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May 21, 2026

To Whom It May Concern:

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### **Notice Concerning the Formulation of the Medium-Term Management Plan "JCM Global Vision 2032 -Next Growth Stage-"**

Japan Cash Machine Co., Ltd. (hereinafter referred to as the "Company") hereby announces that it has formulated a new Medium-Term Management Plan, "JCM Global Vision 2032 -Next Growth Stage-", with fiscal year 2028 (the fiscal year ending March 31, 2029) as the final fiscal year of the plan. The details are as follows.

#### Overview of the Medium-Term Management Plan "JCM Global Vision 2032 -Next Growth Stage-"

The newly formulated Medium-Term Management Plan, "JCM Global Vision 2032 -Next Growth Stage-" (hereinafter referred to as the "Current Medium-Term Management Plan"), is based on the basic policy of the long-term vision, "Vision for 2032", set forth in the previous Medium-Term Management Plan, "JCM Global Vision 2032", which was announced on May 10, 2023 and had fiscal year 2025 (the fiscal year ending March 31, 2026) as its final fiscal year (hereinafter referred to as the "Previous Medium-Term Management Plan"), while incorporating updates reflecting subsequent business performance trends and changes in the business environment.

#### **【Basic Policy】**

With a view toward achieving sustainable growth in the future, the Company clarified the basic policy and key issues for realizing its "Vision for 2032" in the Previous Medium-Term Management Plan. Under the Current Medium-Term Management Plan as well, the Company will continue to steadily promote various measures aimed at realizing its desired future state.

- 1) Continuing to be a company that earns customer trust in the diversified field of money transactions (payment settlement).
- 2) Aiming to establish a name for ourselves in new business domains.

The three-year period covered by the Current Medium-Term Management Plan is positioned as a period for transforming the results of the “seed-sowing” initiatives undertaken during the three years of the Previous Medium-Term Management Plan into a solid earnings foundation for the commercial business, in order to realize the Company’s Vision for 2032.

Based on the stable earnings generated by the global gaming business, which is the Company’s core business, the Company aims to establish the commercial business as the next pillar of earnings, while strengthening each area of its business portfolio, capital allocation, human resources, and sustainability initiatives in order to maximize corporate value.

The key measures to achieve these objectives are as follows.

**【Key Measures】**

“Maximize corporate value through growth investments, business transformation, and the strengthening of management foundations, based on stable earnings from existing businesses.”

- ① Expansion of Existing Businesses
- ② Establishment of New Earnings Foundations
- ③ Transformation of the Business Portfolio
- ④ Disciplined Cash Allocation
- ⑤ Human Resources Strategy and Enhancement of Human Capital
- ⑥ Advancement of Sustainability Management

**【Business Scale Targets for FY2032】**

Net sales: ¥55.0 billion      Operating profit: ¥5.5 billion

**【Quantitative Targets of the Medium-Term Management Plan】**

Consolidated Results Targets for the Next Three Years

	(Millions of yen)		
	FY2026 (FY ending March 31, 2027)	FY2027 (FY ending March 31, 2028)	FY2028 (FY ending March 31, 2029)
Net sales	39,000	41,000	42,000
Operating profit	3,000	3,700	4,100
Profit attributable to owners of parent	2,300	2,600	2,900

**【Key Management Indicators】**

- Net Sales (CAGR): 10% (FY2025 to FY2028)
- Operating Profit Margin: 10% (FY2028)
- ROE: 8% (FY2028)
- International Commercial Business Sales Ratio: 38% (FY2028)      \*FY2025: 15%

**【Dividend Policy】**

Although the Company had previously adopted a policy of determining dividends based on “a consolidated dividend payout ratio of 30% or more by taking into account the ratio of dividends to net assets”, under the Current Medium-Term Management Plan, the Company has revised its dividend policy to “a consolidated dividend payout ratio of 50% or more” in order to further enhance shareholder returns as it works toward expanding its business performance.

For details of the Current Medium-Term Management Plan, please refer to the “[Medium-Term Management Plan](#)” section of the Company’s website.