

May 10, 2024



News Release

Company Name: GLORY LTD.
Representative: Akihiro Harada, President
Headquarters: 3-1, Shimoteno 1-chome, Himeji,
Hyogo, JAPAN
Securities Code: 6457
Stock Exchange: Tokyo (Prime)
Accounting Term: March

Establishment of the 2026 Medium-Term Management Plan

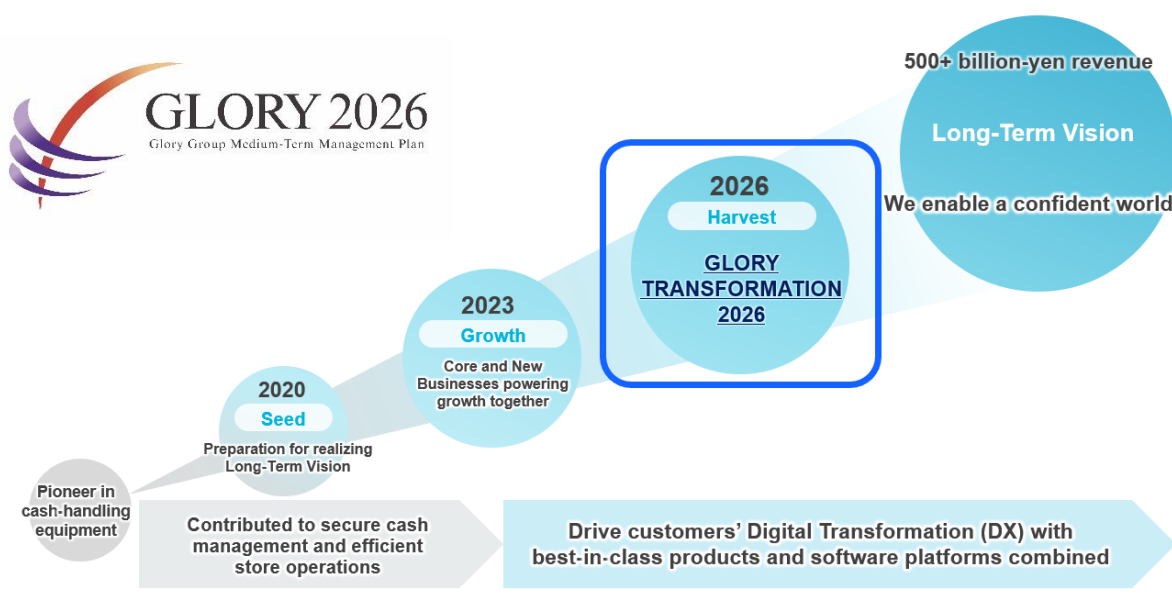
GLORY LTD. (the “Company”) hereby announces the establishment of the 2026 Medium-Term Management Plan (the “Plan”) for the three-year period from FY2024 to FY2026.

This period is the third step towards achieving our Long-Term Vision, and the Company marks the time to start harvesting the business that we have been seeded and nurtured.

Under the concept of "GLORY TRANSFORMATION 2026 -Shape the future with GLORY-", The Company aim to drive customers' Digital Transformation (DX) with best-in-class products and software platforms combined. In the new business domain, the Company will establish KIOSK and DMP businesses especially for food and beverage market as new pillars of revenue by maximizing synergies with companies acquired and concluded capital and business alliances, while also strive to further increase profitability in the core business. Furthermore, by implementing these business strategies and enhancing shareholder returns, the Company will strive to achieve a PBR 1.0 or more.

For details of the Plan, please refer to the attached document.

1. Concept – Where we are in the Long-Term Vision

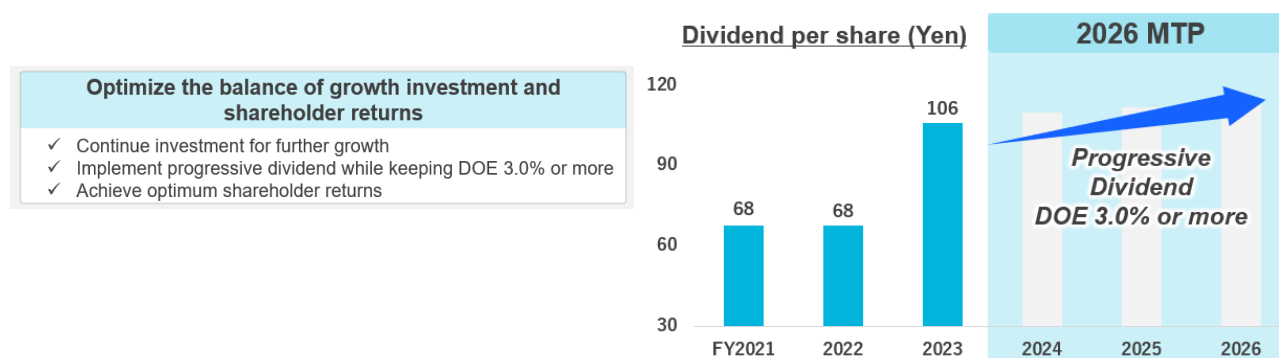


2. FY2026 Financial Target

	Before Goodwill Amortization	After Goodwill Amortization		Before Goodwill Amortization	After Goodwill Amortization
ROE	10% or more	6% or more	Operating Profit	38 Billion Yen or more	30 Billion Yen or more
ROIC	8% or more	5% or more	Net Sales (Overall)	340 Billion Yen or more	
ROA	5% or more	3% or more	Net Sales (New Business Domain)	60 Billion Yen or more	

3. Shareholder Returns

In the three fiscal years of the Plan (from the fiscal year ending March 31, 2025 to the fiscal year ending March 31, 2027), which began in April 2024, in addition to following the Company's basic policy of "continuing stable dividends while investing in future business growth and maintaining financial strength," we have set a target of "progressive dividends, based on the annual dividend for the fiscal year ended March 31, 2024 (annual dividend of ¥106 per share), and dividends on shareholders' equity (DOE) of 3% or more" and aim to increase dividends in a stable and continuous manner.



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About GLORY LTD.

GLORY LTD., headquartered in Himeji, Japan, is a pioneer in the development and manufacture of cash handling machines and systems. GLORY provides a variety of products built on its leading-edge recognition/identification and mechatronics technology, such as cash handling machines, cash management systems, vending machines, and automatic service equipment. Committed to meeting society's wide-ranging needs, GLORY serves the financial, retail, vending machine, amusement and gaming industries in more than 100 countries. For more information, please visit GLORY Group website at <https://corporate.glory-global.com/>.

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Glory Group
2026 Medium-Term Management Plan
(FY2024 - FY2026)

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 - II. **HR Strategies**
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 - IV. **Climate Initiatives**
 - V. **Risk Management**

1. 2023 Medium-Term Management Plan Summary

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1. 2023 Medium-Term Management Plan Financial Summary

FY2021-2022: Large drop in profit due to Covid-19 pandemic and shortage of semiconductors etc.

FY2023: Sales, operating profit, and ROE all exceeded the targets.

FY2023 (Billion Yen)

Net Sales (Overall) **Net Sales** (New Business Domain)

Result 372.4 **Result** 36.0

Plan 300 **Plan** 40

Operating Profit

After goodwill amortization Before goodwill amortization

Result 51.2 **Result** 58.8

Plan 30 **Plan** 35

ROE

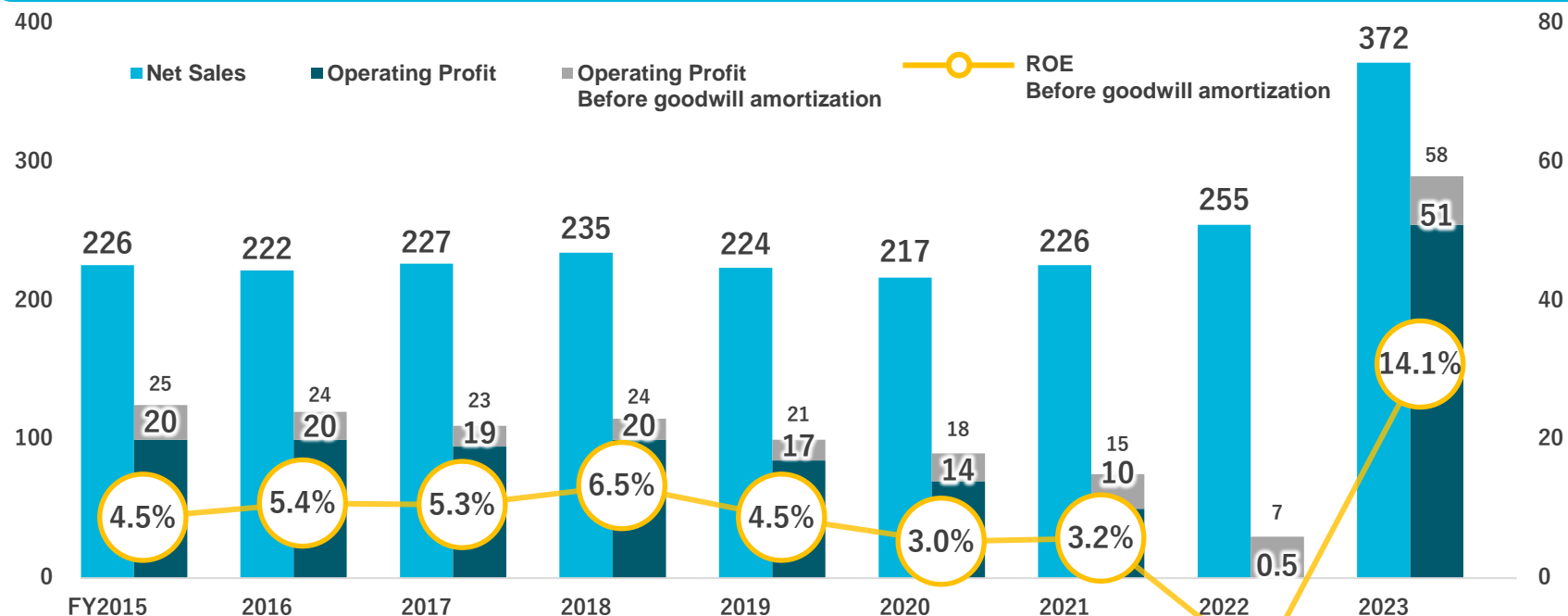
After goodwill amortization Before goodwill amortization

Result 14.1% **Result** 17.7%

Plan 9.5% **Plan** 12.0%

Net Sales & Operating Profit (FY2015 – FY2023)

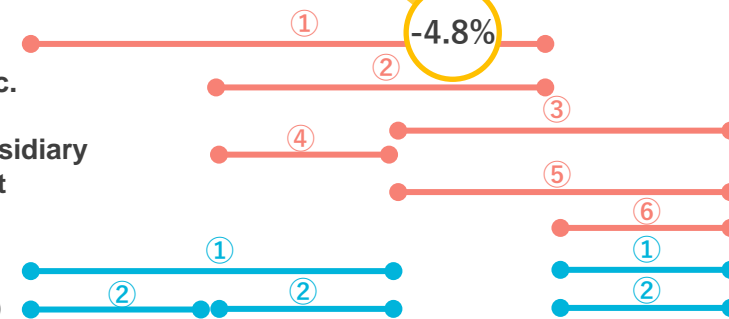
(Billion Yen)



Topics

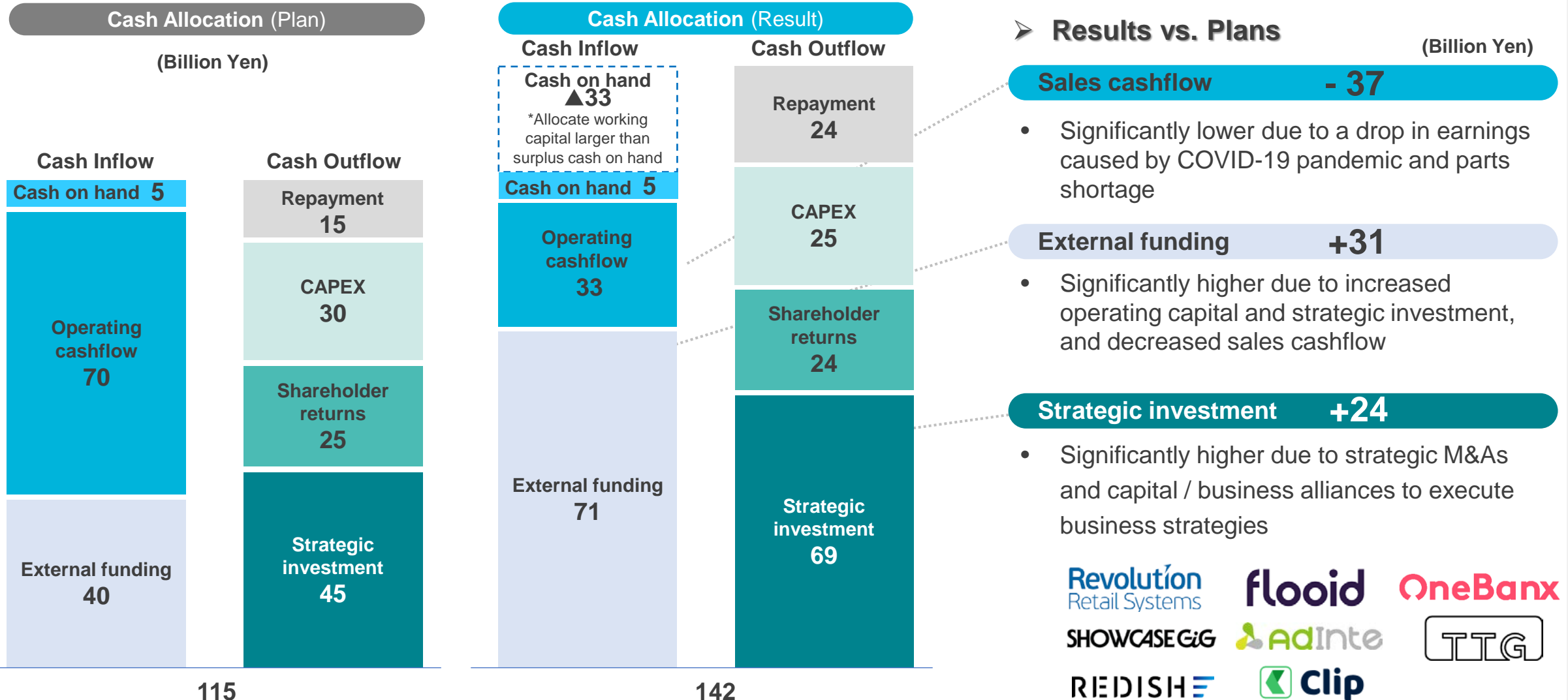
- ① Covid-19 pandemic
- ② Shortage of semiconductors etc.
- ③ Soaring parts prices
- ④ Embezzlement at domestic subsidiary
- ⑤ Termination of ERP deployment
- ⑥ Security incident

- ① New coin/banknote issuance
- ② M&As (Acrelec, Revolution, Floodid)



1. 2023 Medium-Term Management Plan Financial Summary

Offset the decline in operating cashflow with cash on hand and external funding to enable well-planned shareholder returns and strategic investment.

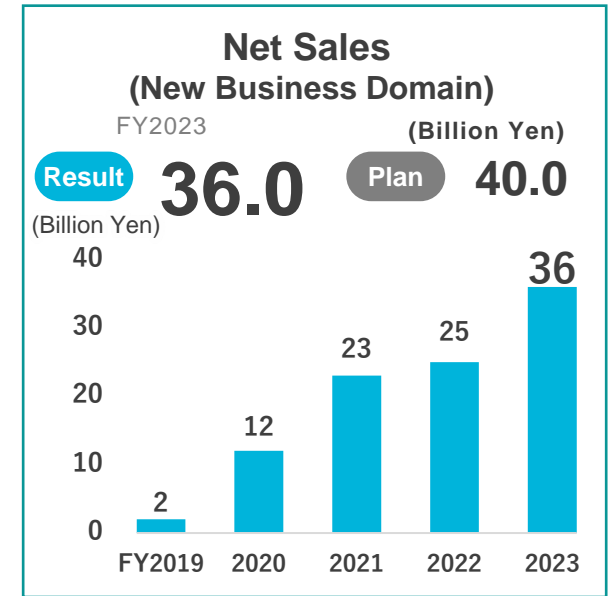


1. 2023 Medium-Term Management Plan Business Summary

I Accelerate business growth to develop “next generation”

- 2020 MTP and 2023 MTP focused on strategic investment and business alliances in the Retail, F&B (Food & Beverage), and Financial markets. Business expanded in the areas compatible with Glory’s core businesses using well-established customer channels.
- Next-generation F&B and DMP* businesses identified as promising (e.g., Acrelec), although sales target not achieved in New Business Domain.

*DMP (Data Management Platform): Platform used for data-oriented services. It gathers and accumulates online/offline data e.g., customer behavior to be used for efficient advertising etc.



 <small>Additional capital was invested in FY2022.</small>			<p>Expanded solution businesses with Acrelec (kiosks) and SHOWCASE GiG</p>
 <small>Additional capital was invested in FY2021.</small>	 		<p>Expanded software solution businesses through acquisitions and business alliances which brought in expertise in retail solutions</p>
 			<p>Developed new solutions and started shared service businesses to accelerate in-store self-service operations</p>

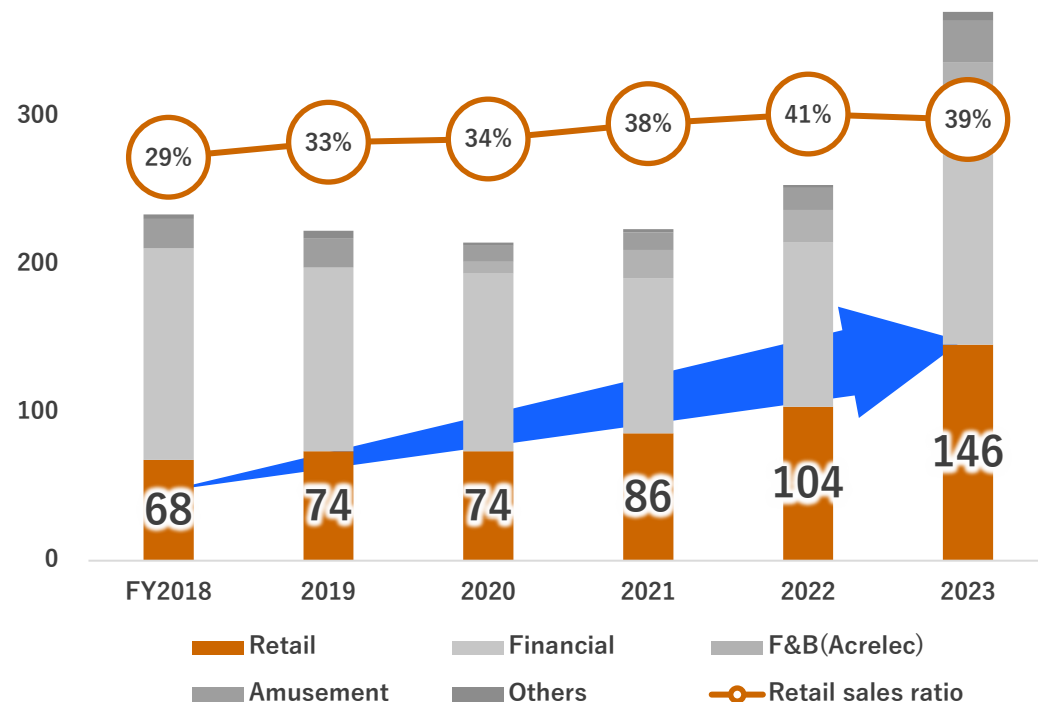
1. 2023 Medium-Term Management Plan Business Summary

II Maximize core business profits by innovation

- Retail market sales increased, supported by opportunities gained with leading global retailers.
- Developed stable revenue streams from service contracts gained through enhanced global service functions.

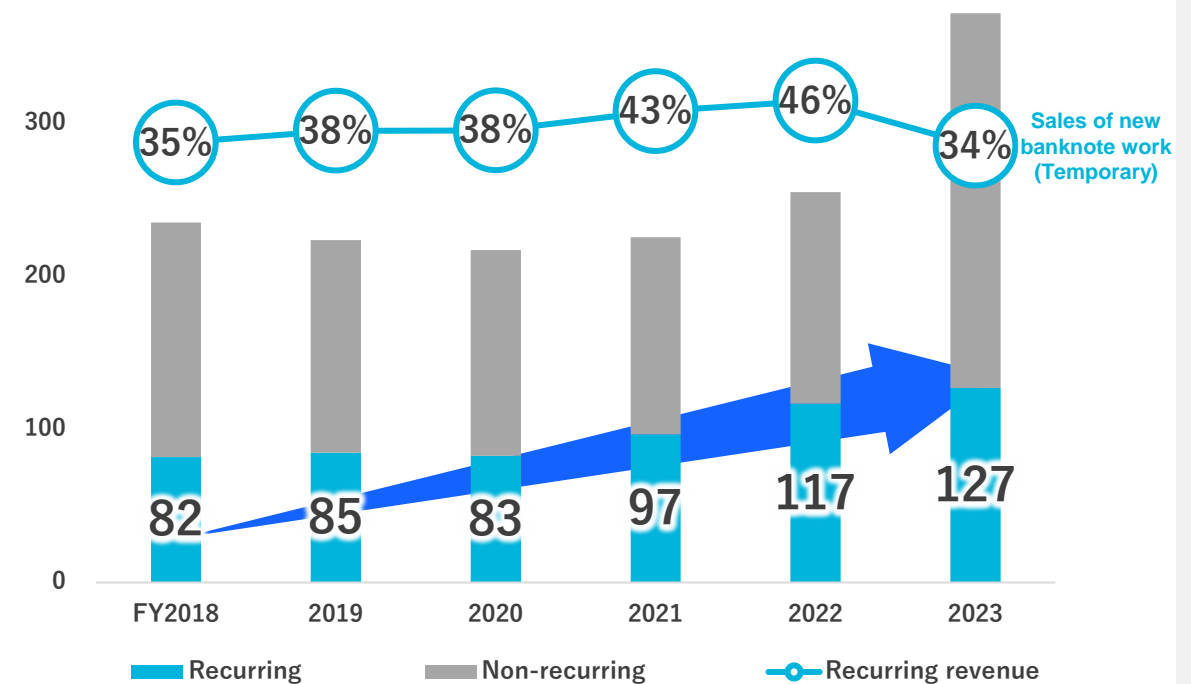
Net Sales (Retail)

(Billion Yen) Incl. Retail & Transportation Market (domestic) and overseas retail market
Excl. Acrelec sales



Net Sales (Recurring-Revenue Business)

(Billion Yen) Domestic & Overseas



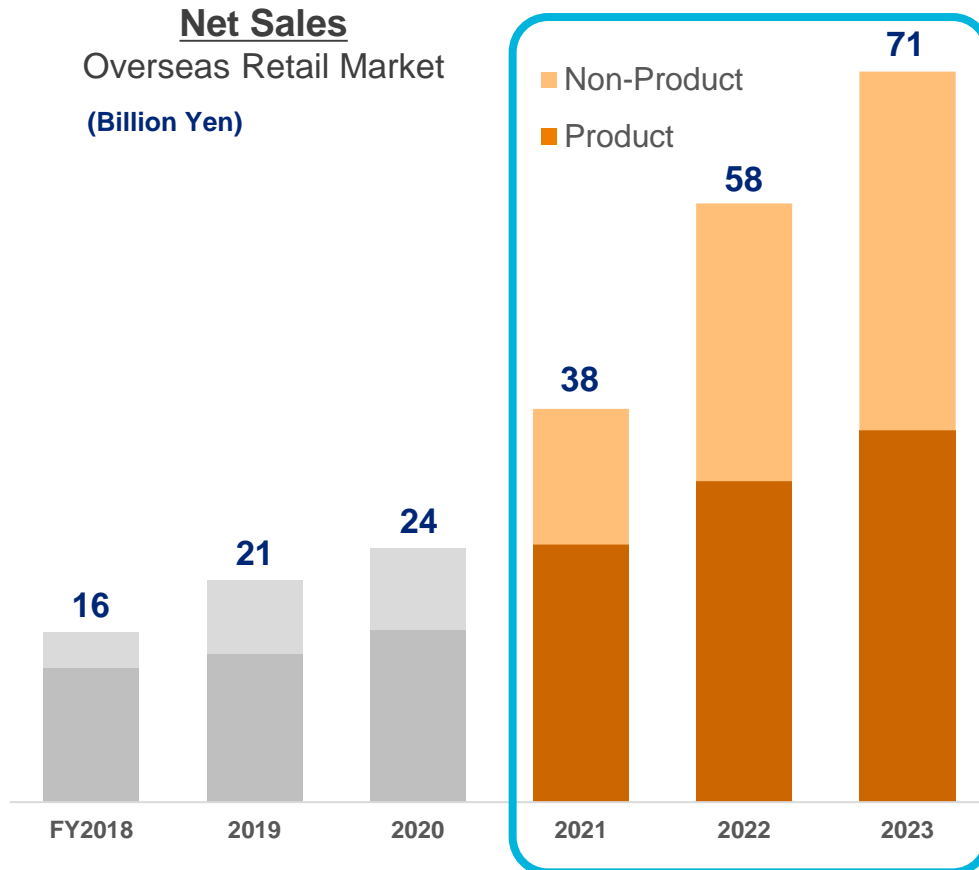
Excluding the sales associated with new coin/banknote issuance

1. 2023 Medium-Term Management Plan Business Summary

II Maximize core business profits by innovation

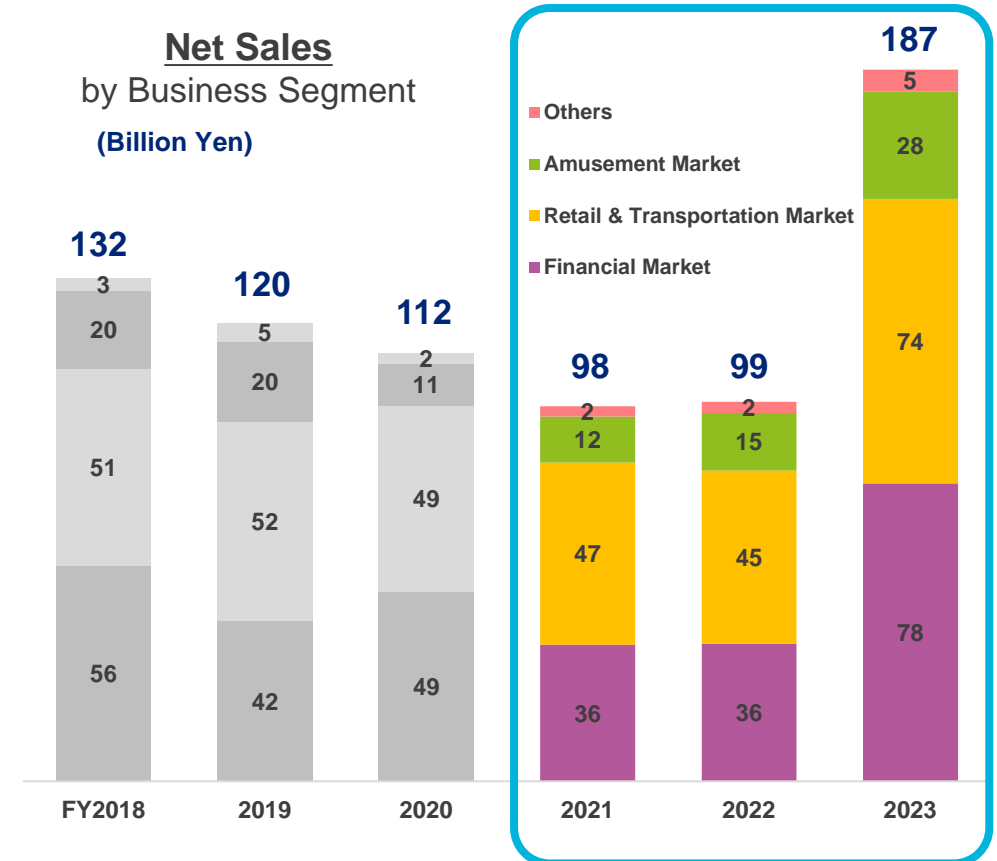
Overseas Business

Retail market sales increased, supported by opportunities gained with leading global retailers



Domestic Business

Record-high net sales in FY2023, supported by machine replacement and software modifications associated with new banknote issuance in Japan, as well as by strong sales in amusement market



1. 2023 Medium-Term Management Plan Business Summary

II Maximize core business profits by innovation

Work associated with new banknote issuance in Japan

Progressed as planned, fulfilling our mission as a company that supports social infrastructure.

		FY2023	FY2024
	Net Sales	50 Billion Yen	5 Billion Yen
Market Segment	Financial	Completed	—
	Retail & Transportation	Progressed as planned	All to be completed
	Amusement		

1. 2023 Medium-Term Management Plan Overall Summary

Outcome

I	Accelerate business growth to develop “next generation”	✓ Identified promising businesses (e.g., kiosk, DMP)
II	Maximize core business profits by innovation	✓ Developed stable revenue streams in recurring-revenue business ✓ Expanded overseas retail business ✓ Completed the work associated with new banknote issuance in Japan
III	Establish management base to support sustainable growth	✓ Started ‘Business Portfolio Management’ and promoted initiatives to improve profitability of target businesses

Challenges Remaining

- Monetize new businesses
- Increase profitability of core businesses
- Establish stable supply chains
- Tighten cyber security

2026 MTP

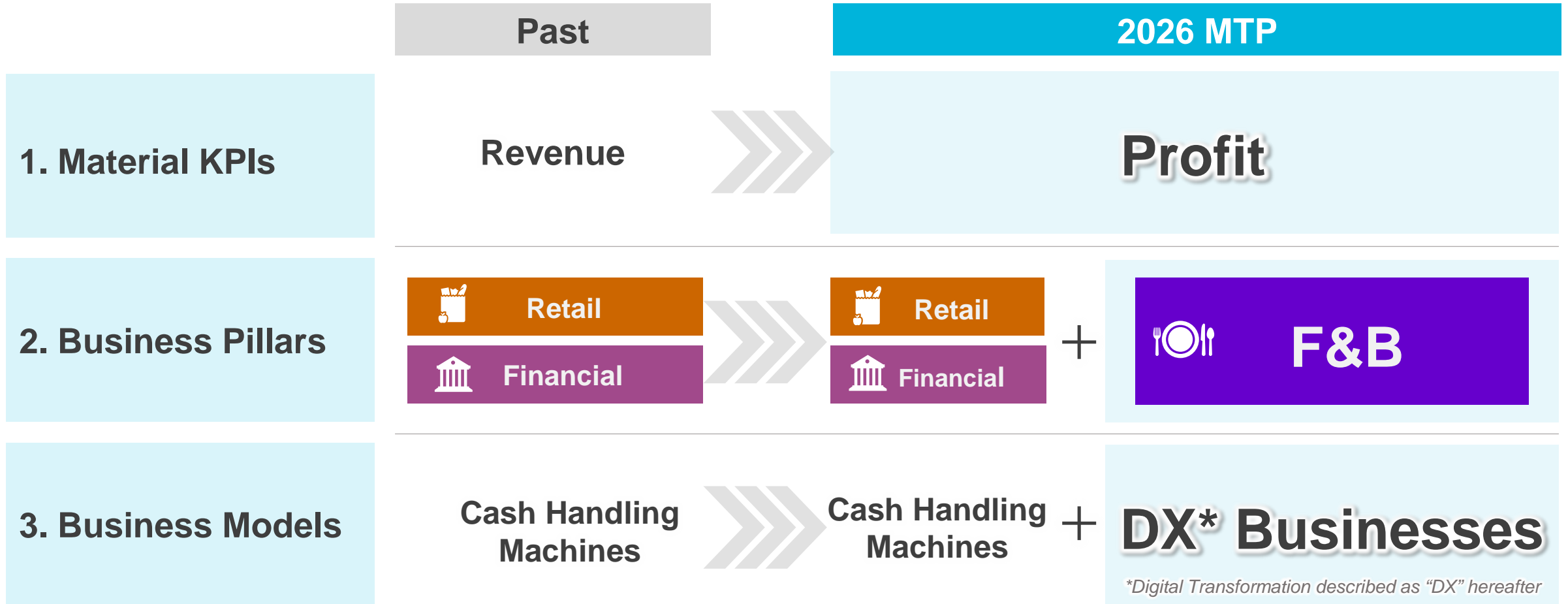
- ✓ *Expand the Retail, Financial, and F&B markets through strategic investment*
- ✓ *Reinforce risk management to ensure the Group’s sustainable growth*

2. Financial Target

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2. Financial Target

Points for business transformation in 2026 MTP



2. Financial Target

➤ Regain earning power with “Profit” as new KPI

Earning power dropped due to exposure of business risks

FY2022	
Before Goodwill Amortization	
Operating Profit	7.2 Billion Yen
Profit Margin	3 %

FY2026 Target	
Before Goodwill Amortization	
Operating Profit	38 Billion Yen
Profit Margin	11 %

**Regain
Earning Power**

- ✓ Decide Go/No-Go based on ROIC
- ✓ Enhance price strategies
- ✓ Monetize businesses (New Business Domain)
- ✓ Assign resources for profitable markets
- ✓ Promote sales of profitable products and services

- ✓ Reduce COGS
- ✓ Reduce fixed cost
- ✓ Improve management efficiency through organizational reform
- ✓ Generate profit or withdraw from unprofitable business

etc.

FY2018

2019

2020

2021

2022

2023

2024

2025

2026

2. Financial Target

FY2026 Target

Business Efficiency

	Before Goodwill Amortization	After Goodwill Amortization
ROE	10% or more	6% or more
ROIC	8% or more	5% or more
ROA	5% or more	3% or more

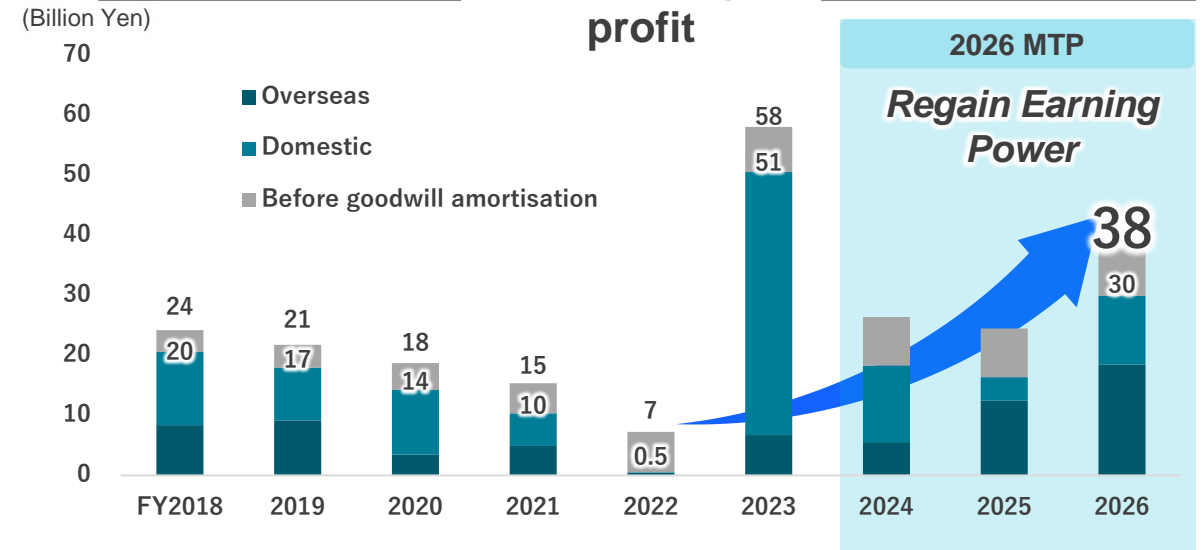
Operating Profit	38 Billion Yen or more	30 Billion Yen or more
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Net Sales

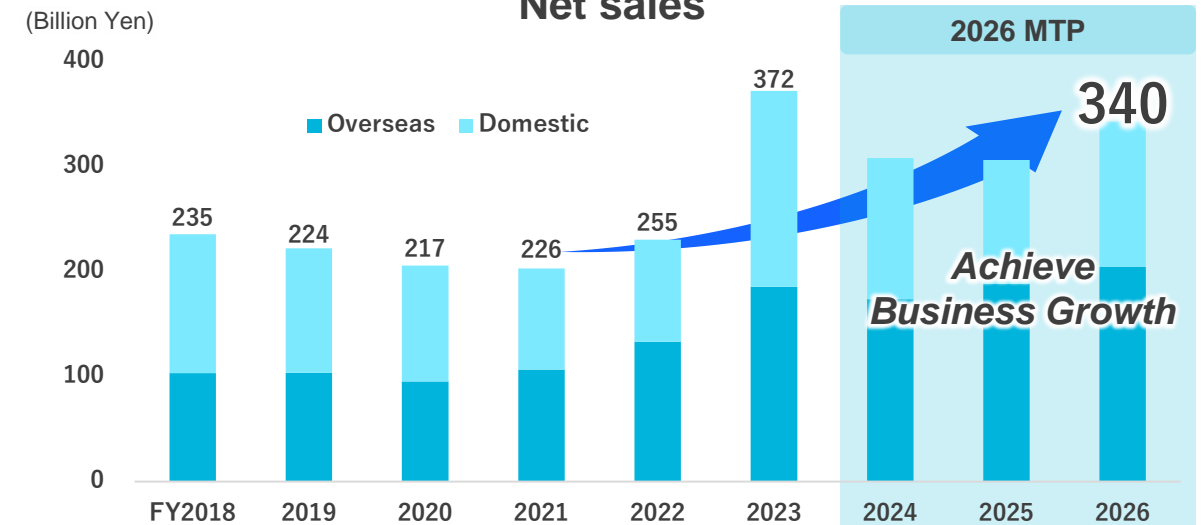
Net Sales (Overall)	340 Billion Yen or more
Net Sales (New Business Domain)	60 Billion Yen or more

FX rate applied: 1 USD = 140 JPY, 1 EUR = 150 JPY

Operating profit



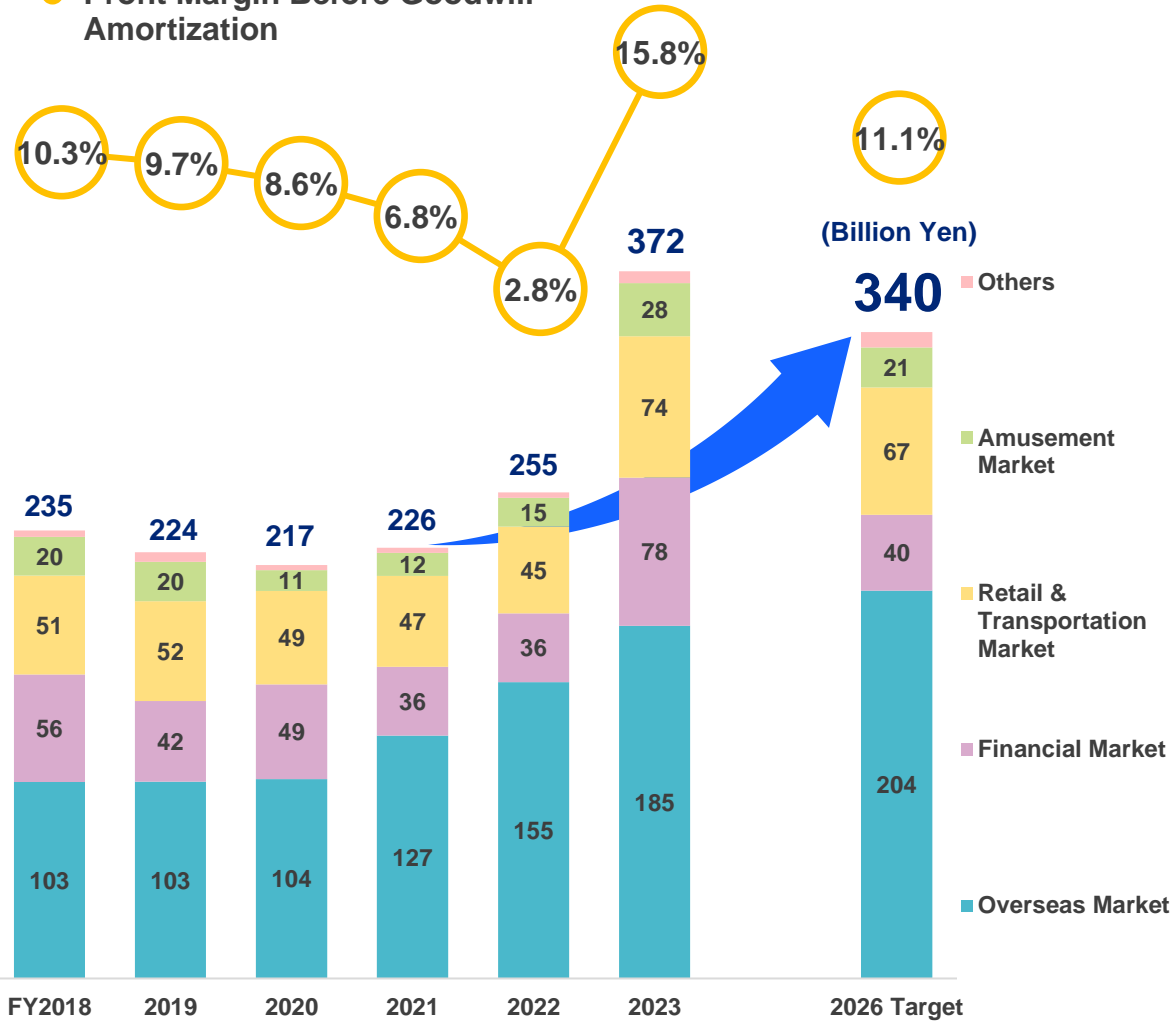
Net sales



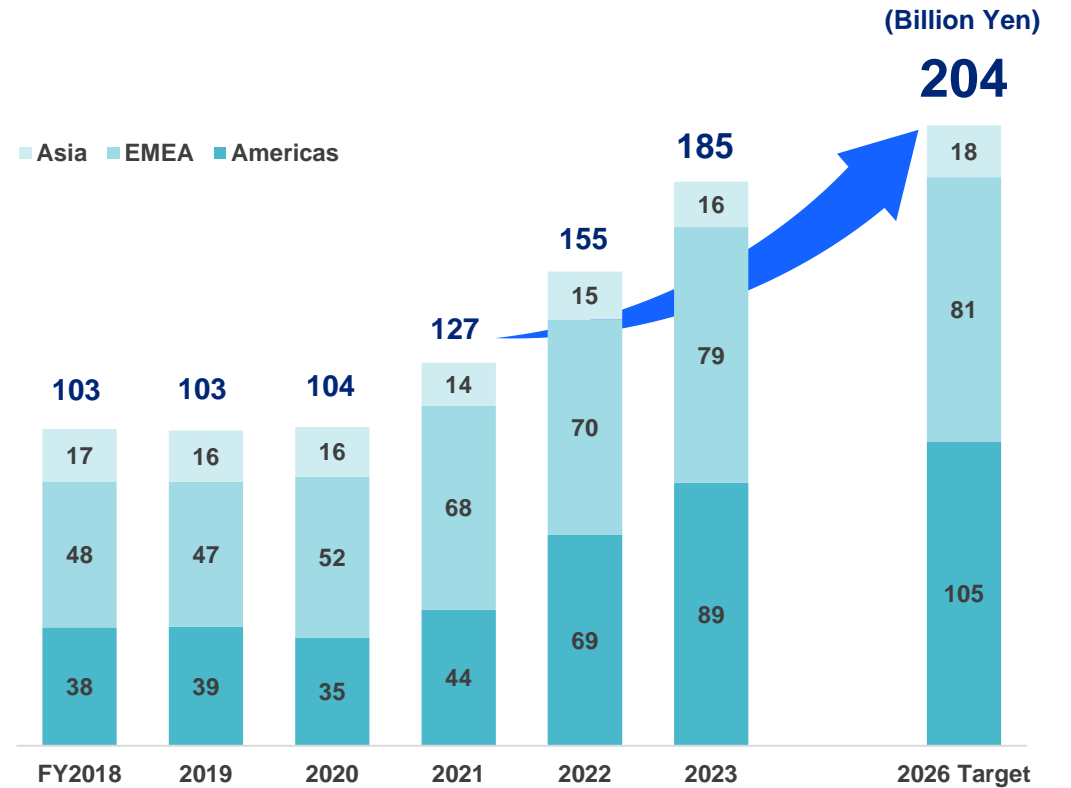
2. Financial Target

Profit Margin Before Goodwill Amortization and Sales by Segment

○ Profit Margin Before Goodwill Amortization



Overseas Sales by Geographical Segment



2. Financial Target

Achieve PBR 1.0 or more

Improve ROE, ROIC, and ROA

1. Accelerate business growth (p.20-38)

- ✓ Develop new revenue streams
- ✓ Increase revenue and profit in core business

2. Optimize capital structure (p.42)

- ✓ Improve capital efficiency
- ✓ Optimize equity ratio

3. Improve operating profit ratio & cash generation (p.20-38,40,41)

- ✓ Increase productivity through DX and with generative AI
- ✓ Improve cash generation



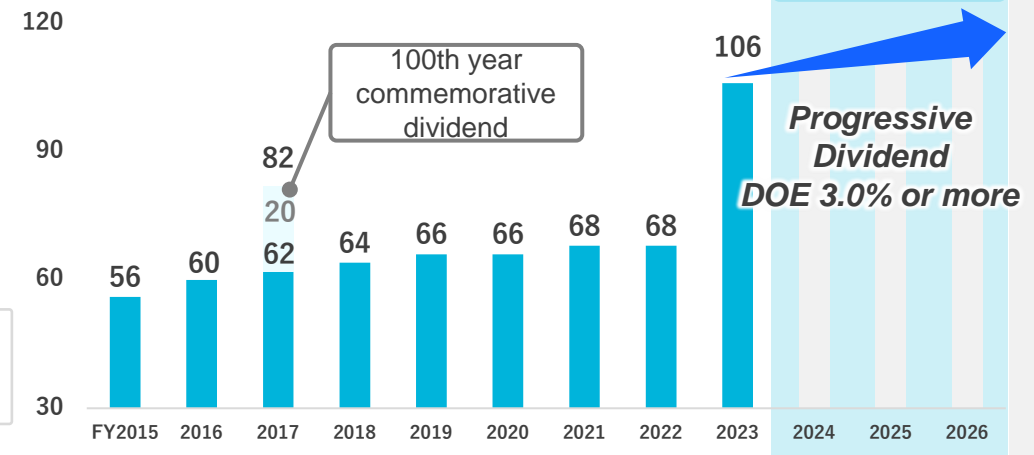
4. Optimize the balance of growth investment and shareholder returns (p.42)

- ✓ Continue investment for further growth
- ✓ Implement progressive dividend while keeping DOE 3.0% or more
- ✓ Achieve optimum shareholder returns



- ✓ Implement initiatives and enhance disclosure of non-financial information
- ✓ Continue dialogue with investors to promote the Group's business strategies

Dividend per share (Yen)



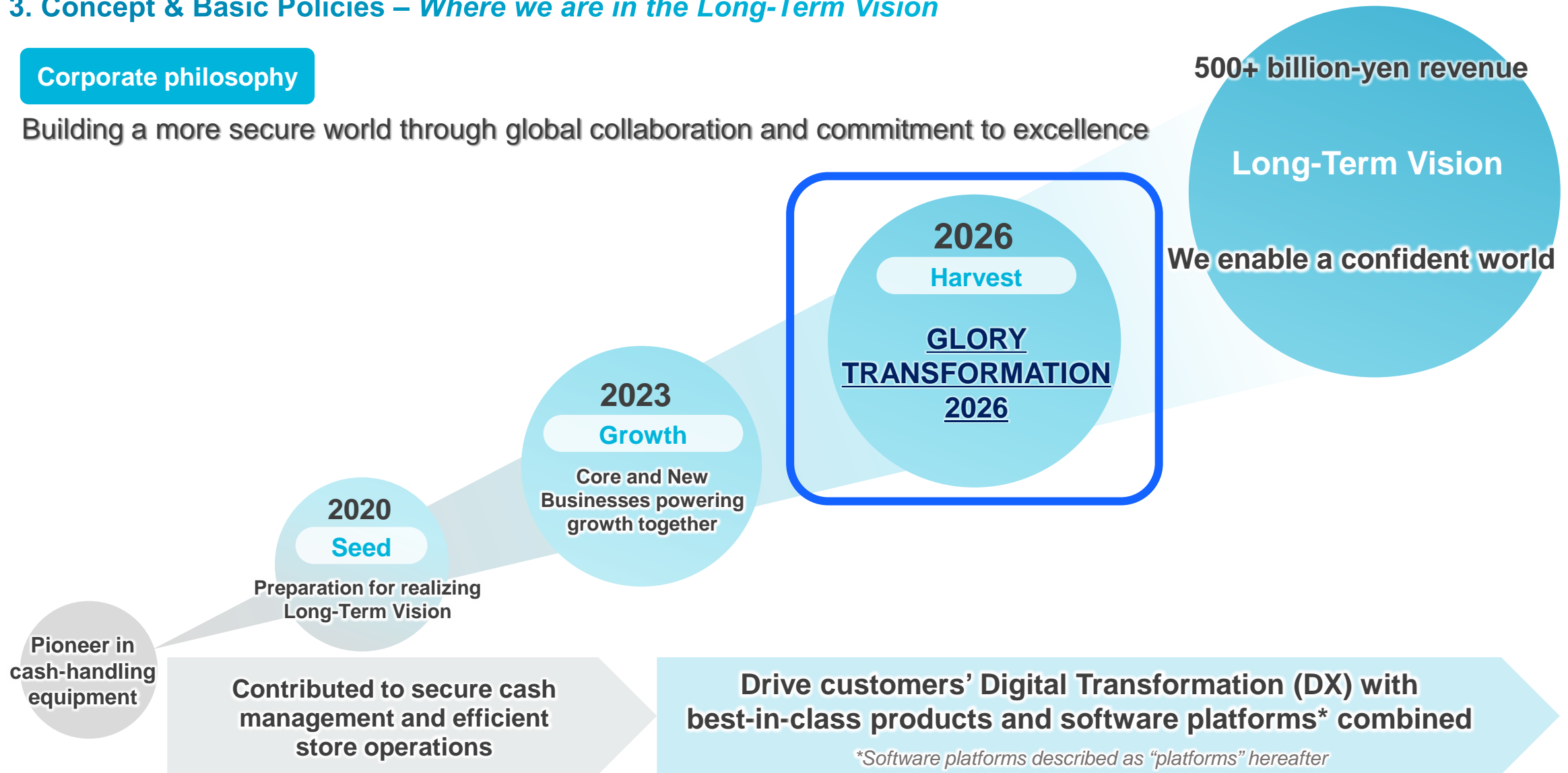
3. Concept & Basic Policies

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3. Concept & Basic Policies – Where we are in the Long-Term Vision

Corporate philosophy

Building a more secure world through global collaboration and commitment to excellence



3. Concept & Basic Policies

Concept

GLORY TRANSFORMATION 2026

Shape the future with GLORY

Basic Policy

Business
Strategies

Develop new revenue streams

Increase profitability of core business

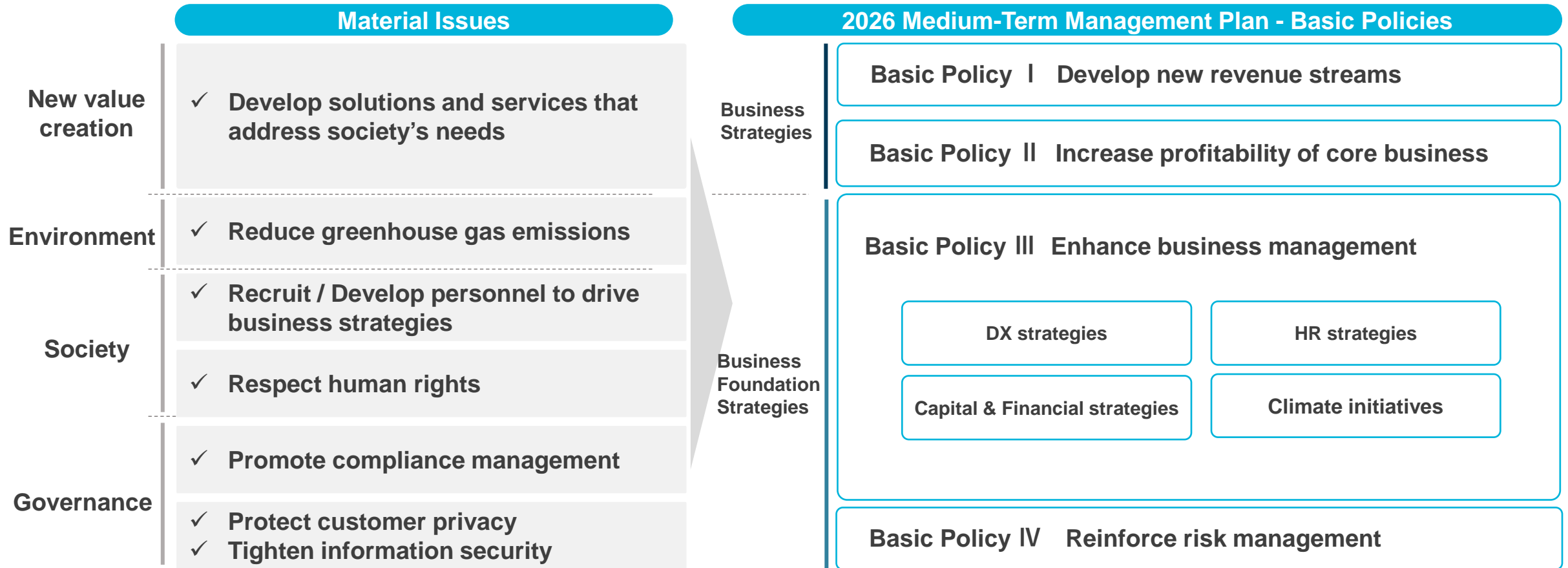
Business
Foundation
Strategies

Enhance business management

Reinforce risk management

3. Concept & Basic Policies – *Material issues addressed in management strategies*

The 2026 MTP Basic Policies address material issues for social and corporate sustainability.



3. Concept & Basic Policies

	Basic Policy	Priority Initiatives	Solutions / Platforms
Business Strategies	I Develop new revenue streams	<ul style="list-style-type: none"> Monetize target businesses (Kiosks & DMP) Develop new solutions with products and platforms combined 	
	II Increase profitability of core business	<ul style="list-style-type: none"> Launch products and services that address the need for self-service solutions Win large business opportunities Reinforce the America's sales force 	
Business Foundation Strategies	III Enhance business management	<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="border: 1px solid black; padding: 5px;">DX Strategies</div> <div style="border: 1px solid black; padding: 5px;">HR Strategies</div> <div style="border: 1px solid black; padding: 5px;">Capital & Financial Strategies</div> <div style="border: 1px solid black; padding: 5px;">Climate Initiatives</div> </div> <ul style="list-style-type: none"> Establish platforms for work process transformation and DX solution/service development Improve employee engagement and develop human capital as the source of competitive advantage Achieve optimum growth investment and stable shareholder returns Reinforce initiatives to achieve CO2 target in accordance with the SBT* 	
	IV Reinforce risk management	<ul style="list-style-type: none"> Identify priority risks and formulate measures to mitigate business impact 	

*Science Based Target: Global standard for CO2 emission reduction target

4. Business Strategies

I. Overall Strategies

II. Target Markets

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4. Business Strategies – Accounting Segment & Target Markets

Target Markets
identified as strategic business drivers






Retail



Financial +



F&B

Accounting Segments			 Retail	 Financial	 F&B
Segment	Major Customers	FY2026 Sales Target			
Overseas Market	Overseas Financial institutions Retailers Restaurants	204 Billion Yen	160 Billion Yen	110 Billion Yen	41 Billion Yen
Financial Market	Domestic Financial institutions	40 Billion Yen	—	40 Billion Yen	—
Retail & Transportation Market	Domestic Supermarkets Convenience stores Restaurants, Hospitals, Railway companies	67 Billion Yen	60 Billion Yen	—	7 Billion Yen
Amusement Market	Domestic Amusement parlors (e.g., pachinko)	21 Billion Yen	—	—	—
Others	Sales outside the above segments	8 Billion Yen	—	—	—

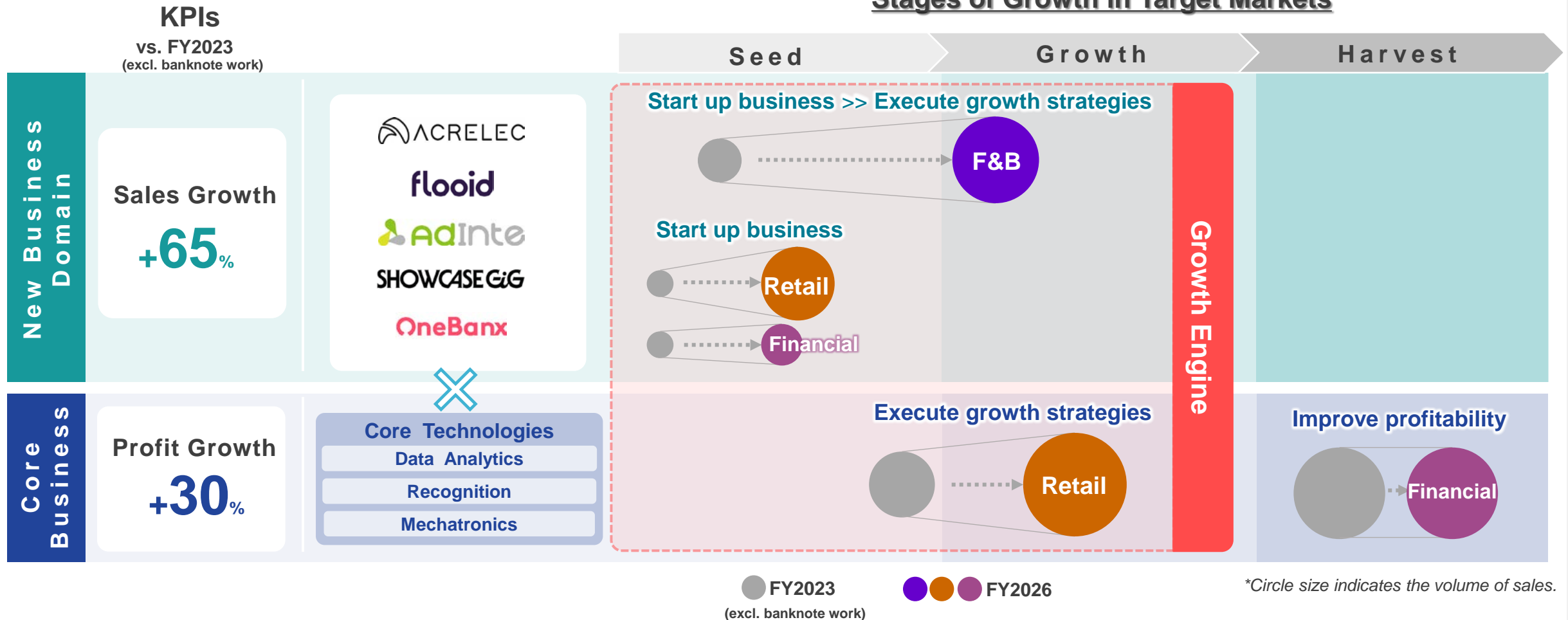
4. Business Strategies I . Overall Strategies – Stage of Growth in Target Markets

Target Markets



➤ Stages of growth defined for strategic business expansion

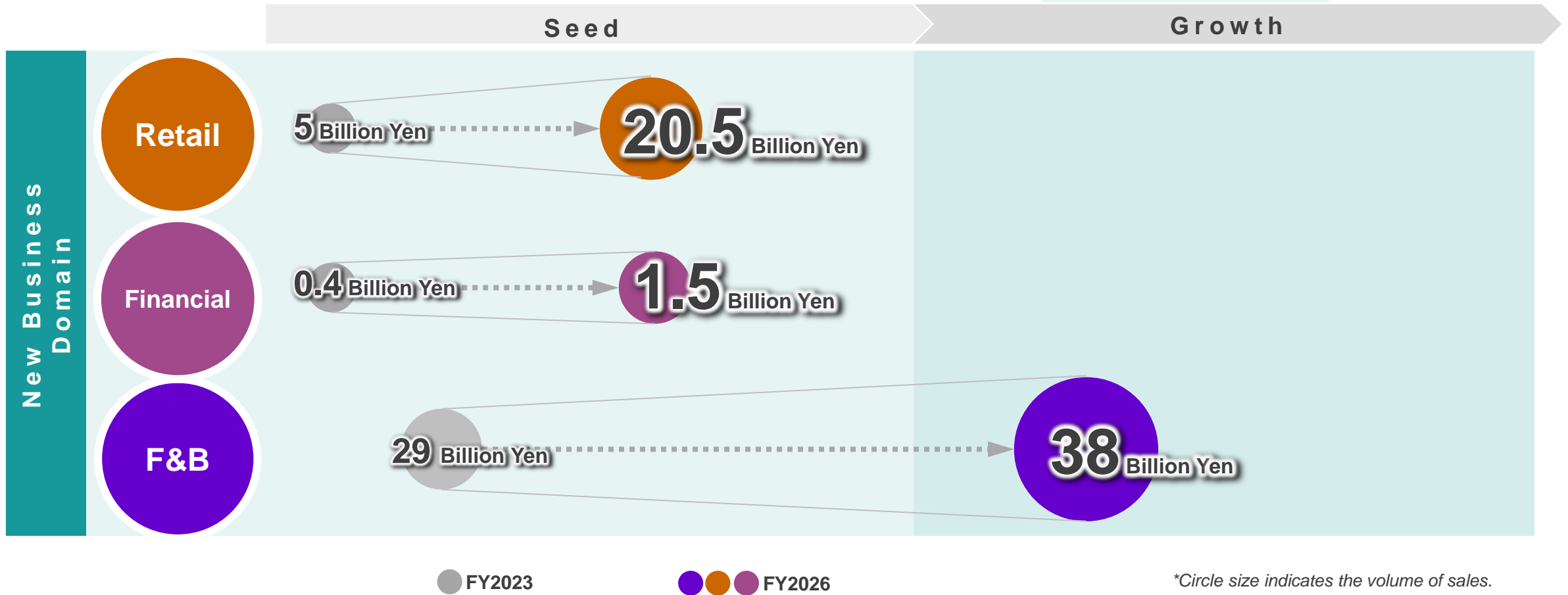
Stages of Growth in Target Markets



4. Business Strategies I . Overall Strategies – Stage of Growth in Target Markets

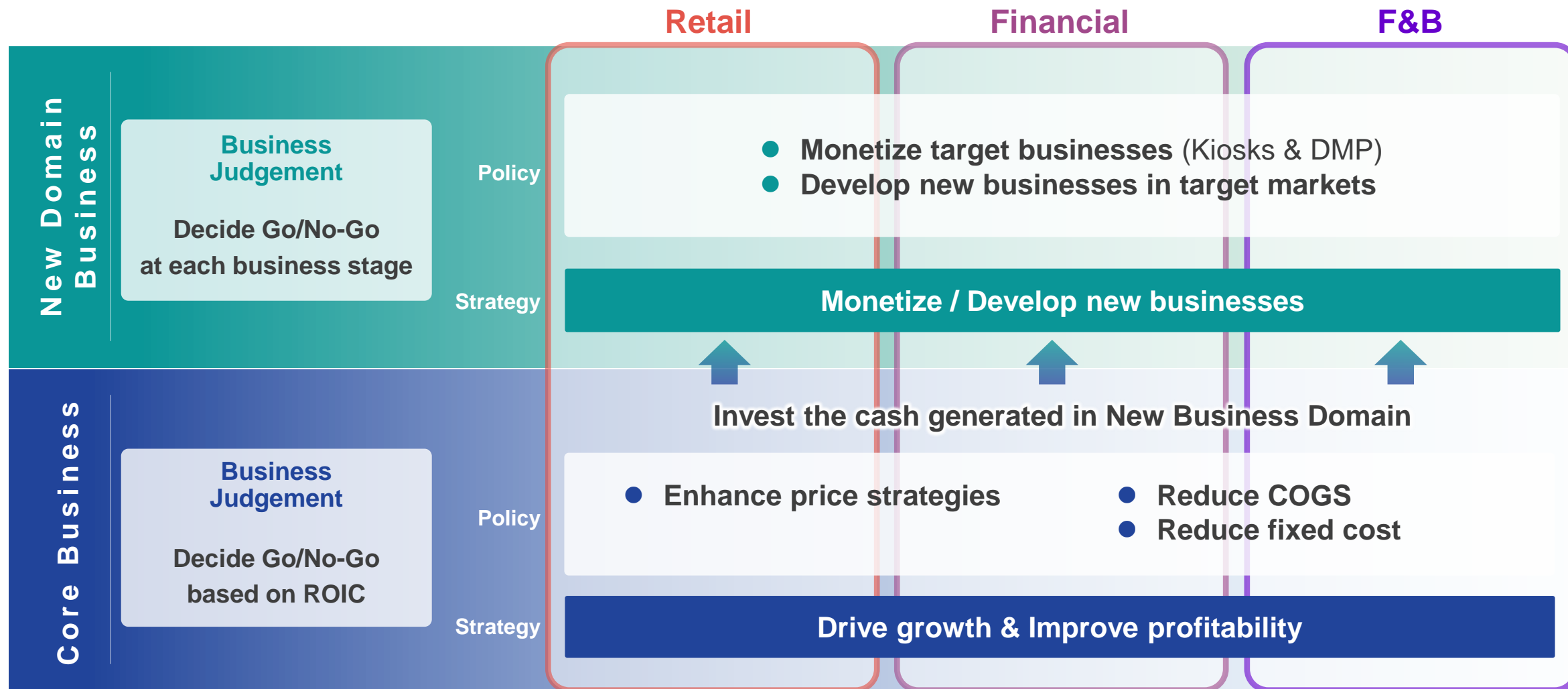
➤ Accelerate monetization of new businesses

FY2026
Sales Target
60 Billion Yen



4. Business Strategies I . Overall Strategies – Growth Strategies

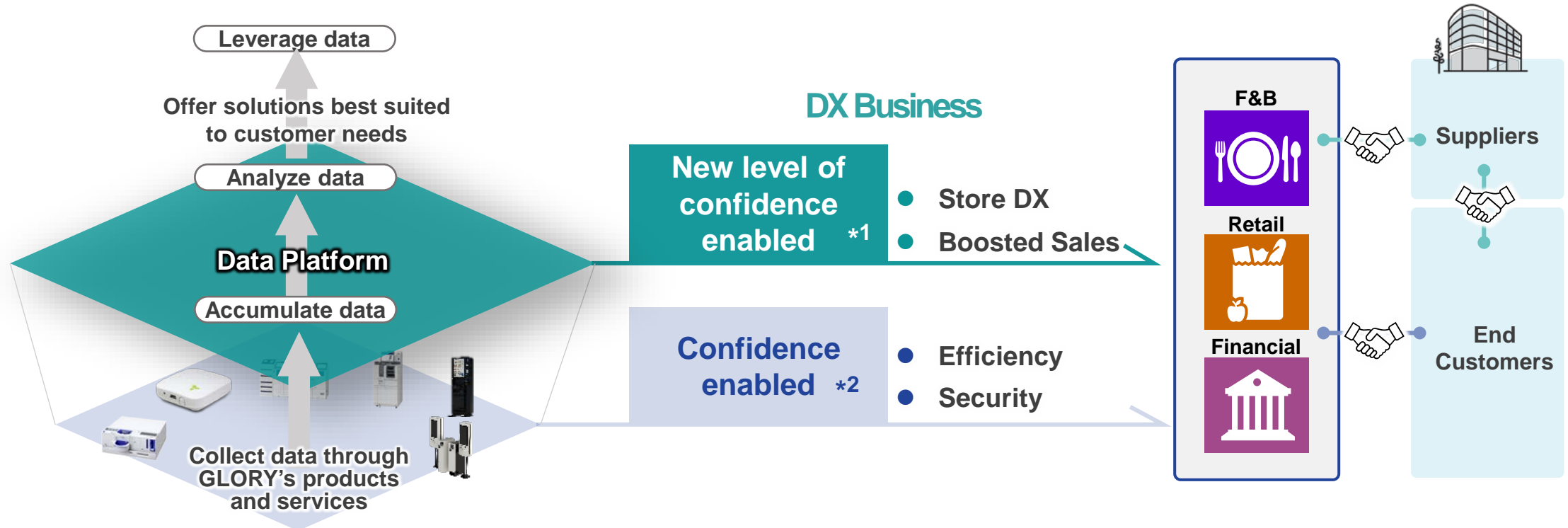
Powering the growth of core & new businesses together



4. Business Strategies I . Overall Strategies – New level of confidence enabled by platform-oriented business

**GLORY
TRANSFORMATION
2026**

Build 'New Level of Confidence' through operational DX and next-level sales promotion

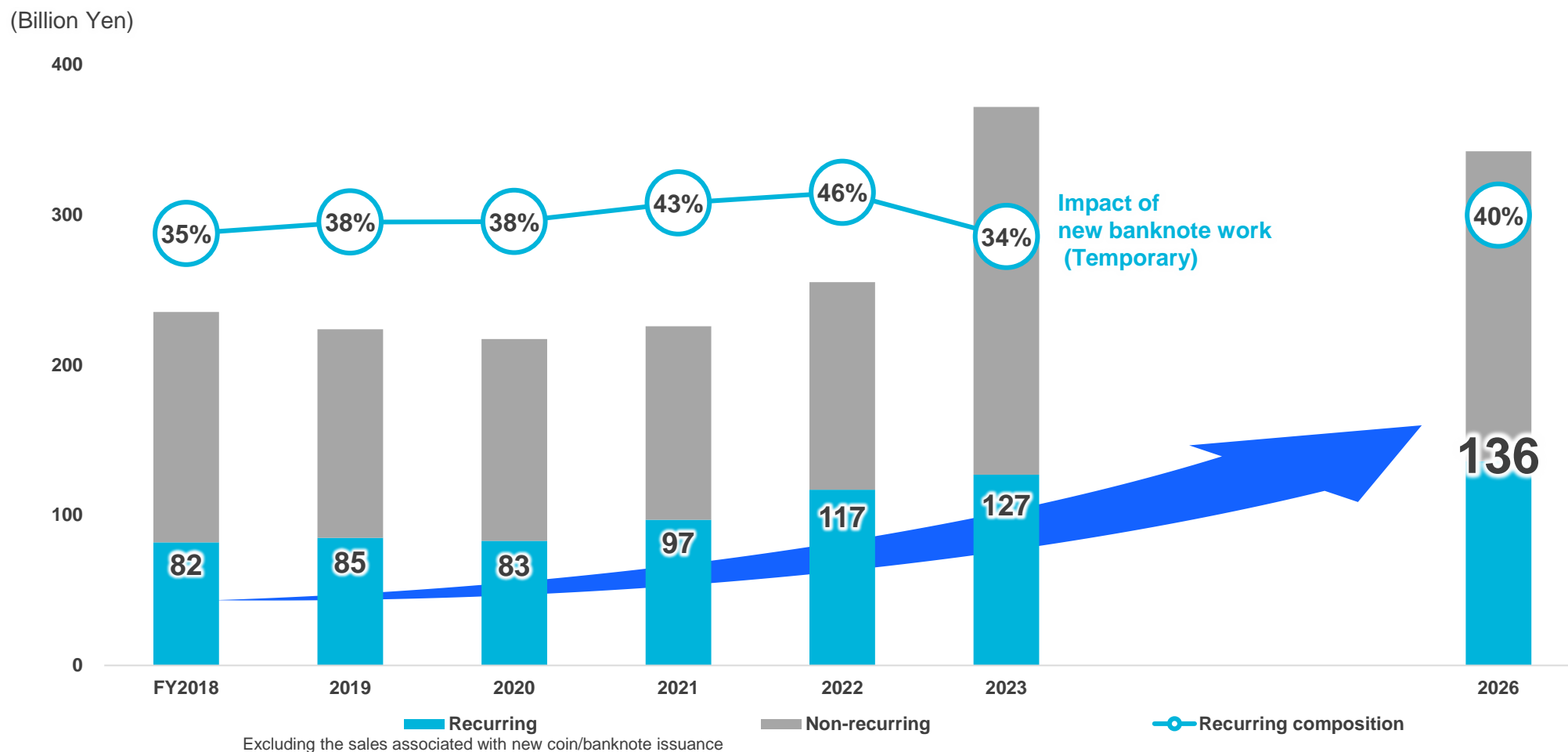


*1 Confidence enabled between customers & suppliers, customers & suppliers through platform-oriented, data-driven services

*2 Confidence enabled between Glory & its customers, suppliers & end customers through Glory's products

4. Business Strategies I . Overall Strategies – *Strengthening business foundations with recurring-revenue business*

- **Further develop recurring-revenue service business (Core Business) and platform-oriented business (New Business Domain) to strengthen the Group’s business foundations**



4. Business Strategies I . Overall Strategies – *Promote solutions that help solve society's needs*

- **Contribute to sustainable growth of society and the Group with solutions that help solve issues which society and customers face**

Next-Generation stores will need to...

1

- ✓ Streamline operations to manage labor shortage and increasing labor costs
- ✓ Offer non-contact services for hygiene measures

2

- ✓ Enhance loss prevention

3

- ✓ Retain, increase, and strengthen customer touchpoints
- ✓ Maintain sales opportunities & service levels

4

- ✓ Attract customers efficiently & increase per-customer spend
- ✓ Optimize inventory management & reduce food waste

We offer solutions for...

- ✓ Self-service operations

- ✓ Fraud monitoring

- ✓ Remote customer services
- ✓ Unmanned store operations & Shared services

- ✓ Data-driven services with DMP

4. Business Strategies

I. Overall Strategies

II. Target Markets

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4. Business Strategies II. Target Markets

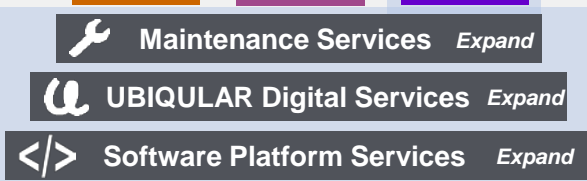
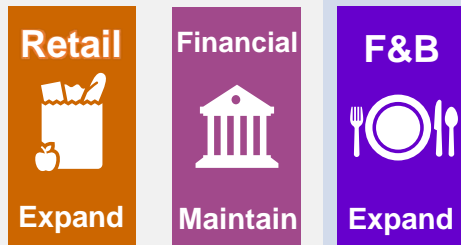
Overseas

Financial Target



Basic Policies

- Earnings Structure** – Expand recurring-revenue business (Service & Software)
- Business Structure** – Develop F&B as the third business pillar along with Retail and Financial
- Solutions** – Enable customers’ revenue growth and cost reduction



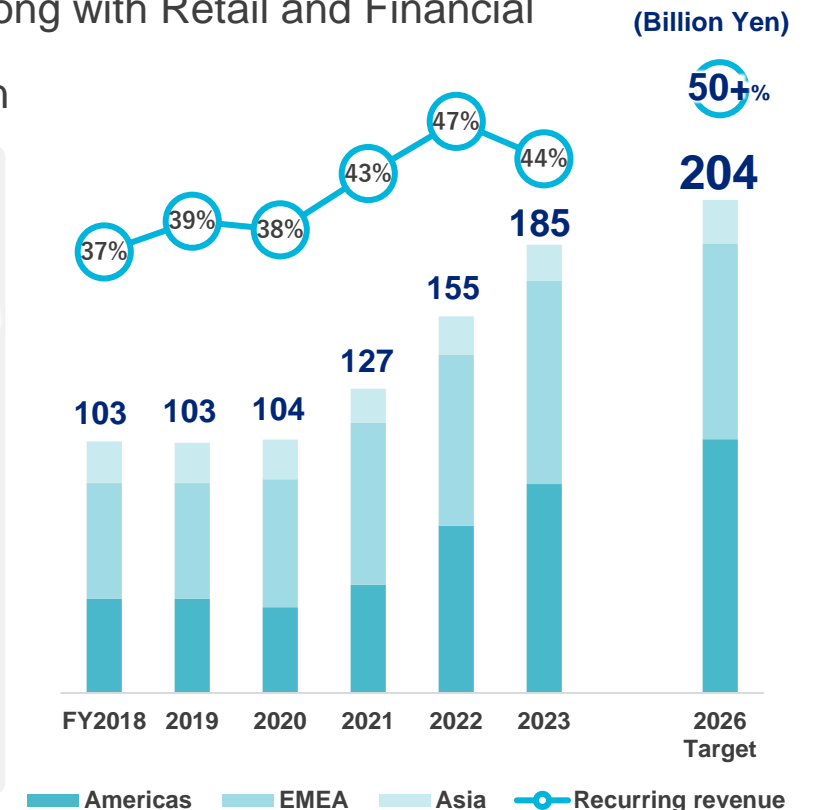
1. Expand **Recurring-Revenue** business

Target: 50+% Recurring-revenue ratio

2. Develop **F&B** as the third business pillar

3. Develop **DX solutions** that enable customers’ business growth

Target: 10+% Software sales ratio



4. Business Strategies II . Target Markets

Overseas



Revenue

FY2026
100 Billion Yen

New Business Domain

15 Billion Yen

Solutions



CI-10X Series



Smart Vending Machine



CI-100X Series

Platforms



UBIQULAR™

Flooid Unified Commerce Platform

New Business Domain

● Accelerate monetization of target businesses & Develop new businesses

- ✓ Expand recurring-revenue businesses with UBIQULAR (Remote monitoring service)
- ✓ Promote “Unified Commerce Platform” (Cloud solution for retail stores)
- ✓ Develop solutions for unmanned store operations

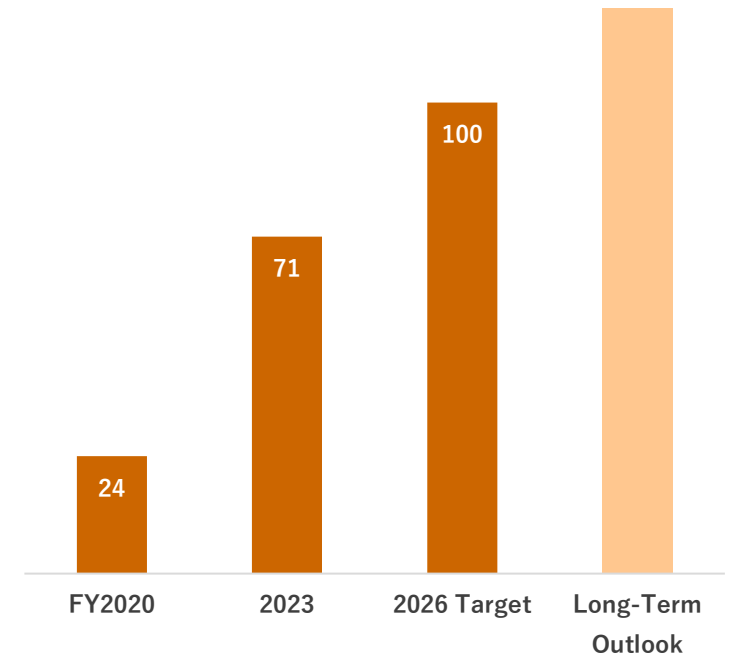
Core Business

● Drive growth through new opportunities

- ✓ Expand the sales of new self check-out systems
- ✓ Achieve further business growth in the U.S. as core market
(e.g., product replacement, integrated service functions)
- ✓ Develop business with Top 50 retailers (Tier 1)

Sales Target

(Billion Yen)



4. Business Strategies II . Target Markets

Overseas

Solutions

Platforms



Revenue

New Business Domain

FY2026
70 Billion Yen
1 Billion Yen



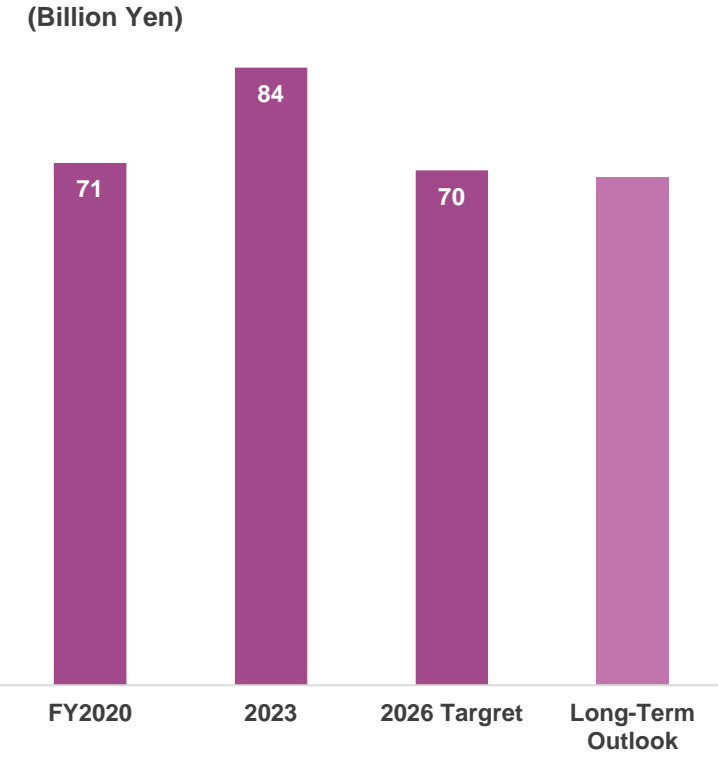
New Business Domain

- Accelerate monetization of target businesses & Develop new businesses
 - ✓ Expand recurring-revenue businesses with UBIQULAR (Remote monitoring service)
 - ✓ Monetize shared-banking solution services

Core Business

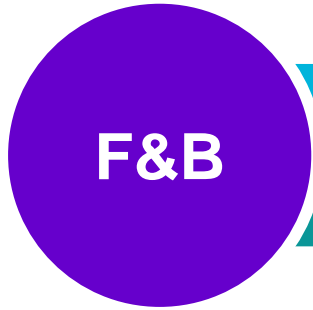
- Improve profitability
 - ✓ Replace legacy products with new models & Expand market share
 - ✓ Expand sales of Teller Cash Recycler (TCR) into emerging markets
 - ✓ Expand sales of self-service solutions for bank branch operations
 - ✓ Win large business opportunities

Sales Target



4. Business Strategies II . Target Markets

Overseas



Revenue

FY2026
34 Billion Yen

New Business Domain

34 Billion Yen

Solutions



Platforms



New Business Domain

● Accelerate monetization of target businesses & Develop new businesses

- ✓ Increase kiosk sales in core markets
- ✓ Expand sales of self-checkout systems (Cash recyclers & Kiosks)
- ✓ Develop business with leading F&B companies (Tier 1) with Red Biscuit, a newly-launched retail store solution by Acrelec
- ✓ Expand sales of standard package solutions (Tier 2 & 3)

Sales Target

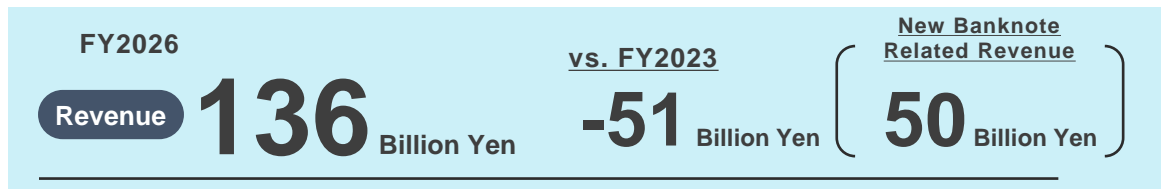
(Billion Yen)



4. Business Strategies II. Target Markets

Domestic

Financial Target



Basic Policies

1. Maximize profit in core business (Reinforce ROIC-based management)
2. Expand the sales in Retail and F&B markets
3. Expand DX business using existing customer base

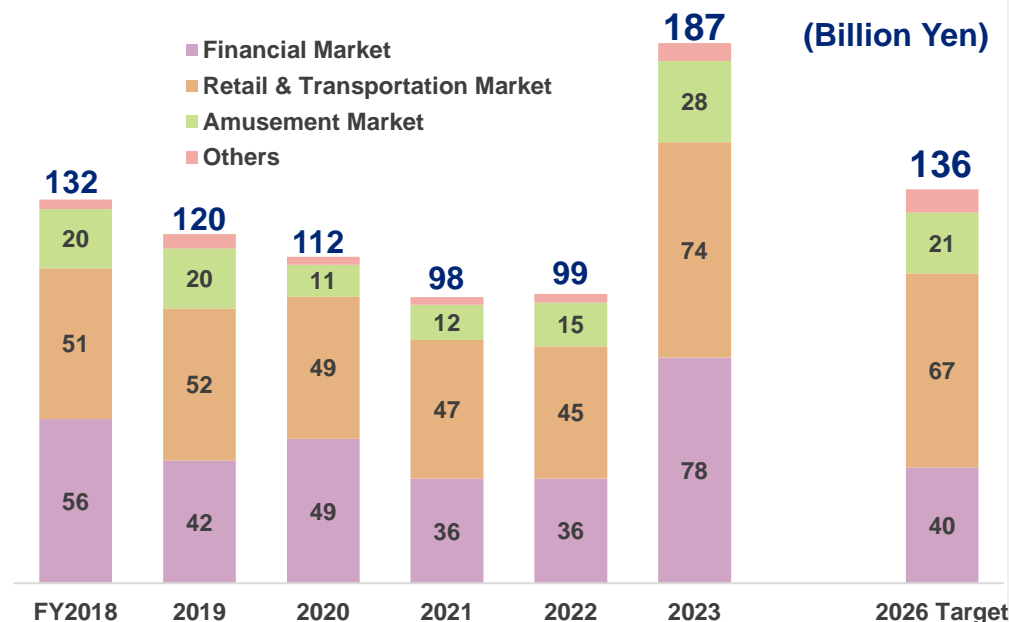
Point 1 Develop new solutions for self-service operations

Point 2 Expand sales in target markets

Point 3 Offer packaged solutions (Products & Platforms)

Point 4 Promote overseas F&B solutions in Japan

Sales by Business Segment



4. Business Strategies II . Target Markets

Domestic



Revenue


FY2026

60 Billion Yen


New Business Domain

5.5 Billion Yen


Solutions




Coin & Banknote Recycler



Remote customer service



Business support apps



Unmanned store payment system

Platforms



New Business Domain

● Accelerate monetization of target businesses & Develop new businesses

- ✓ Generate profit from solutions released during 2023 MTP
- ✓ Develop new solutions that enable retail store DX
 - Fraud monitoring solutions
 - Solutions for unmanned stores etc.

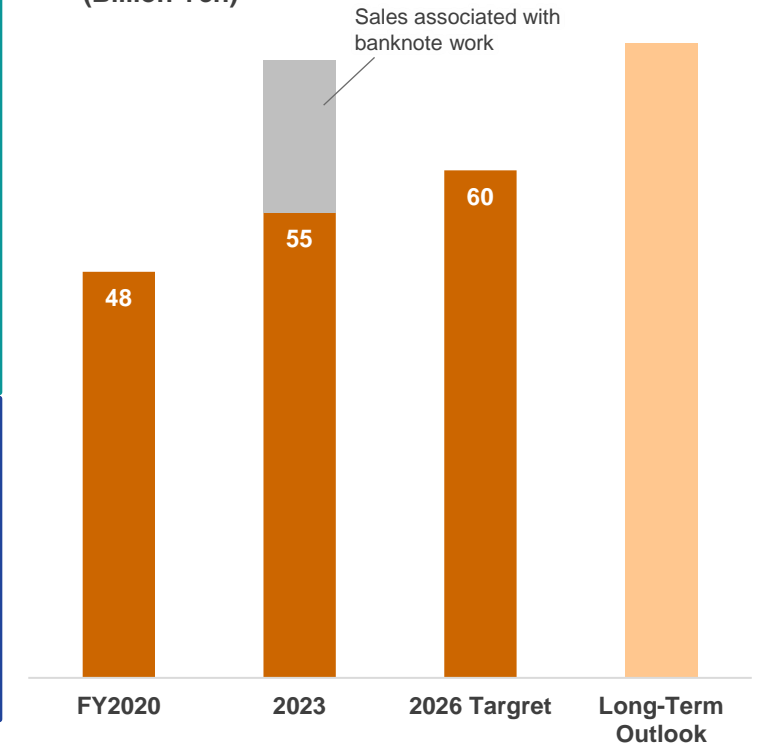
Core Business

● Drive growth through new opportunities

- ✓ Increase market share with new self-service solutions
- ✓ Develop business with drugstores and convenience stores

Sales Target

(Billion Yen)



4. Business Strategies II . Target Markets

Domestic

Financial

FY2026

Revenue

40

Billion Yen

New Business Domain

0.5

Billion Yen

Solutions



Open Teller System



RURA
Remote customer service



Surveillance service

Platforms



GLORY
Monitoring
Center



BUYZO
銀行のついでに、銀行のついでに。

New Business Domain

● Accelerate monetization of target businesses & Develop new businesses

- ✓ Generate profit from solutions released during 2023 MTP
- ✓ Reinforce solution offers to support next-generation branch concept
- ✓ Establish new solutions such as branch surveillance service

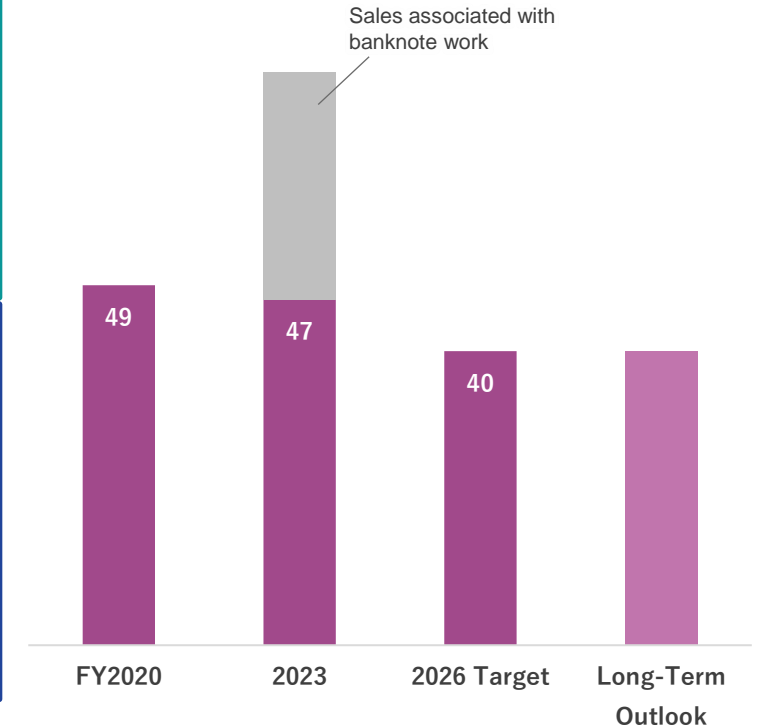
Core Business

● Improve profitability

- ✓ Win large business opportunities
- ✓ Maintain or expand service business
- ✓ Complete product replacement associated with new banknote issuance in Japan

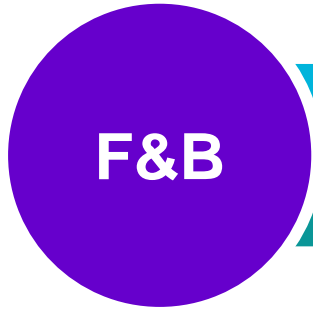
Sales Target

(Billion Yen)



4. Business Strategies II . Target Markets

Domestic



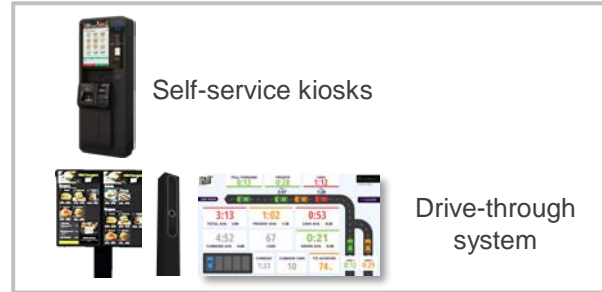
Revenue

FY2026
7 Billion Yen

New Business Domain

4 Billion Yen

Solutions



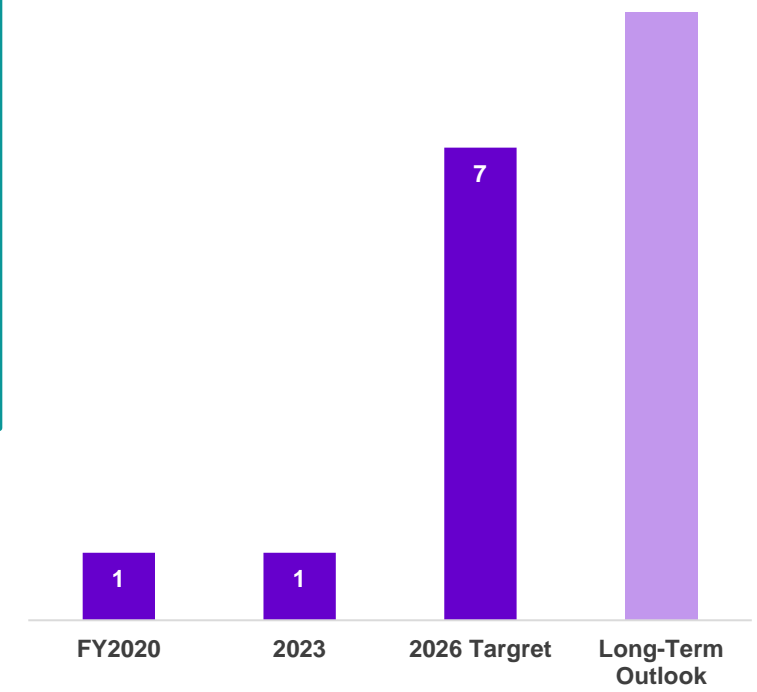
Platforms



New Business Domain

- Accelerate monetization of target businesses & Develop new businesses
 - ✓ Maintain or expand solutions sales to leading F&B companies
 - ✓ Promote TOFREE solutions to F&B companies
 - ✓ Enhance solution/platform package through business alliance with Showcase Gig etc.
 - ✓ Increase sales of self-order kiosks

Sales Target (Billion Yen)



5. Business Foundation Strategies

- I. DX Strategies
- II. HR Strategies
- III. Capital & Financial Strategies
- IV. Climate Initiatives
- V. Risk Management

- 1. 2023 Medium-Term Management Plan Summary
- 2. Financial Target
- 3. Concept & Basic Policies
- 4. Business Strategies
 - I. Overall Strategies
 - II. Target Markets (Retail, Financial, and F&B)
- 5. Business Foundation Strategies
 - I. DX Strategies
 - II. HR Strategies
 - III. Capital & Financial Strategies
 - IV. Climate Initiatives
 - V. Risk Management

5. Business Foundation Strategies I . DX Strategies

GLORY DIGITAL VISION

Cross-functional DX platforms

Integrate & accumulate data

Tighten cyber security

Develop DX specialists & Establish DX-leading divisions

DX solutions / services

Owners: Software Platform Business Division
DX Business Promotion Division

Develop DX businesses

Build platforms for DX

Create added value with IoT solutions

Transform sales promotion through DX

Develop core DX technologies

Work process transformation

Owner: Information System Department

Digitalize work processes using DX tools

Facilitate data-driven management

Renew systems for DX

Facilitate work style transformation

Deploy DX tools

for better Customer Experience – Offensive DX –

Connecting multiple solutions through platforms



Flooid Unified Commerce Platform

O:der Platform

BUYZO

for better Employee Experience – Defensive DX –

Leveraging digital tools in daily operations



AI



BI tools



RPA

KPIs



*KPIs for the Glory Group unless noted otherwise

Build new level of confidence

- New Business Domain Sales **60** Billion Yen

Develop DX specialists (GLORY LTD.)

- Offensive DX leaders (incl. potential leaders) **430+** persons
- Defensive DX leaders **100+** persons

- Provide basic DX training for all Glory employees

Improve productivity

- Reduce Fixed Cost **1** Billion Yen

5. Business Foundation Strategies II. HR Strategies

**Achieve financial / non-financial targets
& sustainable corporate growth**

Target

**Develop human capital
as the source of competitive advantage**

Improve employee engagement

Build foundation for human capital development

Measures

Growth of Individuals & Company

- ✓ Recruit or/and develop DX specialists
- ✓ Develop skills and talent to lead the next generation of business leaders
- ✓ Provide quality training that supports individual growth

Employee Satisfaction

- ✓ Promote Health and Productivity Management
- ✓ Promote DE&I
- ✓ Respect human rights

KPIs



*KPIs for GLORY LTD. unless noted otherwise

Employee engagement (%)

- Positive response from employees **55+%**
(up 13% vs. FY2023)

Health and Productivity Management

- Total annual working hours per employee **Less than previous FY**
- Annual paid leave taken **70+%**

DE&I in workplace/workstyle (%)

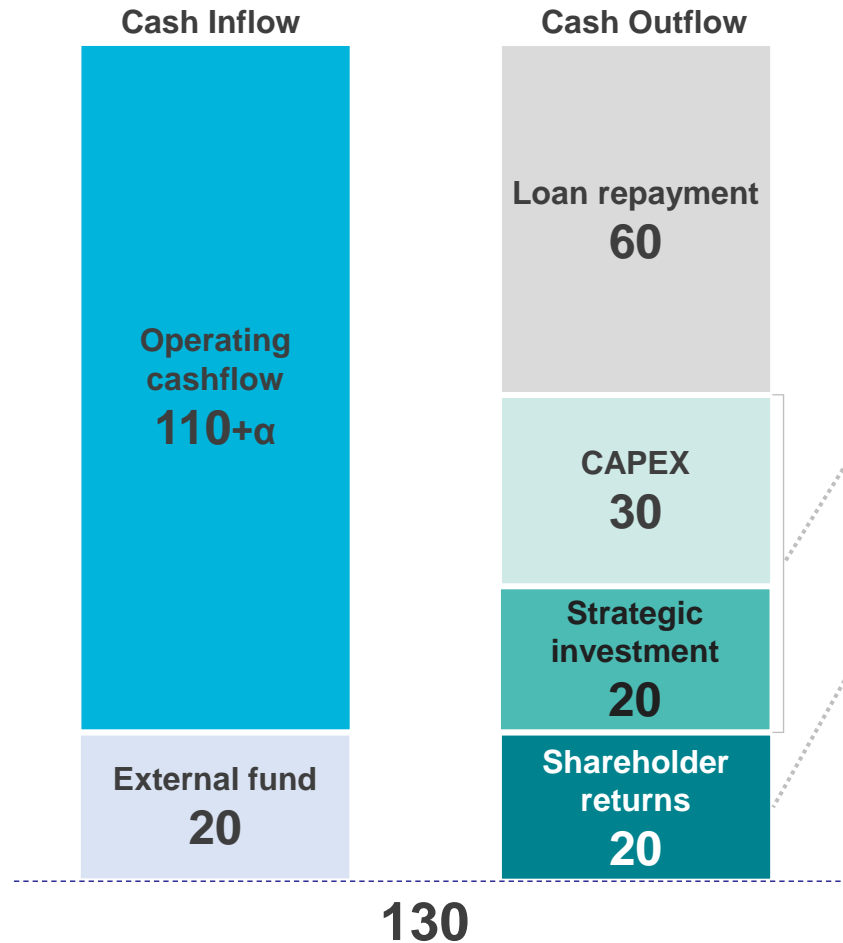
- Female new graduates **25+%**
- Female in management positions **5%**
- Paternity leaves **90%**
- Persons with disabilities **2.7%**
*Incl. domestic affiliates

5. Business Foundation Strategies III. Capital & Financial Strategies

➤ Achieve optimum growth investment and stable shareholder returns, while ensuring financial health

Cash Allocation

(Billion Yen)



1. Financial Health

✓ Aims to retain credit rating of A

Equity ratio: **50%** approx.

D/E ratio: **0.6** or below

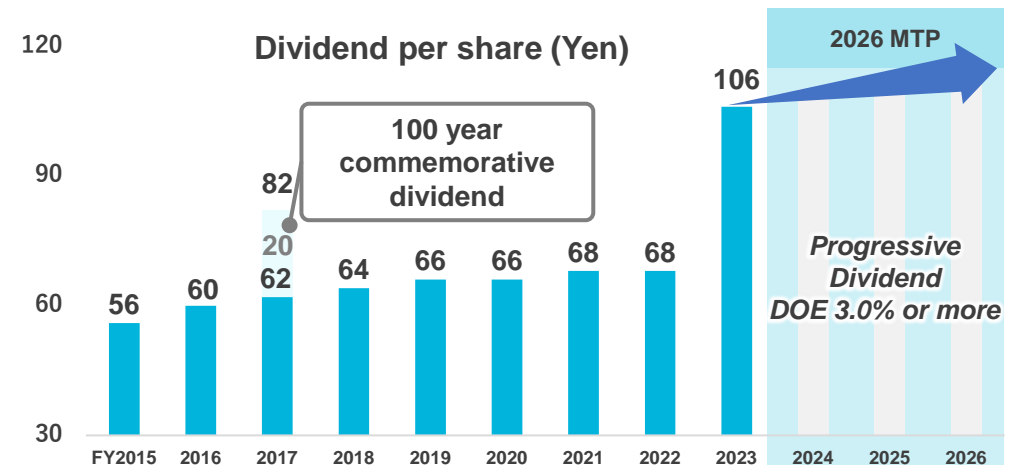
2. Growth Investment

- ✓ Strategic investment in New Business Domain (e.g., M&A)
- ✓ CAPEX for DX foundation and increased productivity in core business

3. Shareholder Returns

Dividend: For the period of 2026 Medium-Term Management Plan (FY2024-2026), we aim to pay progressive dividends using the annual dividend paid for the fiscal year ended March 2024 (106 yen per share) as a standard, while achieving a DOE (Dividend on shareholders' Equity) of 3.0% or more.

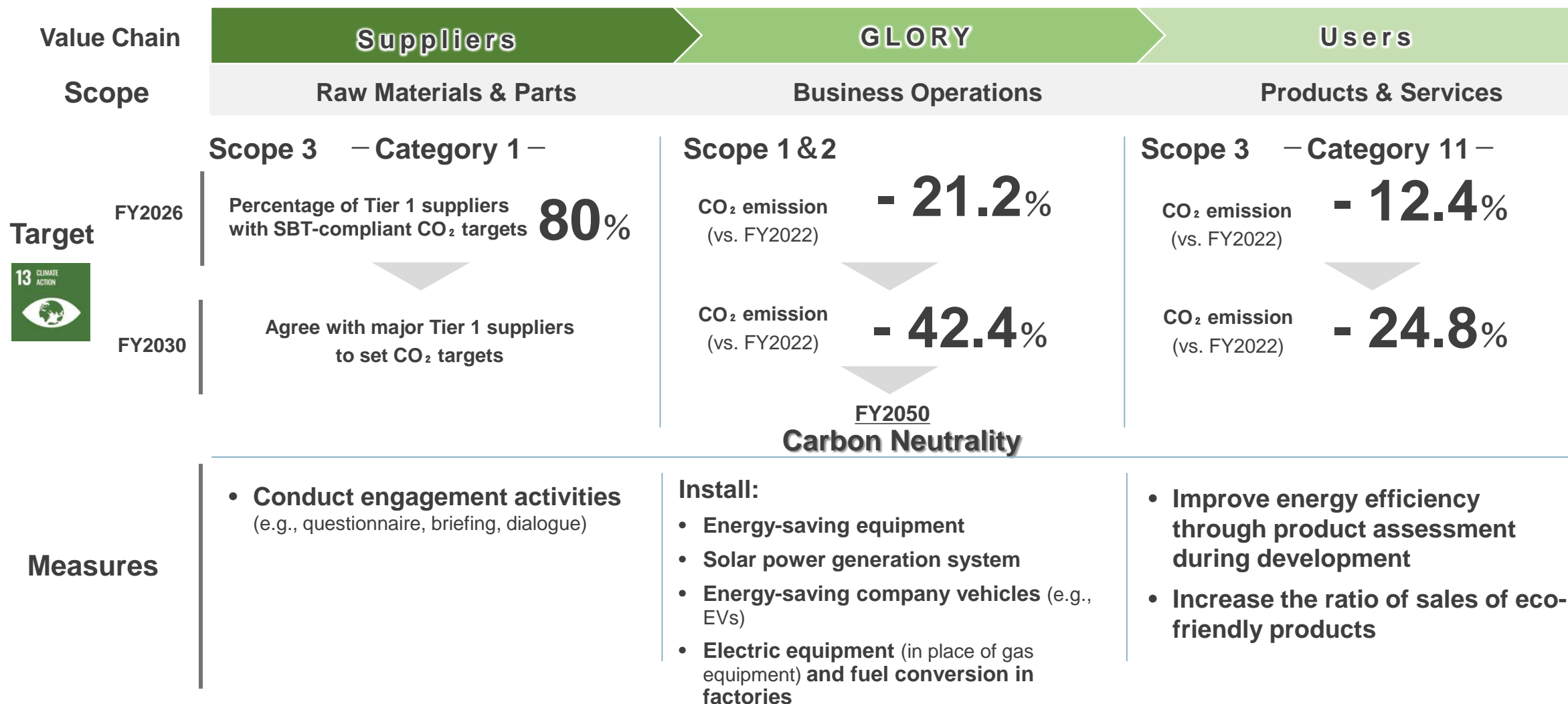
Share buybacks: Conducted when/if required to maintain financial health



5. Business Foundation Strategies IV. Climate Initiatives

Climate change is one of our top management priorities to address.

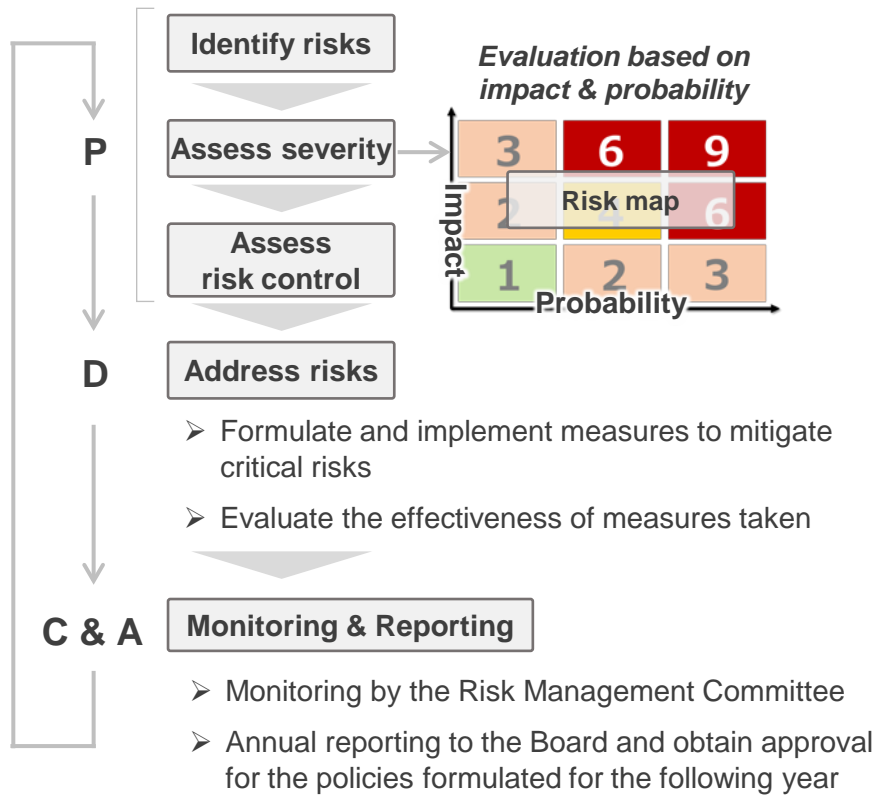
The 2026 MTP sets forth our global CO₂ targets as below in accordance with the SBT (Scienced Based Targets).



5. Business Foundation Strategies V. Risk Management

- Identify the highest priority risks for the Glory Group, based on severity and materiality
- Formulate and implement measures to mitigate potential business impact

Risk Management Process (PDCA)



Highest Priority Risks

'Less cash' trend

Supply chains

Information security

Legal compliance

Policies & Measures

Develop and monetize new businesses (New Business Domain)

- ✓ Monetize target businesses (e.g., kiosks and DMP)
- ✓ Develop new businesses in target markets (Retail, Financial, and F&B)

Develop stable parts supply chains and optimize production

- ✓ Stock spare parts in respect of BCP (Business Continuity Plan)
- ✓ Develop products and change product designs to accommodate highly available parts
- ✓ Establish dedicated teams to monitor parts trend
- ✓ Optimize production operations (e.g., sites, processes)

Build robust information security systems

- ✓ Promote global IT governance

Enhance corporate governance structure

- ✓ Enhance the Group-wide risk management
- ✓ Reinforce compliance management



Confidence Enabled

End of Document

Appendix: Sales by Business Segment

		(Billion Yen)						
		FY2018	2019	2020	2021	2022	2023	2026Target
Overseas Market	Net Sales	103	103	104	127	155	185	204
	Operating Profit Before Goodwill Amortization (Profit Margin)	12 (12.0%)	13 (13.1%)	7 (7.6%)	9 (7.7%)	7 (4.6%)	14 (7.7%)	27 (13.2%)
	Operating Profit After Goodwill Amortization (Profit Margin)	8 (8.5%)	9 (9.4%)	3 (3.3%)	4 (3.7%)	0.4 (0.3%)	6 (3.6%)	19 (9.3%)
Financial Market	Net Sales	56	42	49	36	36	78	40
	Operating Profit (Profit Margin)	6 (11.9%)	3 (7.8%)	9 (19.8%)	4 (12.9%)	0.1 (0.4%)	24 (30.8%)	1 (4.5%)
Retail & Transportation Market	Net Sales	51	52	49	47	45	74	67
	Operating Profit (Profit Margin)	4 (8.9%)	5 (9.9%)	1 (3.4%)	2 (5.3%)	-0.5 (-1.3%)	10 (14.2%)	3 (5.5%)
Amusement Market	Net Sales	20	20	11	12	15	28	21
	Operating Profit (Profit Margin)	1 (9.6%)	1 (9.6%)	-0.2 (-2.6%)	-0.3 (-3.0%)	1 (10.7%)	10 (35.6%)	5 (26.7%)
Others	Net Sales	3	5	2	2	2	5	8
	Operating Profit (Profit Margin)	-1 (-45.5%)	-2 (-46.9%)	-0.4 (-17.0%)	-1 (-52.4%)	-1 (-37.6%)	-0.1 (-3.0%)	-0.1 (-1.3%)
合計	Net Sales	235	224	217	226	255	372	340
	Operating Profit Before Goodwill Amortization (Profit Margin)	24 (10.3%)	21 (9.7%)	18 (8.6%)	15 (6.8%)	7 (2.8%)	58 (15.8%)	38 (11.2%)
	Operating Profit After Goodwill Amortization (Profit Margin)	20 (8.7%)	17 (8.0%)	14 (6.5%)	10 (4.5%)	-0.5 (0.2%)	51 (13.8%)	30 (8.8%)

Appendix: Overseas Sales by Geographical Segment

								(Billion Yen)
	FY2018	2019	2020	2021	2022	2023	2026 Target	
Americas	37	38	34	44	69	89	105	
EMEA	43	44	50	68	70	79	81	
Asia	15	15	14	14	15	16	18	
OEM	7	5	4	—	—	—	—	
Overseas Sales (Total)	103	103	104	127	155	185	204	
Overseas Sales per Net Sales	43.8%	46.2%	48.2%	56.4%	60.9%	49.7%	60.0%	
Domestic Sales	132	120	112	98	99	187	136	