



GLORY writes a new **ST**ORY

IR Day 2024
2026 Medium-Term
Management Plan
Investor Conference

May 30, 2024
GLORY LTD.

Speaker & Agenda



President
Akihiro Harada



Executive Officer
Yukiya Tanaka



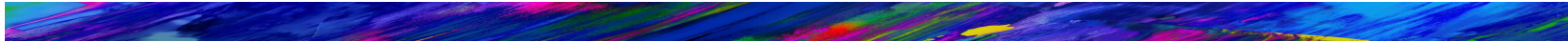
Executive Officer
Toshimitsu Yoshinari



Executive Officer
Yoshihiro Takada

- 1. Opening**
- 2. 2026 Medium-Term Management Plan**
 - Overall Strategies**
 - Management Strategies**
 - Overseas Strategies**
 - Domestic Strategies**

1. GLORY IR Day 2024



Launch of 2026 Medium-Term Management Plan

Business Strategies for
“Regain Earning Power”
and
“Achieve Business Growth”



Roadmap and Confidence in
achieving the Plan

(Speaker)

President **Akihiro Harada**
Executive Officer **Yukiya Tanaka**

(Speaker)

Executive Officer **Toshimitsu Yoshinari**
Executive Officer **Yoshihiro Takada**

2. 2026 Medium-Term Management Plan

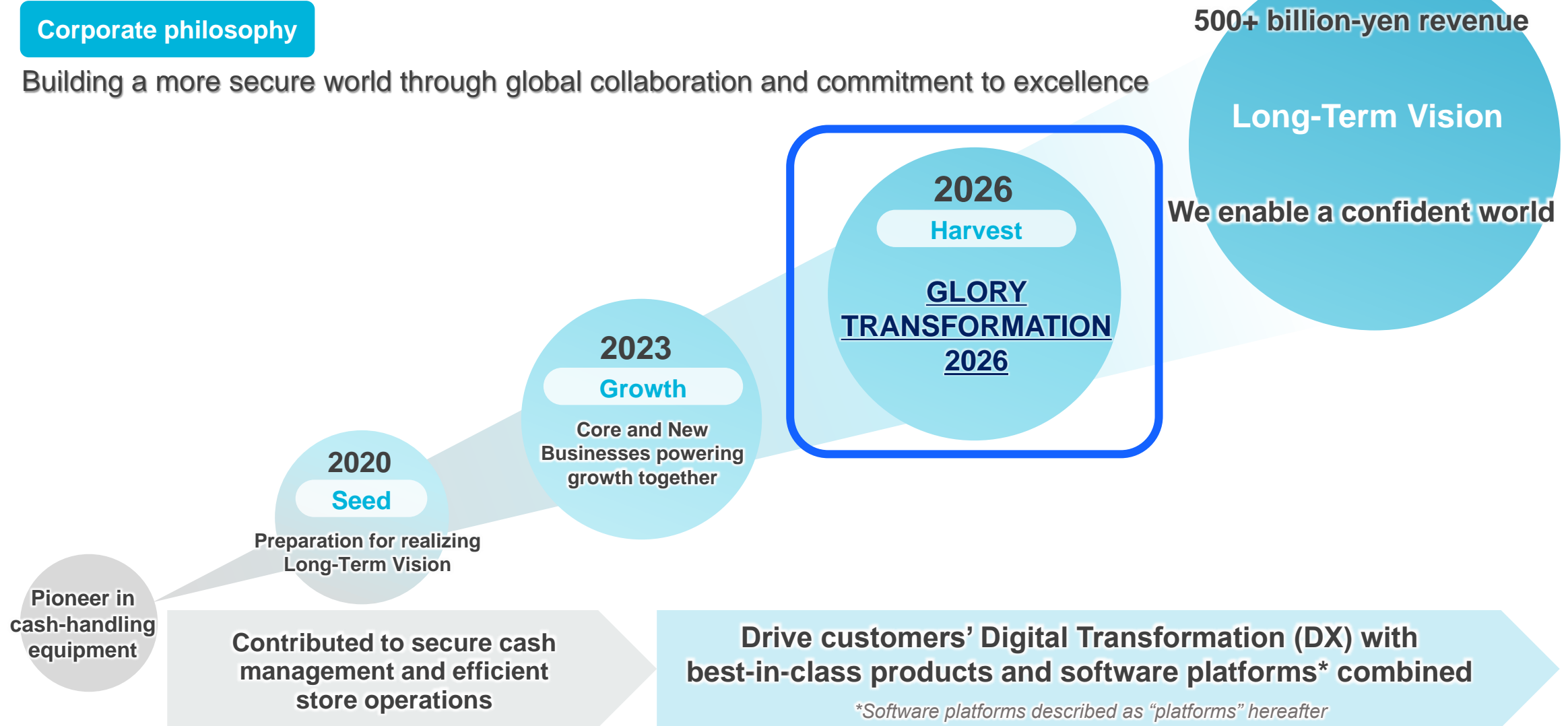
Overall Strategies



Where we are in the Long-Term Vision

Corporate philosophy

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



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

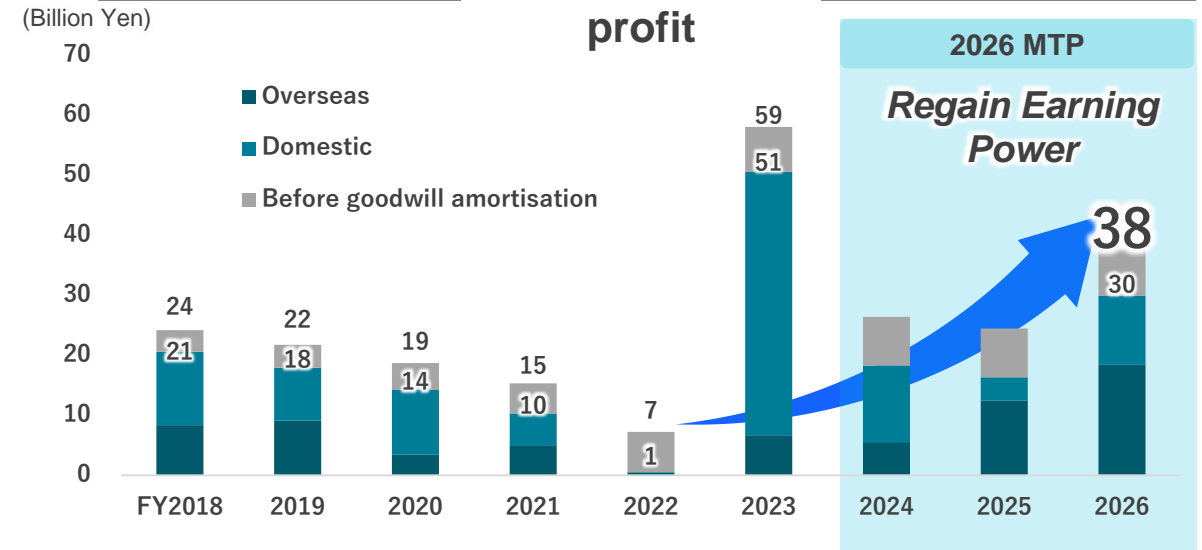
Operating Profit	38 Billion Yen or more	30 Billion Yen or more
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Net Sales

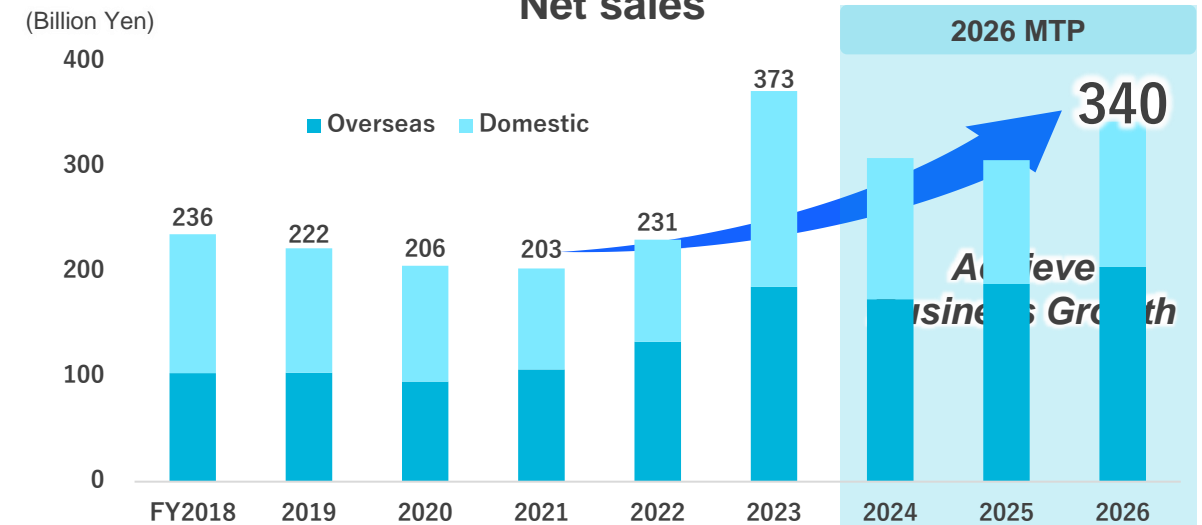
Net Sales (Overall)	340 Billion Yen or more
Net Sales (New Business Domain)	60 Billion Yen or more

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

Operating profit



Net sales



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



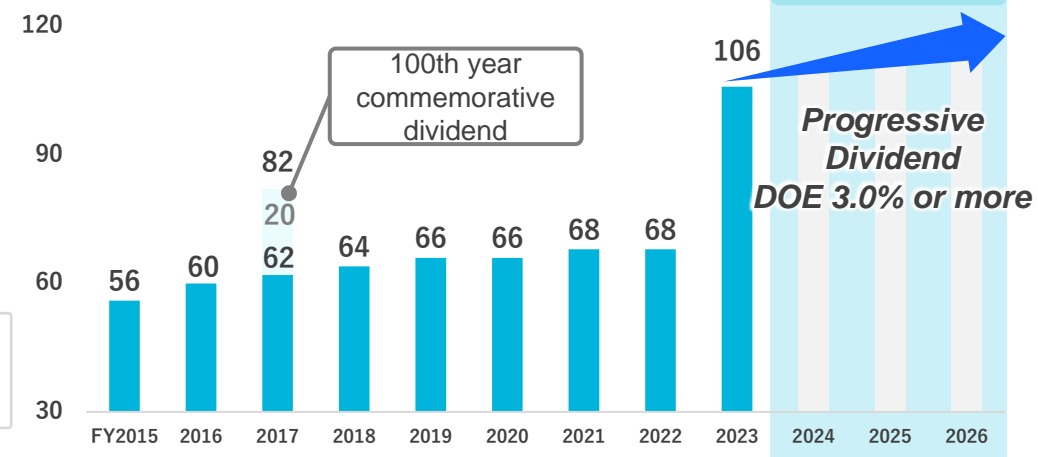
4. Optimize the balance of growth investment and shareholder returns (p.42)

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

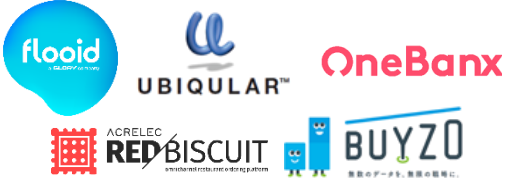



- ✓ Implement initiatives and enhance disclosure of non-financial information
- ✓ Continue dialogue with investors to promote the Group's business strategies

Dividend per share (Yen)

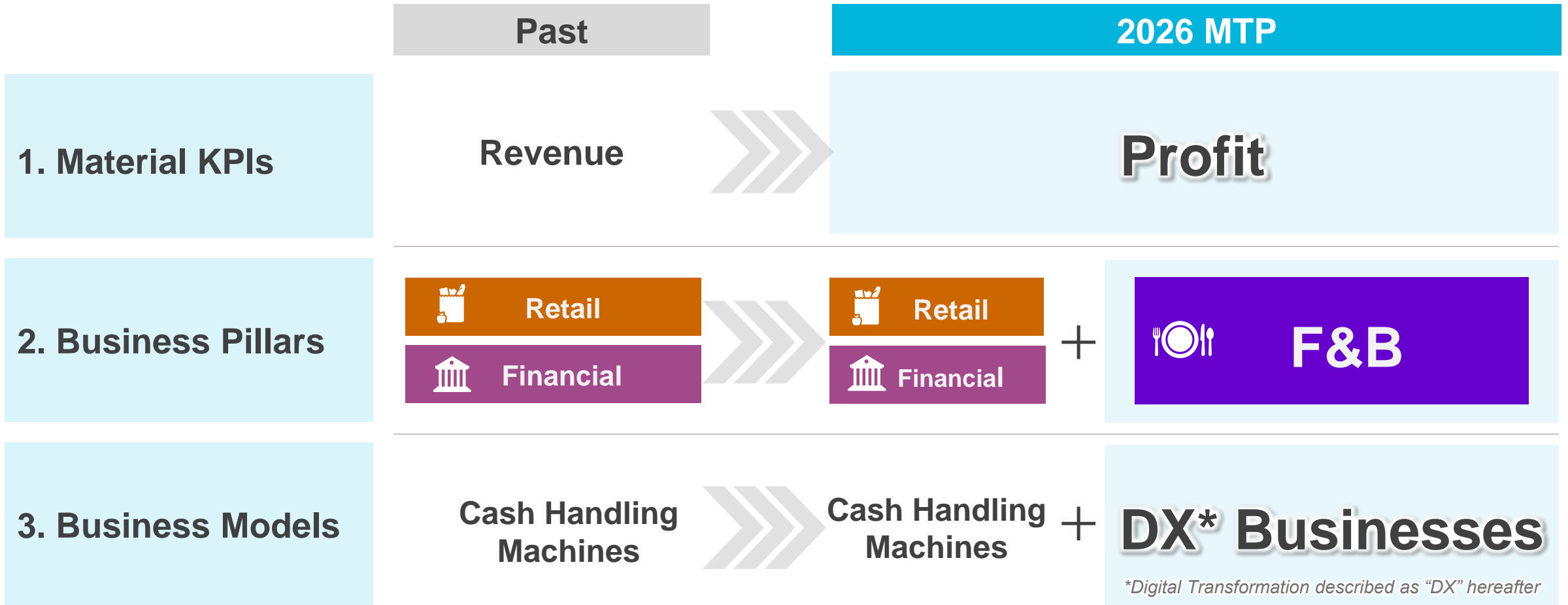


Basic Policies

	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;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">DX Strategies</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">HR Strategies</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 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

Points for business transformation



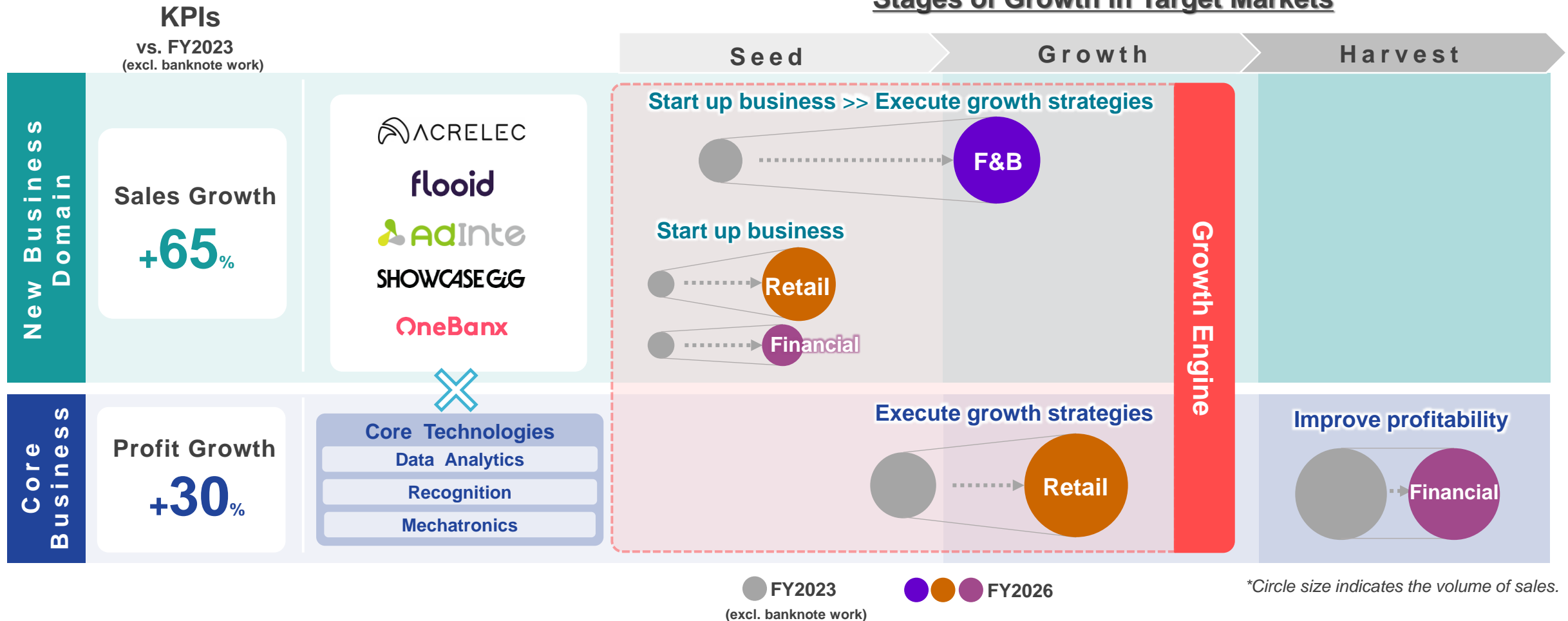
Stage of Growth in Target Markets

Target Markets



➤ Stages of growth defined for strategic business expansion

Stages of Growth in Target Markets



Accounting Segment & Target Markets

Target Markets
identified as strategic business drivers






Retail



Financial +



F&B

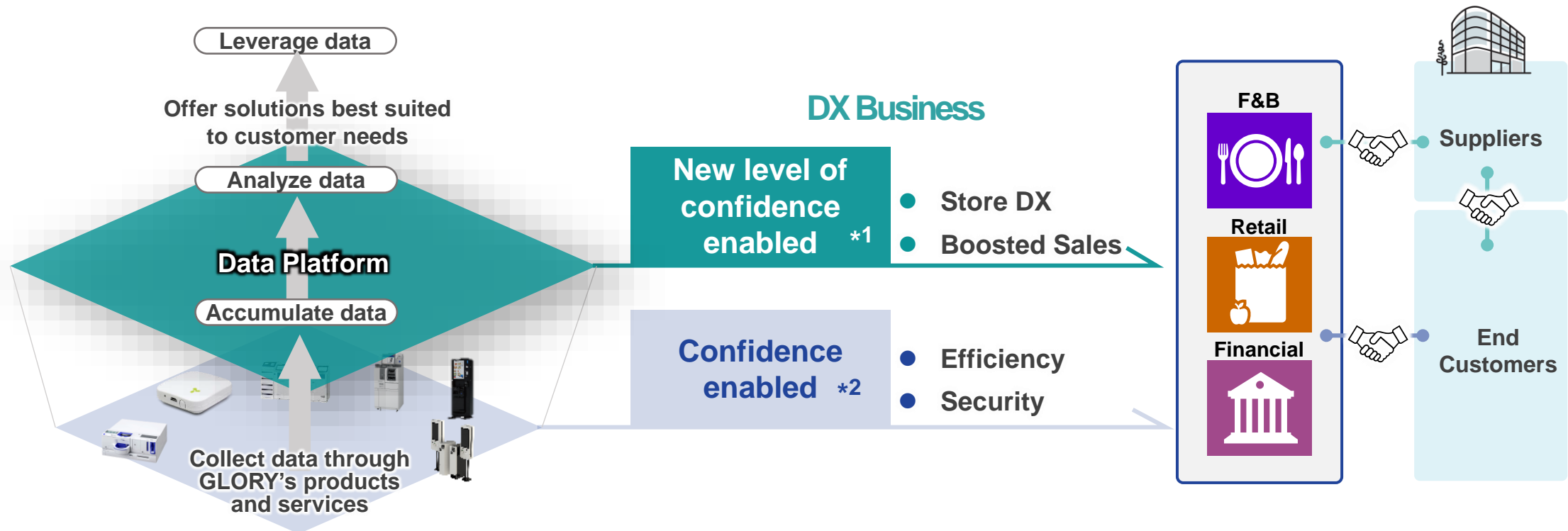
Accounting Segments			 Retail	 Financial	 F&B
Segment	Major Customers	FY2026 Sales Target	160 Billion Yen	110 Billion Yen	41 Billion Yen
Overseas Market	<u>Overseas</u> Financial institutions Retailers Restaurants	204 Billion Yen	100 Billion Yen	70 Billion Yen	34 Billion Yen
Financial Market	<u>Domestic</u> Financial institutions	40 Billion Yen	—	40 Billion Yen	—
Retail & Transportation Market	<u>Domestic</u> Supermarkets Convenience stores Restaurants, Hospitals, Railway companies	67 Billion Yen	60 Billion Yen	—	7 Billion Yen
Amusement Market	<u>Domestic</u> Amusement parlors (e.g., pachinko)	21 Billion Yen	—	—	—
Others	Sales outside the above segments	8 Billion Yen	—	—	—

Total **340** Billion Yen

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



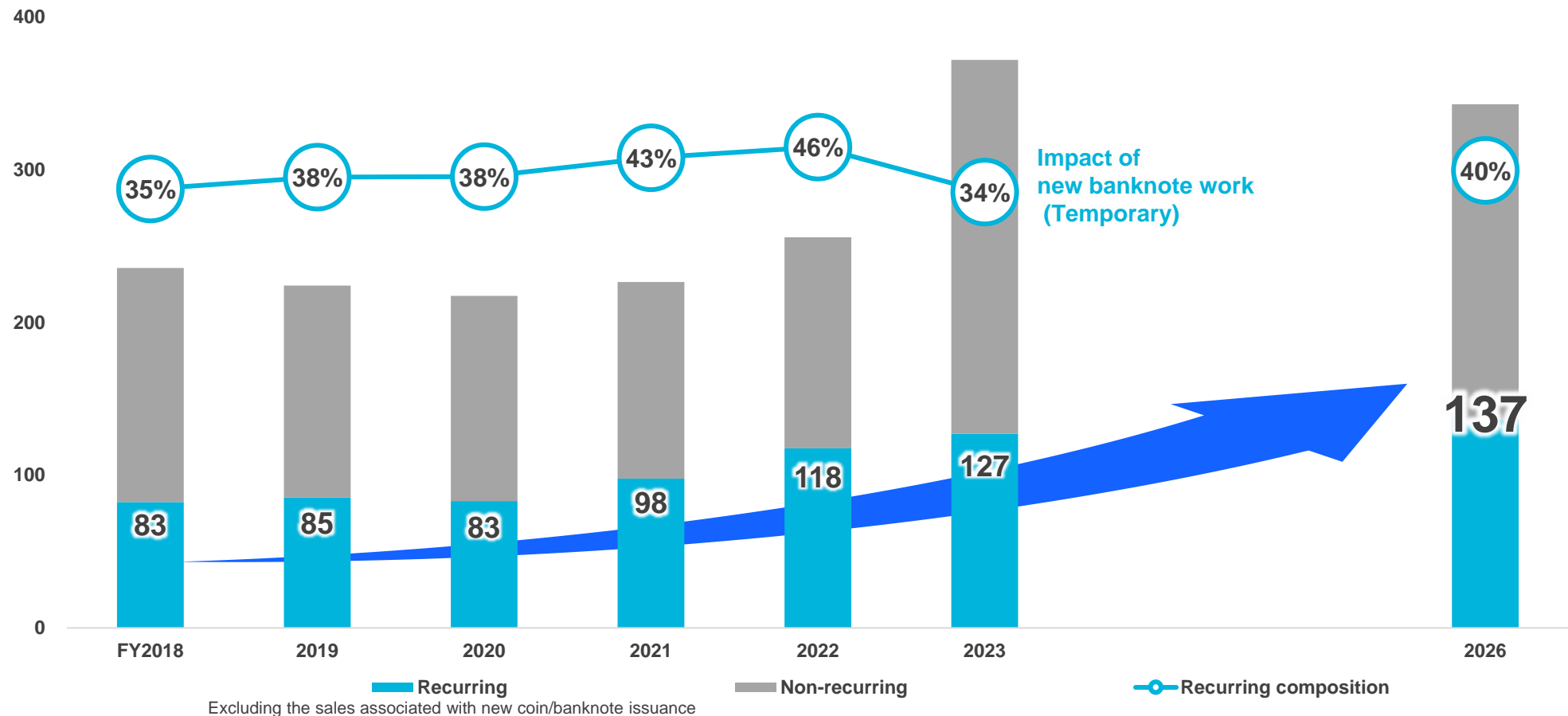
*1 Confidence enabled between customers & suppliers, customers & suppliers through platform-oriented, data-driven services

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

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**

(Billion Yen)



2. 2026 Medium-Term Management Plan

Management 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

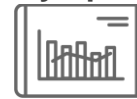


for better Employee Experience – Defensive DX –

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

**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)

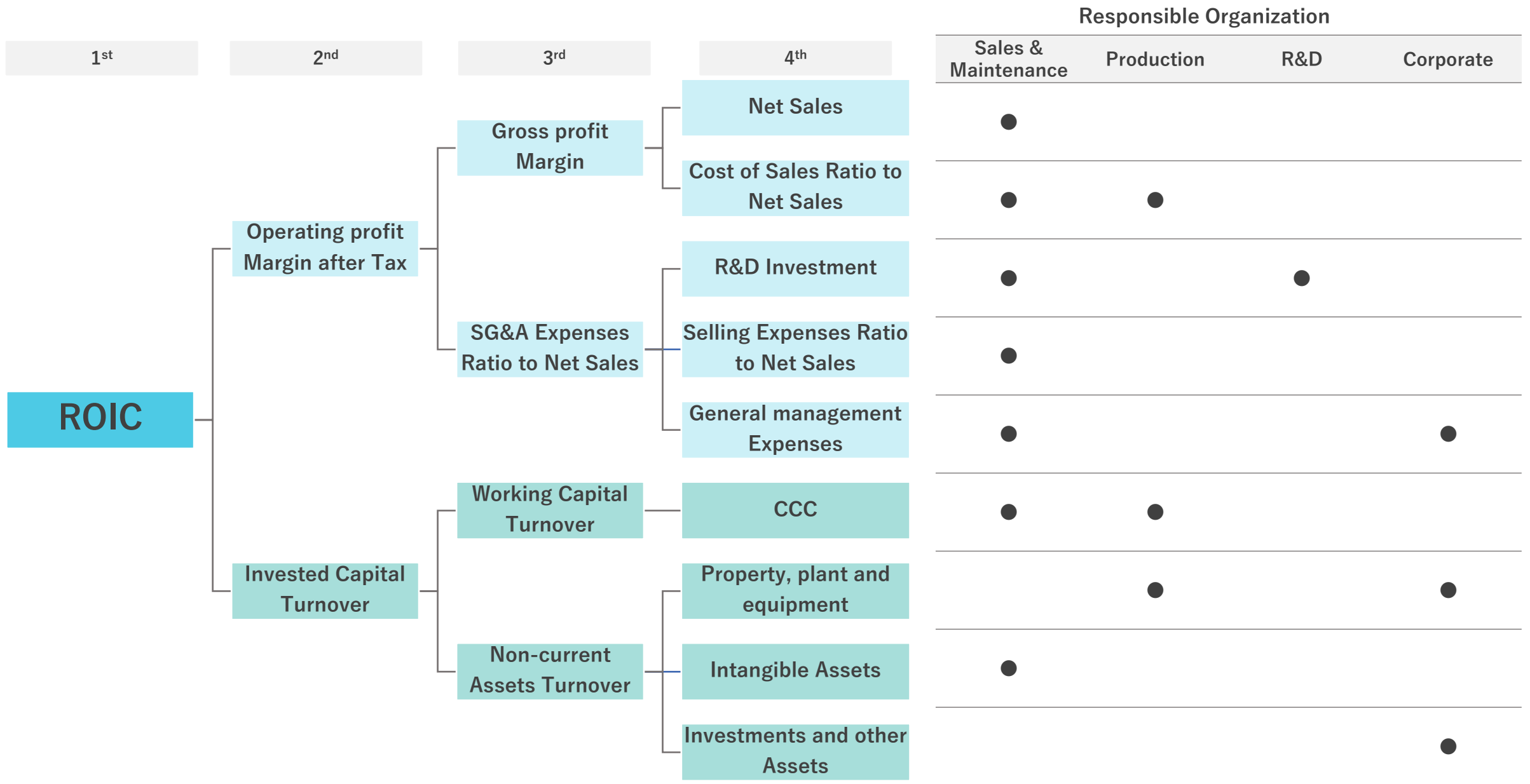
Health and Productivity Management

- 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

ROIC Tree

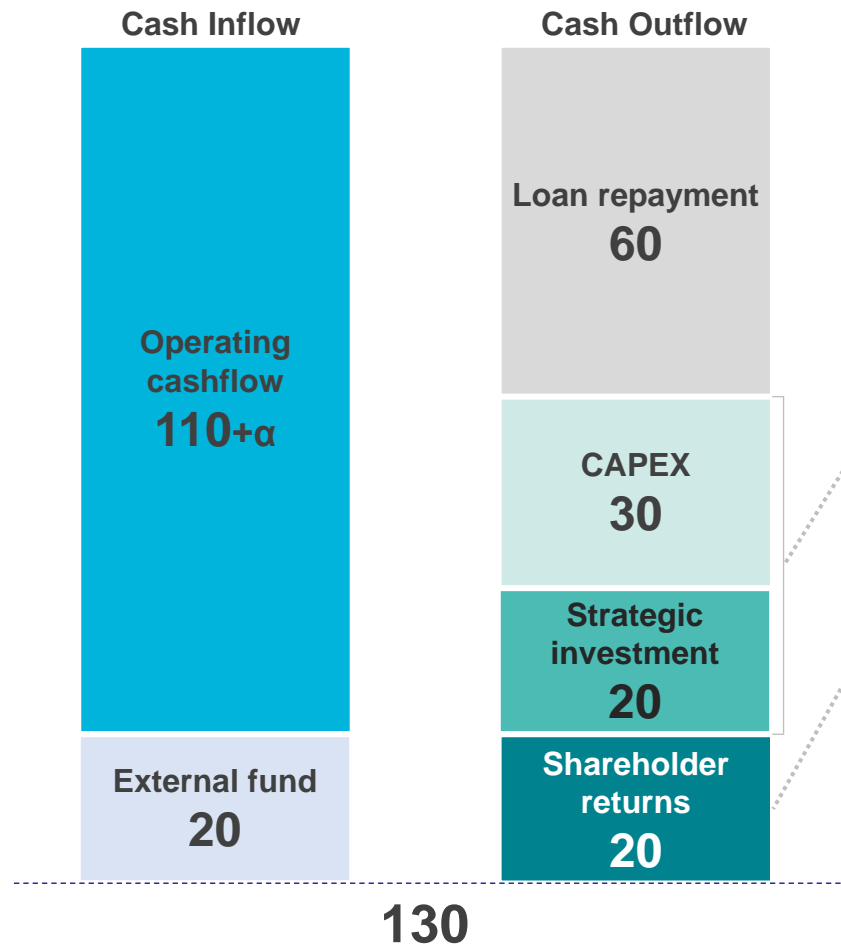


Capital & Financial Strategies

➤ 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

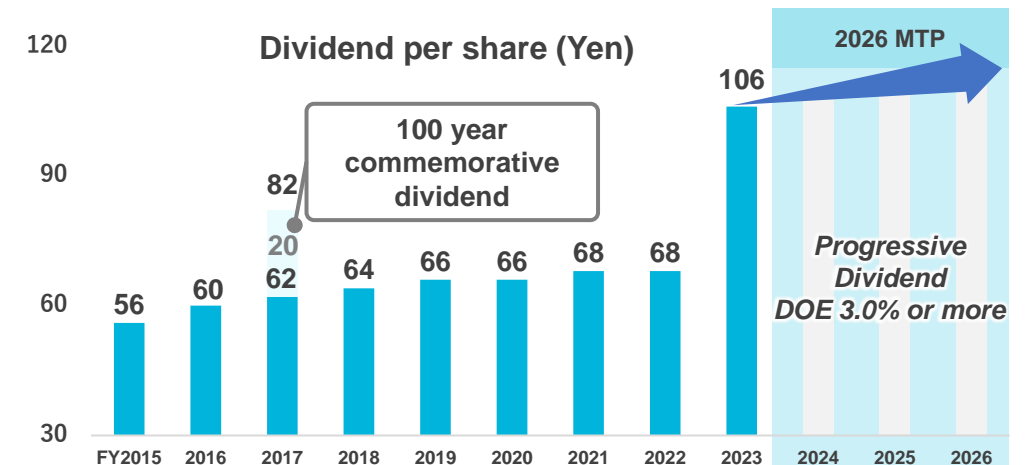
2. Growth Investment

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

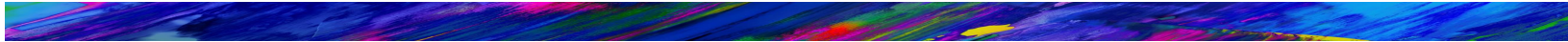
3. Shareholder Returns

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



Q&A Session





GLORY writes a new STORY

Overseas Business
Strategies

Company President
Toshimitsu Yoshinari

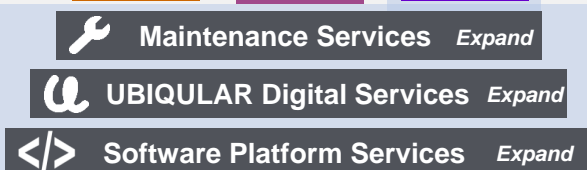
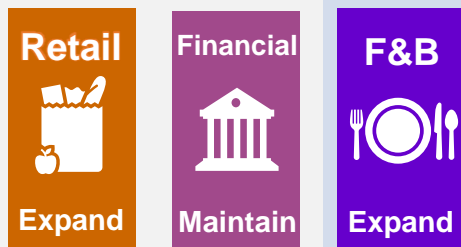
Business Strategies Target Markets

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



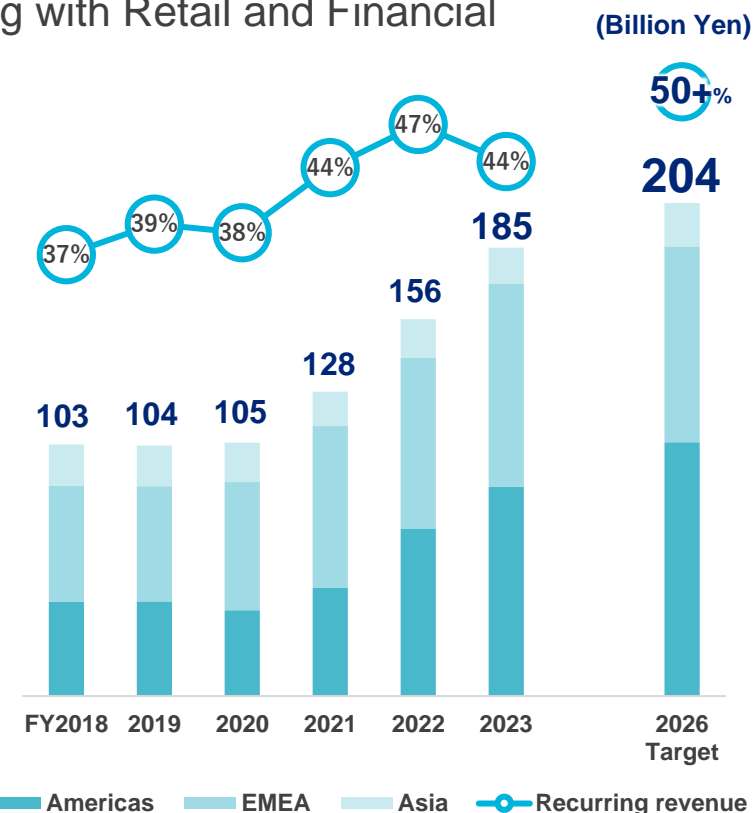
1. Expand **Recurring-Revenue** business

Target: 50+% Recurring-revenue ratio

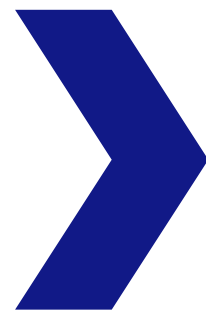
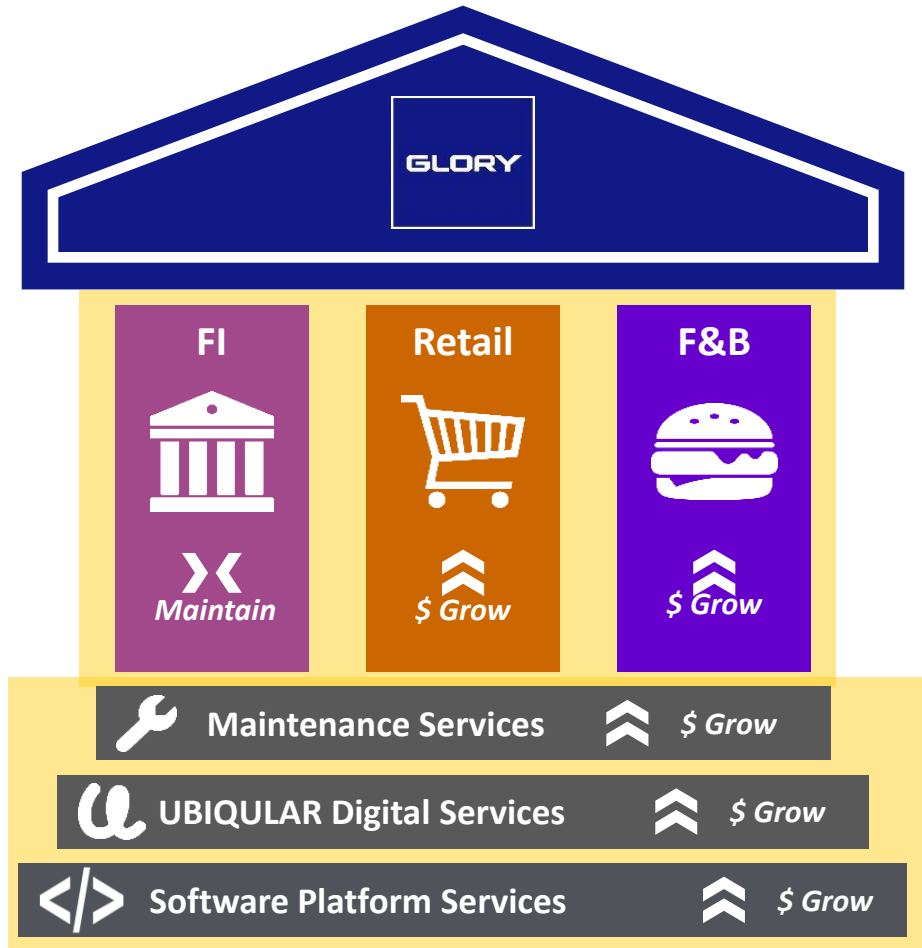
2. Develop **F&B** as the third business pillar

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

Target: 10+% Software sales ratio



Strategy House & Profit Transformation



**Profitable
FY2026**
Operating Profit before
goodwill amortization
27 Billion Yen
(FY2023 14 Billion Yen)

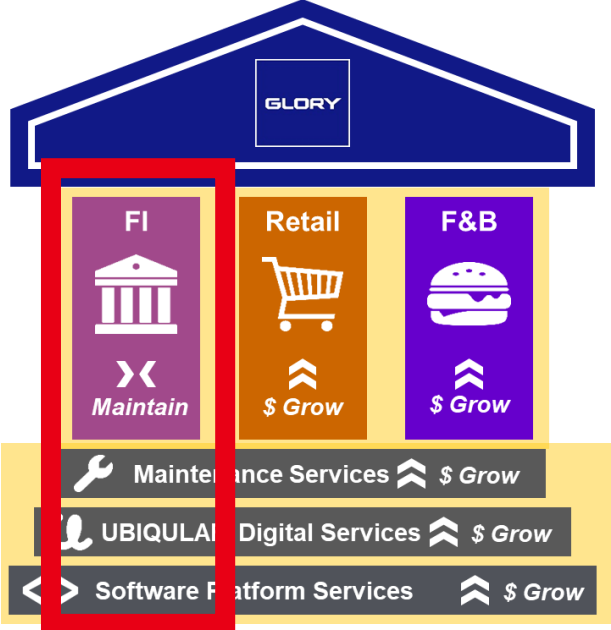
MTP26 Strategy House*

*The strategies of the 2026 Medium-Term Management Plan are expressed in terms of foundations and pillars, and the achievement of the plan is represented as the construction of a house.

2026 Medium-Term Management Plan

Overseas Business

Financial Market



Overseas Financial Market Strategies



Revenue


New Business Domain

FY2026

70 Billion Yen

1 Billion Yen

Solutions



Teller Cash Recycler



Teller Concierge

Platforms



UBIQULAR™



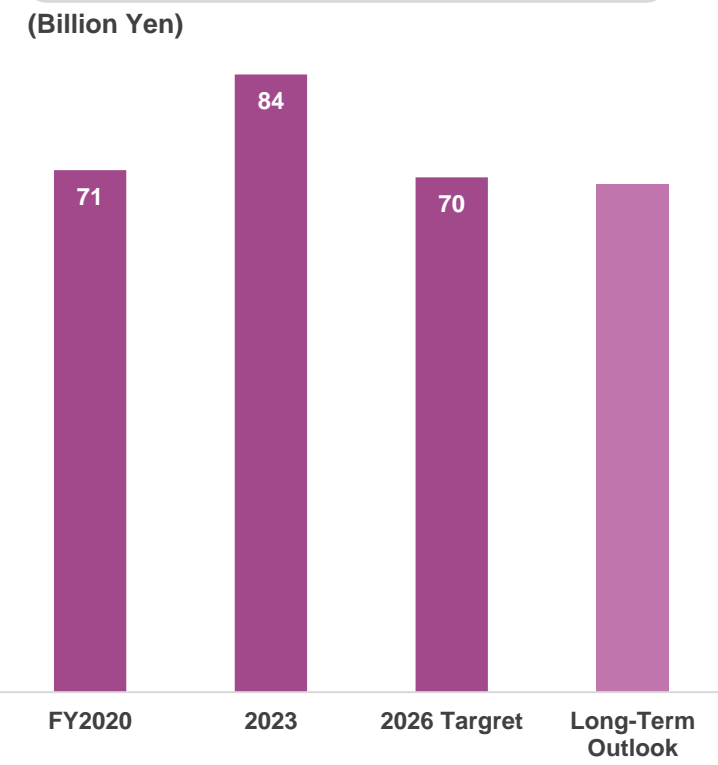
New Business Domain

- 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



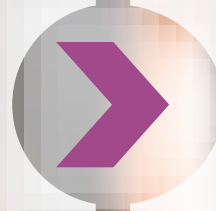
Pursuing the Big Opportunities



The Opportunity
(Europe)

10,000

GLR-200



FY24 Key Success Factors

Solution testing complete.

Roll out first 2,180 units

Banknote renewal of USD10

FY2026 replacement with new models



V5G



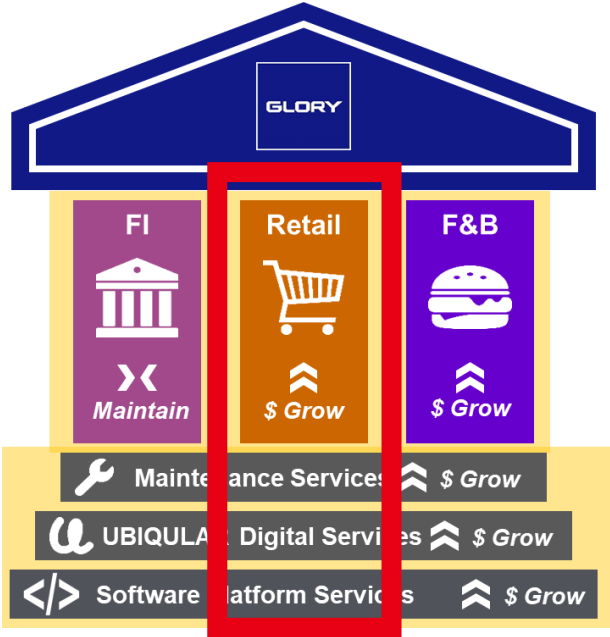
RBU-11

- Banknote renewal of USD10 in 2026
- Estimated number devices operated (handling USD): 120,000 units
- There are over 5,000 EOL models in operation on the market

2026 Medium-Term Management Plan

Overseas Business

Retail Market



Overseas Retail Market Strategies



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

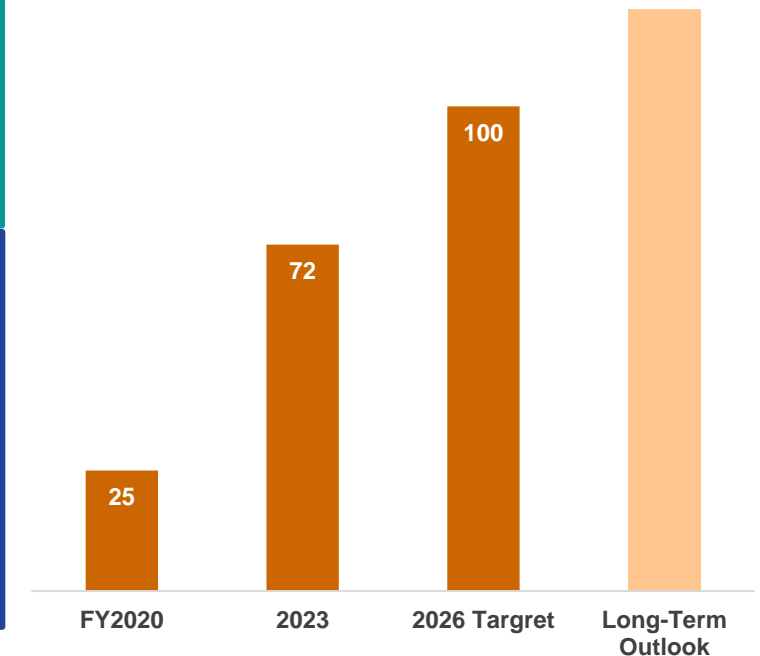
Core Business

● 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)

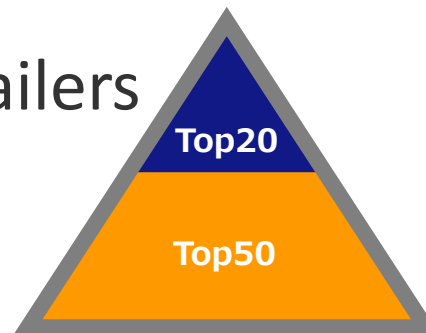
Sales Target

(Billion Yen)



Expand introduction to top customers

CI-X deployment to Top 50 and major retailers



Top20 : Aim 50% of Stores(Continues)

Customers	Number of stores	Rate of installation	Customers	Number of stores	Rate of installation		
1	A社	10,488	25%	11	K社	2,188	20%
2	B社	838	10%	12	L社	521	0%
3	C社	2,322	40%	13	M社	7,854	20%
4	D社	13,663	18%	14	N社	7,241	20%
5	E社	2,848	20%	15	O社	2,271	5%
6	F社	13,035	0%	16	P社	11,810	0%
7	G社	39,891	10%	17	Q社	11,077	40%
8	H社	1,948	30%	18	R社	11,640	30%
9	I社	9,674	0%	19	S社	51,470	10%
10	J社	16,485	10%	20	T社	1,328	0%
				Total number of stores	218,592		

+ Top50 : Capture as Glory Customers

Customers	Number of stores	Rate of installation	Customers	Number of stores	Rate of installation	Customers	Number of stores	Rate of installation			
21	U社	4,757	0%	31	e社	3,791	5%	41	o社	2,743	0%
22	V社	1,138	0%	32	f社	2,164	0%	42	p社	16,678	0%
23	W社	477	5%	33	g社	2,038	45%	43	q社	34,313	0%
24	X社	2,804	40%	34	h社	9,536	10%	44	r社	1,377	20%
25	Y社	6,167	30%	35	i社	1,676	10%	45	s社	1,748	50%
26	Z社	2,438	0%	36	j社	661	5%	46	t社	1,501	0%
27	a社	1,535	15%	37	k社	16,340	0%	47	u社	6,508	5%
28	b社	29,257	0%	38	l社	5,829	0%	48	v社	1,494	0%
29	c社	19,104	35%	39	m社	5,126	0%	49	w社	783	0%
30	d社	430	5%	40	n社	1,659	0%	50	x社	1,620	0%
								Total number of stores	185,692		



CI Installed: 20%Stores
Aim: Rest of 80% Stores

Pursuing the Big Opportunities

Develop business with global retailers



The Opportunity

5,000
CI-300X

FY24 Key Success Factors

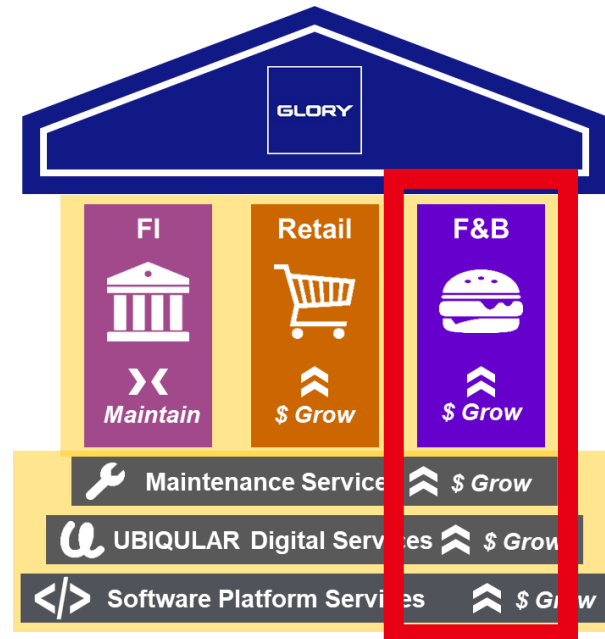
Must improve the service delivery and Win 500 x CI-300X for initial roll out

The image shows a modern grocery store interior. In the foreground, there are wooden display tables filled with various packaged snacks, including bags of chips and other products. In the background, there are refrigerated display cases filled with beverages, and shelves stocked with more products. The store has a clean, bright atmosphere with modern lighting and signage. A large 'M' logo is visible on the wall in the background.

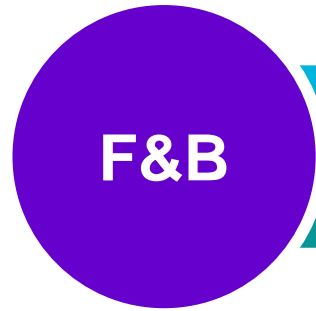
2026 Medium-Term Management Plan

Overseas Business

F&B Market



Overseas F&B Market Strategies



Revenue

FY2026
34 Billion Yen

New Business Domain

34 Billion Yen

Solutions



Platforms



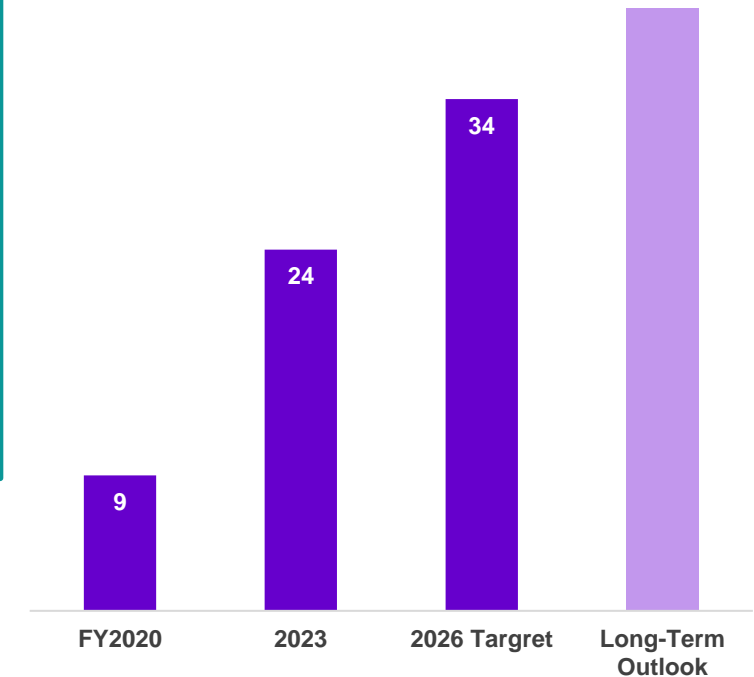
New Business Domain

● 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)



Pursuing the Big Opportunities



The Opportunity

6,500

Digital Menu Boards
(Outside & Inside)



FY24 Key Success Factors

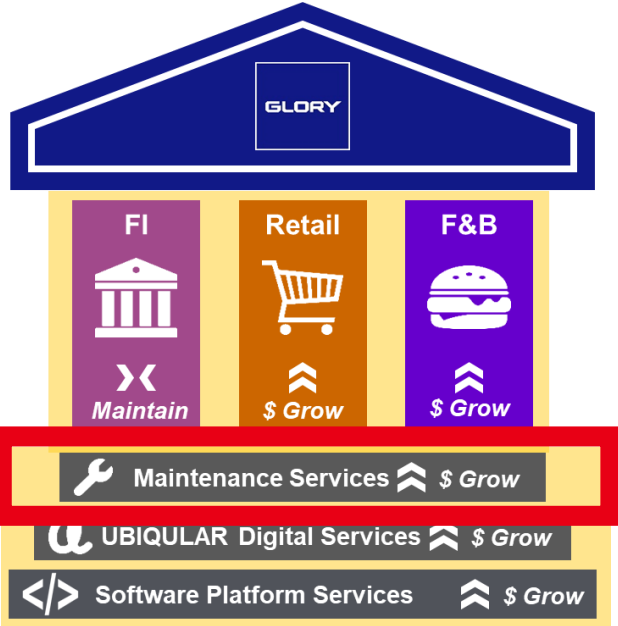
*Prove service capability in US
and roll out of 400 stores with
AI powered recommendation
engine*



2026 Medium-Term Management Plan

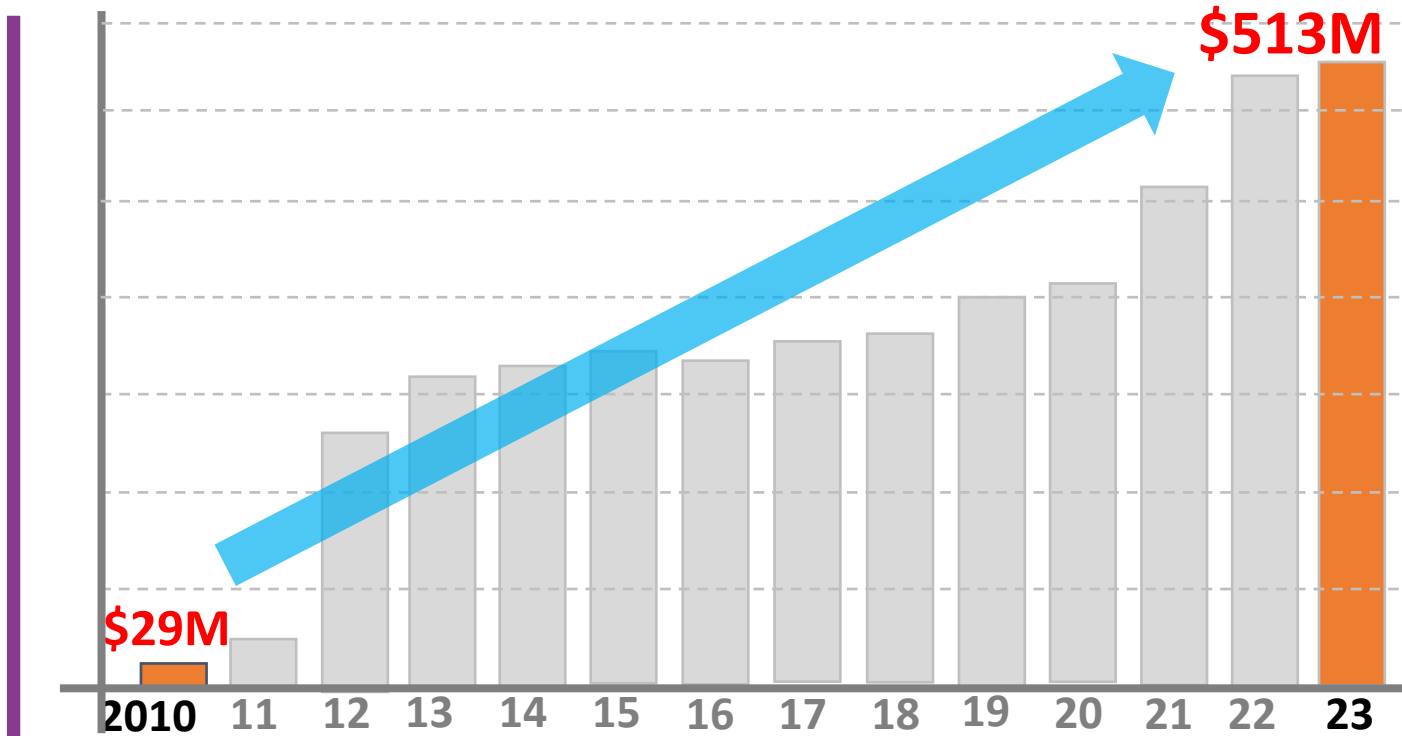
Overseas Business

Maintenance Services

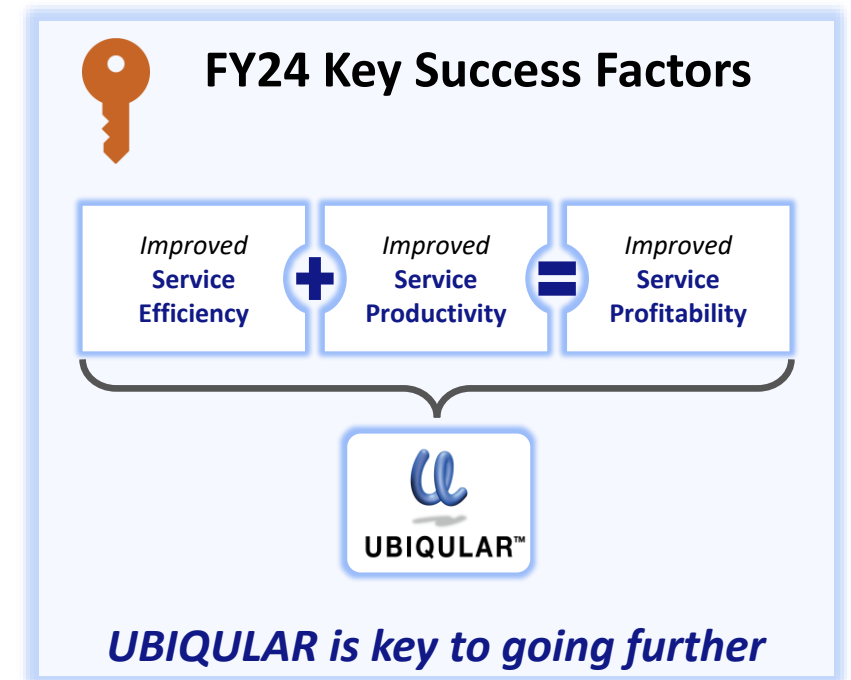


Sales Trends in Maintenance Services

Maintenance is a large part of our recurring-revenue



More Customers in Retail than ones in FI.
High Volume. 24/7, Monday to Sunday.



Integration of Revolution and GGS America (functions transfer)

- Maintenance back-office transfer completed from Watertown to Carrollton.
- Production of Revolution's products has been transferred from outsourcing to Watertown.

Carrollton, Texas Office

Function: Maintenance back office
Call center (164 employees)
Repair center (64 employees)
Parts warehouse (76 employees)
Technical support/training (54 employees)



Watertown, Wisconsin Office

Function:

Production (87 employees)

- Glory Products
- Revolution Products



Lisle, Illinois Office

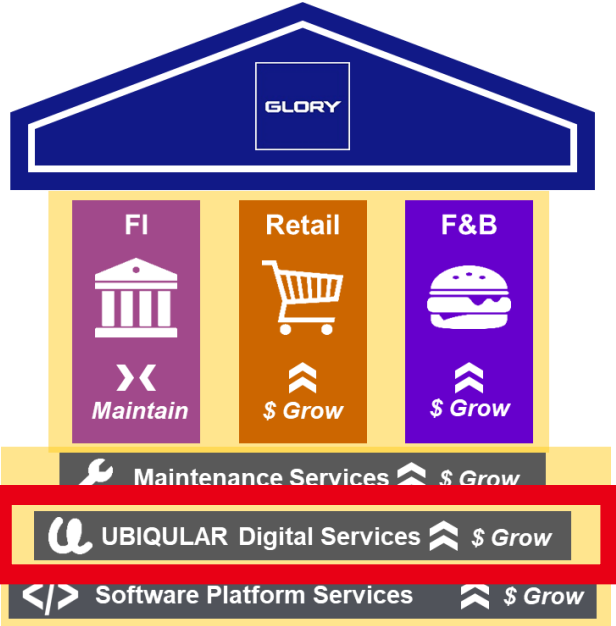
Functions: Sales, Headquarters



2026 Medium-Term Management Plan

Overseas Business

Remote Monitoring Service



Increase Recurring Revenue by Remote Monitoring Service

Connect whole glory devices in the world to increase recurring Revenue

UBIQULAR = **UBIQUE** (everywhere) + **OCULAR** (seeing)

UBIQULAR is a major policy to realize the TRANSFORMATION from a one-time machine sales business to a RECURRING business through cloud service.



Notifies error information, downloads logs, and updates firmware and templates.



Mainly to realize the distribution of Windows security patches.



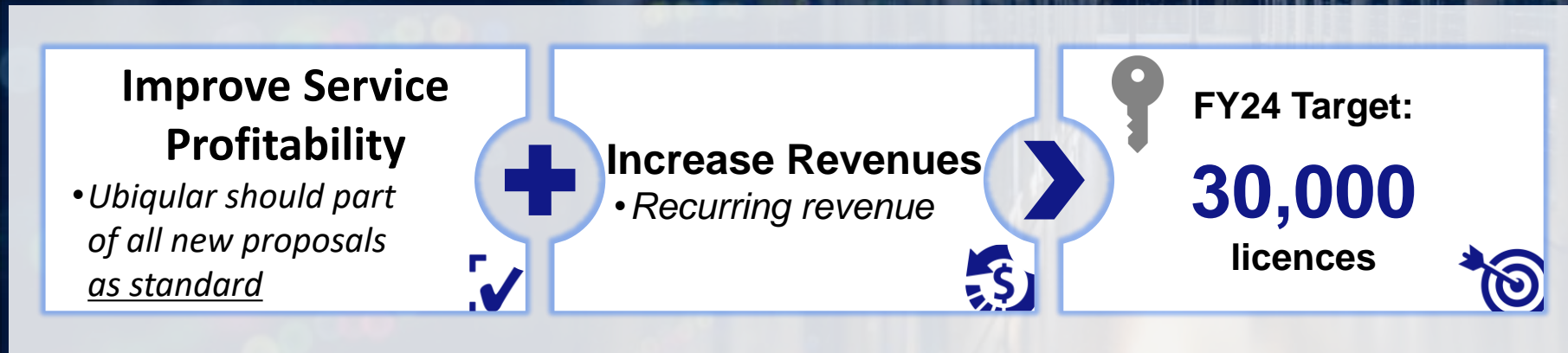
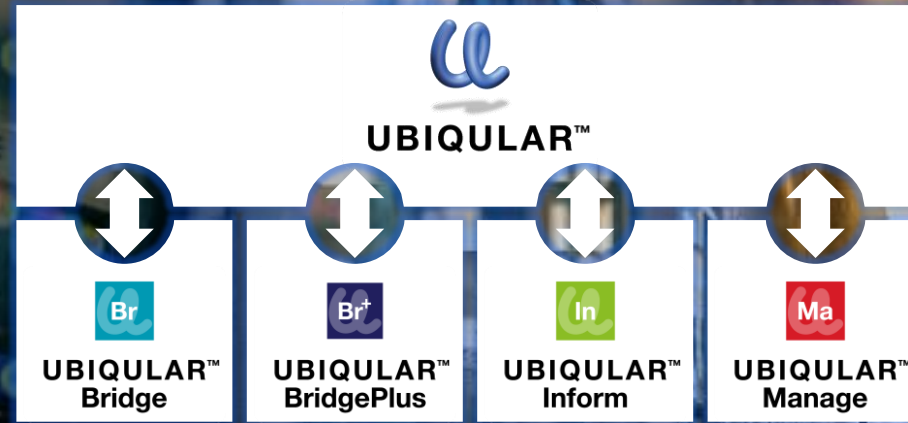
Provides reports such as inventory information, transaction information, and errors.



Treasury Management Service. Managing customer's cash in the device.
Partnering with CIT/Bank to pickup / fulfill the cash as necessary.

Increase Recurring Revenue by Remote Monitoring Service

Improve profitability by increasing recurring revenue



Increase Recurring Revenue by Remote Monitoring Service

Number of UBIQULAR licenses to be sold Target 30,000 units (minimum 23,000 units)

Major installations and number of connections

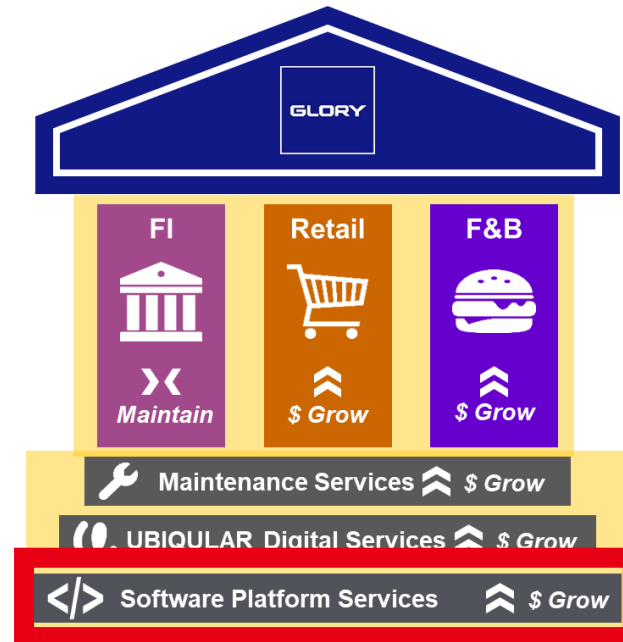
Region	number of connections	Installations	Model	Large pipeline in this fiscal year				FY2024 Target
				Br	Br+	In	Ma	
Americas	7,864	a社	GFS-220	3,500		3,500		21,000 (+13,000)
		b社	CI-10	2,000		2,000		
		c社	CI-5	2,200				
		d社	CI-50	1,000		1,000		
		e社	GFS-220	900		900		
		f社	CI-300X	800	400			
		g社	GFS-220	600		600		
EMEA	4,090	h社	CI-10/100	1000				5,000 (+1,000)
		i社	CI-100	250	250			
		j社	CI-10/10X	500				
		k社	CI-100	100	100			
		l社	GFS-220	300				
Asia	3,487	m社	CI-100	300	300	300		4,000 (+600)
		n社	GFS-220	900				
		o社	GLR-100	250				
		p社	GLR-100	200				
		q社	CI-100				200	
		r社	CI-50		100	100		
Total	15,441	Expected to double					30,000	

Connecting 30,000 units, mainly for large projects in the Americas

2026 Medium-Term Management Plan

Overseas Business

Software Platform

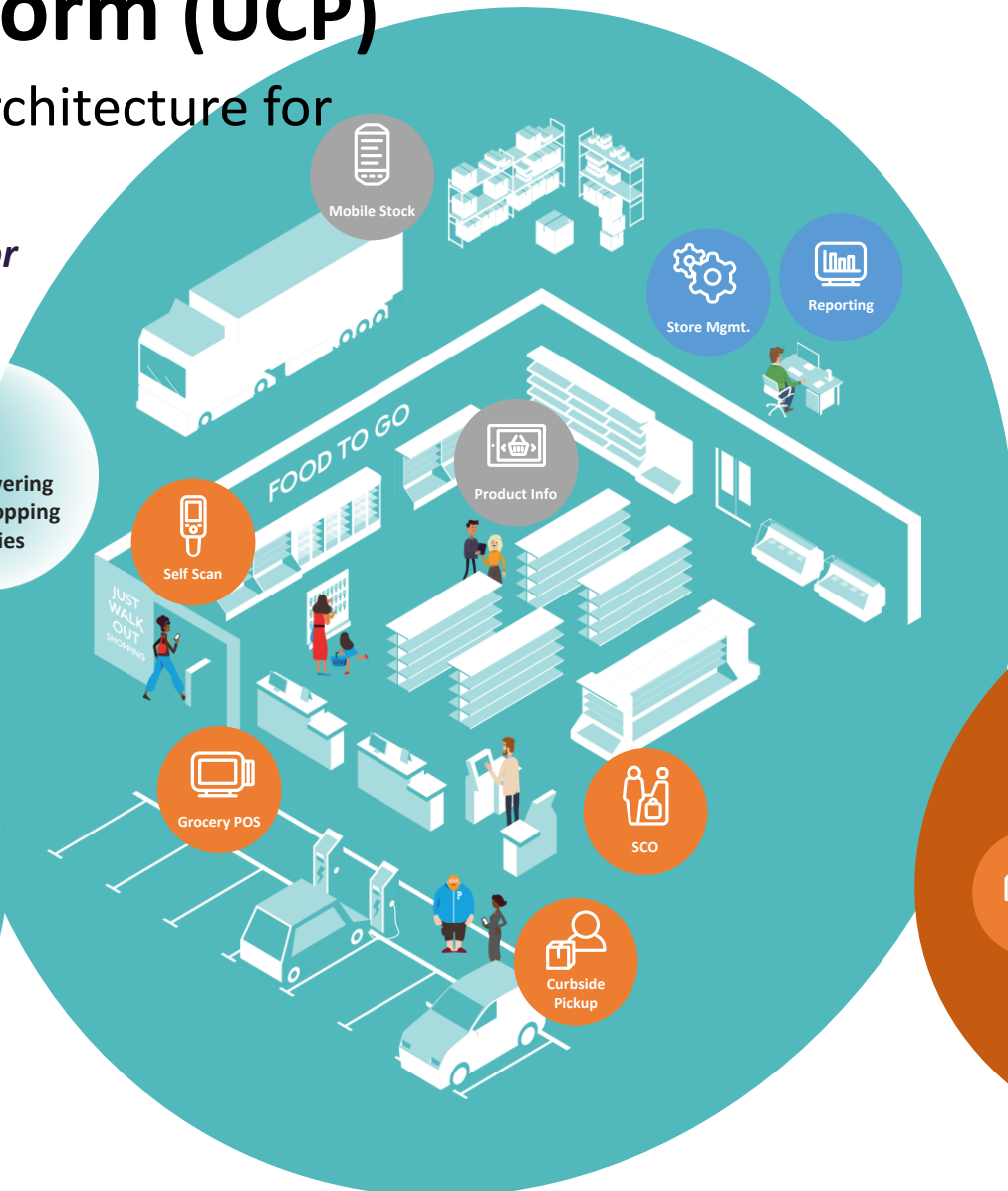
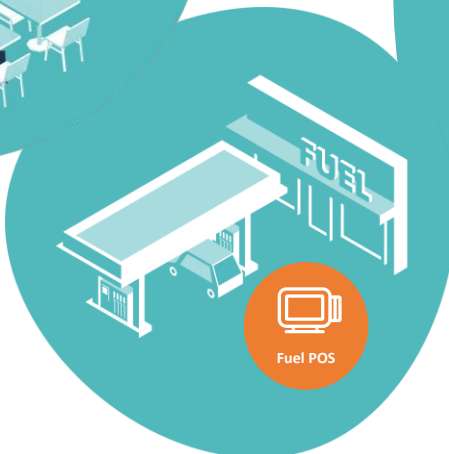


Develop recurring business by Unified software Platform

Unified commerce platform (UCP)

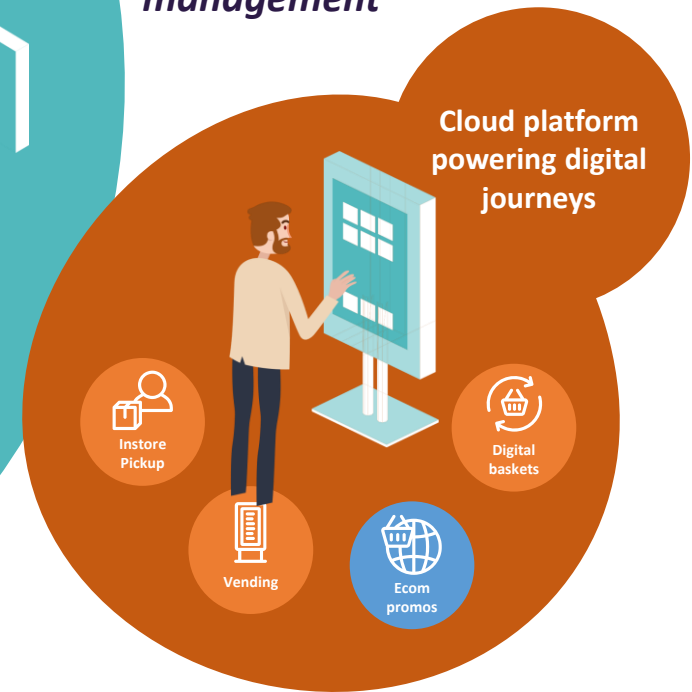
Scalable, modern & composable architecture for todays Omnichannel retailers

Powering digital & in-store operations for large global retailers...



Floidd's Unified Commerce platform enables customers to directly address the converging retail environment

...from user experiences to operations and estate management

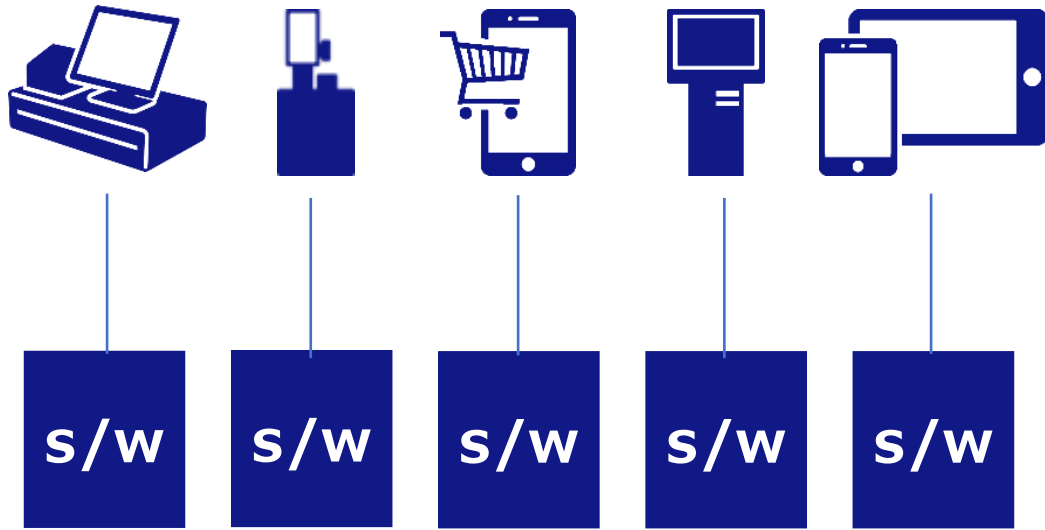


- Transforming the customer experience
- Empower & modernise enterprise operations at HQ level
- Maximize in-store & employee efficiency

Develop recurring business by Unified software Platform

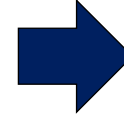
Designed for a variety of purchase and payment methods. Provides a system that allows customers to receive the same service no matter where they shop.

From now –legacy systems-

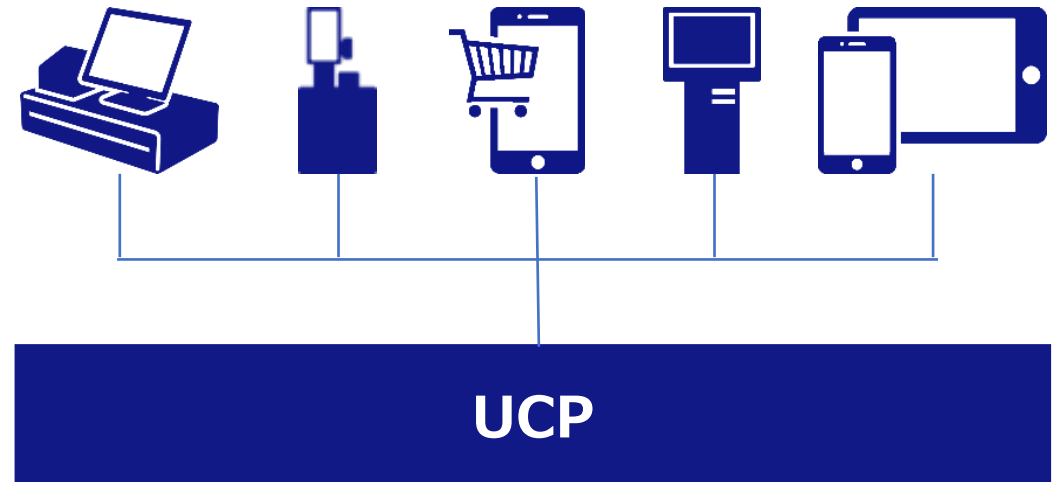


Many challenges include;

- Stand-alone system
- Add & Paste
- System integration is complicated and difficult
- Coupons can be used at cash registers but not at kiosks

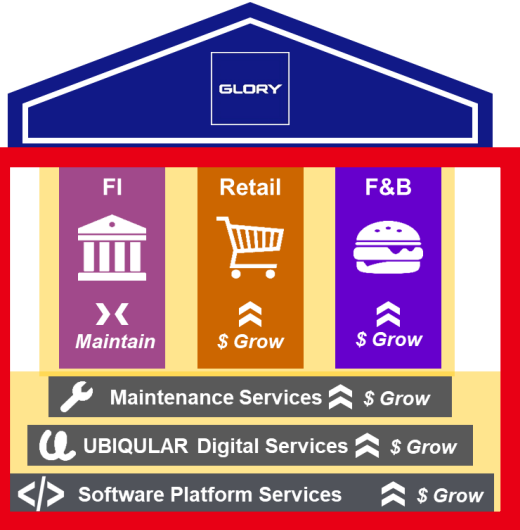


Our new approach



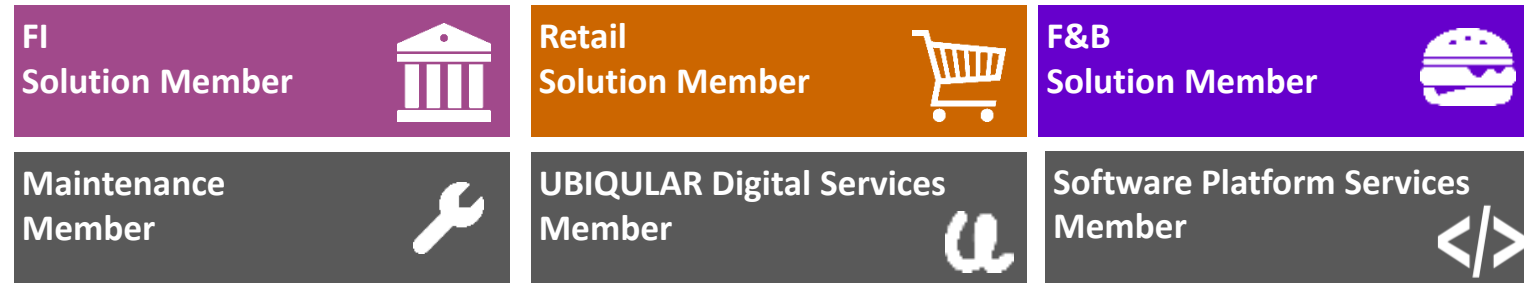
A common platform based on a variety of purchase and payment methods. The same service no matter where you shop.

Promote Package Solution (All Market)



Overcome the barriers of "Market" "Product" "Service" and package the solutions required by customers.

Established an integrated solution team that can provide solutions.



Release 5 Solution Ideas

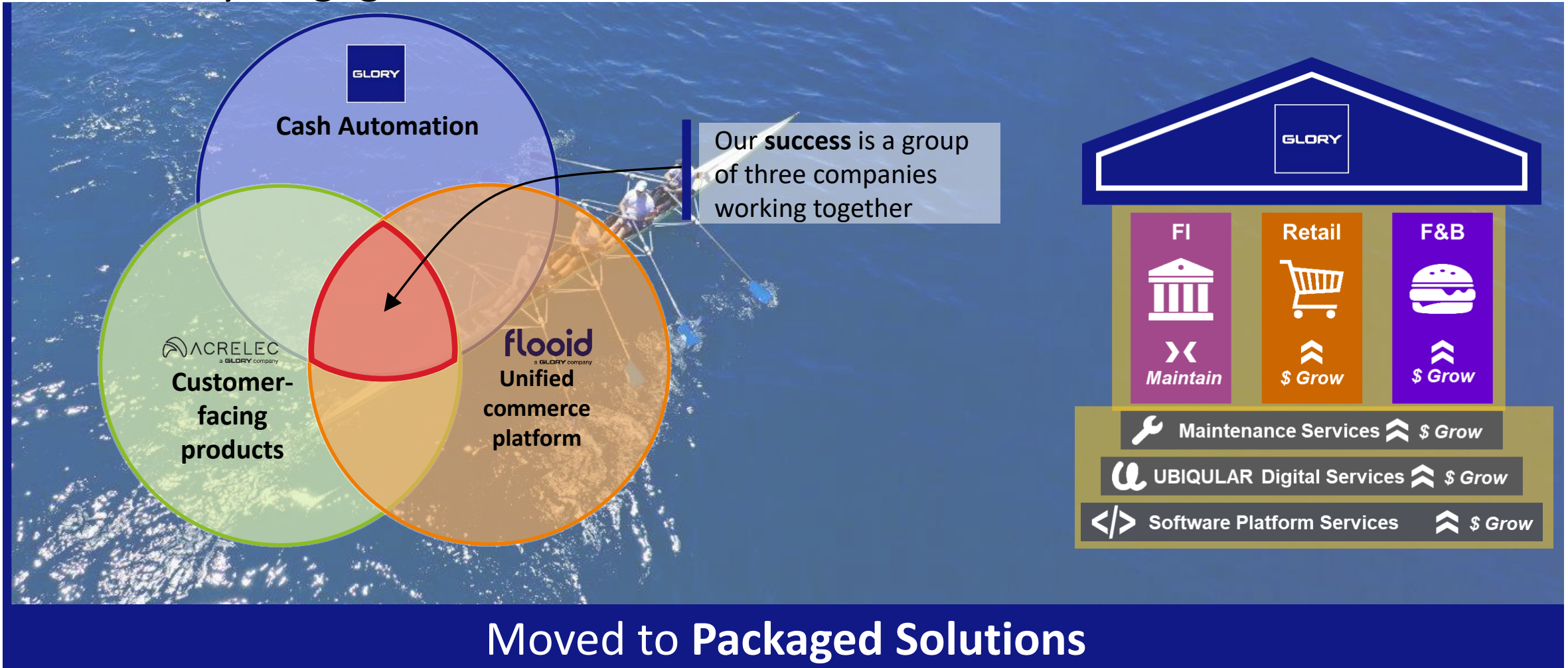
E.G

- 1 For CV Market
Financial Payment KIOSK
- 2 SCO
Including POS
- 3 Auto Payment Store
Including POS
- 4 For Tier2 FB Market
Order Pay
Standalone KIOSK
- 5 For Tier2 FB Market
Order Pay
Including POS KIOSK

① CI + Acrelec KIOSK + 3rd Party FI SW etc.
 ② CI + Acrelec SCO + Flooid UCP
 ③ CI + Acrelec SCO + TTG (or GAS) Automation Store System
 ④ CI + Acrelec KIOSK + Red Biscuit
 ⑤ CI + Acrelec KIOSK + Acrelec ATP + Flooid UCP

Overseas Business Vision

GLORY + Acrelec + Flood
= Efficiency, Engagement & Growth



Q&A Session





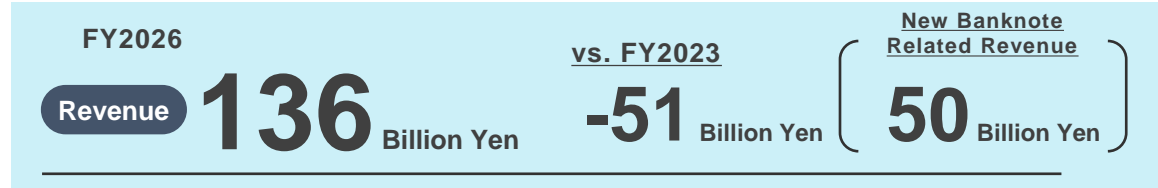
GLORY writes a new **ST**ORY

Domestic Business
Strategies

Company President
Yoshihiro Takada

Business Strategies Target Markets

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

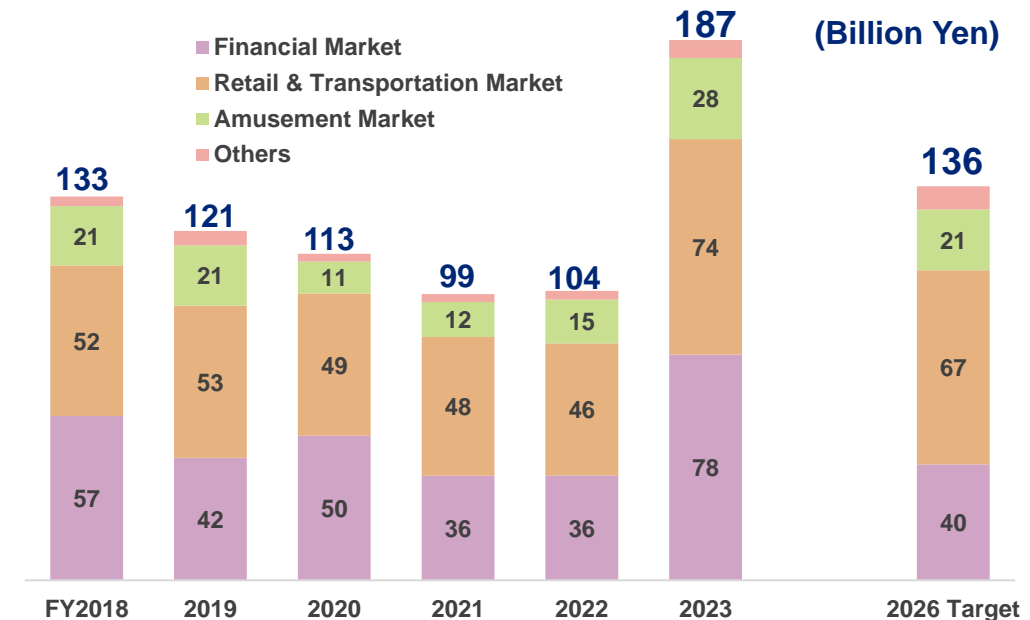
Point 1 Develop new solutions for self-service operations

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



2026 Medium-Term Management Plan

Domestic Business

Financial Market



Domestic Financial Market Strategies


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
株式会社. 株式会社.

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

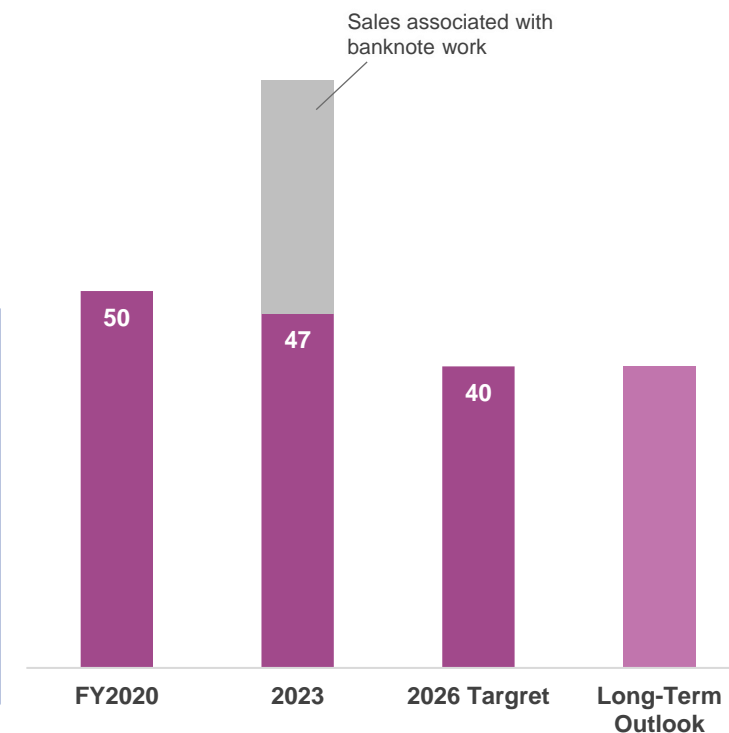
Core Business

● 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)



Forecast of Number of Branches of Domestic Financial Institutions

	2021	2023		2026		2029	
		Number of Branches	VS. 2021	Number of Branches	VS. 2023	Number of Branches	VS. 2023
Megabanks	1,667	1,470	88.2%	1,510	102.7%	1,570	106.8%
Regional Banks	9,265	8,676	93.6%	8,485	97.8%	8,334	96.1%
Shinkin banks	7,024	6,673	95.0%	6,526	97.8%	6,410	96.1%
Total	17,956	16,819	93.7%	16,521	98.2%	16,314	97.0%

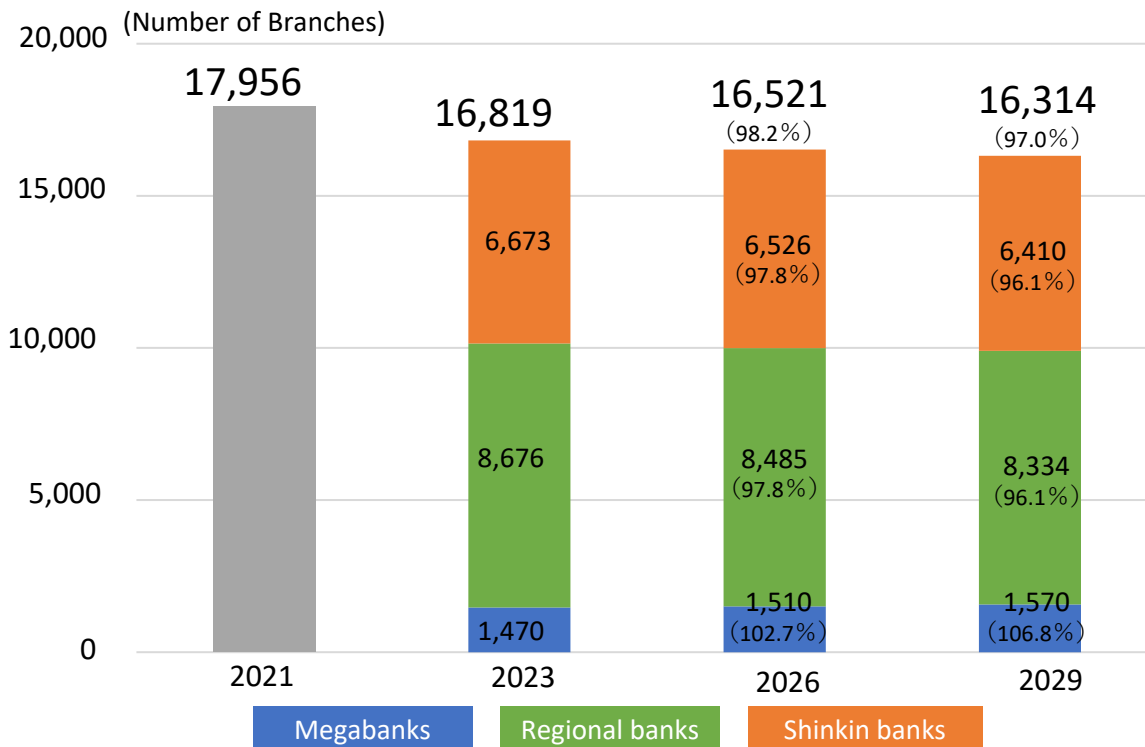
GLORY survey

*Predictive Basis

Megabanks: Latest Trends of Each Megabank

Regional Banks: Latest Trends of 14 Major Banks

Shinkin banks: projected to decline at the same rate as the latest trend of regional banks



Megabanks:

The decline in the number of branches is expected to stop falling and steer toward new branches, mainly small stores. Smaller stores specializing in individual customers are expected to open in the future.

Regional Banks:

The number of branches is expected to continue to be reduced. Projected to remain flat to 2029.

Shinkin banks:

Number of branches is expected to follow the same trend as regional banks.

2029: Forecasted to stop falling to -3% from 21 years.

WAVE adoption rate & renewal potential after system modification

■ **WAVE adoption rate**
(Megabanks and regional banks)

92%



Recurring revenue

1. Maintenance services
2. Monitoring services + **expansion**

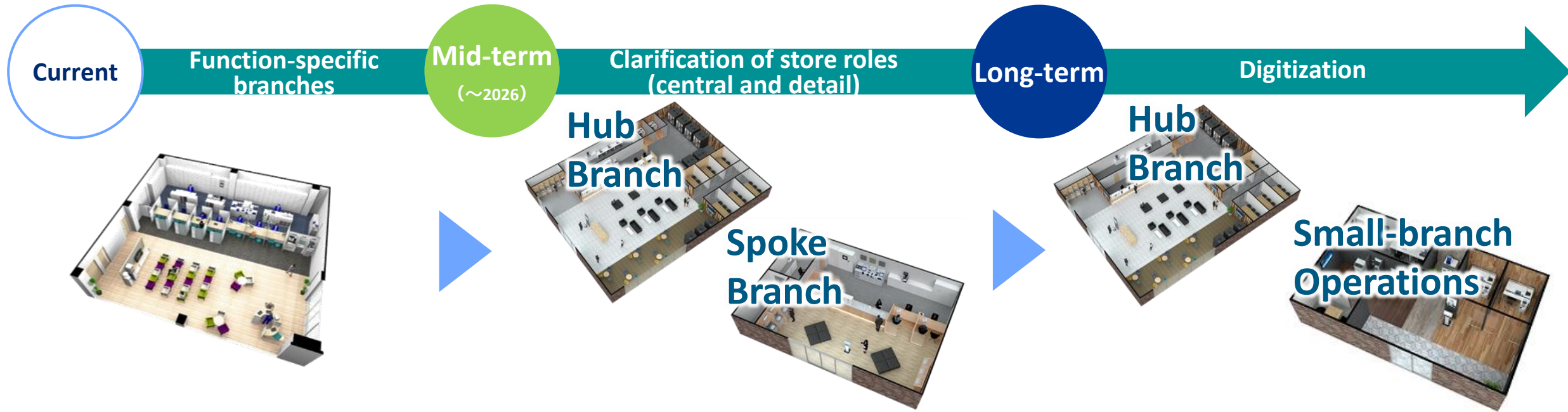


■ **Replace potential after system modification** (New banknote issuance support)(unit)

Number of WAVE units installed : (Total of all business categories)	18,000
Of which, number of units to be modified due to the new banknote issuance :	8,400
Of which, replace potential in FY2026/27 :	3,000
Of which, to be replaced in FY2026 :	1,500

WAVE has already been installed in many branches /
Aiming to expand earnings by leveraging a solid foundation

Domestic Financial Market Vision



Current Status

Phase 1

- Build a branch style that is appropriate for handling operations
- Began developing some retail-specialized stores.

Cash handling by bank staff

Streamlining of branches

Phase 2

- Establish hub-and-spoke structure
Hub branches: full-service system offered through face-to-face channels
Spoke branches: Centralization of back-office operations to reduce the number of employees

Reduction of branch administration by eliminating cash handling by bank staff

Expanding small-branch operation

Phase 3

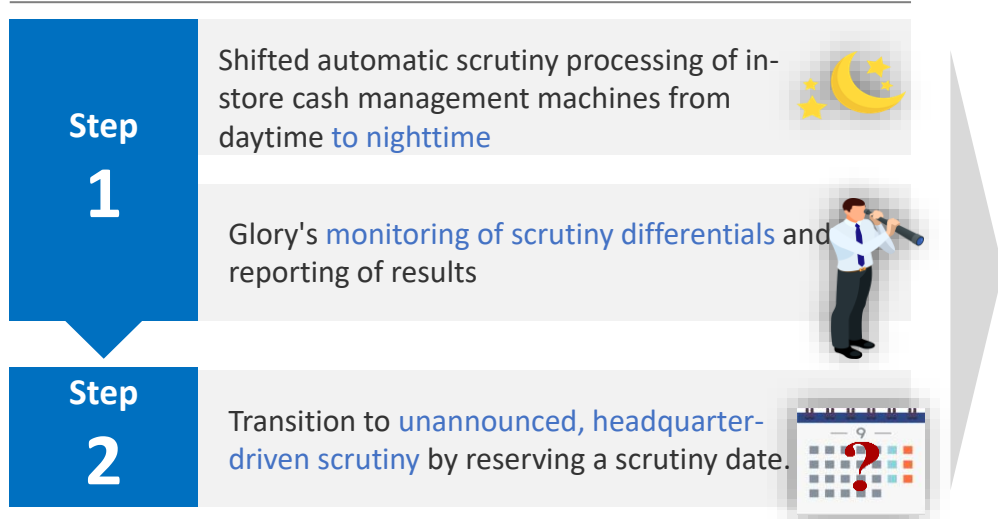
- Hub branches maintain full banking capabilities
- Spoke branches will be transitioning to small-branch operations.
 - ▶ Unmanned branches using remote services
 - ▶ Store specializing in consulting services

Minimize branch administration through remote services and self-services

Establish products and services to support small-branch operations

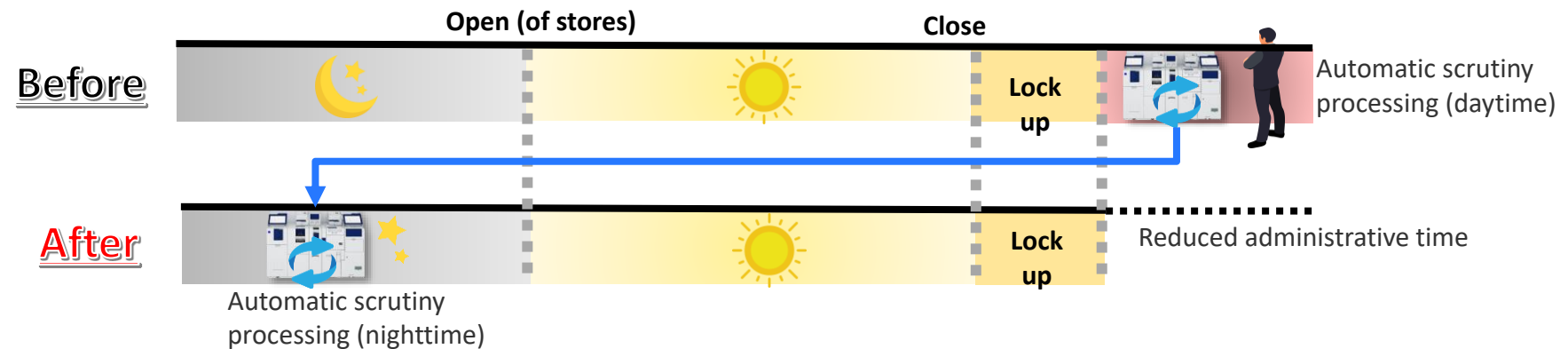
Solutions with Monitoring Systems

Points



Expected Effects

- Reduce the burden of scrutinizing in-store cash
《 Nighttime scrutiny support service 》 **-less-**
- Visualization of scrutiny results
《 Scrutiny result monitoring service 》 **-less-**
- Maintain rigor and reduce the frequency of scrutiny
《 Scrutiny day reservation service 》 **-less-**

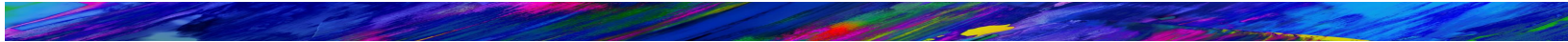


New customer services will be released one after another using our monitoring network.

2026 Medium-Term Management Plan

Domestic Business

Retail Market



Domestic Retail Market Strategies



Revenue

FY2026

60 Billion Yen

New Business Domain

5.5 Billion Yen

Solutions

Coin & Banknote Recycler

RURA
Remote customer service

Business support apps

TTLG
Unmanned store payment system

Platforms

BUYZO
株式会社. BUYZO

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.

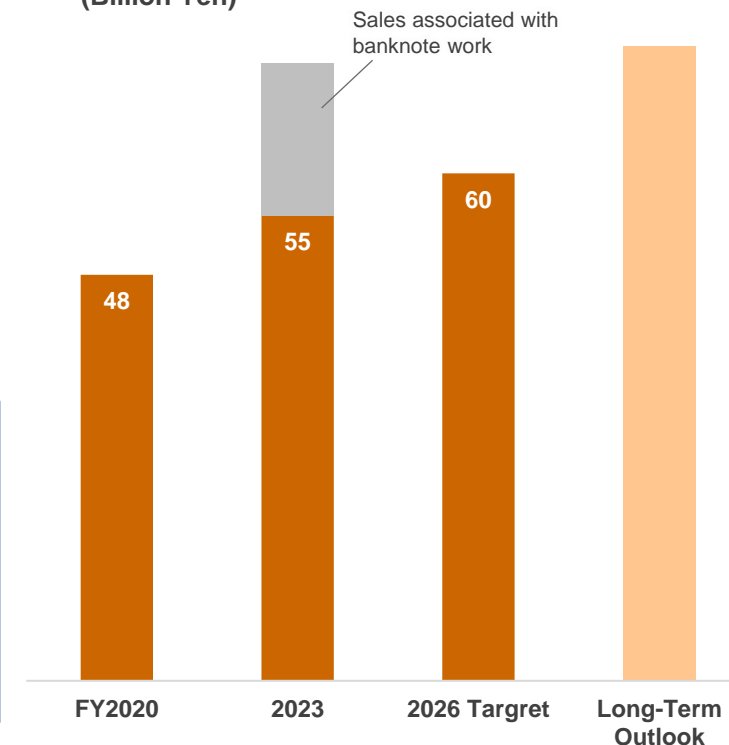
Core Business

● Drive growth through new opportunities

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

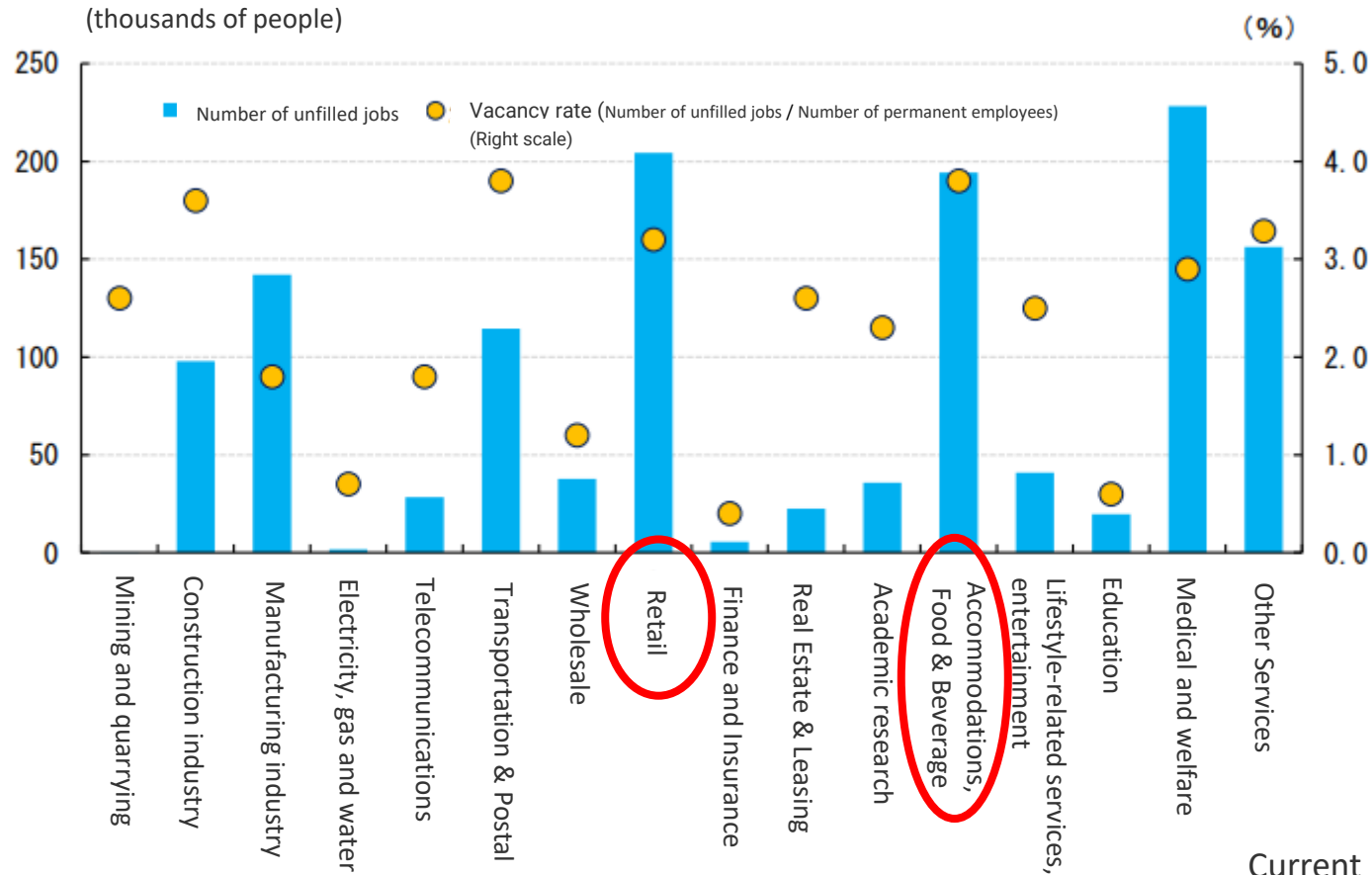
Sales Target

(Billion Yen)



Labor Shortages in the Retail and F&B Industries

Figure 4: Number of Unfilled Positions and Vacancy Rate by Sector



(Remarks) Based on the "Survey on Employment Trends" by the Ministry of Health, Labour and Welfare.

Current labor shortage and future outlook,
Mitsubishi UFJ Research and Consulting Co., Ltd.

Shortage of labor in both retail/food services: approx. 200,000

Domestic Retail Market Vision

Current

Improved business efficiency



Current Status

Phase 1

- Semi-self-expanding
- Labor savings in back-end operations

Improving productivity of settlement operations

Mid-term
(~2026)

Self-services



Self-service at point of sales

Phase 2

- Semi-self-expanding
- Penetration of self-scanning
- Introduction of cash voucher machines

Solving challenges to full self-service

Long-term

Remote service and small stores



Smaller store operations

Phase 3

- Remote customer service operations
- Systematization of behavior detection
- Automated and remote age verification
- Minimization of back-end operations

Remote support and enhanced security

Aiming to become a core player in solutions for self-service and small store operations

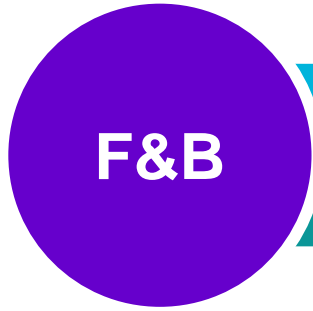
2026 Medium-Term Management Plan

Domestic Business

F&B Market



Domestic F&B Market Strategies



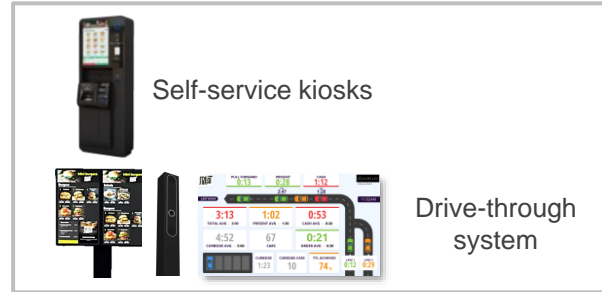
Revenue

FY2026
7 Billion Yen

New Business Domain

4 Billion Yen

Solutions



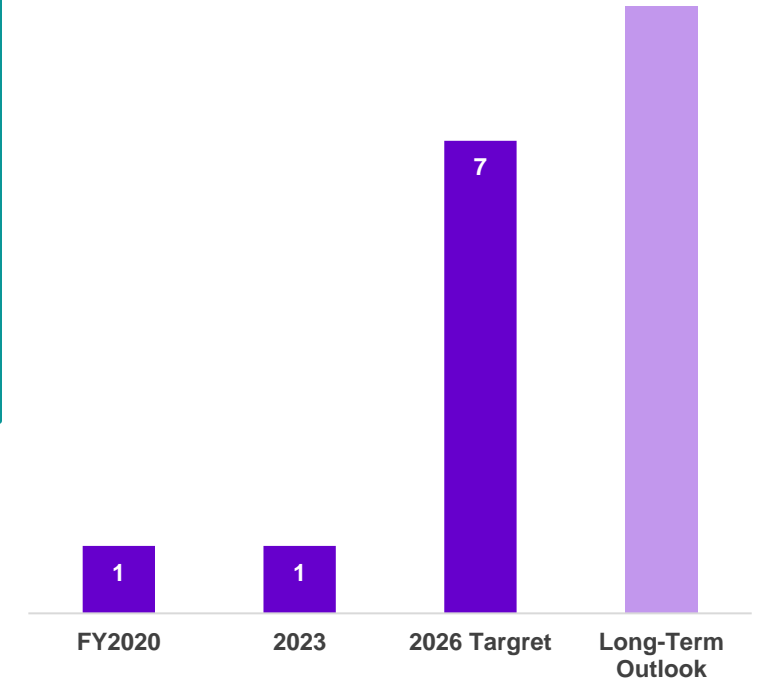
Platforms



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)



Labor Shortages in the retail and F&B

Percentage of full-time employee shortages (top 10 industries) (%)

		April 2022	April 2023	April 2024
1	Information service	64.6	↑ 74.2	↓ 71.7
2	Ryokan/Hotel	52.4	↑ 75.5	↓ 71.1
3	Construction	59.4	↑ 65.3	↑ 68.0
4	Automobile and parts retailing	58.4	↑ 64.1	↑ 64.9
5	Financing	43.6	↑ 57.4	↑ 64.2
6	Transportation & Warehousing	52.2	↑ 63.1	↑ 63.5
7	Maintenance, security and inspection	60.1	↑ 67.6	↓ 62.7
8	Consumer electronics retailing	44.7	↑ 48.6	↑ 60.4
9	Medical, Welfare and Health Care	43.4	↑ 58.3	↓ 57.7
10	Restaurant	56.9	↑ 61.3	↓ 56.5

Targeted industries include 20 or more companies

Percentage of non-regular employee shortages (top 10 industries) (%)

		April 2022	April 2023	April 2024
1	Restaurant	77.3	↑ 85.2	↓ 74.8
2	Ryokan/Hotel	56.1	↑ 78.0	↓ 63.8
3	Retail of various goods	52.3	↑ 56.9	↑ 60.8
4	Staffing and recruitment	53.6	↑ 58.3	↑ 59.7
5	Maintenance, security and inspection	43.9	↑ 49.0	↑ 57.8
6	Food and beverage retail	48.7	↑ 58.7	↓ 57.3
7	Education Services	41.7	↓ 38.7	↑ 47.2
8	Financing	28.4	↑ 41.6	↑ 45.3
9	Agriculture, Forestry and Fisheries	43.3	↑ 49.5	↓ 42.1
10	Food and feed manufacturing	39.3	↑ 39.6	↑ 40.7

Targeted industries include 20 or more companies

Survey on corporate trends regarding labor shortages (April 2024),
TEIKOKU DATABANK, LTD.

Non-regular employees: "Restaurants" tops all industries at 74.8%, far surpassing even "Retail of various goods"

Labor Shortages in the retail and F&B

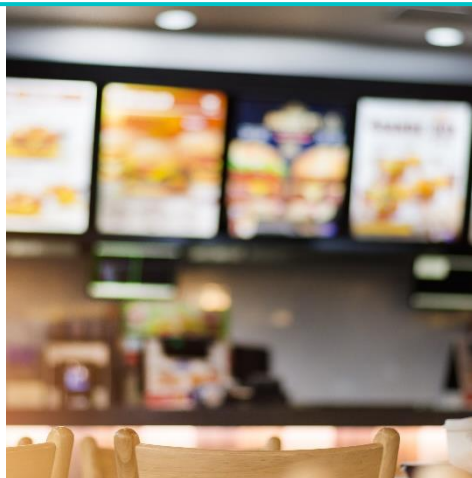
Environmental Changes

- Deep-rooted aversion to face-to-face customer service.
- Widespread use of cashless payments
- Shortage of labor due to declining birthrate and aging population



Initiatives required of F&B

- Responding to labor shortages and improving operational efficiency
- Diversified needs for delivery, mobile ordering, drive-through, etc.
- Efficient ways to attract customers and increase customer spend



DX Promotion



- A system that enables stores to operate with fewer staff
- Support for delivery, mobile ordering, and drive-through
- Analysis to increase customer spend and improve operational efficiency

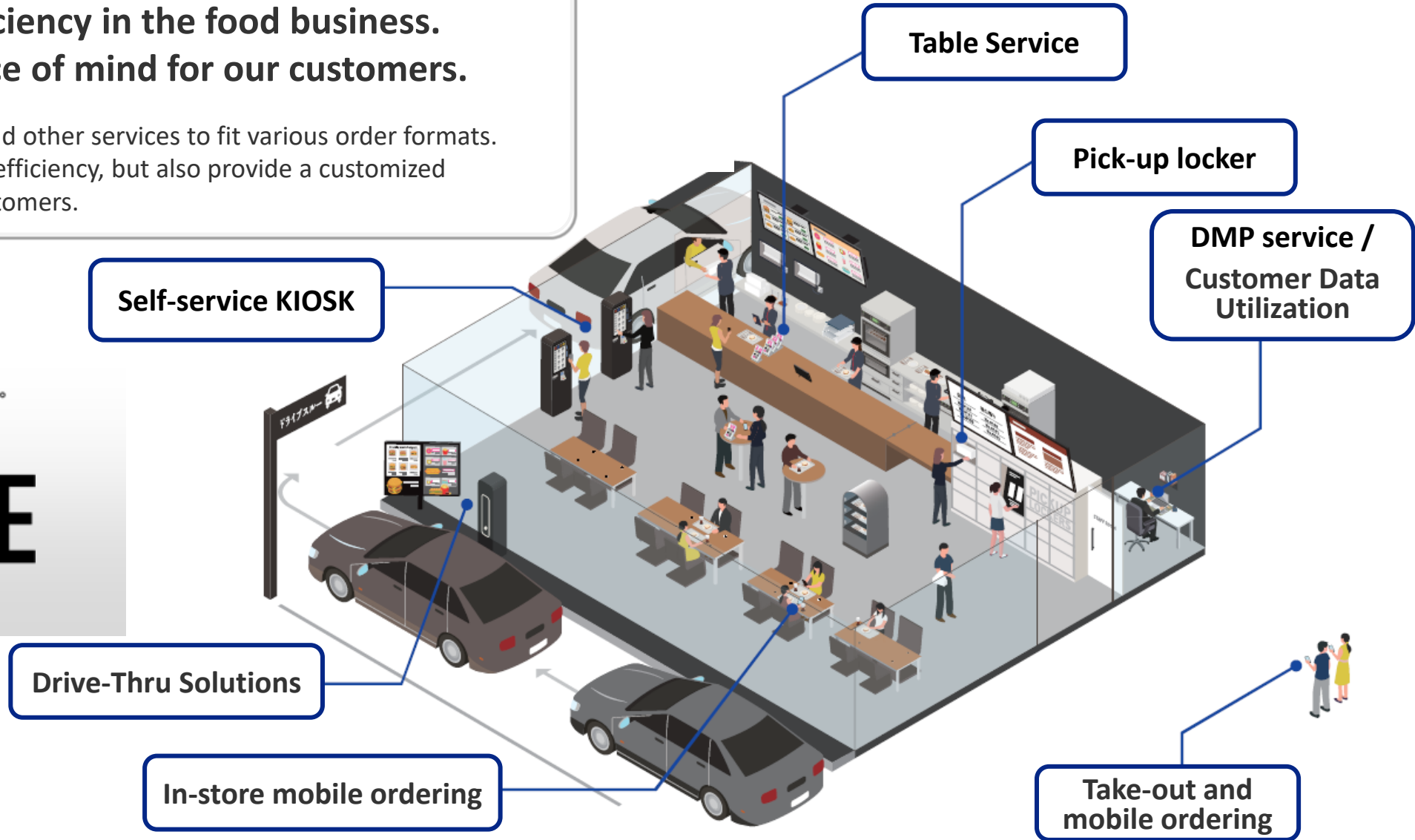
Need for further DX promotion to solve labor shortage

Food business DX 'TOFREE'

**More freedom and efficiency in the food business.
More comfort and peace of mind for our customers.**

Eat-in, take-out, drive-through, and other services to fit various order formats.
We support not only operational efficiency, but also provide a customized restaurant experience for our customers.

飲食ビジネスはもっと、自由に進歩する。
food business DX
TOFREE
「トフリー」



TOFREE Target Areas



Prepaid



Additional orders: many

Cafes and fast food

- Drive Thru
- Mobile order (table/takeout)
- KIOSK
- Pick-up locker

Bars and taverns

- Mobile order (table/takeout)
- KIOSK



oder Table

Postpaid

Already established
(lunch box, beef bowl restaurants, etc.)

- Drive Thru
- Mobile order (table/takeout)
- KIOSK
- Pick-up locker

Family restaurants

- Drive Thru
- Mobile order (table/takeout)
- KIOSK
- Pick-up locker



Additional orders: less

Aiming to significantly expand the size of the market by responding to the diverse needs and operations of major restaurants

2026 Medium-Term Management Plan

Domestic Business

Amusement Market



Domestic Amusement Market Strategies



Revenue

21 Billion Yen

Solutions



Platforms



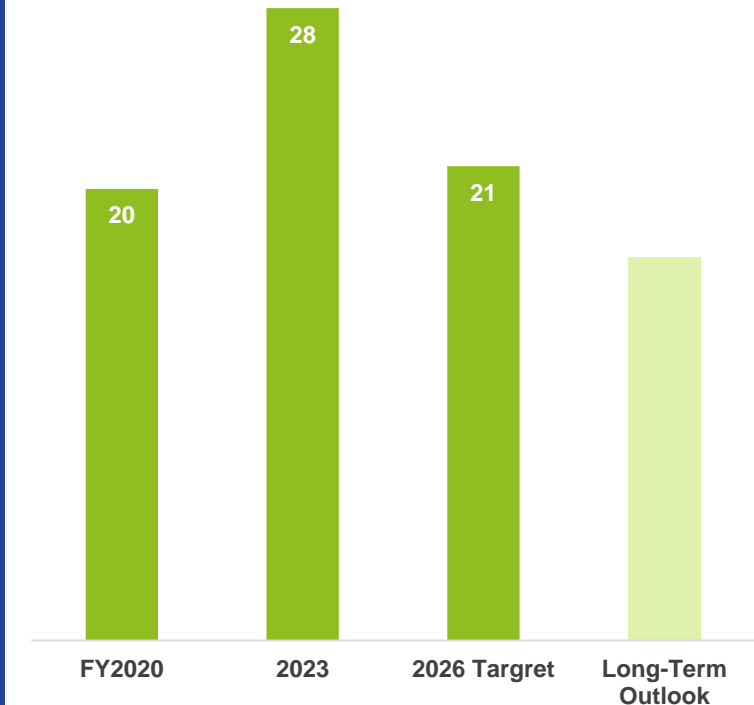
Core Business

● Improve profitability & Develop new business pillar

- ✓ Complete work associated with “Smart Gaming Machine”
- ✓ Integrate “Smart Gaming Machine” models
- ✓ Enhance DX solutions
 - Pachi-PICKS, PAPIMO-ring, customer behavior analysis services, BUYZO, system integration (visitor detection systems to amusement systems)
- ✓ Establish self-service solutions
 - Tablet POS software, small-sized prize management machines, new payment system

Sales Target

(Billion yen)

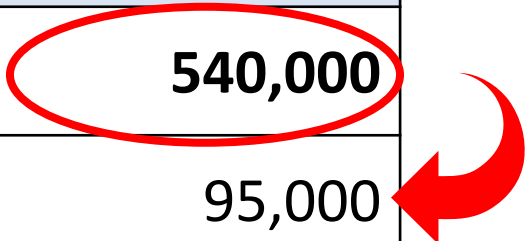


Our potential with smart units

Number of card units installed (unit)

GLORY survey as as of May 2024

	For Pachinko	For Pachislot	Total
Total	380,000	255,000	635,000
Current unit	365,000	175,000	540,000
Smart unit	15,000	80,000	95,000



The current units will be gradually replaced with smart units.

**Remaining potential: 100,000 units/year for about 5 years,
compared to the total of 540,000 units.**

Q&A Session



Notes

1. The forward-looking statements, including operational forecasts, contained in this document are based on the information currently available to the company and on certain assumptions which the company regards as legitimate. Results may differ from forecasts due to changes in the economic conditions in the company's principal markets, demand for the company's products, and exchange rate fluctuations, and impacts of changes in regulations, accounting principles and practices. The forecasts may change without prior notice unless required by laws.
2. Amounts are rounded down to the nearest million yen for the calculation of year-on-year percentage difference and composition ratios.