.

In light of structural changes in the amusement industry, we will optimize business scale and operating structure. All possibilities will be considered, including entering into other leisure markets.



We will continuously review the positioning of the portfolio based on the size and growth potential of the market.

Financial Targets (FY2028)



Net sales (CAGR)

10 %
(2025–2028)


Operating profit margin

10 %
(FY2028)

(millions of yen)



ROE

8 %
(FY2028)


International commercial sales ratio

38 %
(FY2028) *15% in FY2025


Shareholder return policy

Raise consolidated dividend payout ratio from **30%** or more to **50%** or more

Dividend

In conjunction with the establishment and announcement of the Medium-Term Management Plan, we have set our dividend policy at a “consolidated payout ratio of 50% or more” in order to further enhance the return of profits to shareholders.

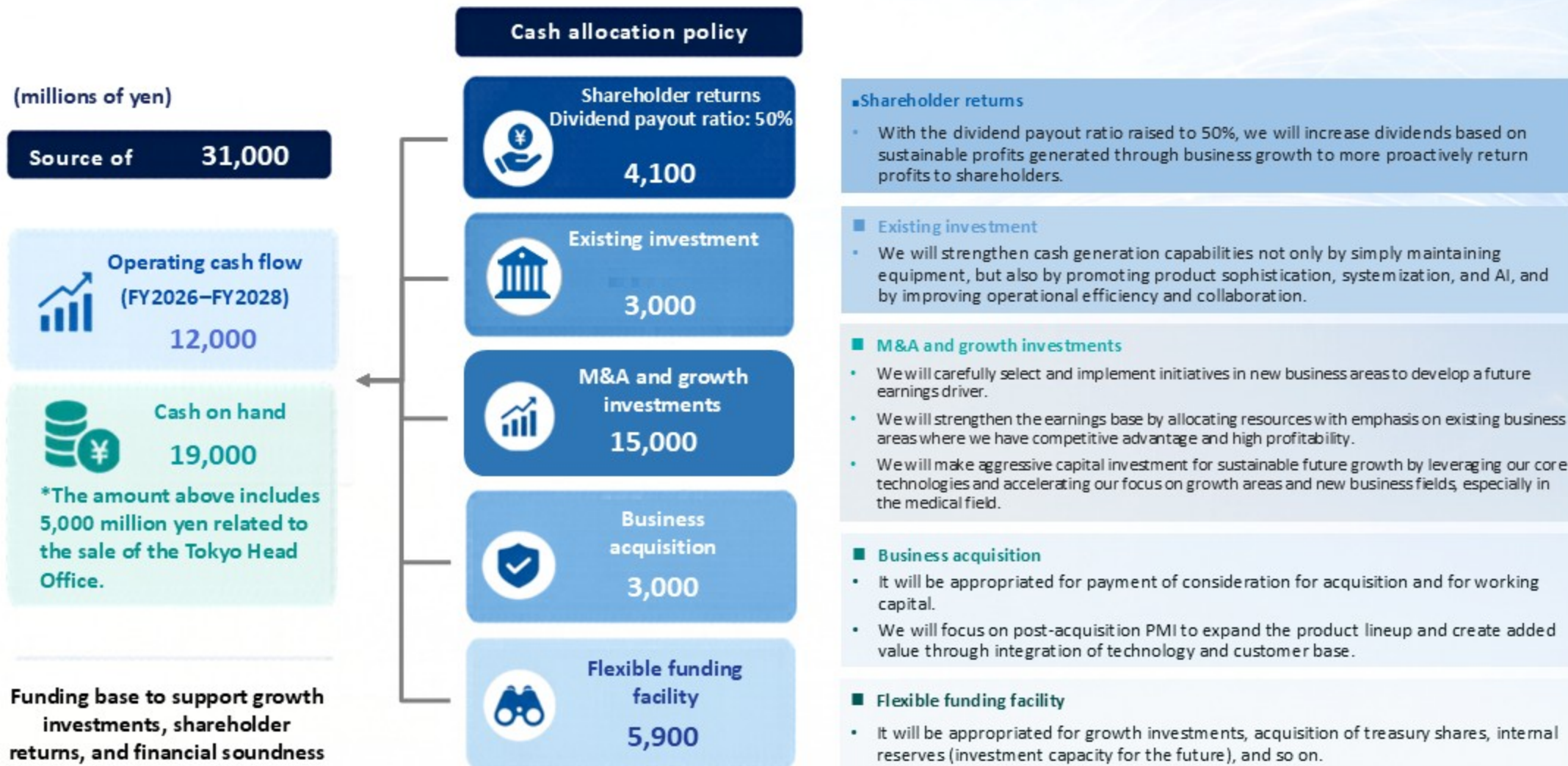
Acquisition of treasury shares

In addition to optimizing the capital structure, we will flexibly implement acquisition of treasury shares, while taking into consideration the necessary funds and the amount of strategic investments.



Dividend payout ratio: 50% or more

Medium-Term management plan



We will promote the recruitment and development of human resources to support the implementation of growth strategies and the creation of a comfortable work environment in an integrated manner.

We will develop a foundation that enables diverse employees to demonstrate their abilities, leading to sustainable corporate value improvement.

Strengthen the ability to execute management strategies by enhancing human capital

Recruitment



Recruitment of human resources to support global expansion



Securing diverse professional human resources



Promotion of female employees' roles

Support growth strategies by securing necessary human resources

Development



Enhancement of training for new employees



Development of core human resources



Strengthening management perspective and global responsiveness

Develop human resources that grow autonomously and produce results

In-house environment



Promotion of health and productivity management



Promotion of work style reform and work-life balance



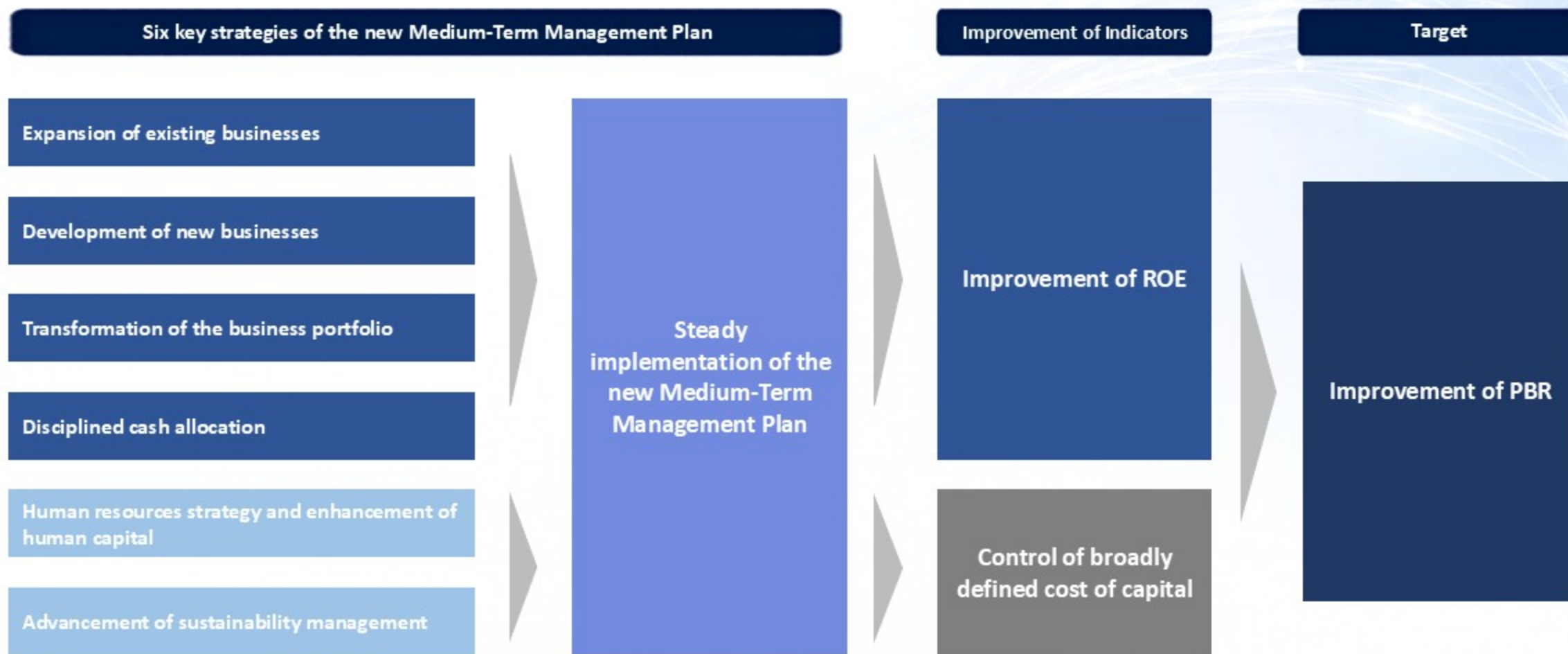
Strengthen measures to address human rights and work environment



Promotion of DE&I and awareness-raising activities

Increase engagement by creating a safe work environment

We will work to improve ROE and control the cost of capital in a broad sense through steady implementation of the new Medium-Term Management Plan, thereby increasing PBR.



2026–2028

Three-year growth roadmap

FY2026
**Foundation
enhancement**

Accelerate the launch of new projects.

Expand investment in priority areas.

Strengthen partnerships.

Develop organizational and human resource infrastructure.

**FY2027**
Business expansion

Expand product lineup.

Expand sales channels.

Acquire projects in priority regions.

Optimize operations.

**FY2028**
**Revenue
maximization**

Establish a high-profitability business model.

Improve profitability.

Accelerate global expansion.

Achieve continuous growth.

From investment to profitability and sustainable growth

Vision 2032

- Become a company that continues to provide customers with trust in the increasingly diverse money transaction industry.
- Become a brand company in new business areas.

Strategic goals

- Develop the global commercial market into our second core business pillar.
- Develop infrastructure in medicine, health care, and other areas using core technologies.
- Complement products and technologies through strategic and proactive M&A.

Strategic measures

- Capture replacement demand for banknotes in North America and Europe.
- Acquire specialized human resources and technical expertise through business acquisitions.
- Expand market by leveraging customer base through M&A.
- Optimize investments and maintain market responsiveness in Japan.
- Increase sales of cash registers for clinics and promote AI image diagnosis support systems.

Driver

- Image identification technology, high-speed transport technology, sensor technology
- 9 locations across 7 countries, 195 gaming licenses, 859 intellectual property rights
- Proactive use of M&A as part of growth strategy

Management foundation

- Disciplined cash allocation
- Improved management transparency and effectiveness
- Global human resource development
- Strengthened dialogue with capital markets



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

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

JCM Global (in English)

<https://jcmglobal.com>



Past financial results materials are also available on our website.

IR Information → IR Library → Financial Results

Inquiries: ir@jcm-hq.co.jp

The performance outlook, strategies, and other forward-looking statements contained in this document are based on the information reasonably available to the Company at the time this document was prepared and on judgments made within the scope of what could be expected under normal circumstances. However, in reality, there is a risk that unforeseen extraordinary circumstances or unexpected results may occur, leading to outcomes different from the performance outlook described in this document. Although we will make every effort to actively disclose information that we believe is important to investors, please refrain from relying solely on the performance outlook in this document for your investment decisions.

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Reference Materials

01

Corporate Profile & History

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02

Stock Price, PBR, ROE

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03

**Consolidated Balance Sheet and Consolidated Cash Flows,
Capital Investment, Depreciation and R&D Expenses**

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Impact of Foreign Exchange

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Market Shares

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Topics

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Sustainability Initiatives

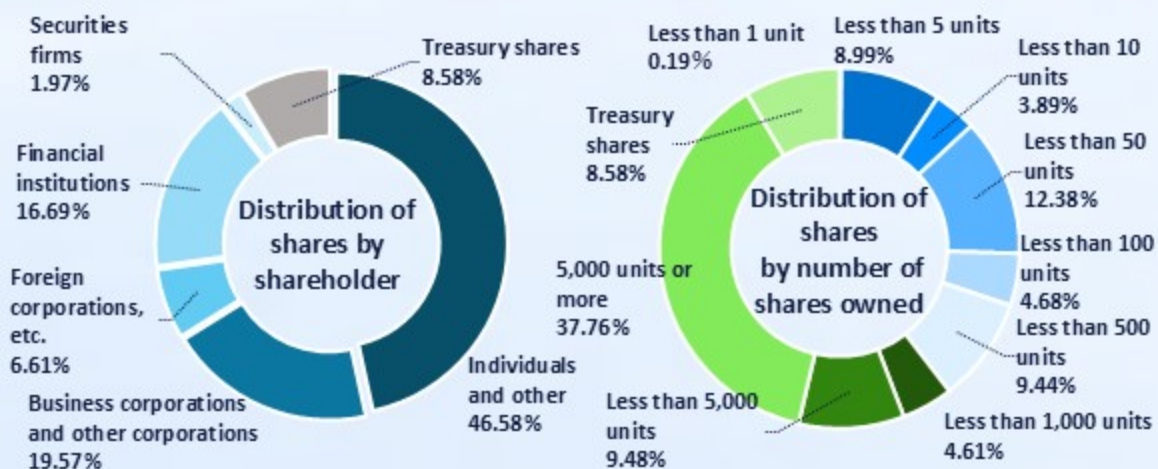
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Name	Japan Cash Machine Co., Ltd.
Established	January 11, 1955
Representative	Yojiro Kamihigashi, President and Representative Director Tsuyoshi Takagaki, Senior Executive Director and Representative Director
Head Office	2-11-18 Nambanaka, Naniwa-ku,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

Listing section	Prime Market of Tokyo Stock Exchange
Number of employees	572 (As of March 31, 2026)
Share capital	2,220.31 million yen (As of March 31, 2026)
Offices	Head Office (Naniwa-ku, Osaka City), Tokyo Office (Minato-ku, Tokyo), Nagahama Plant (Nagahama City, Shiga)
Overseas bases	USA (Las Vegas, Dallas), Brazil, Germany, United Kingdom, Thailand, Philippines

Status of shares (As of March 31, 2026)

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	25,304



Shareholder name	Contribution in the Company	
	Number of shares held (Thousands of shares)	Percentage of shares held (%)
Johto Investment and Development Inc.	4,661	17.19
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,836	10.46
Yojiro Kamihigashi	1,466	5.41
Yoshiko Kamihigashi	638	2.35
Resona Bank, Limited	563	2.08
Japan Cash Machine Employee Stock Ownership Association	533	1.97
Sumitomo Mitsui Banking Corporation	503	1.86
Custody Bank of Japan, Ltd. (Trust Account)	465	1.72
Totor Engineering Co., Ltd.	432	1.59
Nippon Life Insurance Company	403	1.49

(Notes) 1. Although the Company holds 2,547,614 treasury shares (As of March 31, 2026), 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.

Trends in net sales



Company established



Started manufacturing cash registers



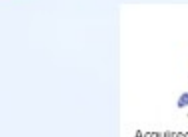
Started manufacturing bill validators



Established a subsidiary in USA



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 USA and Brazil

Stock price trend



PBR

0.77 times (As of Mar.31, 2026)

Standard values for sustainable maintenance and improvement

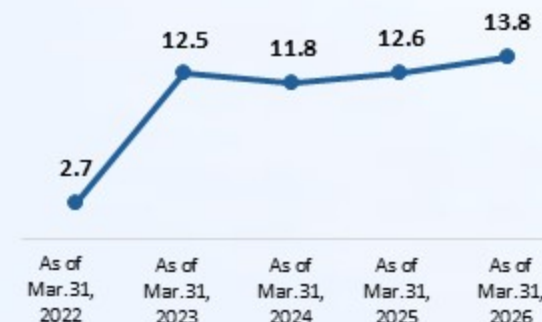
1.0 times or more



ROE

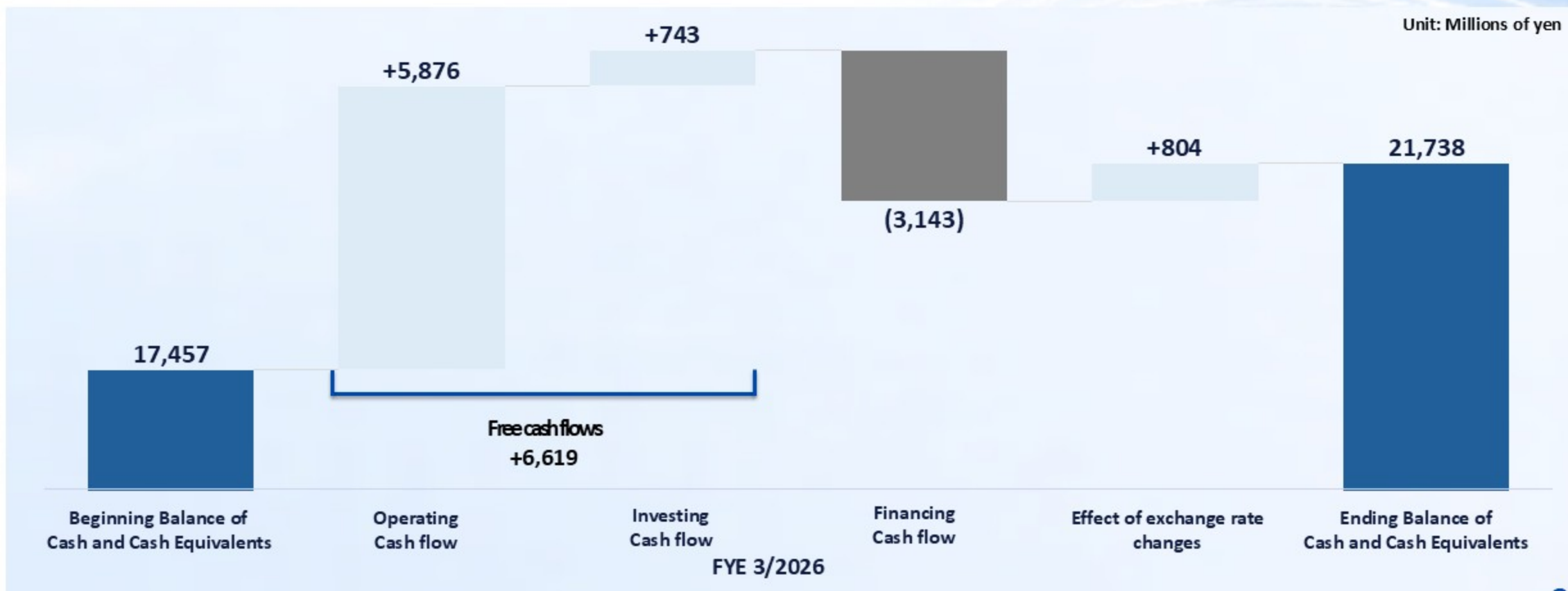
13.8% (As of Mar.31, 2026)

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



Main factors of the change

- Cash flows from operating activities: Increased due to inventory reduction resulting from efficient production and sales activities.
- Cash flows from investing activities: Increased due to the sale of property, plant and equipment.
- Cash flows from financing activities: Cash outflows due mainly to the repayment of long-term borrowings and dividend payments.



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 3/2022	FYE 3/2023	FYE 3/2024	FYE 3/2025	FYE 3/2026
Average rate for the period	USD	110.37 yen	132.08 yen	141.20 yen	152.28 yen	149.79 yen
	EUR	130.37 yen	138.58 yen	153.20 yen	164.45 yen	169.58 yen
Net sales	USD	87	91	99	149	160
	EUR	35	48	59	65	47
Operating profit	USD	30	11	14	37	47
	EUR	5	3	3	6	4
Average rate at the end of the period	USD	122.41 yen	133.54 yen	151.42 yen	149.53 yen	159.93 yen
	EUR	136.85 yen	145.76 yen	163.38 yen	162.09 yen	183.52 yen
Non-operating income (loss)	USD	42	40	33	37	43
	EUR	4	4	5	4	5

Global Gaming



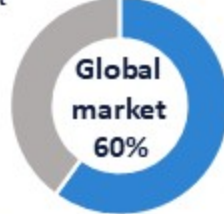
Competing companies

- Transact (USA)
- Nanoptix (CAN)

Printer unit



Bill validator unit



Competing companies

- Crane payment innovations (MEI, Cash Code, Money Control (USA))
- Innovative Technology (UK)



International Commercial



Bill recycling unit



Competing companies

- Innovative Technology (UK)
- Crane payment innovations (MEI, Cash Code, Money Control (USA))

Domestic Commercial



Bill recycling unit



Coin recycling unit



Competing companies

- GLORY LTD.
- Takamisawa Cybernetics Co., Ltd.

Equipment for the Amusement Industry

Dedicated smart gaming machine units



Prize POS system



Competing companies

- Nippon Game Card Corporation
- DAIKOKU DENKI Co., Ltd.
- GLORY NASCA Ltd.

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.

■ 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 casino hotels and peripheral equipment, and those providing system solutions and services.

This year, our product “ICB ASAP®” was awarded first place in the “Best Productivity-Enhancement Technology” category.



World's largest gaming show
Global Gaming Expo
Las Vegas



**Automated cash collection system
for casino hotels**
“ICB ASAP®”



Europe's largest gaming show
International Casino Exhibition
Barcelona



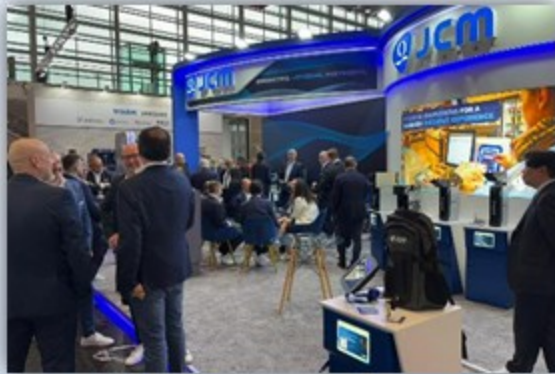
Asia's largest gaming show
Global Gaming Expo ASIA
Macao

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.

■ 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.



Largest retail trade shows in Europe
Euro CIS
Germany



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

Environment



For the Group's indicators and targets for climate-related risks and opportunities, we aim to reduce GHG emissions by 51% (compared with fiscal 2018) by fiscal 2030 under Scope 1 and 2.

Results and targets of GHG emissions

(Unit: t-CO₂e)

Targets for Fiscal 2030	Compared with Fiscal 2018 results	Measures for reduction	Fiscal 2024 results (Reference)
642	(51.0%)	<ul style="list-style-type: none"> ① Continued introduction of energy-efficient equipment ② Full transition of company vehicles to eco-friendly vehicles (hybrid vehicles, electric vehicles, etc.) ③ Transition to renewable electricity at domestic and overseas sites ④ Phased utilization of environmental value certificates at domestic and overseas sites 	996

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, 2026)
Percentage of new hires that are women	Non-consolidated	30% or higher	26.7%
Percentage of full-time employees that are women	Non-consolidated	20% by 2032	17.7%

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



JCM Global Vision 2032
-Next Growth Stage-

Japan Cash Machine Co., Ltd.