

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

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

AMANO Corporation

# Medium Term Business Concept

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*

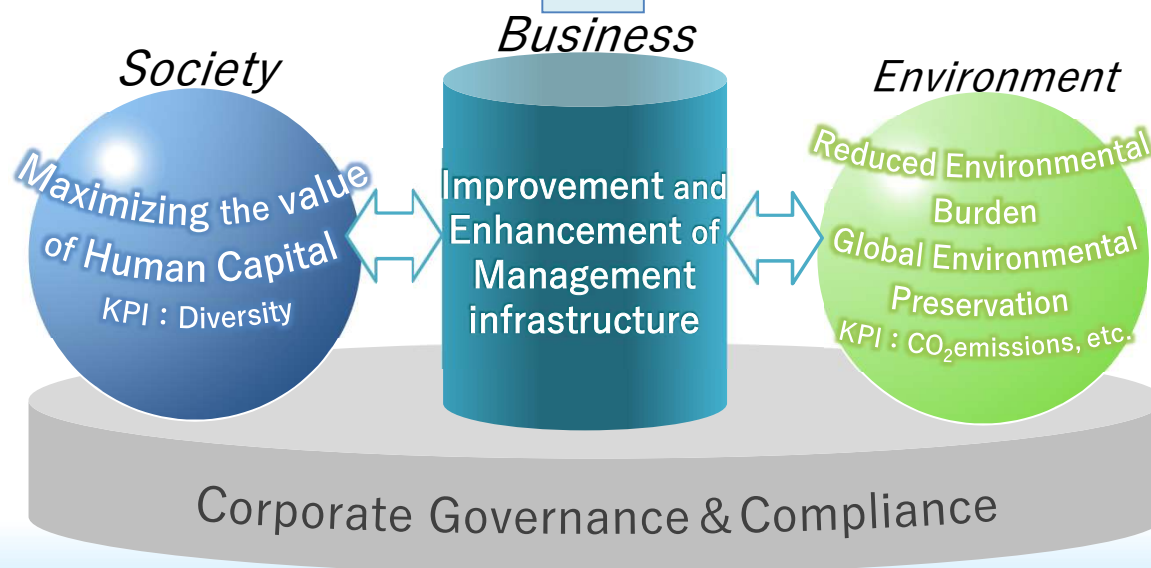
*built on Tradition*

Numerical Targets(Consolidated)  
for FY2025

Sales : 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

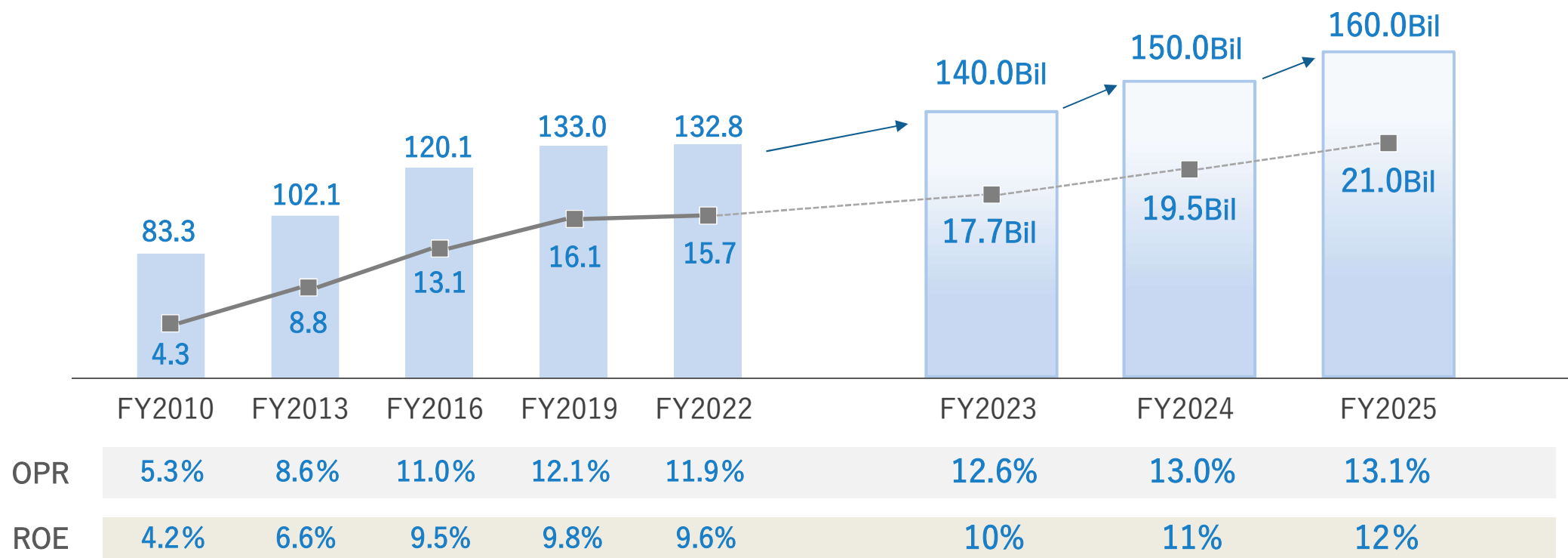
In the fields of “People & Time” and “People & Air”, we will create new values and contribute to the realization of a safe, comfortable, and wholesome society.

# 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



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

- CO<sub>2</sub> 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)

*Environ-ment*

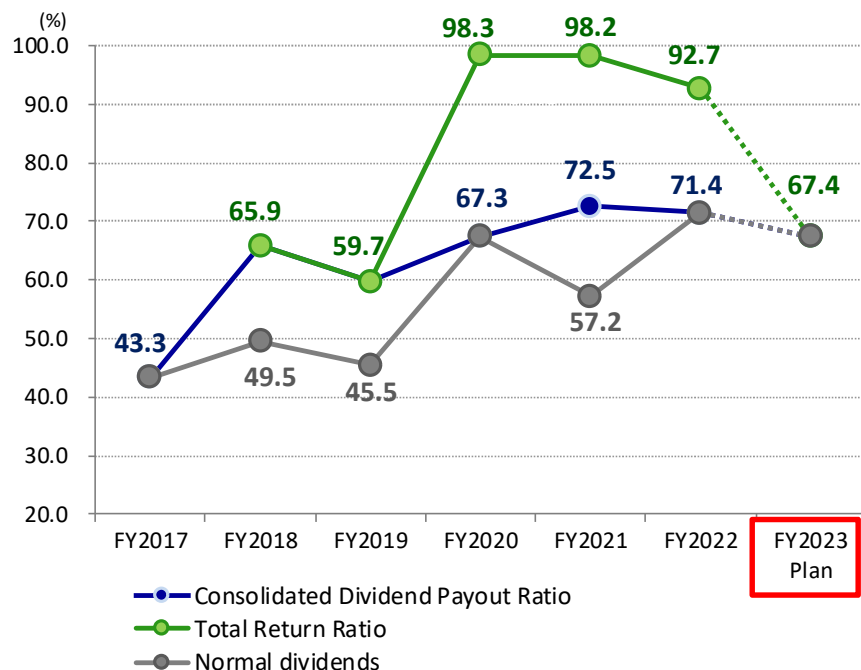
- CO<sub>2</sub> emission / water use reduction : reduce by 1% compared to the previous year
- Waste material reduction : reduce by 1% per total emissions intensity

## Dividend Policy

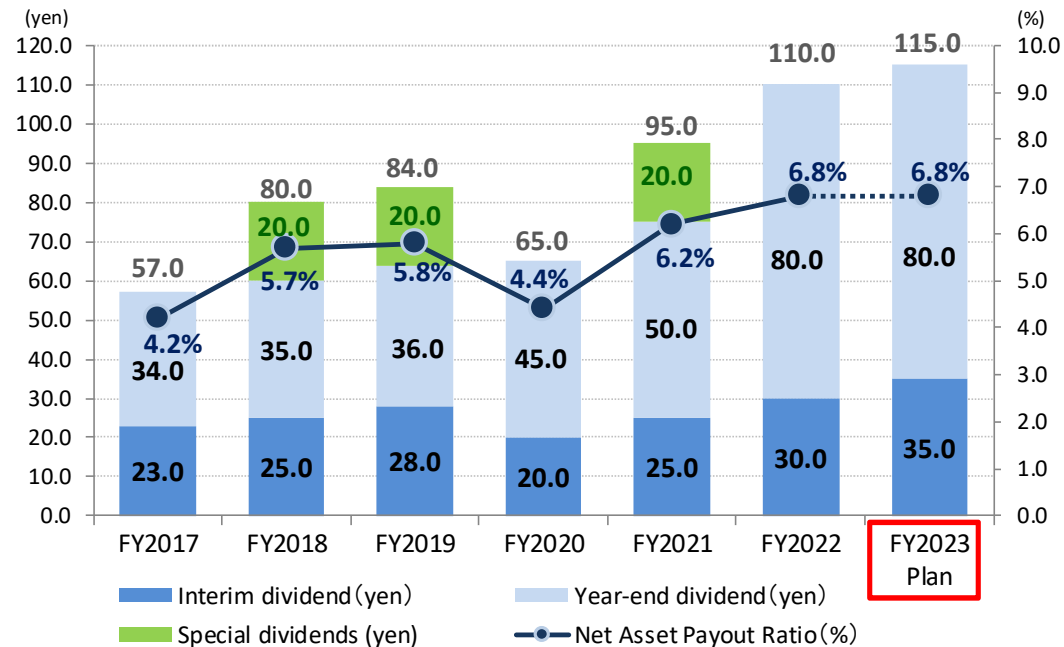
## Stable dividends + Performance based incentives

- 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 (Scheduled) |
| • Total number of acquired stocks | : 750,000                                   | 993,900                                | 800,000  |
| • Total amount of acquired stocks | : 2,151 Million yen                         | 2,477 Million yen                      | 2,400 Million yen                                  |

# 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.