

FY2021 Consolidated Financial Results

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1 FY2021 Financial Results

Performance Overview Year-on-Year

Net sales increased as a result of sales expansion to retail industry in overseas market, but operating income decreased

Domestic Sales and operating income decreased because sales from maintenance services, which had previously increased in connection with the issuance of new 500-yen coin, decreased in this year. On the other hand, sales of self-service products were steady in the retail market.

Overseas Sales of *CI-series* (self-service coin and banknote recycler / sales proceeds deposit machine) have increased for the retail industry both in Europe and the U.S.






* **In Q3 FY2021, a global shortage and soaring prices of parts (e.g. semiconductors) are starting to have an impact on our business, including delayed production and sales, and increased cost.**

(Millions of yen)	Full year						Y-on-Y
	FY2019	Ratio	FY2020	Ratio	FY2021	Ratio	
Net Sales	224,170	100.0%	217,423	100.0%	226,562	100.0%	+9,139 +4.2%
Maintenance Services	71,099	31.7%	78,675	36.2%	83,894	37.0%	+5,219 +6.6%
Operating Income	17,927	8.0%	14,201	6.5%	10,297	4.5%	-3,904 -27.5%
Ordinary Income	15,514	6.9%	14,137	6.5%	10,507	4.6%	-3,630 -25.7%
Net Income Attributable to Owners of Parent	8,486	3.8%	5,705	2.6%	6,509	2.9%	+804 +14.1%
* EBITDA	31,865	14.2%	29,410	13.5%	27,505	12.1%	-1,905 -6.5%
Exchange rate	US\$	¥ 109		¥ 106		¥ 112	
	Euro	¥ 121		¥ 124		¥ 131	

*EBITDA = Operating income (Loss) + Depreciation & Amortization + Goodwill amortization

Sales and Operating Income by Business Segment

Sales in the Overseas market has exceeded those in the Domestic market.

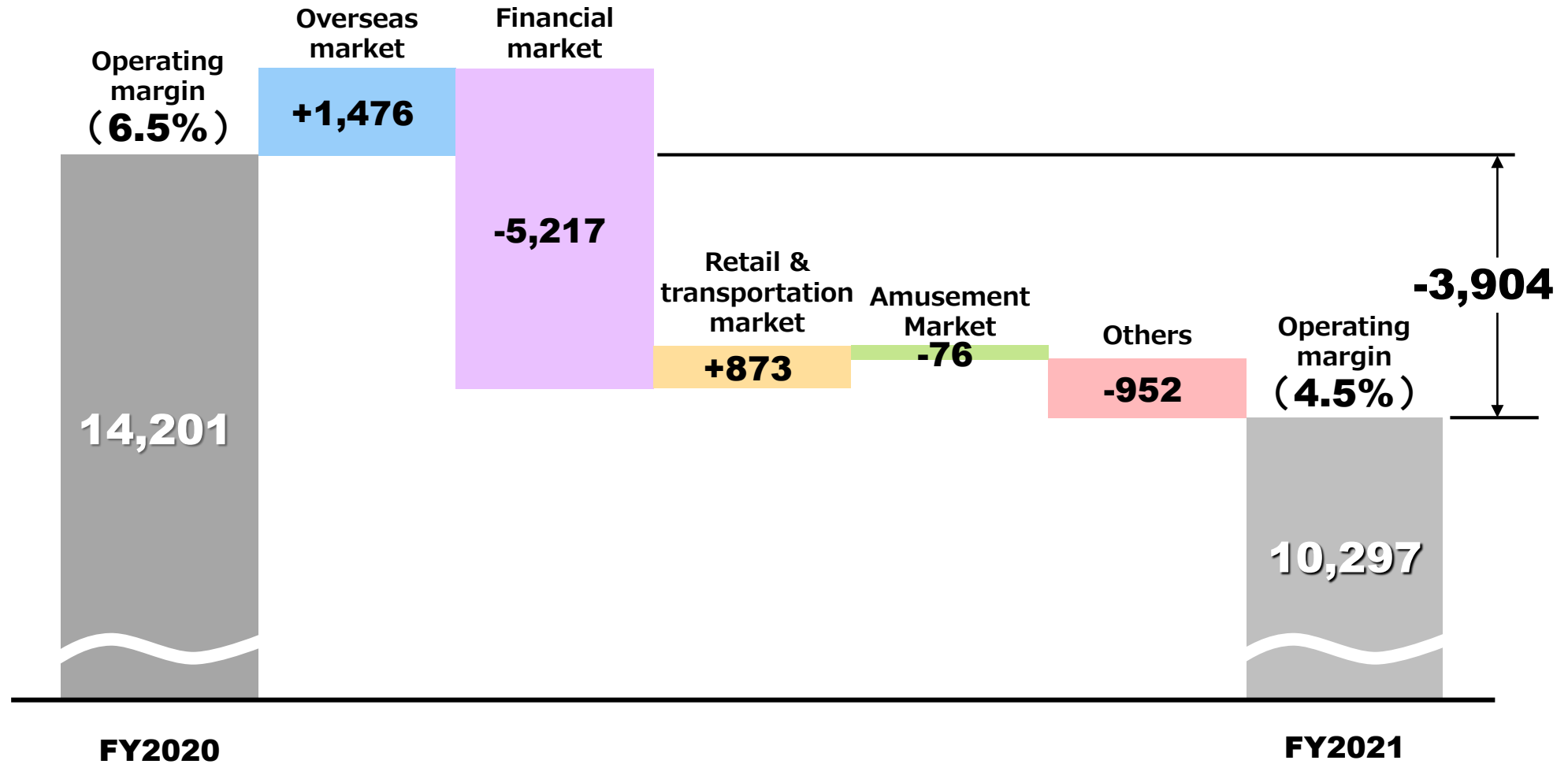
(Millions of yen)	Sales				Operating Income			
	FY2019 Full year	FY2020 Full year	FY2021 Full year	Y-on-Y	FY2019 Full year	FY2020 Full year	FY2021 Full year	Y-on-Y
 Overseas Market	103,621	104,765	127,803	+23,038 +22.0 %	9,780	3,417	4,884	+1,467 +42.9 %
 Financial Market	42,262	49,877	36,079	-13,798 -27.7 %	3,314	9,861	4,644	-5,217 -52.9 %
 Retail & Transportation Market	52,487	49,078	47,859	-1,219 -2.5 %	5,198	1,670	2,543	+873 +52.3 %
 Amusement Market	20,753	11,020	12,131	+1,111 +10.1 %	1,998	-290	-366	-76 - %
 Others	5,045	2,680	2,688	+8 +0.3 %	-2,364	-456	-1,408	-952 - %
Total	224,170	217,423	226,562	+9,139 +4.2 %	17,927	14,201	10,297	-3,904 -27.5 %

*Business segments are based on the re-classification of reportable segments made in the Q1 2021 report as below, and the figures for FY2020 in this table have been modified accordingly for comparison;

- Part of **Biometric/image recognition business** and **Electronic settlement-related business** now included in 'Retail and transportation market' segment.
- Part of **New businesses** now included in 'Overseas market' segment.

Factors for Increase in Operating Income

(Millions of Yen)



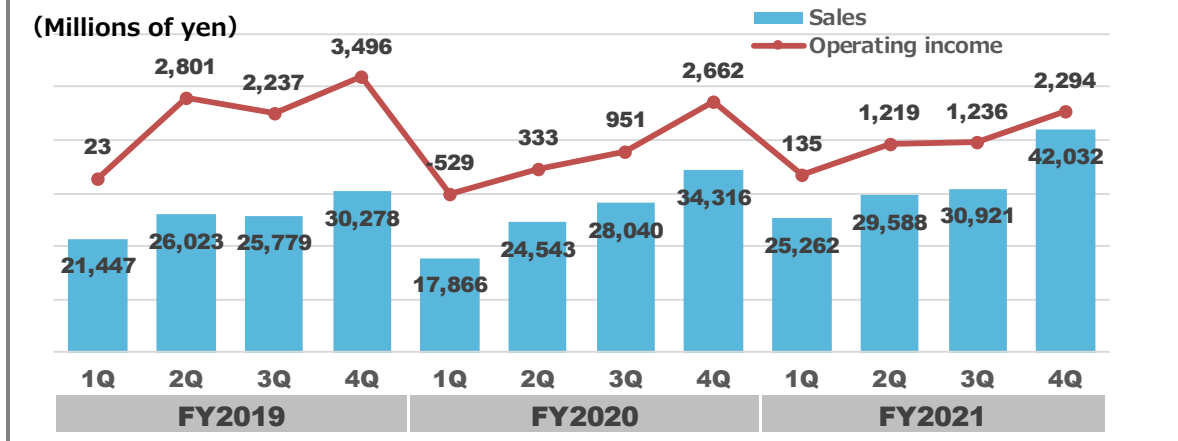


FY2021

Details of Performance

Overseas Market - Overview

(Millions of yen)	FY2019 Full year	FY2020 Full year	FY2021 Full year	Y-on-Y
Sales	103,621	104,765	127,803	+23,038 +22.0 %
Ratio to total net sales	46.2 %	48.2 %	56.4 %	+8.2 pt
Operating income	9,780	3,417	4,884	+1,467 +42.9 %
Operating margin	9.4 %	3.3 %	3.8 %	+0.5 pt



Overview

*TCRs: Teller cash recycler

For Financial Institutions

- ✓ Sales increased by capturing the replacement demand for TCR*

For Retail Industry

- ✓ Sales increased for major retailers in EMEA and the Americas
 - Exceeded pre-COVID levels
- ✓ Sales favorably high for Acrelec products
 - Exceeded pre-COVID levels

Values Offered

Solutions for Automation & Operational Efficiency

- Contact-free & Self-service solutions
- Cash management solutions
- Electronic settlement solutions
- Solutions utilizing biometric/image-recognition technologies etc.

Products	Services

Outline of the Segment

Sales and maintenance services to financial institutions, cash-in-transit companies, retail stores, casinos, OEM clients and others in overseas.

Overseas Market - Sales by Geographical Segment



(Millions of yen)	Full year			Y-on-Y	Local currency basis
	FY2019	FY2020	FY2021		
Americas	38,459	34,891	44,271	+9,380 +26.9 %	+18.7%
EMEA	44,119	50,288	65,746	+15,458 +30.7 %	+23.3%
Asia	15,267	14,730	13,032	-1,698 -11.5 %	-
China	5,694	5,521	2,664	-2,857 -51.7 %	-56.8%
OEM	5,775	4,854	4,752	-102 -2.1 %	-2.1%
Total overseas sales	103,621	104,765	127,803	+23,038 +22.0 %	-

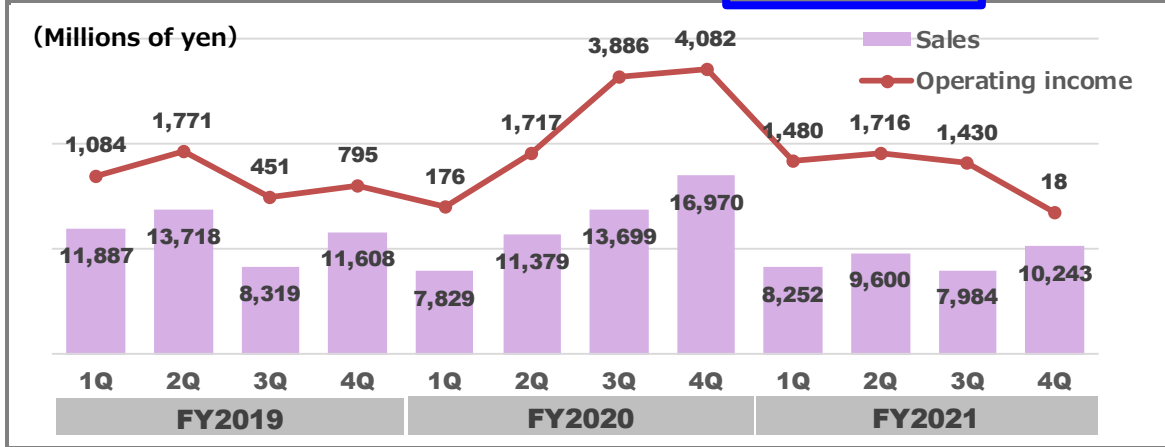
Acreelec sales	Full year	Y-on-Y
FY2020 (Nine months)	FY2021	
1,125	2,686	+1,561 +138.8 %
7,297	16,301	+9,004 +123.4 %
450	607	+157 +34.9 %
-	-	-
-	-	-
8,873	19,594	+10,721 +120.8 %

- Americas } **Increased** for the products for retail industry
- EMEA } **Increased** for the products for financial institutions (TCR)
- Asia ... **Decreased** for the products for financial industry in major countries
- China ... **Decreased** for the products for financial institutions (Banknote sorter)

✓ Acquisition of Acreelec took place in Q1/FY2020.
 ✓ Acreelec P&L included in the scope of consolidation from Q2/FY2020.

Financial Market

(Millions of yen)	FY2019 Full year	FY2020 Full year	FY2021 Full year	Y-on-Y
Sales	42,262	49,877	36,079	-13,798 -27.7 %
Ratio to total net sales	18.9 %	22.9 %	15.9 %	-7.0 pt
Operating income	3,314	9,861	4,644	-5,217 -52.9 %
Operating margin	7.8 %	19.8 %	12.9 %	-6.9 pt



Overview

- Sales decreased for main products, open teller systems.
- Sales decreased for coin and banknote recyclers for tellers, due to the large-scale demand having completed its cycle.
- Sales decreased for maintenance services, as a result of the completion of the system modifications required in connection with the issuance of the new 500-yen coin.

Values Offered

Solutions for Automation & Operational Efficiency

- Contact-free & Self-service solutions
- Cash management solutions
- Electronic settlement solutions
- Solutions utilizing biometric/image-recognition technologies

etc.

Products



Services



Outline of the Segment

Sales and maintenance services to financial institutions, OEM clients and others in Japan.

Retail and Transportation Market

(Millions of yen)	FY2019 Full year	FY2020 Full year	FY2021 Full year	Y-on-Y
Sales	52,487	49,078	47,859	-1,219 -2.5 %
Ratio to total net sales				-1.5 pt
Operating income	5,198	1,670	2,543	+873 +52.3 %
Operating margin	9.9 %	3.4 %	5.3 %	+1.9 pt

Overview

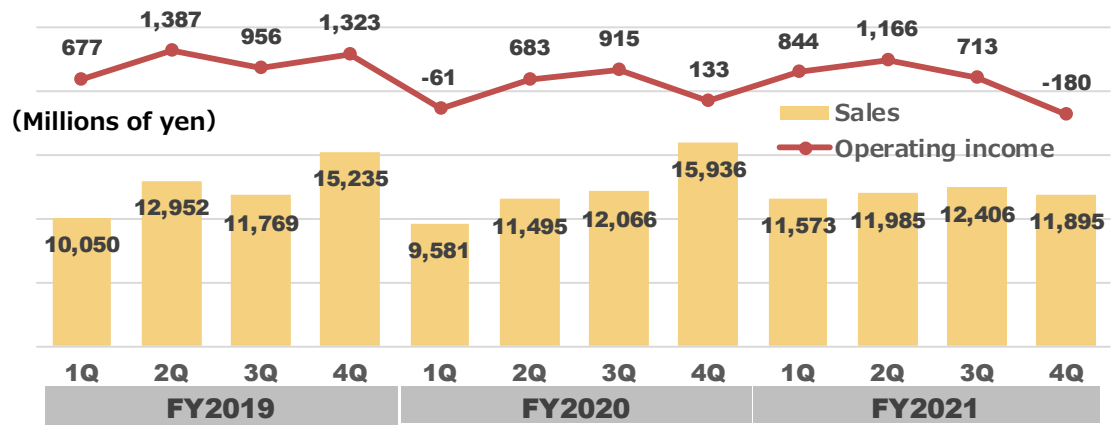
- Sales favorably increased for coin and banknote recyclers for cashiers, addressing labor shortages and the growing demand for contact-free and self-service operations.
- Sales increased due to the maintenance services extended for the system modifications required in connection with the issuance of new 500-yen coin.

Values Offered

Solutions for Automation & Operational Efficiency

- Contact-free & Self-service solutions
- Cash management solutions
- Electronic settlement solutions
- Solutions utilizing biometric and image-recognition technologies

etc.



Products

Services

- BUYZO** (Data Management Platform)
- 'REPOKORE'** Cloud accounting system
- 待たずにラクペだ** 'Zero waiting time' Automatic medical payment processing

Outline of the Segment

Sales and maintenance services to supermarkets, department stores, cash-in-transit companies, railroad companies, tobacco companies, hospitals, local governments and others in Japan.

Amusement Market

(Millions of yen)	FY2019 Full year	FY2020 Full year	FY2021 Full year	Y-on-Y
Sales	20,753	11,020	12,131	+1,111 +10.1 %
Ratio to total net sales	9.3 %	5.1 %	5.4 %	+0.3 pt
Operating income	1,998	-290	-366	-76 - %
Operating margin	9.6 %	- %	- %	- pt

Overview

- Sales favorably increased for card system and pachinko prize dispensing machine used in pachinko parlors.
 - ▶ Not recovered to pre-COVID levels

Values Offered

Solutions for Automation & Operational Efficiency

- Contact-free & Self-service solutions
- Cash management solutions
- Electronic settlement solutions
- Solutions utilizing biometric/image-recognition technologies

etc.

Products

Services

遊動 遊技動向分析

PAPIMO サービス

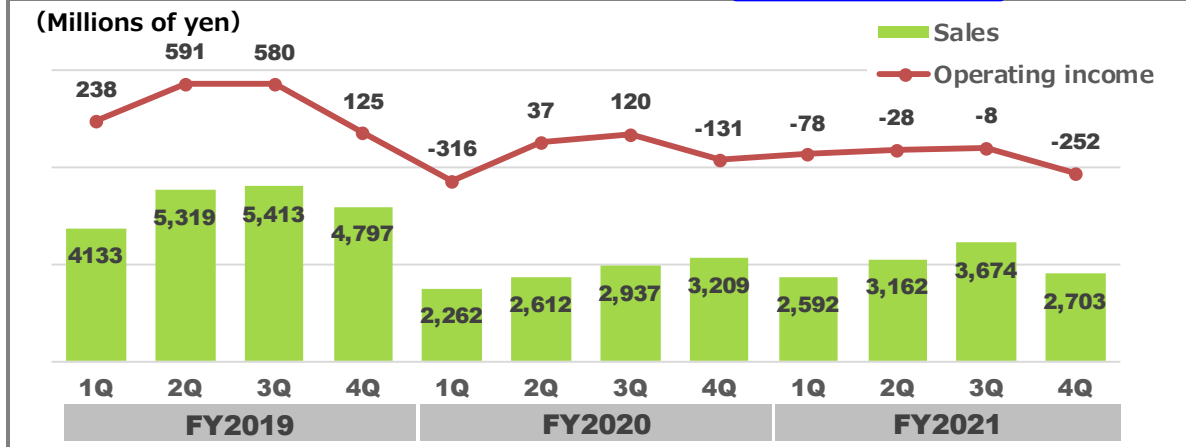
EX-SIM 遊技動向分析 P-BANK

Data analysis services

Membership management systems

Outline of the Segment

Sales and maintenance services to amusement halls (pachinko parlors and others) in Japan.

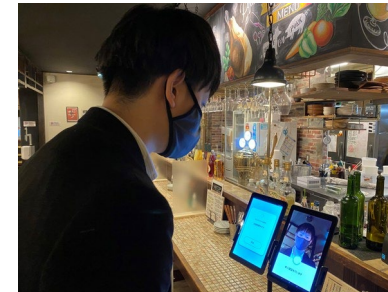


(Millions of yen)	FY2019 Full year	FY2020 Full year	FY2021 Full year	Y-on-Y
Sales	5,045	2,680	2,688	+8 +0.3 %
Ratio to total net sales	2.3 %	1.2 %	1.2 %	0.0 pt
Operating income	-2,364	-456	-1,408	-952 - %
Operating margin	- %	- %	- %	- pt

Overview

- Continued strategic investment (e.g. optimum allocation of human resources and a series of PoC) for new businesses.

Main Products



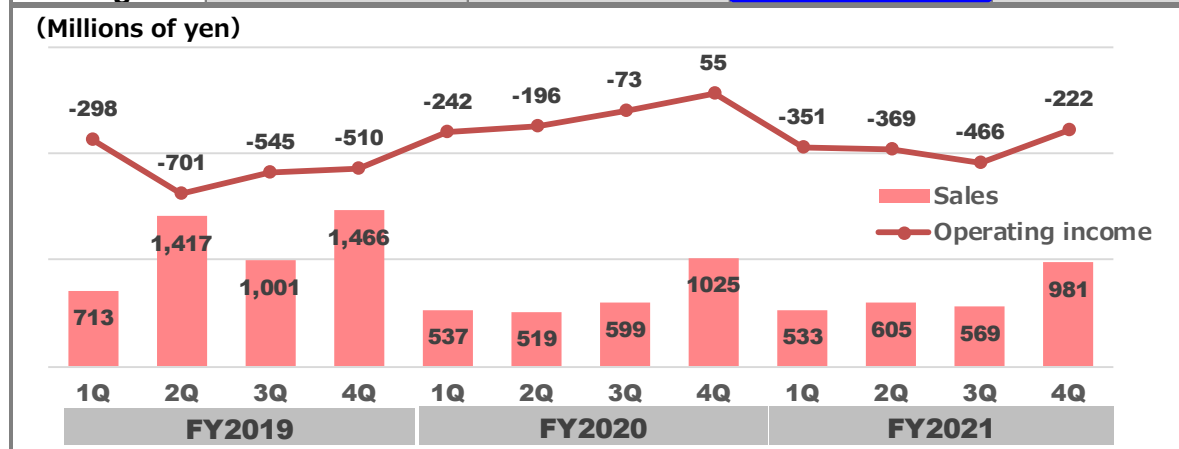
BioPay



Robot business

Outline of the Segment

Sales and maintenance service not included in the reportable segments



3 FY2022 Initiatives

Core and New businesses powering growth together



FY2022 Initiatives - 2023 MTP Basic Policy / Key Initiatives -

	Basic Policy	Key Initiatives	Main products/services
Business Strategy	I Accelerate Business growth to develop "next generation"	<ul style="list-style-type: none"> Expand business domain having a high affinity with core business domain (kiosk services, data management platform <DMP>, electronic settlement, etc.) Improve profits in biometric/image recognition business and robot business by utilizing the sales channels of domestic business 	 <p>KIOSK UBIQULAR™ BUYZO</p>
	II Maximize core business profits by innovation	<ul style="list-style-type: none"> Provide the product/service lines that cater to the need for contact-free, self-services devices Release the latest-model products, including teller cash recyclers (TCRs) and coin and banknote recyclers for cashiers Seize the replacement demand to coincide with new banknotes issue in Japan 	 <p>Coin and banknote recyclers for cashiers Open teller systems CI-series GLR-series</p>
Management base	III Establish management base to support sustainable growth	<ul style="list-style-type: none"> Enhance cash-generating ability to support growth investment and fulfilling shareholder returns Promote DX for speedy management decisions such as by introducing a new ERP system Improve employee engagement 	
	Sustainability Policy	<ul style="list-style-type: none"> Reduce CO2 emissions by 15% (vs. fiscal 2013) to contribute to decarbonized society Respect human rights and diversity Strengthen corporate governance 	
	Contribute to the sustainable growth of society and promote measures to improve corporate value		

FY2022 Initiatives - Overseas Business -

Core business domain Maximize core business profits by innovation

Financial Market

- ▶ Expand sales of TCR and self-service products
- ▶ Expand sales of products by connecting with new digital service solution (UBIQULAR™)



Retail Market

- ▶ Realize early synergistic effects with Revolution
- ▶ Expand sales of products by connecting with new digital service solution (UBIQULAR™)



Front office solutions



Back-office solutions



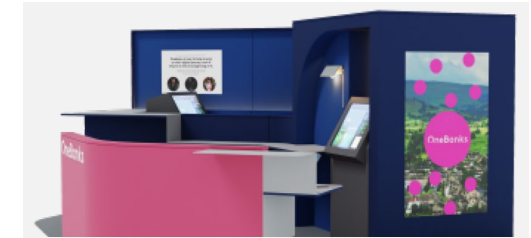
Core business domain Accelerate Business growth to develop "next generation"

Financial Market

- ▶ Strength efforts toward commercialization of shared services

OneBanks Hub

- Install Glory products in branches of OneBanks Hub
- Acquire orders from UK financial institutions

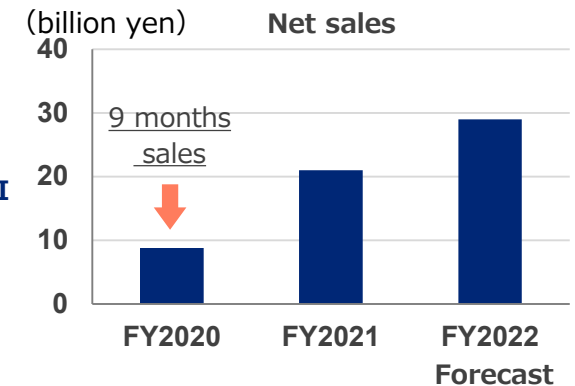


Retail Market

- ▶ Realize early synergistic effects with Acrelec



1. Develop the US market
2. Strengthen drive-through sales
3. Promote combined sale of KIOSK and CI



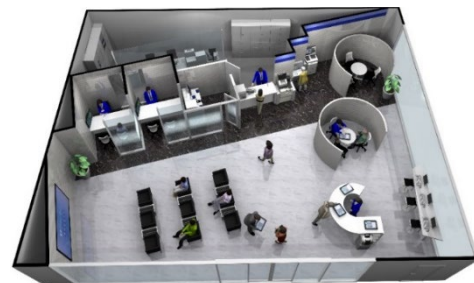
Core business domain Maximize core business profits by innovation

Financial Market

- ▶ Strengthen proposals for next generation stores with self-service products
- ▶ Create added value utilizing IoT
- ▶ Respond strategically to new banknotes issue scheduled for 2024

Developing self-service solutions

Provide solutions in response to changes in the market



Retail Market

- ▶ Provide the product/service lines that cater to the need for contact-free, self-services devices
- ▶ Make inroads into untapped markets by introducing new business models

Expanding sales of self-service products Establish a new business model



Coin and banknote recyclers for cashiers



Ticket vending machine



Subscription service

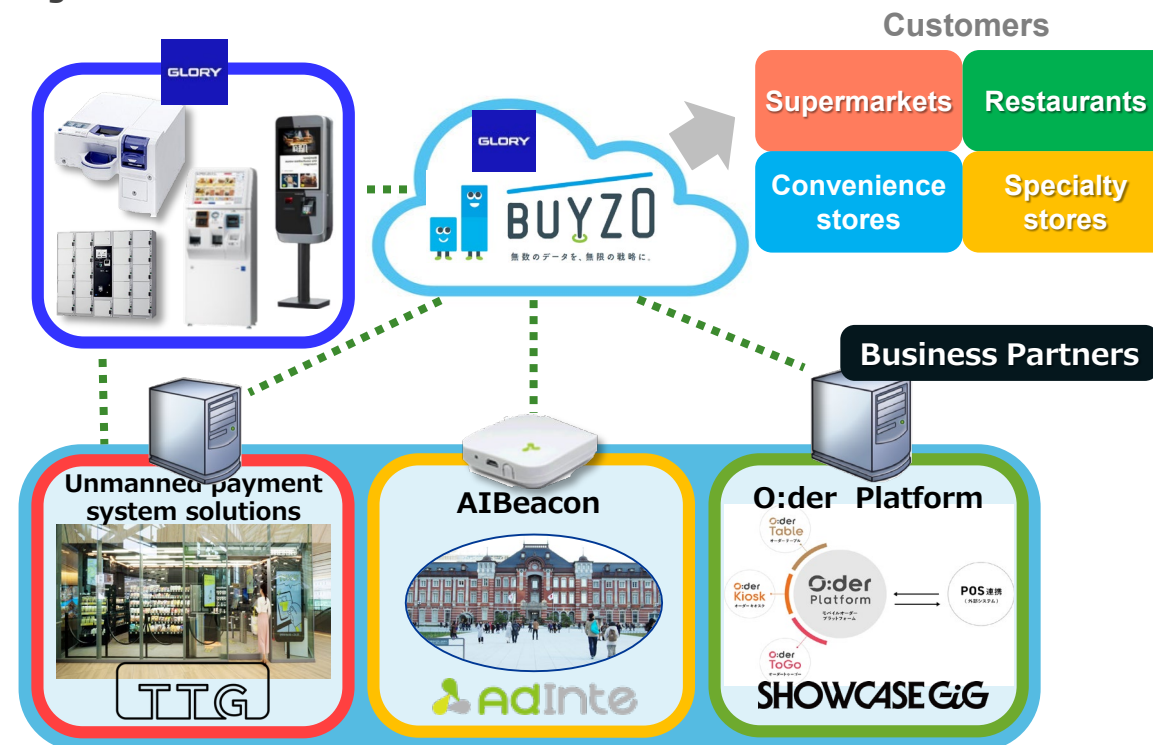
E-commerce 「ALMOTT」

Core business domain

- ▶ Promotion of DX at Retail Stores and Restaurants by connecting Glory's data management platform with IoT technology

Expanding DMP business

- Establish a new organization (sales + development) to promote DX business and accelerate commercialization
- Strengthen the structure of retail media business



■ Robot business

Secure orders by strengthening sales capabilities

Expand sales in food and medical/pharmaceutical markets

- Food : Win orders in the ongoing business
- Medical/Pharmaceutical: : Focus on packaging/packing and inspection processes which are less automated

Secure repeat orders from priority customers

- Food : Promote expansion to different lines and factories in the companies that have introduced robots

(Number of priority customer in FY2022: 9)

Three strengths of the Glory robot system



End effector development



Recognition technology



Peripheral device development

■ Biometric/image recognition business

Strength efforts in the nursing care market

Developed fall detection systems in collaboration with EcoNaviSta

Infrared 3D sensor

Sensor that can acquire a wide range of three-dimensional information



Skeleton recognition technology

AI image recognition technology that recognizes human posture



PoC will be implemented at three long-term care facilities (to be released in FY2022)

Progress

- Participated in the nursing care robot monitor business sponsored by Technical Aids, Inc.
- PoC to be conducted in medical care facility
- UI (User Interface) of fall detection sensor (Installability & design)
- UI (User Interface) / UX (User Experience) of fall detection sensor



FY2022

Financial Forecast

[Demand]

- Demand for our products and services are steady both in Japan and overseas.

[Procurement]

- Soaring parts prices and higher logistics costs are expected to continue in FY2022.
- Difficulty in procuring parts is expected to continue during the first half, but is expected to ease in the second half of the year.

[Logistics]

- Tight shipping trend is expected to continue in the year.

[Sales]

- Domestic market is expected to recover gradually from the second half, but overseas market is expected to recover from latter part of the second half due to the long product lead time.

FY2022 Forecast

Higher sales, Lower income

- Strong sales expected for products and services to cater for the demand for self-service and contact-free in both of domestic and overseas.
- Challenging conditions will persist in first half due to difficulty in obtaining parts, soaring material prices, and soaring distribution costs, but it is expected to gradually improve from the second half.

* Production and supply of products and services to timely meet the demand will be key factors.

(Millions of yen)	1st Harf			2nd Harf			Full Year			
	FY2020	FY2021	FY2022 Forecast	FY2020	FY2021	FY2022 Forecast	FY2020	FY2021	FY2022 Forecast	
Net Sales	88,625	103,154	100,000	128,798	123,408	145,000	217,423	226,562	245,000	
Maintenance Services	34,750	39,100	44,000	43,925	44,794	44,000	78,675	83,894	88,000	
Operating Income	1,600	5,735	-7,500	12,601	4,562	13,500	14,201	10,297	6,000	
Ordinary Income	1,946	5,725	-7,800	12,191	4,782	13,300	14,137	10,507	5,500	
Net Income Attributable to Owners of Parent	-104	2,443	-7,800	5,809	4,066	9,800	5,705	6,509	2,000	
* EBITDA	8,908	13,785	1,100	20,502	13,720	22,100	29,410	27,505	23,200	
Exchange rate (¥)	US\$	107	110	125	106	112	125	106	112	125
	Euro	121	131	135	124	131	135	124	131	135

*EBITDA = Operating income (Loss) + Depreciation & Amortization + Goodwill amortization

FY2022 Forecast

Sales & Operating Income by Business Segment

Upper row: Sales
Lower row: Operating income

(Millions of yen)	First Half			Second Half			Full Year		
	FY2020	FY2021	FY2022(Forecast)	FY2020	FY2021	FY2022(Forecast)	FY2020	FY2021	FY2022(Forecast)
Overseas Market	42,409 -196	54,850 1,354	56,000 -5,000	62,356 3,613	72,953 3,530	84,000 8,000	104,765 3,417	127,803 4,884	140,000 3,000
Financial Market	19,208 1,893	17,852 3,196	15,000 -500	30,669 7,968	18,227 1,448	20,000 3,000	49,877 9,861	36,079 4,644	35,000 2,500
Retail & Transportation Market	21,076 622	23,558 2,010	22,000 -1,500	28,002 1,048	24,301 533	29,000 2,500	49,078 1,670	47,859 2,543	51,000 1,000
Amusement Market	4,874 -279	5,754 -106	5,500 0	6,146 -11	6,377 -260	9,500 500	11,020 -290	12,131 -366	15,000 500
Others	1,056 -438	1,138 -720	1,500 -500	1,624 -18	1,550 -688	2,500 -500	2,680 -456	2,688 -1,408	4,000 -1,000
Total	88,625 1,600	103,154 5,735	100,000 -7,500	128,798 12,601	123,408 4,562	145,000 13,500	217,423 14,201	226,562 10,297	245,000 6,000

Overseas Market

Aim to expand retail market, as interests for capital expenditure of major retailer in major Western countries are high

Financial Market

Promote solution proposal to meet the demands for contact-free, self-service operations and aim to capture replacement demand

Retail & Transportation Market

Aim to expand sales for self-service products to meet the continuing demand for contact-free, self-service operations

Amusement Market

Sales are expected to take reasonable time to recover, as pachinko parlors are expected to continue to curb their capex.

Sales by Geographical Segment of Overseas Market

(Millions of yen)	First half			Second half			Full Year		
	FY2020	FY2021	FY2022(Forecast)	FY2020	FY2021	FY2022(Forecast)	FY2020	FY2021	FY2022(Forecast)
Americas	13,769	17,069	20,000	21,755	27,615	35,000	35,524	44,684	55,000
EMEA	21,007	31,569	31,000	31,974	37,398	41,000	52,981	68,967	72,000
Asia	7,632	6,211	5,000	8,627	7,940	8,000	16,259	14,151	13,000
Total overseas sales	42,409	54,850	56,000	62,356	72,953	84,000	104,765	127,803	140,000
Acrelec sales	FY2020	FY2021	FY2022(Forecast)	FY2020	FY2021	FY2022(Forecast)	FY2020	FY2021	FY2022(Forecast)
Americas	329	1,179	3,200	796	1,507	4,300	1,125	2,686	7,500
EMEA	1,646	7,032	8,100	5,651	9,269	11,700	7,297	16,301	19,800
Asia	163	260	700	287	347	1,000	450	607	1,700
Total overseas sales	2,140	8,470	12,000	6,733	11,124	17,000	8,873	19,594	29,000

*Profit and loss from Acrelec are included in the scope of consolidation from the second quarter of FY2020
 *Profit and loss from Revolution are included in the scope of consolidation from the third quarter of FY2021
 *Each geographical sales includes sales to OEM customers.
 **'Asia' includes sales to China.

Dividend Dividend for FY2021

Target :

Payout ratio before goodwill amortization of 30%*1 or higher
(three fiscal years average during the 2023 MTP period)

Dividends per share	Interim	Year-end (Plan) ^{*2}	Annual (Plan)
	¥ 34	¥ 34	¥ 68

Acquisition of treasury stock

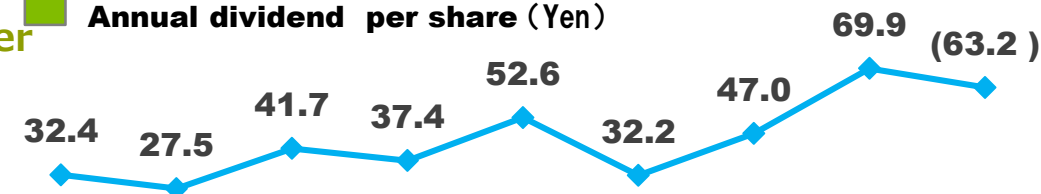
Acquire treasury stock for the purpose of improving capital efficiency

Purpose	To improve capital efficiency
Total amount of shares to be acquired	10,000,000,000 yen (maximum)
Total number of shares to be acquired	5,000,000 shares (maximum)
Period of share acquisition	May 13, 2022 - November 30, 2022

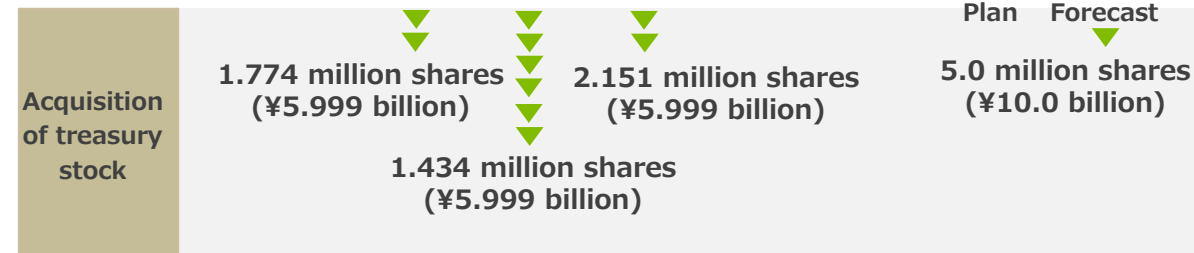
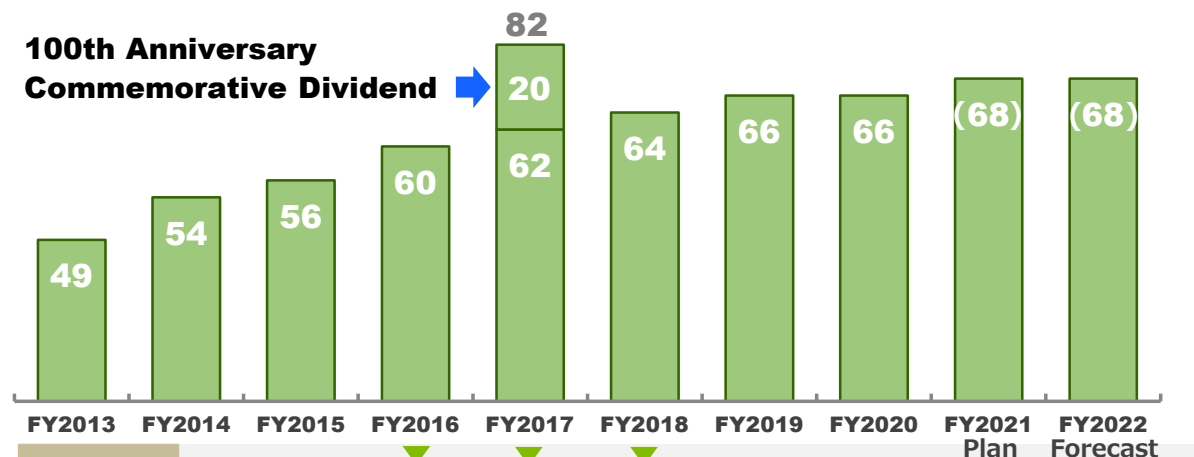
Trend of annual dividend and payout ratio

◆ Dividend payout ratio(%)

■ Annual dividend per share (Yen)



100th Anniversary Commemorative Dividend



*1 Total dividends paid over the three years / Three fiscal years total of "Net income attributable to owners of parent + Goodwill amortization"

*2 Year-end dividends to be proposed to the 76th Ordinary General Meeting of Shareholders scheduled for June 24, 2022.

References

FY2021 Consolidated Statement of Income

Statement of Comprehensive Income



Confidence Enabled

(Millions of yen)	FY2019		FY2020		FY2021		Y-on-Y
	Full Year	Ratio	Full Year	Ratio	Full Year	Ratio	
Net sales	224,170	100.0%	217,423	100.0%	226,562	100.0%	+9,139
Cost of sales	137,109	61.2%	131,962	60.7%	136,800	60.4%	+4,838
Selling, general and administrative expenses	69,134	30.8%	71,259	32.8%	79,464	35.1%	+8,205
Operating income	17,927	8.0%	14,201	6.5%	10,297	4.5%	-3,904
Non-operating income	785	0.4%	1,589	0.7%	1,429	0.6%	-160
Non-operating expenses	3,197	1.4%	1,652	0.8%	1,219	0.5%	-433
Ordinary income	15,514	6.9%	14,137	6.5%	10,507	4.6%	-3,630
Extraordinary income	226	0.1%	27	0.0%	4752	2.1%	+4725
Extraordinary loss	899	0.4%	1,574	0.7%	1476	0.7%	-98
Income before income taxes and minority interests	14,842	6.6%	12,590	5.8%	13,783	6.1%	+1,193
Income taxes	5,326	2.4%	6,073	2.8%	6,239	2.8%	+166
Net Income	9,515	4.2%	6,516	3.0%	7,544	3.3%	+1,028
Net income attributable to owners of parent	8,486	3.8%	5,705	2.6%	6,509	2.9%	+804
Net Income	9,515	4.2%	6,516	3.0%	7,544	3.3%	+1,028
Valuation difference on available-for-sale securities	-672		1,128		-9		-1,137
Foreign currency translation adjustment	-2,542		4,059		8,984		+4,925
Remeasurements of defined benefit plans	-1,333		5,264		937		-4,327
Total other comprehensive income	-4,551	-2.0%	10,459	4.8%	9,920	4.4%	-539
Comprehensive income	4,693	2.1%	16,976	7.8%	17,465	7.7%	+489

FY2021 Consolidated Balance Sheet

(Millions of yen)	As of March 31, 2020	As of March 31, 2021	As of March 31, 2022	Increase/Decrease		As of March 31, 2020	As of March 31, 2021	As of March 31, 2022	Increase/Decrease	
Cash, deposits and Securities	73,076	66,238	52,366	-13,872	Total current liabilities	Notes and accounts payable-trade	18,623	17,072	21,631	+4,559
Notes and accounts receivable-trade	52,838	56,344	53,169	-3,175		Short-term loans payable	24,951	18,786	19,328	+542
Inventories	51,681	52,516	69,023	+16,507		Other	42,192	51,938	58,939	+7,001
Other	3,306	4,680	15,195	+10,515						
Current assets	180,901	179,778	189,753	+9,975		Total current liabilities	85,766	87,796	99,898	+12,102
Property, plant and equipment	38,503	39,183	40,485	+1,302		Long-term loans payable	46	3,939	11,187	+7,248
Customer relationships	17,968	22,473	21,335	-1,138		Other	35,950	42,539	43,138	+599
Goodwill	43,246	49,800	64,157	+14,357		Noncurrent liabilities	35,996	46,478	54,325	+7,847
Other	6,701	8,369	9,580	+1,211		Total liabilities	121,762	134,275	154,223	+19,948
Intangible assets	67,915	80,642	95,072	+14,430		Capital stock	12,892	12,892	12,892	0
Total investments and other assets	21,110	31,003	37,474	+6,471		Retained earnings	162,595	164,411	166,665	+2,254
Total noncurrent assets	127,529	150,829	173,032	+22,203		Other	11,181	19,029	29,006	+9,977
						Total netassets	186,668	196,332	208,563	+12,231
Total assets	308,431	330,608	362,786	+32,178		Total liabilities and net assets	308,431	330,608	362,786	+32,178

FY2021 Cash flow statement

(Millions of yen)	FY2019 Full Year	FY2020 Full Year	FY2021 Full Year	Increase/ Decrease
Cash flows from operating activities	24,555	28,443	10,315	-18,128
Cash flows from investing activities	-13,032	-21,666	-25,799	-4,133
Cash flows from financing activities	-15,339	-12,131	-942	+11,189
Net increase (decrease) in cash and cash equivalents	-4,734	-4,357	-13,801	-9,444
Free cash flows	11,523	6,777	-15,484	-22,261

FY2021 Financial Results

Sales & Operating Income by Business Segment (vs Forecast)

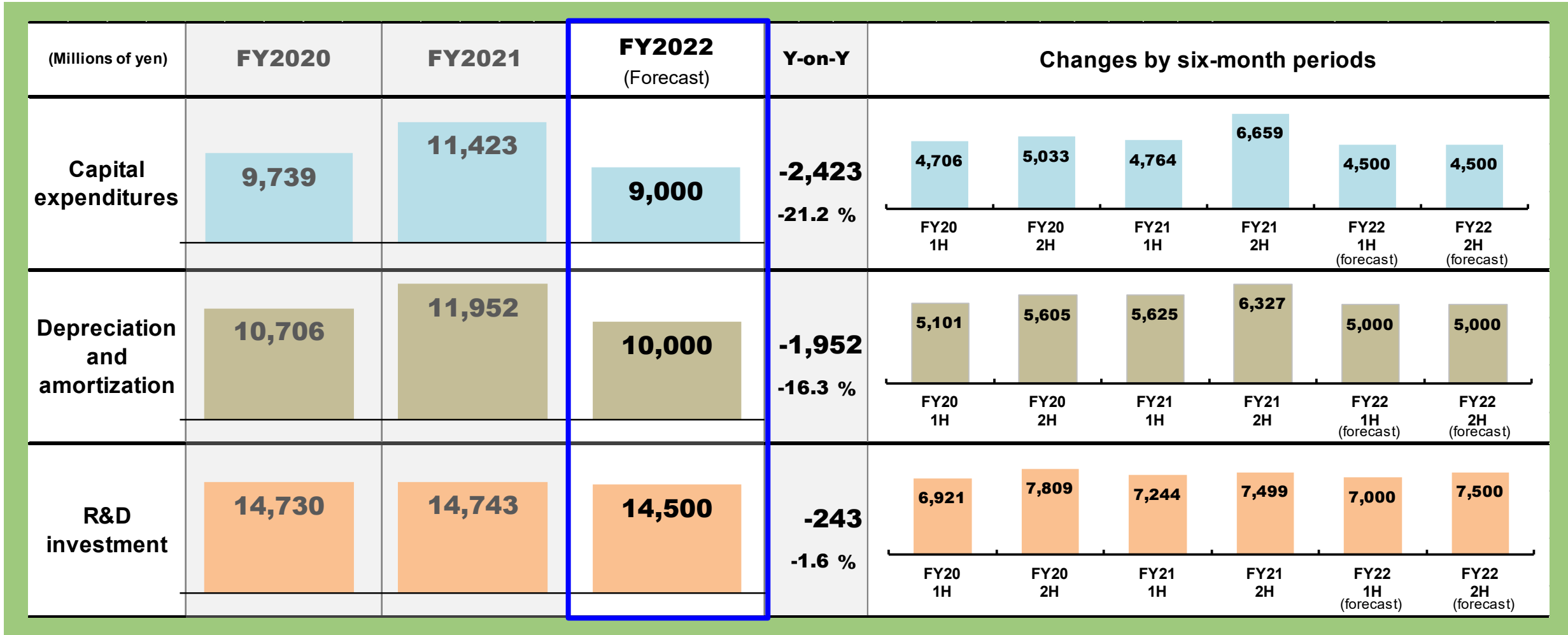
(Millions of yen)	Sales			Operating Income		
	FY2020		vs. forecast	FY2020		vs. forecast
	Forecast	Results		Forecast	Results	
Overseas Market	125,000	127,803	+2,803 +2.2 %	4,500	4,884	+384 +8.5 %
Financial Market	36,000	36,079	+79 +0.2 %	4,500	4,644	+144 +3.2 %
Retail & Transportation Market	49,000	47,859	-1141 -2.3 %	2,800	2,543	-257 -9.2 %
Amusement Market	12,000	12,131	-131 +1.1 %	-300	-366	+66 - %
Others	3,000	2,688	-312 -10.4 %	-1,500	-1,408	+92 - %
Total	225,000	226,562	+1,562 +0.7 %	10,000	10,297	+297 +3.0 %

FY2021 CAPEX, Depreciation & Amortization and R&D

(Millions of yen)	FY2019	FY2020	FY2021	Y-on-Y	Quarterly trend
Capital expenditures	10,687	9,739	11,423	+1,684 +17.3 %	<p>3,998 1,134 3,572 2,534 2,499 2,363 2,401 2,682 3,977</p> <p>FY19 (4Q) FY20 (1Q) FY20 (2Q) FY20 (3Q) FY20 (4Q) FY21 (1Q) FY21 (2Q) FY21 (3Q) FY21 (4Q)</p>
Depreciation and amortization	10,133	10,706	11,952	+1,246 +11.6 %	<p>2,678 2,333 2,768 2,755 2,850 2,724 2,901 3,008 3,319</p> <p>FY19 (4Q) FY20 (1Q) FY20 (2Q) FY20 (3Q) FY20 (4Q) FY21 (1Q) FY21 (2Q) FY21 (3Q) FY21 (4Q)</p>
R&D investment	14,082	14,730	14,743	+13 +0.1 %	<p>3,863 3,185 3,736 3,558 4,251 3,344 3,900 3,583 3,916</p> <p>FY19 (4Q) FY20 (1Q) FY20 (2Q) FY20 (3Q) FY20 (4Q) FY21 (1Q) FY21 (2Q) FY21 (3Q) FY21 (4Q)</p>

FY2022 Forecast

CAPEX, Depreciation & Amortization and R&D



Efforts for address climate change

■ Toward the realization of carbon neutrality ■

To realize a carbon-neutral society,

- 1) Reduce CO2 emissions by 50% compared to FY2013
- 2) Net-zero CO2 emissions by FY2050

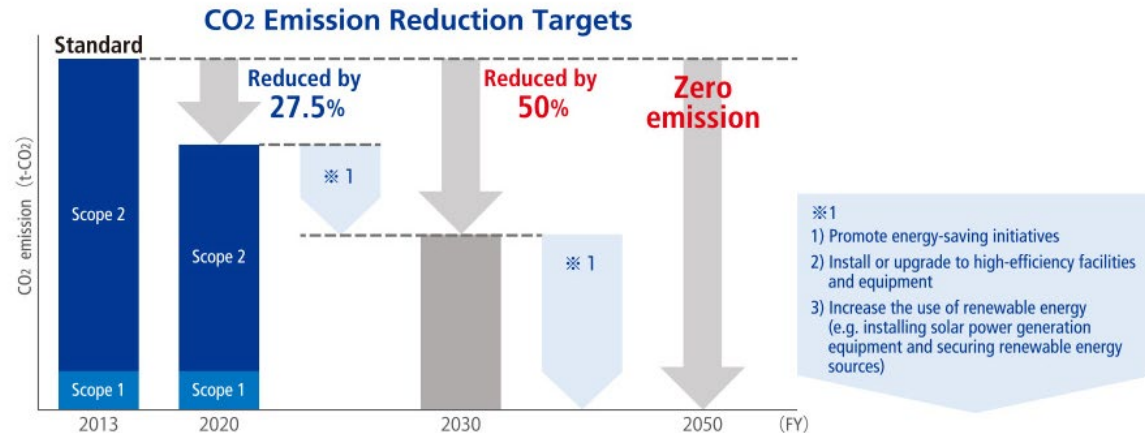


Long-Term Environmental Sustainability Goals

FY2030 Reduce CO2 emissions by 50% (Compared to FY2013)	FY2050 Aim for net-zero CO2 emissions
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Note: We use the term 'CO2' as most of our greenhouse gas emissions is CO2.

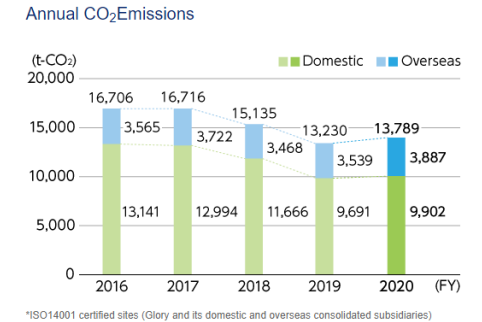
- These goals apply to :
- ISO14001 certified sites (Glory and its domestic consolidated subsidiaries).
 - Scope 1 (Direct emissions by the Glory Group) and Scope 2 (Indirect emissions from purchased electricity)



■ Initiatives to reduce and control CO2 emissions ■

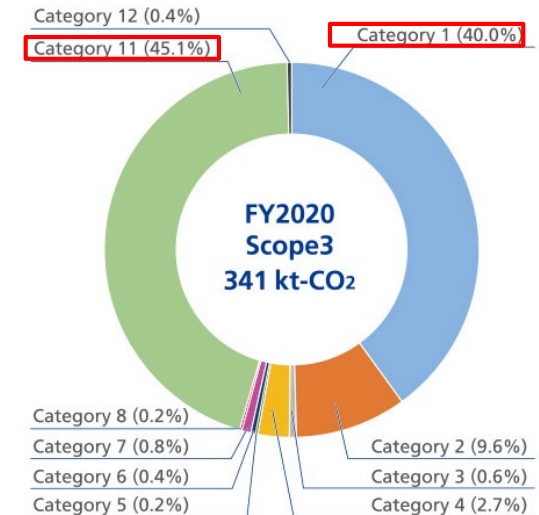
1) Reduce Scope 1 and 2 emissions (Domestic & Overseas) Reduce CO2 emissions by 50%

- Installation of electricity usage monitoring system, LED lighting, and human detection sensors, etc.
- installed solar power system on the rooftop of the Head Office buildings for the use of renewable energy



2) Control Scope 3 emissions (Domestic)

- Category 1 (Purchased products and services) and Category 11 (Use of our products) are the main target for CO2 reduction, as they account for 85% of the Scope 3 emissions.



Notes

1. The forward-looking statements such as operational forecasts contained in this document are based on the information currently available to the company and certain assumptions which the company regards as legitimate, and are not promises regarding the achievement of forecasts. Actual performance may differ greatly from these forecasts due to various present and future factors.

The factors includes changes in the economic conditions in the company's principal markets, changes in demand for the company's products, fluctuations of exchange rates, and impacts of changes in various regulations, accounting principles and practices.

Please also take note that forecasts in this document may change without prior notice unless required by laws.

2. Amounts are rounded down to the nearest million yen for calculating percentages of year-on-year changes and composition ratios.