

FY2022 Consolidated Financial Results

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FY2023 Financial Forecast

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1 FY2022 Performance (Overview)

Business Environment	
Demand	<ul style="list-style-type: none"> Remained steady in Japan and overseas, especially in the Americas and EMEA
Procurement	<ul style="list-style-type: none"> High parts prices eased gradually Parts shortage eased gradually from Q3
Logistics	<ul style="list-style-type: none"> Shipping conditions and logistics costs gradually improved
Sales	<ul style="list-style-type: none"> On a recovery trend as production delays eased from Q3 in Japan and overseas

Measures implemented	
Procurement	<ul style="list-style-type: none"> To procure alternatives parts/materials (Ongoing) To optimize supply chain (Ongoing)
Price	<ul style="list-style-type: none"> To negotiate with customers for price increase (Ongoing) (Expecting the outcome to be reflected in the FY2023 earnings)

FY2022 Financial Results



Confidence Enabled

Sales	Decreased due to ongoing production delays caused by procurement problems (e.g. semiconductors) despite an increase as a result of M&A and the depreciation of the yen.
Operating Income	Decreased significantly due to sales delays and cost increases caused by high parts prices.
Ordinary Income or loss	Deficit due to share of loss of entities accounted for using equity method on valuation of associates
Net Income or loss Attributable to Owners of Parent	Deficit due to extraordinary loss caused by partial cancellation of ERP system implementation and the impairment of goodwill on Acrelec.

FX Impact: +18.2 billion yen (Sales) / -1.4 billion yen (Operating Income)

(Millions of yen)	Full year						Y-on-Y
	FY2020	Ratio	FY2021	Ratio	FY2022	Ratio	
Net Sales	217,423	100.0%	226,562	100.0%	255,857	100.0%	+29,295 12.9%
Maintenance Services	78,675	36.2%	83,894	37.0%	100,793	39.4%	+16,899 20.1%
Operating Income	14,201	6.5%	10,195	4.5%	522	0.2%	-9,673 -94.9%
Ordinary Income	14,137	6.5%	10,404	4.6%	-2,720	-	-13,124 -
Net Income Attributable to Owners of Parent	5,705	2.6%	6,410	2.8%	-9,538	-	-15,948 -
* EBITDA	29,410	13.5%	27,505	12.1%	18,988	7.4%	-8,517 -31.0%
Exchange rate	US\$	¥ 106	¥ 112	¥ 135			
	Euro	¥ 124	¥ 131	¥ 141			

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

Operating Income (Factors of Change)

- Sales - **Increased**

Revolution's sales (+14.0 billion yen) included in the scope of consolidation

- Production cost - **Decreased**

Cost reduction with improved productivity

- Cost of Sales ratio – **Increased**

High parts prices (e.g. semiconductors)
(Cost impact: 14.5 billion yen)

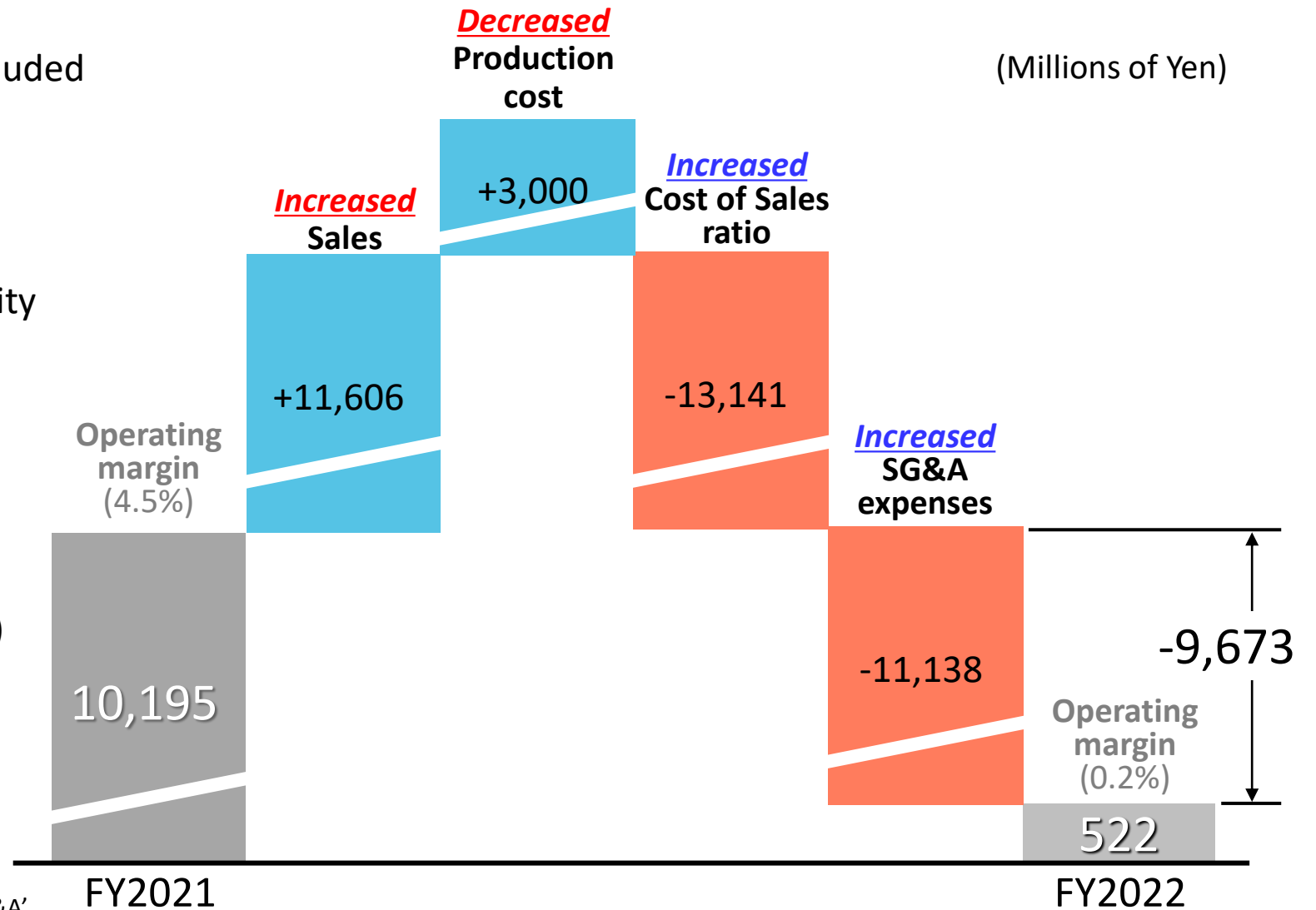
- SG&A expenses - **Increased**

- Revolution's P&L (Sales: 3.8 billion yen) included in the scope of consolidation
- Depreciation of the yen

- FX impact – **Increased**

-1.4 billion yen

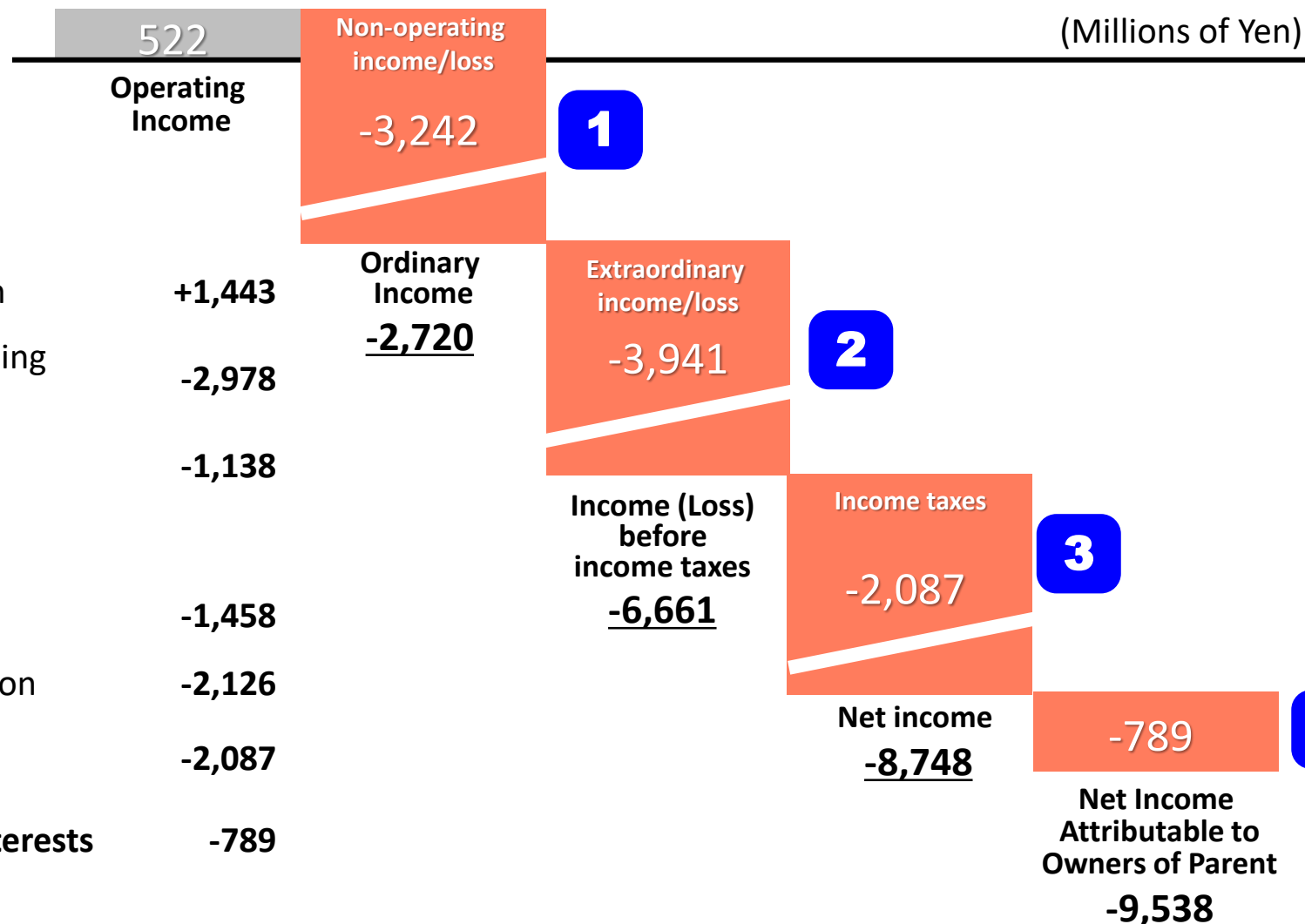
FX impact included in 'Sales', 'Cost of Sales ratio', and 'SG&A'



Net Income Attributable to Owners of Parent (Factors of Change)



Confidence Enabled



1 Non-operating income/loss

- Gain on valuation of Acrelec's put-option +1,443
- Share of loss of entities accounted for using equity method -2,978
- Interest expenses -1,138

2 Extraordinary losses

- Impairment of goodwill (Acrelec) -1,458
- Impairment of ERP system implementation -2,126

3 Income taxes

4 Net income attributable to non-controlling interests

Sales & Operating Income by Business Segment



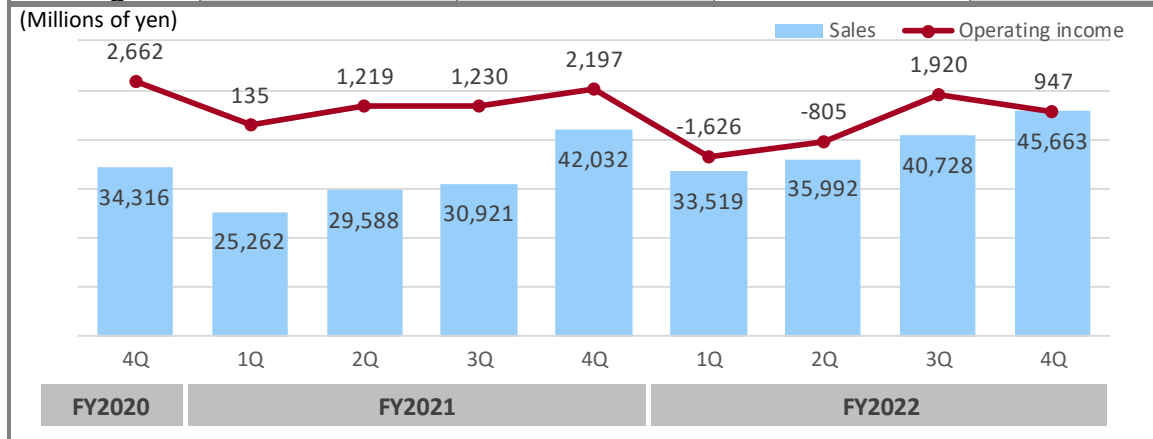
Confidence Enabled

(Millions of yen)	Sales				Operating Income			
	FY2020 Full year	FY2021 Full year	FY2022 Full year	Y-on-Y	FY2020 Full year	FY2021 Full year	FY2022 Full year	Y-on-Y
Overseas Market	104,765	127,803	155,902	+28,099 +22.0 %	3,417	4,781	436	-4,345 -90.9 %
Financial Market	49,877	36,079	36,248	+169 +0.5 %	9,861	4,644	152	-4,492 -96.7 %
Retail & Transportation Market	49,078	47,859	45,595	-2,264 -4.7 %	1,670	2,543	-571	-3,114 - %
Amusement Market	11,020	12,131	15,139	+3,008 +24.8 %	-290	-366	1,624	+1,990 - %
Others	2,680	2,688	2,971	+283 +10.5 %	-456	-1,408	-1,118	+290 - %
Total	217,423	226,562	255,857	+29,295 +12.9 %	14,201	10,195	522	-9,673 -94.9 %

2 FY2022 Performance (by Market)

*1 TCR: Teller cash recycler
 *2 CI-series: Cash management solution

(Millions of yen)	FY2020 Full year	FY2021 Full year	FY2022 Full year	Y-on-Y
Sales	104,765	127,803	155,902	+28,099 +22.0 %
Ratio to total net sales	48.2%	56.4%	60.9%	+4.5 pt
Operating income	3,417	4,781	436	-4,345 -90.9 %
Operating margin	3.3 %	3.7 %	0.3 %	-3.4 pt



Overview

Sales

- Financial Institutions
Remained moderate for TCR*1
- Retail Industry
Increased for CI-series*2 for the point-of-sale
Increased for Acrelec and Revolution products

Operating Income

Decreased due to high part prices and logistics costs

Products & Services

Solutions for Automation & Operational Efficiency

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

Products



Services



Outline of the Segment

Sales and maintenance services to overseas financial institutions, Cash-in-Transit companies (CITs), retail stores etc.

Sales by Geographical Segment

All regions: Overall sales increased supported by strong sales from maintenance services and depreciation of the yen
Product sales postponed due to production delays

The Americas: Sales to the retail industry (CI-series) increased, meeting the demand for contact-free and self-service solutions

(Millions of yen)	Full year			Y-on-Y	Local
	FY2020	FY2021	FY2022		
Americas	35,524	44,684	69,336	+24,652 +55.2 %	+28.7%
Acrelec	1,125	2,716	3,050	+334	-
Revolution	-	3,774	17,758	+13,984	-
EMEA	52,981	68,967	70,758	+1,791 +2.6 %	-5.0%
Acrelec	7,297	16,479	18,663	+2,184	-
Asia	16,259	14,151	15,806	+1655 +11.7 %	-
Acrelec	450	614	751	+137	-
Total overseas sales	104,765	127,803	155,902	+28,099 +22.0 %	-
Acrelec	8,873	19,809	22,464	+2,655	-
Revolution	-	3,774	17,758	+13,984	-

Americas

- **Financial institutions** – TCR sales increased
- **Retail industry** – CI-series sales increased
- **Revolution** – As per the forecast

EMEA

- **Financial institutions** – TCR sales remained moderate
- **Retail industry** – CI-series sales remained moderate
- **Acrelec** – Sales increased

Asia

- **Financial institutions** – TCR sales increased
- **Retail industry** – CI-series sales decreased
- **Acrelec** – Sales remained moderate

*Acrelec P&L included in the scope of consolidation since Q2 FY2020.

*Revolution P&L included in the scope of consolidation (the Americas) since Q3 FY2021.

*Sales of OEM included in regional sales since FY2022. (FY2020 and FY2021 also adjusted)

*China included in Asia since FY2022.

Acrelec and Revolution



(Millions of yen)		FY2021		FY2022		Y-on-Y
Sales		19,809		22,464		+2,655
Americas	2,716	14%	3,050	14%	+334	
EMEA	16,479	83%	18,663	83%	+2,184	
Asia	614	3%	751	3%	+137	
Operating income	Before goodwill amortization	582		-1,100		-1,682
	After goodwill amortization	-177		-2,122		-1,945

Americas

Sales remained moderate with large orders put on hold

Synergy

Business with leading retailers gained through Glory's sales channels



EMEA

Sales increased in Spain, the U.K. and the Nordics

Asia

Sales increased mainly in the Philippines and Taiwan

Revolution Retail Systems

(Millions of yen)		FY2021		FY2022		Y-on-Y
Sales		Ref. 11,741		17,758		+6,017
Percentage of the Americas		-		26 %		- pt
Operating income	Before goodwill amortization	Ref. 4,378		-692		-5,070
	After goodwill amortization	-		-1,947		-

Note: Revolution's P&L has been included in the scope of consolidation since Q3 FY2021.

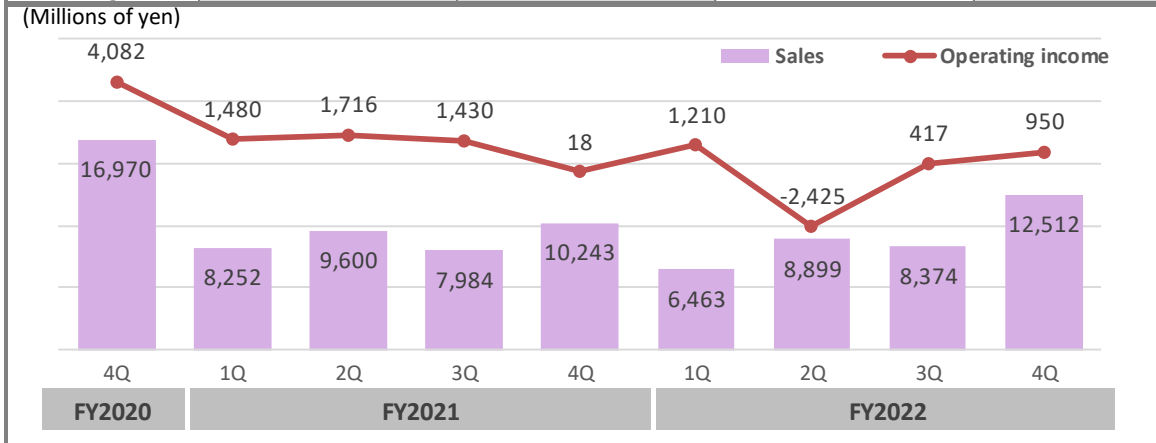
➤ Sales to supermarket increased

Synergy

Productivity to be improved by integrating maintenance centers and production bases of Glory and Revolution



(Millions of yen)	FY2020 Full year	FY2021 Full year	FY2022 Full year	Y-on-Y
Sales	49,877	36,079	36,248	+169 +0.5 %
Ratio to total net sales				-1.8 pt
Operating income	9,861	4,644	152	-4,492 -96.7 %
Operating margin	19.8 %	12.9 %	0.4 %	-12.5 pt



Overview

Sales

- Increased for main products (open teller systems and TCRs) despite production delays
- Decreased for maintenance services with the completion of system modifications associated with the issuance of the new 500-yen coin

Operating Income

- Decreased due to high material prices

Products & Services

Solutions for Automation & Operational Efficiency

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

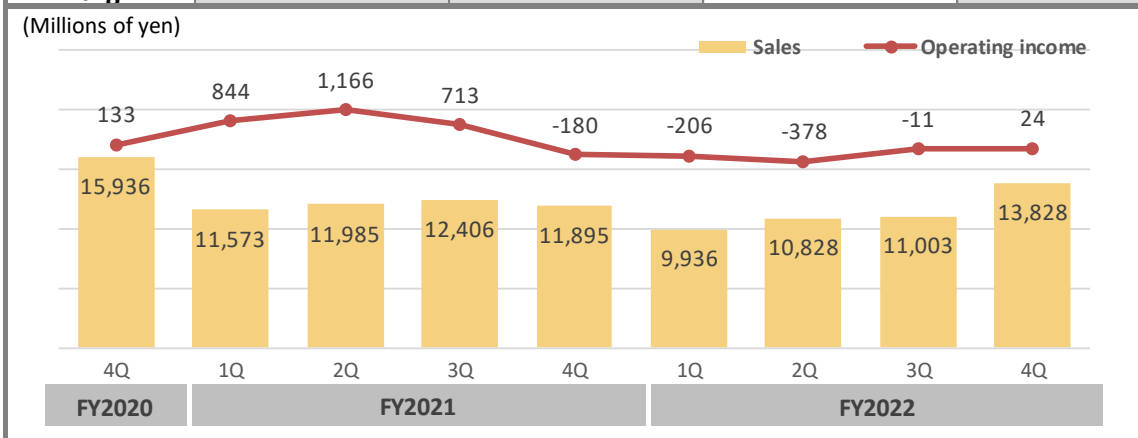
Products	Services
	<p>Product management systems</p> <p>Monitoring services</p>

Outline of the Segment

Sales and maintenance services to financial institutions in Japan.

Retail and Transportation Market

(Millions of yen)	FY2020 Full year	FY2021 Full year	FY2022 Full year	Y-on-Y
Sales	49,078	47,859	45,595	-2,264 -4.7 %
Ratio to total net sales	22.6%	21.1%	17.8%	-3.3 pt
Operating income	1,670	2,543	-571	-3,114 - %
Operating margin	3.4 %	5.3 %	- %	- pt



Overview

Sales

- Favorably increased for main products (coin and banknote recycler for cashiers) despite production delays
- Decreased for maintenance services with the completion of system modifications associated with the issuance of the new 500-yen coin

Operating Income

- Decreased due to a decline in sales and high parts prices

Products & Services

Solutions for Automation & Operational Efficiency

- Contact-free & Self-service solutions
- Cash management solutions
- Electronic payment solutions
- Solutions with biometric and image-recognition technologies etc.

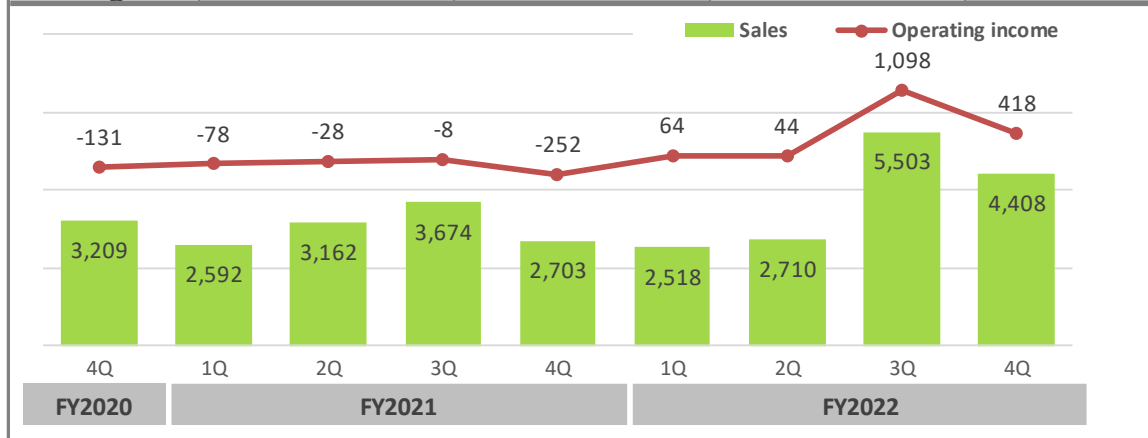
Products	Services

Outline of the Segment

Sales and maintenance services to supermarkets, department stores, Cash-in-Transit companies (CITs), railroad companies, hospitals and local governments in Japan.

Amusement Market

(Millions of yen)	FY2020 Full year	FY2021 Full year	FY2022 Full year	Y-on-Y
Sales	11,020	12,131	15,139	+3,008 +24.8 %
Ratio to total net sales	5.1%	5.4%	5.9%	+0.6 pt
Operating income	-290	-366	1,624	+1,990 - %
Operating margin	- %	- %	10.7 %	- pt



Overview

Sales

Increased for main product (card systems) as a result of sales increase of smart amusement machine units despite production delays

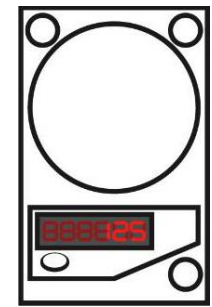
Operating Income

Increased as a result of sales increase and income margin improvement

Smart amusement machines

Users can play free of contact with wining balls or tokens.

- Smart pachinko ▶ Released in April 2023
- Smart slot ▶ Released in November 2022



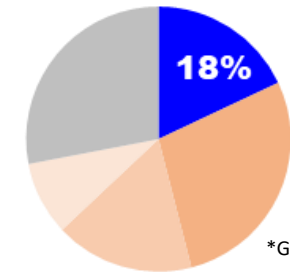
Card system for smart pachinko



Card system for smart slot

Market share* of Glory's card systems

installed in approx. 7,900 stores across Japan



*GLORY's research

Number of installed base: 3.8 million (as of Dec 2021)

2.3 million (Pachinko machines)

1.4 million (Slot machines) Based on National Police Agency survey

3 FY2023 Initiatives

Completing the work associated with the new banknote issuance

- ✓ Address our customers' need for machine replacement and/or software modification associated with the banknote issuance scheduled for 2024, thus fulfill our mission as a company that supports the infrastructure of money circulation.



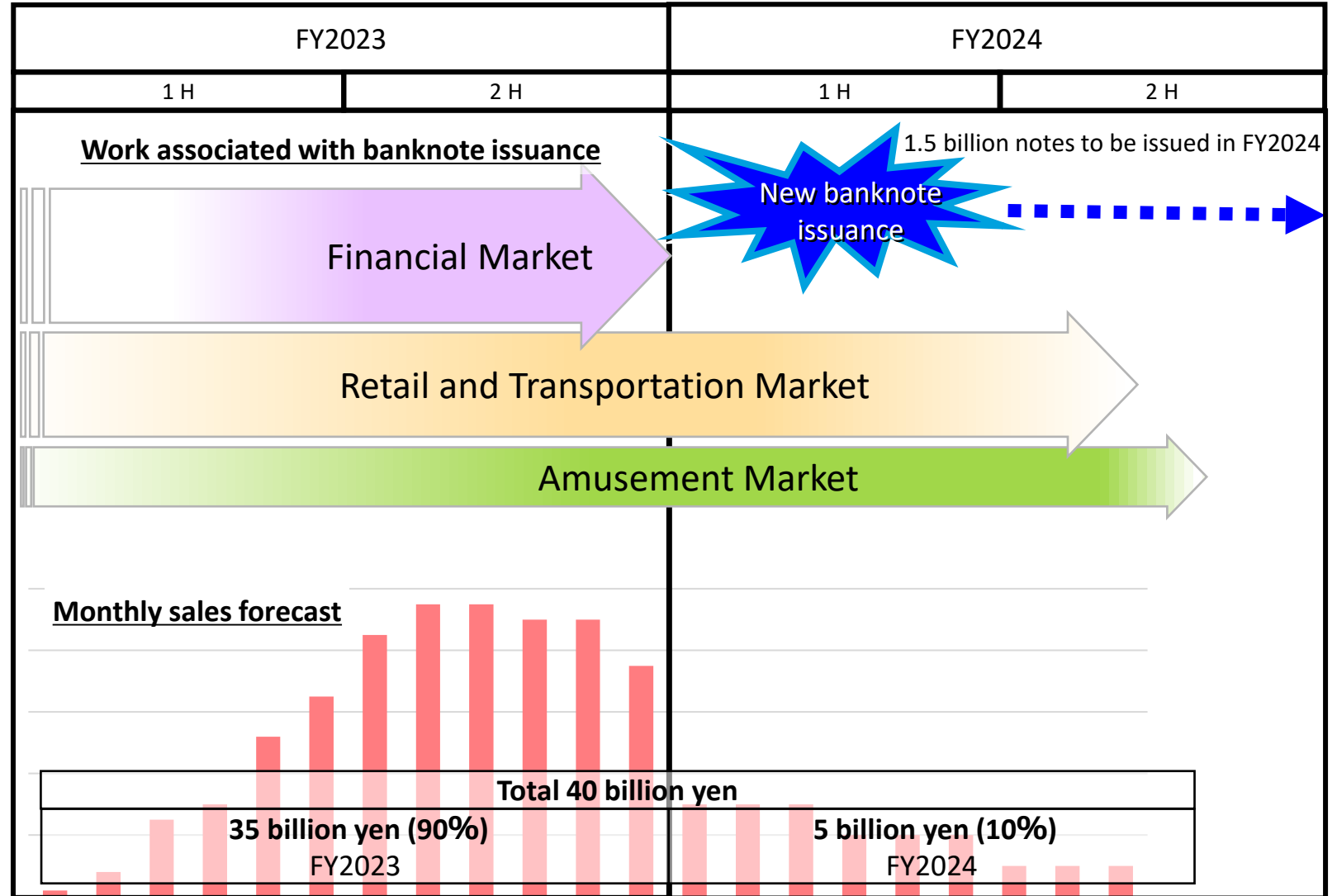
Expanding our business for overseas retailers

- ✓ Expand the sales to leading global retailers and F&Bs (Food & Beverage companies)
 - ▶ Further expand our business in the U.S. and Europe
 - ▶ Increase synergies with Acrelec and Revolution



Work associated with New Banknote Issuance

Number of installed base in the domestic market / Number of Glory's products (thousand)		
Total number of units	7,320	Number of Glory's products (including OEM)
For financial institutions	330	75
Coin and Banknote recycler for tellers	74	53
Teller machine	21	17
Money changer	10	5
Others	227	-
Change machine	550	270
Vending machine	2,440	62
Gaming peripherals	4,000	563



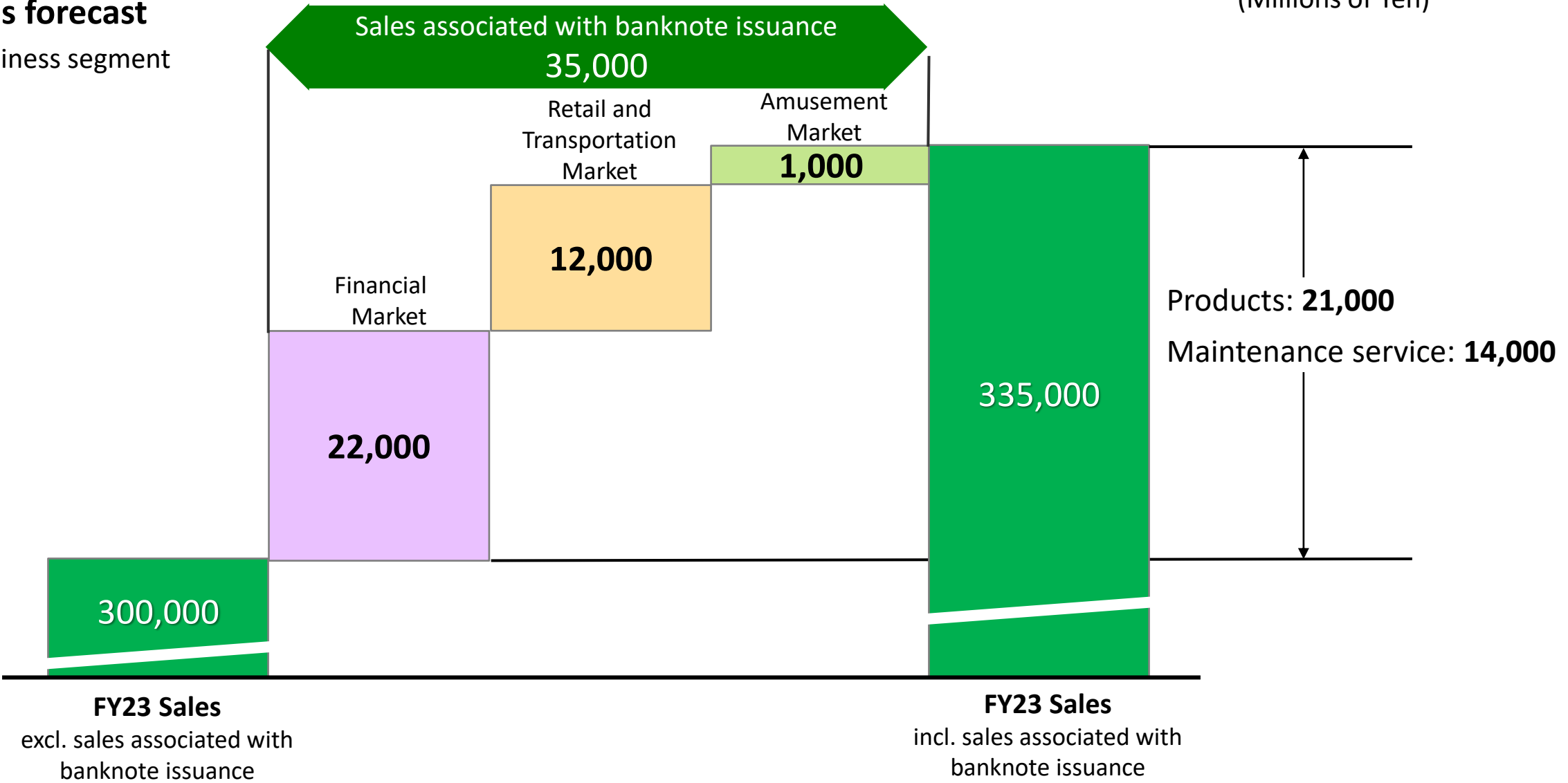
Sales associated with New Banknote Issuance



Confidence Enabled

Sales forecast
by business segment

(Millions of Yen)



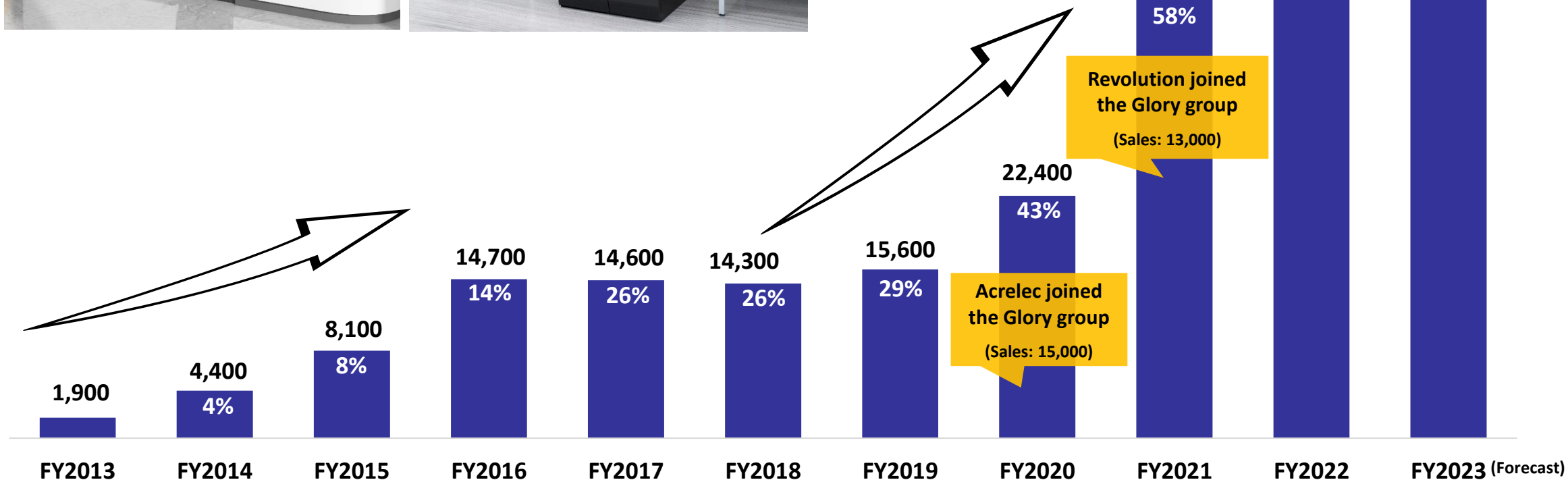
Expanding our business for overseas retailers

Rapid growth in retail business!

(Millions of Yen)























Overseas retail product sales ▶ 56,000
 Percentage vs total product sales ▶ 61%



Expanding our business for overseas retailers

World's Top 20 Retailers

	Retailer	Retail Revenue (US\$M)	Number of Outlet		Retailer	Retail Revenue (US\$M)	Number of Outlet
1	 Walmart	559,151	10,585	11	 CVS Health Corporation	91,198	9,900
2	 Amazon.com, Inc	213,573	Mainly E-commerce	12	 Lowe's Companies, Inc.	89,597	2,200
3	 Costco Wholesale Corporation	166,761	850	13	 Ahold Delhaize	85,177	7,450
4	 Schwarz Group	144,254	13,300	14	 Aeon Co., Ltd	81,204	20,000
5	 The Home Depot, Inc.	132,110	2,300	15	 Tesco PLC	73,888	4,800
6	 The Kroger Co.	131,620	2,800	16	 Albertsons Companies, Inc.	69,690	2,200
7	 Walgreens Boots Alliance, Inc.	117,705	13,000	17	 Edeka Group	68,268	11,000
8	 Aldi Einkauf GmbH & Co. oHG	117,047	10,500	18	 REWE Combine	61,853	16,000
9	 JD.com, Inc.	94,423	Mainly E-commerce	19	 Seven & I Holdings Co., Ltd	52,317	80,000
10	 Target Corporation	92,400	1,950	20	 Best Buy Co., Inc.	47,262	1,150

Source: Deloitte Touche Tohmatsu Limited. Global Powers of Retailing 2022 and official website of each company

Expanding our business for overseas retailers

World's Top 20 Food & Beverage Companies

	Food & Beverage Companies	F&B Revenue (US\$M)	Number of Outlet
1	McDonald's	85,657	39,000
2	Yum! Brands	47,400	51,000
3	Restaurant Brands International	166,761	25,000
4	Starbucks	144,254	33,000
5	Domino's Pizza	132,110	18,000
6	Chick-fil-A	131,620	2,600
7	Subway	117,705	40,500
8	Dunkin' Brands	117,047	22,000
9	Wendy's	94,423	6,900
10	Darden	92,400	1,800

	Food & Beverage Companies	F&B Revenue (US\$M)	Number of Outlet
11	DineEquity	91,198	3,700
12	Chipotle Mexican Grill	89,597	2,800
13	Panera Bread	85,177	2,500
14	Jollibee	81,204	5,600
15	Little Caesar's	73,888	5,800
16	Papa John's	69,690	5,500
17	Dairy Queen	68,268	7,200
18	Hello Fresh	61,853	Mainly E-commerce
19	CKE Restaurants	52,317	4,300
20	Sonic	47,262	3,500

Further growth of the U.S. market



Trend of U.S. sales (incl. maintenance service)

(Millions of Yen)

Total U.S. sales ▶ 73,000
46,000

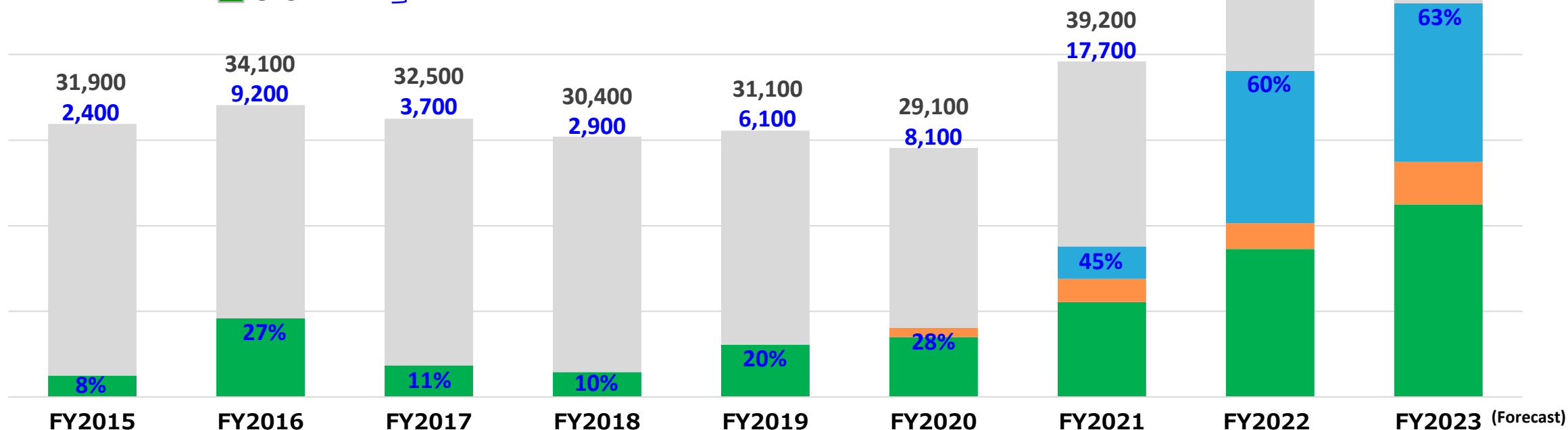
■ Sales to financial institutions

■ Revolution

■ Acrelec

■ GLORY

Sales to retailers



4 FY2023 Financial Forecast

FY2023 Financial Forecast



Confidence Enabled

Sales Expected to increase with the work associated with the new banknote issuance and growth in overseas retail industry
Expecting stable product delivery with significant improvement in procurement situations

Income Expected to improve significantly as a result of increased sales, easing of high material prices, product price revisions etc.

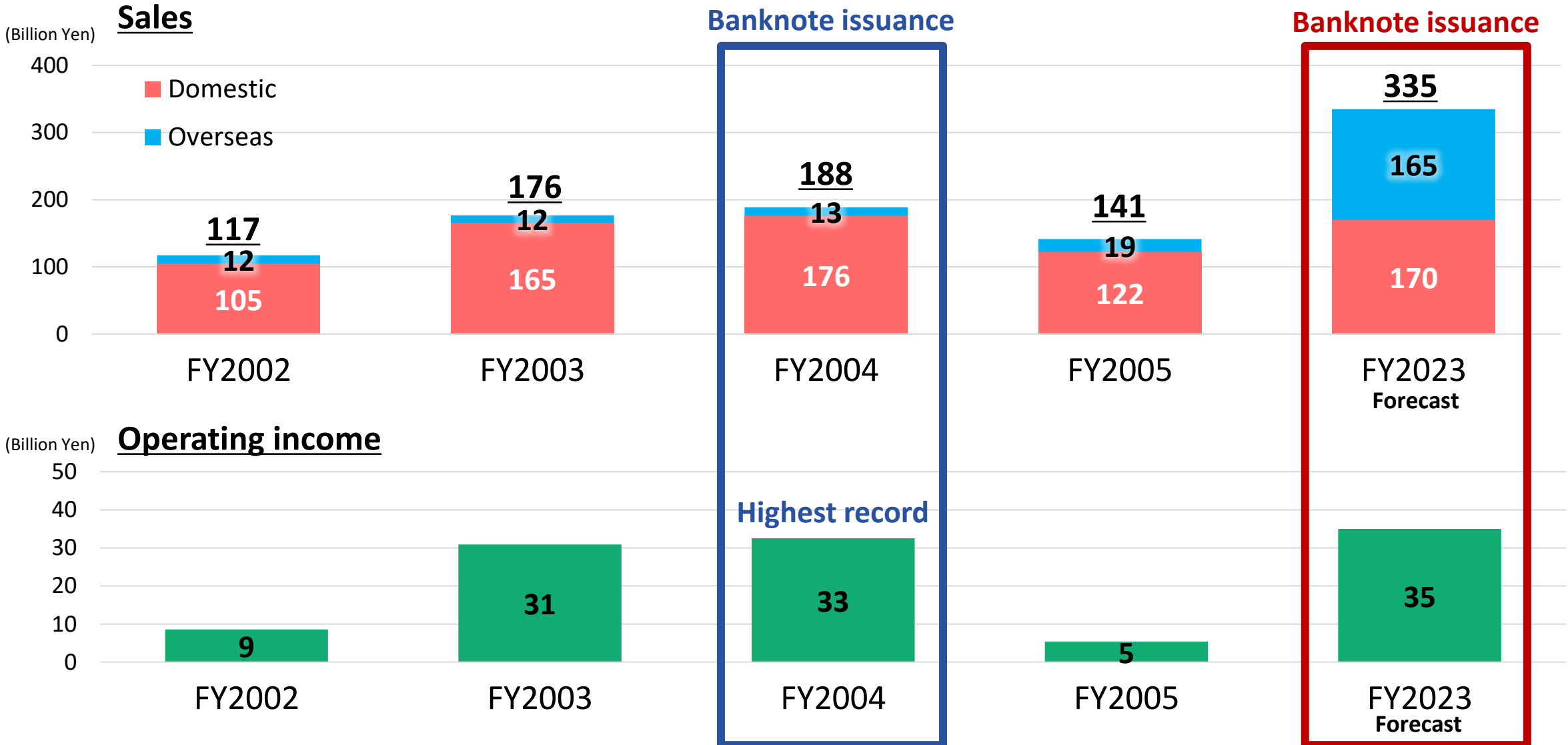
(Millions of yen)	1st Harf			2nd Harf			Full Year				
	FY2021	FY2022	FY2023 (Forecast)	FY2021	FY2022	FY2023 (Forecast)	FY2021	FY2022	FY2023 (Forecast)	Y-on-Y	
Net Sales	103,154	112,142	142,000	123,408	143,715	193,000	226,562	255,857	335,000	+79,143 30.9%	
Maintenance Services	39,100	48,809	50,000	44,794	51,984	62,000	83,894	100,793	112,000	+11,207 11.1%	
Operating Income	5,735	-4,711	6,000	4,460	5,233	29,000	10,195	522	35,000	+34,478 6,605.0%	
Ordinary Income	5,725	-5,359	5,000	4,679	2,639	28,000	10,404	-2,720	33,000	+35,720 -	
Net Income Attributable to Owners of Parent	2,443	-6,195	2,000	3,967	-3,343	18,000	6,410	-9,538	20,000	+29,538 -	
* EBITDA	13,785	4,477	15,200	13,720	14,511	38,300	27,505	18,988	53,500	+34,512 181.8%	
Exchange rate	US\$	¥ 110	¥ 134	¥ 130	¥ 115	¥ 137	¥ 130	¥ 112	¥ 135	¥ 130	¥ -5
	Euro	¥ 131	¥ 139	¥ 135	¥ 130	¥ 143	¥ 135	¥ 131	¥ 141	¥ 135	¥ -6

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

Sales & Operating Income (Ref. previous banknote issuance)

November 2004
Banknote issuance

2024
Banknote issuance



Sales & Operating Income by Business Segment

Upper row: Sales
Lower row: Operating income

(Millions of yen)	First Half			Second Half			Full Year			
	FY2021	FY2022	FY2023 (Forecast)	FY2021	FY2022	FY2023 (Forecast)	FY2021	FY2022	FY2023 (Forecast)	Y-on-Y
Overseas Market	54,850	69,511	75,000	72,953	86,391	90,000	127,803	155,902	165,000	+9,098
	1,354	-2,431	2,500	3,427	2,867	5,000	4,781	436	7,500	+7,064
Financial Market	17,852	15,362	25,000	18,227	20,886	45,000	36,079	36,248	70,000	+33,752
	3,196	-1,215	1,500	1,448	1,367	14,000	4,644	152	15,500	+15,348
Retail & Transportation Market	23,558	20,764	30,000	24,301	24,831	40,000	47,859	45,595	70,000	+24,405
	2,010	-584	500	533	13	5,500	2,543	-571	6,000	+6,571
Amusement Market	5,754	5,228	10,000	6,377	9,911	15,500	12,131	15,139	25,500	+10,361
	-106	108	2,000	-260	1,516	5,000	-366	1,624	7,000	+5,376
Others	1,138	1,274	2,000	1,550	1,697	2,500	2,688	2,971	4,500	+1,529
	-720	-589	-500	-688	-529	-500	-1,408	-1,118	-1,000	+118
Total	103,154	112,142	142,000	123,408	143,715	193,000	226,562	255,857	335,000	+79,143
	5,735	-4,711	6,000	4,460	5,233	29,000	10,195	522	35,000	+34,478

- Overseas Market
- Financial Market
- Retail and Transportation Market
- Amusement Market

Expected to increase, opportunities with leading retailers and F&Bs in the U.S. and Europe which have high interest in capital investment

Complete the work associated with banknote issuance **AND**

- Expand the sales of self-service solutions addressing the demand for machine replacement
- Expand the sales of self-service products addressing the ongoing need for self-service solutions
- Expand the sales of card systems with ongoing need for newly introduced amusement machines

Sales by Geographical Segment of Overseas Market

(Millions of yen)	First Half			Second Half			Full Year			Y-on-Y
	FY2021	FY2022	FY2023 (Forecast)	FY2021	FY2022	FY2023 (Forecast)	FY2021	FY2022	FY2023 (Forecast)	
Americas	17,069	29,496	36,500	27,615	39,840	43,500	44,684	69,336	80,000	+10,664
Acrelec	1,179	1,052	2,000	1,537	1,998	3,000	2,716	3,050	5,000	+1,950
Revolution	-	8,576	8,800	3,774	17,758	9,700	3,774	17,758	18,500	+742
EMEA	31,569	32,559	32,500	37,398	38,199	38,500	68,967	70,758	71,000	+242
Acrelec	7,032	8,393	8,400	9,447	10,270	8,100	16,479	18,663	16,500	-2,163
Asia	6,211	7,455	6,000	7,940	8,351	8,000	14,151	15,806	14,000	-1,806
Acrelec	260	398	800	354	353	1,400	614	751	2,200	+1,449
Total overseas sales	54,850	69,511	75,000	72,953	86,391	90,000	127,803	155,902	165,000	+9,098
Acrelec	8,470	9,843	11,200	11,339	12,621	12,500	19,809	22,464	23,700	+1,236
Revolution	-	8,576	8,800	3,774	17,758	9,700	3,774	17,758	18,500	+742

*Revolution P&L included in the scope of consolidation (the Americas) since Q3 FY2021.

*Sales of OEM included in regional sales since FY2022. (FY2020 and FY2021 also adjusted)

*China included in Asia since FY2022.

Dividend

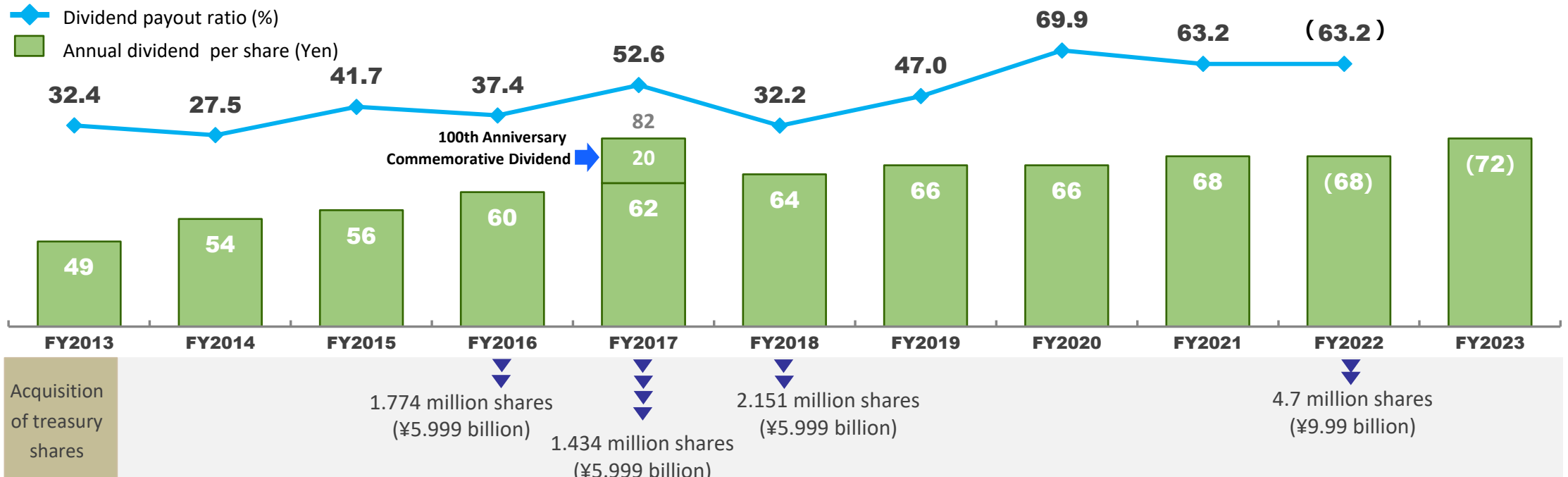
Target: Payout ratio before goodwill amortization of 30%*¹ or higher
(Year average during the 2023 MTP period)

Dividends per share

	Interim	Year-end ^{*2}	Annual
FY2022	¥ 34	¥ 34 (Plan)	¥ 68 (Plan)
FY2023 (Forecast)	¥ 36	¥ 36	¥ 72

*¹Total dividends paid over the three years / Three fiscal years total of "Net income attributable to owners of parent + Goodwill amortization"
*²Year-end dividends to be proposed at the 77th Ordinary General Meeting of Shareholders scheduled for June 23, 2023.

Trend of annual dividend and payout ratio



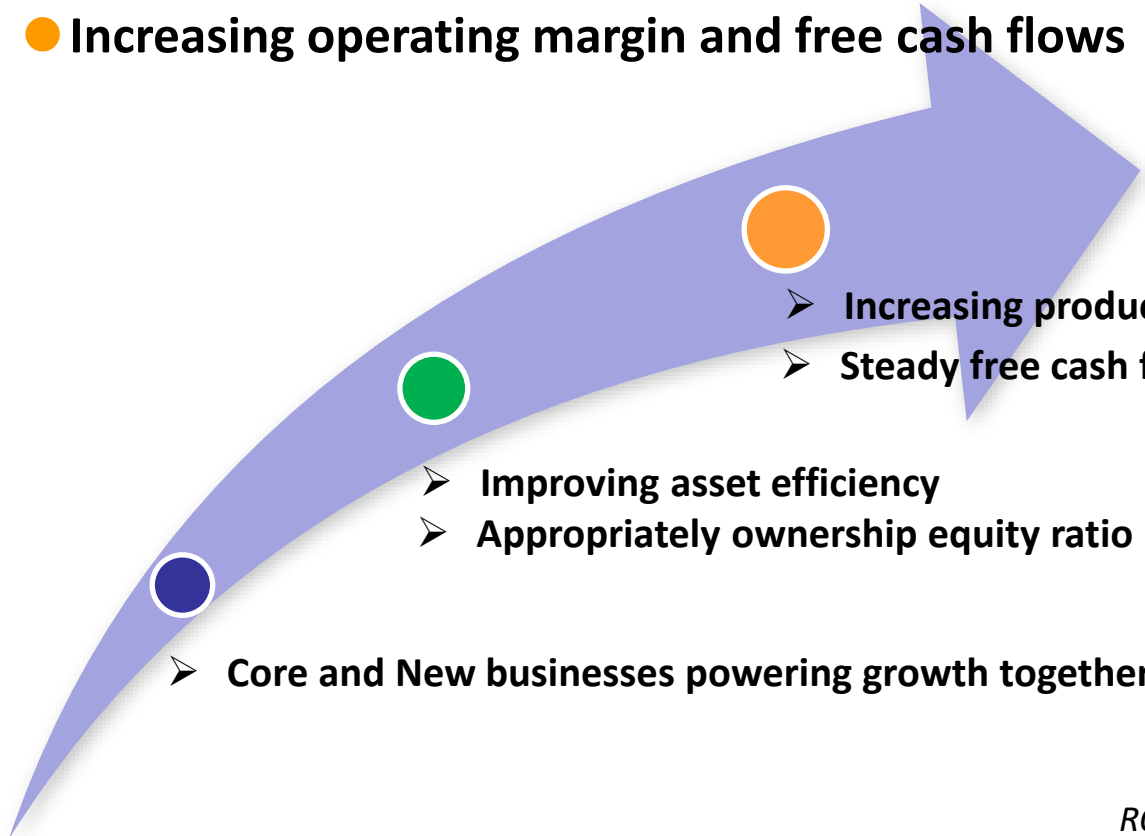
Increasing PBR by improving ROE/ROIC/ROA

Approaches to improve ROE/ROIC/ROA

- Accelerating business growth
- Optimizing the balance of liabilities & assets
- Increasing operating margin and free cash flows



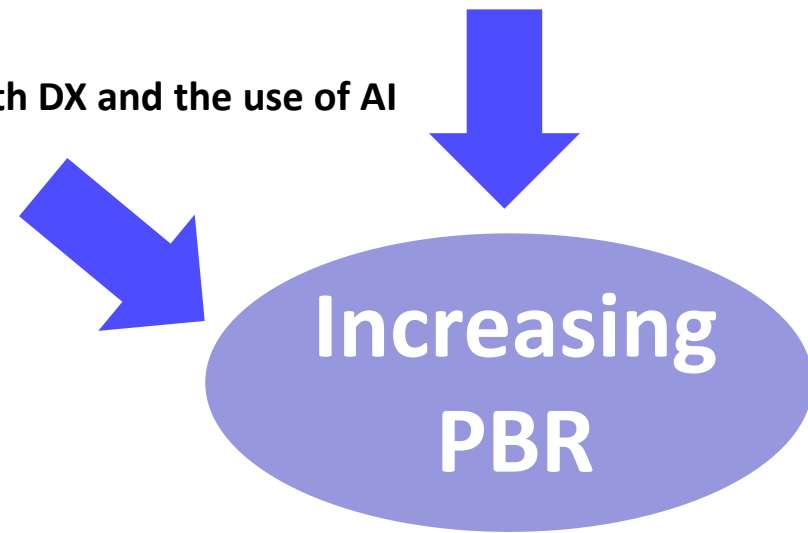
- ✓ Strategic investment
- ✓ Stable dividend
- ✓ Optimum shareholder returns



- Increasing productivity with DX and the use of AI
- Steady free cash flows

- Improving asset efficiency
- Appropriately ownership equity ratio

- Core and New businesses powering growth together



Increasing PBR

ROE, ROIC, & ROA targets are currently being discussed along with the 2026 MTP

References

FY2022 Financial Results



Confidence Enabled

Consolidated Statement of Income & Statement of Comprehensive Income

(Millions of yen)	FY2020		FY2021		FY2022		Y-on-Y
	Full Year	Ratio	Full Year	Ratio	Full Year	Ratio	
Net sales	217,423	100.0%	226,562	100.0%	255,857	100.0%	+29,295
Cost of sales	131,962	60.7%	136,800	60.4%	164,630	64.3%	+27,830
Selling, general and administrative expenses	71,259	32.8%	75,966	33.5%	90,704	35.5%	+14,738
Operating income	14,201	6.5%	10,195	4.5%	522	-	-9,673
Non-operating income	1,589	0.7%	1,429	0.6%	2,286	0.9%	+857
Non-operating expenses	1,652	0.8%	1,219	0.5%	5,529	2.2%	+4,310
Ordinary income	14,137	6.5%	10,404	4.6%	-2,720	-	-13,124
Extraordinary income	27	0.0%	4752	2.1%	63	0.0%	-4689
Extraordinary loss	1,574	0.7%	1476	0.7%	4004	1.6%	+2528
Income before income taxes and minority interests	12,590	5.8%	13,680	6.0%	-6,661	-	-20,341
Income taxes	6,073	2.8%	6,235	2.8%	2,087	0.8%	-4148
Net Income	6,516	3.0%	7,444	3.3%	-8,748	-	-16,192
Net income attributable to owners of parent	5,705	2.6%	6,410	2.8%	-9,538	-	-15,948

Net Income	6,516	3.0%	7,444	3.3%	-8,748	-3.4%	-16,192
Valuation difference on available-for-sale securities	1,128		-9		706		+715
Foreign currency translation adjustment	4,059		9,128		8,885		-243
Remeasurements of defined benefit plans	5,264		937		2,537		+1,600
Total other comprehensive income	10,459	4.8%	10,064	4.4%	12,111	4.7%	+2,047
Comprehensive income	16,976	7.8%	17,509	7.7%	3,362	1.3%	-14,147

FY2022 Financial Results

Consolidated Balance Sheet

(Millions of yen)	As of March 31, 2021	As of March 31, 2022	As of March 31, 2023	Increase/Decrease		As of March 31, 2021	As of March 31, 2022	As of March 31, 2023	Increase/Decrease	
Cash, deposits and Securities	66,238	52,426	37,586	-14,840	Total current liabilities	Notes and accounts payable-trade	17,072	21,631	25,473	+3,842
Notes and accounts receivable-trade	56,344	52,420	59,787	+7,367		Short-term loans payable	18,786	19,328	47,104	+27,776
Inventories	52,516	69,914	94,998	+25,084		Other	51,938	58,939	66,924	+7,985
Other	4,680	13,200	11,106	-2,094						
Current assets	179,778	187,960	203,477	+15,517	Total current liabilities	87,796	99,898	139,501	+39,603	
Property, plant and equipment	39,183	40,485	42,517	+2,032	Total liabilities	Long-term loans payable	3,939	11,187	12,055	+868
Customer relationships	22,473	26,790	26,428	-362		Other	42,539	43,576	33,732	-9,844
Goodwill	49,800	58,399	55,528	-2,871	Noncurrent liabilities	46,478	54,763	45,787	-8,976	
Other	8,369	11,718	9,769	-1,949	Total liabilities	134,275	154,661	185,288	+30,627	
Intangible assets	80,642	96,907	91,725	-5,182	Capital stock	12,892	12,892	12,892	0	
Total investments and other assets	31,003	37,916	43,552	+5,636	Retained earnings	164,411	166,566	141,522	-25,044	
Total noncurrent assets	150,829	175,309	177,795	+2,486	Other	19,029	29,149	41,570	+12,421	
Total assets	330,608	363,269	381,273	+18,004	Total netassets	196,332	208,607	195,984	-12,623	
					Total liabilities and net assets	330,608	363,269	381,273	+18,004	

FY2022 Financial Results



Confidence Enabled

Consolidated Statement of Cash Flows

(Millions of yen)	FY2020 Full Year	FY2021 Full Year	FY2022 Full Year	Increase/ Decrease
Cash flows from operating activities	28,443	10,315	-16,486	-26,801
Cash flows from investing activities	-21,666	-25,739	-9,364	+16,375
Cash flows from financing activities	-12,131	-942	8,526	+9,468
Net increase (decrease) in cash and cash equivalents	-4,357	-13,741	-15,622	-1,881
Free cash flows	6,777	-15,424	-25,850	-10,426

FY2022 Financial Results



Confidence Enabled

Sales & Operating Income by Business Segment (vs. Forecast)

(Millions of yen)	Sales			Operating Income		
	FY2022		vs. Forecast	FY2022		vs. Forecast
	Forecast	Results		Forecast	Results	
Overseas Market	155,000	155,902	+902 +0.6 %	2,000	436	-1,564 -78.2 %
Financial Market	36,000	36,248	+248 +0.7 %	-900	152	+1,052 - %
Retail & Transportation Market	46,000	45,595	-405 -0.9 %	-1,500	-571	+929 - %
Amusement Market	15,000	15,139	-139 +0.9 %	1,200	1,624	-424 +35.3 %
Others	3,000	2,971	-29 -1.0 %	-1,300	-1,118	+182 - %
Total	255,000	255,857	+0,857 +0.3 %	-500	522	+1,022 - %

FY2022 Financial Results



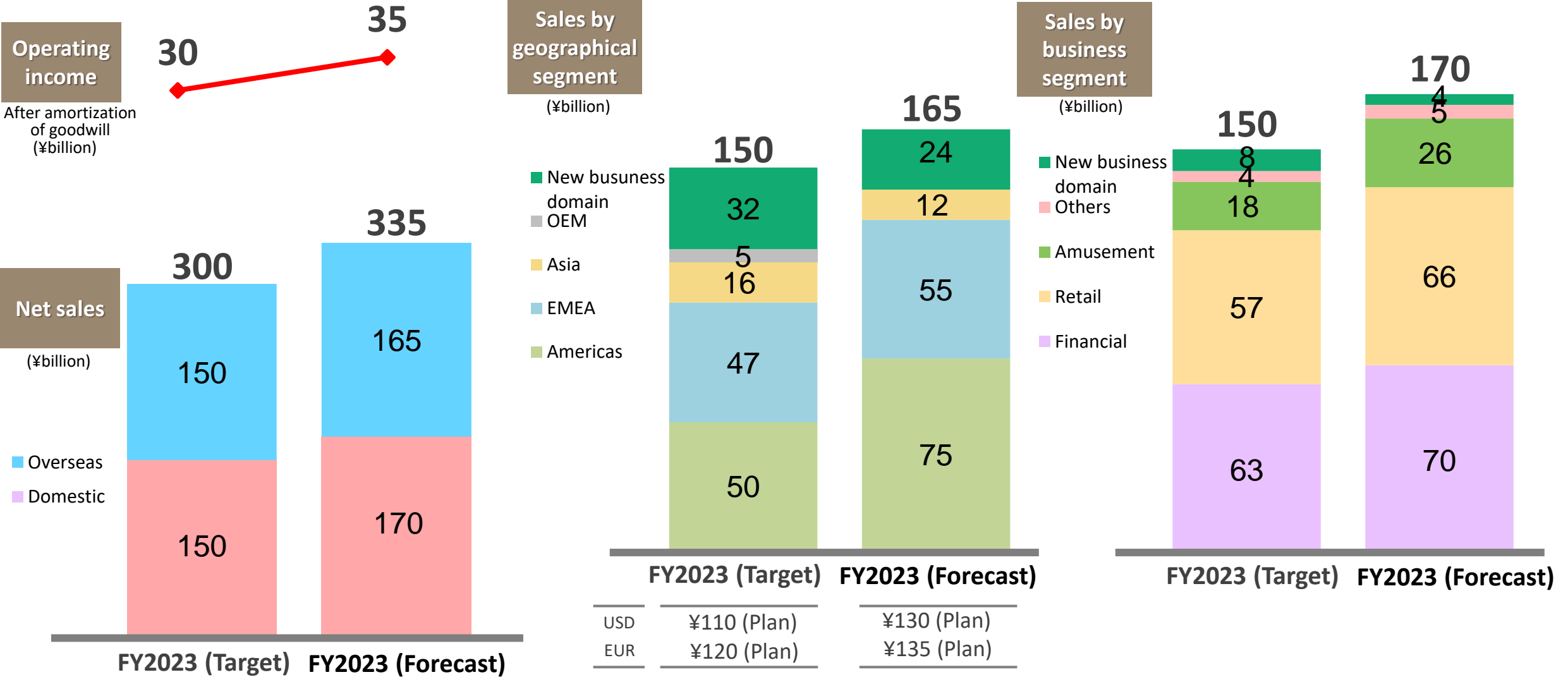
Confidence Enabled

CAPEX, Depreciation & Amortization, and R&D

(Millions of yen)	FY2020	FY2021	FY2022	Y-on-Y	Quarterly trend																		
Capital expenditures	9,739	11,423	11,064	-359 -3.1 %	<table border="1"> <tr> <td>FY20 (4Q)</td> <td>FY21 (1Q)</td> <td>FY21 (2Q)</td> <td>FY21 (3Q)</td> <td>FY21 (4Q)</td> <td>FY22 (1Q)</td> <td>FY22 (2Q)</td> <td>FY22 (3Q)</td> <td>FY22 (4Q)</td> </tr> <tr> <td>2,499</td> <td>2,363</td> <td>2,313</td> <td>2,770</td> <td>3,977</td> <td>1,924</td> <td>2,377</td> <td>4,239</td> <td>2,524</td> </tr> </table>	FY20 (4Q)	FY21 (1Q)	FY21 (2Q)	FY21 (3Q)	FY21 (4Q)	FY22 (1Q)	FY22 (2Q)	FY22 (3Q)	FY22 (4Q)	2,499	2,363	2,313	2,770	3,977	1,924	2,377	4,239	2,524
FY20 (4Q)	FY21 (1Q)	FY21 (2Q)	FY21 (3Q)	FY21 (4Q)	FY22 (1Q)	FY22 (2Q)	FY22 (3Q)	FY22 (4Q)															
2,499	2,363	2,313	2,770	3,977	1,924	2,377	4,239	2,524															
Depreciation and amortization	10,706	11,952	11,762	-190 -1.6 %	<table border="1"> <tr> <td>FY20 (4Q)</td> <td>FY21 (1Q)</td> <td>FY21 (2Q)</td> <td>FY21 (3Q)</td> <td>FY21 (4Q)</td> <td>FY22 (1Q)</td> <td>FY22 (2Q)</td> <td>FY22 (3Q)</td> <td>FY22 (4Q)</td> </tr> <tr> <td>2,850</td> <td>2,724</td> <td>2,901</td> <td>3,008</td> <td>3,319</td> <td>2,631</td> <td>3,240</td> <td>3,044</td> <td>2,847</td> </tr> </table>	FY20 (4Q)	FY21 (1Q)	FY21 (2Q)	FY21 (3Q)	FY21 (4Q)	FY22 (1Q)	FY22 (2Q)	FY22 (3Q)	FY22 (4Q)	2,850	2,724	2,901	3,008	3,319	2,631	3,240	3,044	2,847
FY20 (4Q)	FY21 (1Q)	FY21 (2Q)	FY21 (3Q)	FY21 (4Q)	FY22 (1Q)	FY22 (2Q)	FY22 (3Q)	FY22 (4Q)															
2,850	2,724	2,901	3,008	3,319	2,631	3,240	3,044	2,847															
R&D investment	14,730	14,743	14,466	-277 -1.9 %	<table border="1"> <tr> <td>FY20 (4Q)</td> <td>FY21 (1Q)</td> <td>FY21 (2Q)</td> <td>FY21 (3Q)</td> <td>FY21 (4Q)</td> <td>FY22 (1Q)</td> <td>FY22 (2Q)</td> <td>FY22 (3Q)</td> <td>FY22 (4Q)</td> </tr> <tr> <td>4,251</td> <td>3,344</td> <td>3,900</td> <td>3,583</td> <td>3,916</td> <td>3,532</td> <td>3,538</td> <td>3,561</td> <td>3,835</td> </tr> </table>	FY20 (4Q)	FY21 (1Q)	FY21 (2Q)	FY21 (3Q)	FY21 (4Q)	FY22 (1Q)	FY22 (2Q)	FY22 (3Q)	FY22 (4Q)	4,251	3,344	3,900	3,583	3,916	3,532	3,538	3,561	3,835
FY20 (4Q)	FY21 (1Q)	FY21 (2Q)	FY21 (3Q)	FY21 (4Q)	FY22 (1Q)	FY22 (2Q)	FY22 (3Q)	FY22 (4Q)															
4,251	3,344	3,900	3,583	3,916	3,532	3,538	3,561	3,835															

FY2023 Financial Forecast

Sales & Operating Income by Business Segment (vs. 2023 Medium-Term Management Plan)



FY2023 Financial Forecast



Confidence Enabled

CAPEX, Depreciation & Amortization, and R&D

(Millions of yen)	FY2021	FY2022	FY2023 (Forecast)	Y-on-Y	Changes by six-month periods
Capital expenditures	11,423	11,064	10,000	-1,064 -9.6 %	
Depreciation and amortization	11,952	11,762	12,000	+238 +2.0 %	
R&D investment	14,743	14,466	15,000	+534 +3.7 %	

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.