

The 9th Medium-Term Business Plan (FY2023-FY2025)

*The 4th Stage
Towards a 100-year Company*

AMANO Corporation

The 9th Medium-Term Business Plan (FY2023~FY2025)
The 4th Stage Towards a 100-year Company

Commitment to a Paradigm Shift
Leading to Sustainable Management

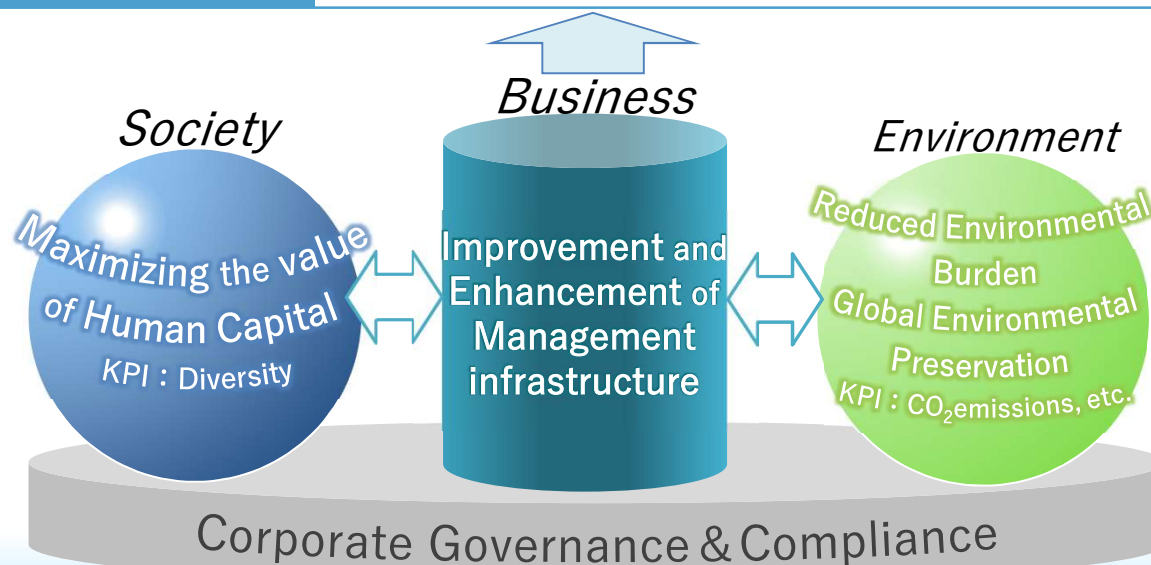
不易
流行

Evolution
built on Tradition

Numerical Targets(Consolidated) for FY2025	Sales : 168Bil	Operating Profit : 23Bil	OPR : 13%	ROE : 12%
Original Plan	Sales : 160Bil	Operating Profit : 21Bil	OPR : 13%	ROE : 12%

Expand business
performance through
Three growth drivers

- (1) Information Systems : Software plus cloud services
- (2) Parking Systems : Proposals centric to the Data center for Systems and Management Services
- (3) Clean Systems : Robot plus cloud service proposals



Engineers
For Time & Air

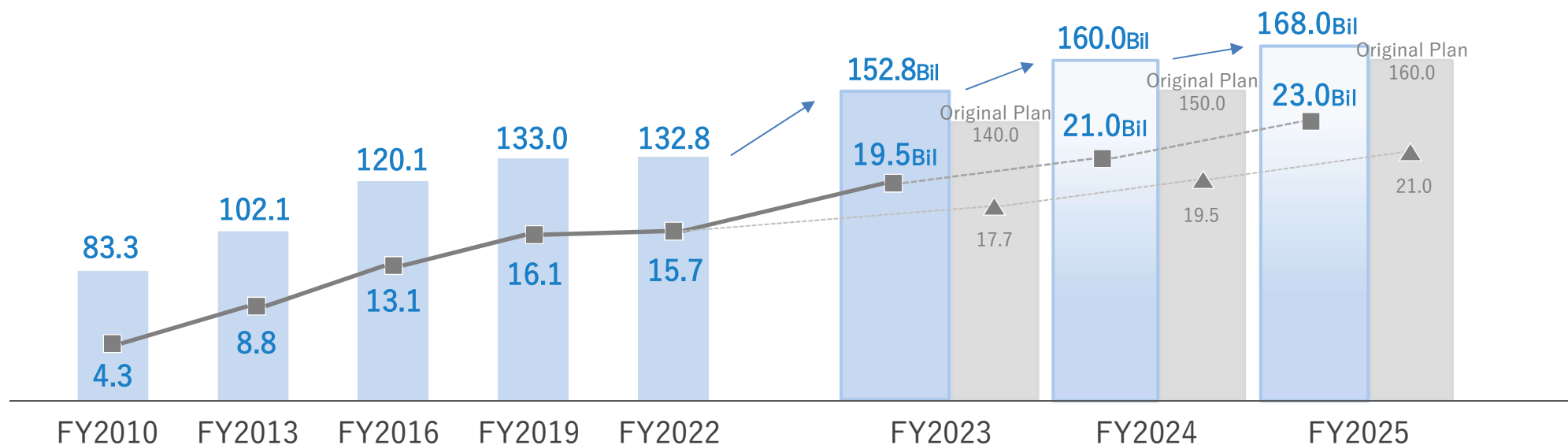
In the fields of “People & Time” and
“People & Air”, we will create new
values and contribute to the
realization of a safe, comfortable,
and wholesome society.

Numerical Targets for FY2023-2025

Numerical Targets : Average annual sales growth of more than 5%
Highly efficient management with ROE of over 10%

Consolidated Net sales · Operating profit (Billions of yen)

Consolidated Net sales Consolidated Operating Profit



OPR	5.3%	8.6%	11.0%	12.1%	11.9%	12.8%	12.6%	13.1%	13.0%	13.7%	13.1%
ROE	4.2%	6.6%	9.5%	9.8%	9.6%	10.6%		11%		12%	

FY2025 Domestic vs Overseas

Net sales 60 : 40

Operating Profit

75 : 25

- We aim to build a strong management foundation capable of sustainable growth by practicing the principles of “Evolution built on Tradition”.

Business Foundation

- Deepen and expand business domains to increase the domains with top market share : Co-creation with partners (PARTNER100)
- Review product lineup through consolidation of models
In particular, enhance the functions of standard products to increase their competitive advantage (improve profitability)

Customer Base

- Maintain and expand customer base, in particular, raise the absolute number of customers (VIP100, TARGET100)
- Expand recurring businesses
- Strengthen customer support to realize customer success

Business Foundation

- On going efforts to promote the Amano-style work style reform
- Through the consolidation of product models, simplify and standardize workflows on a company-wide basis

Financial Base

- The realization of efficient cash management
- Concentrated investment in growth drivers
- Investment in new businesses with an eye on potential M&A opportunities

— Maximizing the value of Human Capital —

Recruitment of Diverse Human Resources

- Recruitment of specialized personnel
- Full-scale utilization of overseas IT human resources
- Expanding opportunities for senior human resources

Reinforcing Responsiveness to Medium and long-term Changes

- Implementation of Reskilling (expansion of digital and specialized areas), Training for next generation development, and Diversity training

Creating a Workplace for Diversity

- Promotion of Well-Being management and Work-life balance
- Promoting the right person in the right place

Response to Human Capital Visualization

○Targets for Diversity (as of March, 2026)

Society

- Female manager ratio : 5%
- Manager ratio among female employees : 10%
- Male childcare rate : 50%

Reduced Environmental Burden Global Environmental Preservation

Initiatives to Reduce Environmental Burden

- CO₂ emission reduction targets :
A 46% reduction in FY2030 compared with levels in FY2013.
- Water use reduction
- Waste material reduction

Initiatives for Biodiversity

- Promoting forest conservation activities :
Participating in Kanagawa Reforestation Partner System
Participating in Green Funding

Environmentally Responsible Products

- Promoting environmentally friendly product designs by incorporating energy efficiency, resource efficiency (Reduce, Reuse, and Recycle), safety, and rigid control of environmentally burdensome substances

○Targets for reducing environmental burden (FY2023~2025)

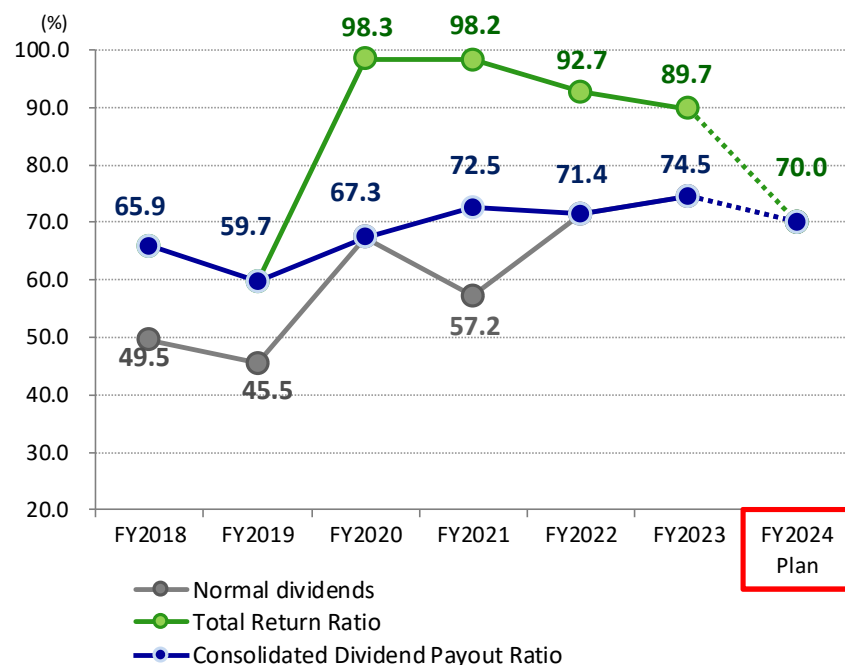
Environment

- CO₂emission / water use reduction : reduce by 1% compared to the previous year
- Waste material reduction : reduce by 1% per total emissions intensity

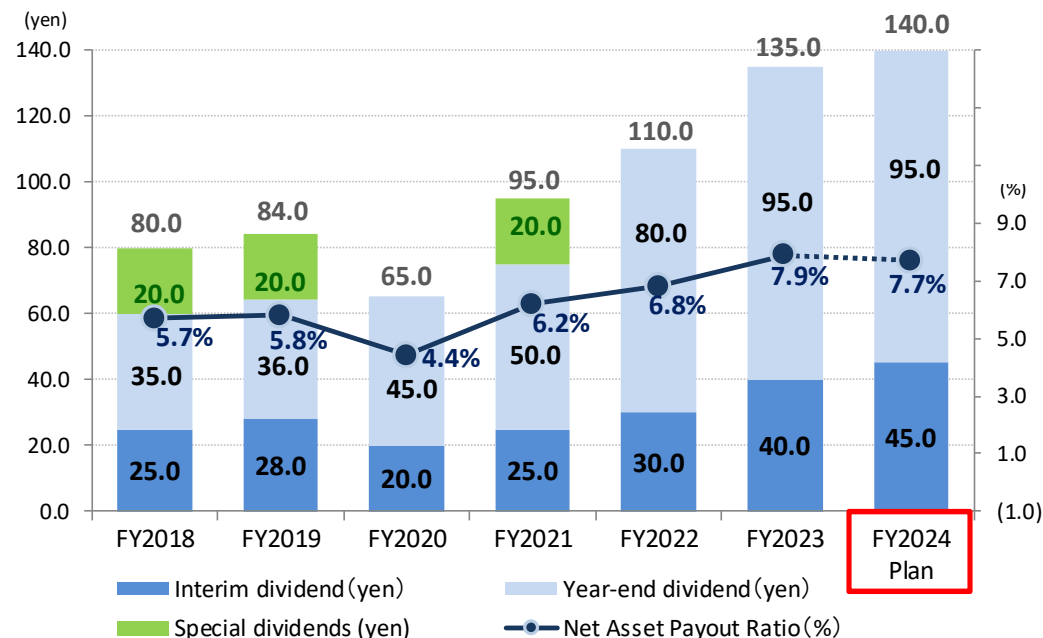
Dividend Policy : Stable dividends + Performance based incentives

- Consolidated Dividend Payout Ratio : Target above 40.0%
- Total Return Ratio : Target above 55.0%
- Net Asset Payout Ratio : Target above 2.5%

Consolidated Dividend Payout Ratio and Total Return Ratio



Dividend per Share and Consolidated Net Asset Payout Ratio



The acquisition of treasury stock

* Appropriately exercised with discretion and agility

Acquisition period	From April 27, 2021 to September 30, 2021	From April 27, 2022 to August 31, 2022	From April 27, 2023 to August 31, 2023	From April 26, 2024 to July 31, 2024 (scheduled)
Total number of acquired stocks	750,000 shares	993,900 shares	795,100 shares	500,000 shares (upper limit)
Total amount of acquired stocks	2,151 Million yen	2,477 Million yen	2,363 Million yen	2,000 Million yen

Numerical Targets for FY2023-FY2025

Consolidated Business Plan

(Millions of yen)

	FY2023 Result		FY2024 Original Plan	FY2024 Revised Plan		FY2025 Original Plan	FY2025 Revised Plan	
	Amount	Change	Amount	Amount	Change	Amount	Amount	Change
Net sales	152,864	15.1%	150,000	160,000	4.7%	160,000	168,000	5.0%
Operating profit	19,567	23.9	19,500	21,000	7.3	21,000	23,000	9.5
Operating profit ratio	12.8%		13.0%	13.1%		13.1%	13.7%	
Ordinary profit	20,855	23.0	20,500	22,000	5.5	22,000	24,000	9.1
Net income attributable to owners of the parent company	13,141	16.4	13,500	14,500	10.3	14,500	15,500	6.9

Consolidated Sales Plan

	FY2023 Result			FY2024 Original Plan		FY2024 Revised Plan			FY2025 Original Plan		FY2025 Revised Plan		
	Amount	%	Change	Amount	%	Amount	%	Change	Amount	%	Amount	%	Change
Information Systems	35,757	23.4%	14.0%	35,900	23.9%	37,500	23.4%	4.9%	38,300	23.9%	39,500	23.5%	5.3%
Time Management Products	2,572	1.7	(9.5)	2,950	2.0	2,500	1.6	(2.8)	3,000	1.9	2,500	1.5	0.0
Parking Systems	78,510	51.3	21.3	72,300	48.2	82,100	51.3	4.6	77,200	48.3	85,800	51.1	4.5
Time Information System business	116,840	76.4	18.1	111,150	74.1	122,100	76.3	4.5	118,500	74.1	127,800	76.1	4.7
Environmental Systems	23,089	15.1	10.8	23,100	15.4	24,000	15.0	3.9	24,300	15.1	25,200	15.0	5.0
Clean Systems	12,935	8.5	(1.0)	15,750	10.5	13,900	8.7	7.5	17,200	10.8	15,000	8.9	7.9
Environment System business	36,024	23.6	6.2	38,850	25.9	37,900	23.7	5.2	41,500	25.9	40,200	23.9	6.1
Grand total	152,864	100.0	15.1	150,000	100.0	160,000	100.0	4.7	160,000	100.0	168,000	100.0	5.0

* FX Rates (Yearly Average):

US\$ 141.20

EUR 153.14

US\$ 140.00

EUR 150.00

Time & Air **AMANO**

The forecasts and forward-looking statements contained in this document are based on management's assumptions and beliefs in light of the information currently available to it and involve potential risks and uncertainties. Actual results may differ materially from those discussed in the forward-looking statements as a result of changes in various factors.