

Fiscal Year 2021 (The year ended March 2022) **Year End Business Results**

AMANO CORPORATION (Ticker: 6436)

April 28, 2022

Contact : Corporate Planning Unit,
Corporate Planning Division

TEL : +81(0)45-439-1591

Web site : <http://www.amano.co.jp/English/>

- FY 2021: Financial Report** **P.3**
The year ending March 2022
- The 8th Medium-term Business Plan** **P.19**
The 3rd Stage Towards a 100-year Company
- Business Forecast for FY2022** **P.24**

The prospect of operating performance or forecast compiled by Amano is based on the current information available, and it includes potential risks or uncertainties. Please note that actual operating performance may change substantially from what is described here as a result of various changing factors.

FY 2021: Financial Report

The Year ending March 2022

Consolidated

(Millions of yen)

	Disclosed plan			FY2021 Result		FY2020 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	120,000	100.0	5.6	118,429	100.0	113,598	100.0	4,830	4.3	(1,570)	98.7
Gross profit	53,900	44.9	8.2	53,552	45.2	49,837	43.9	3,715	7.5	(347)	99.4
SG&A	41,400	34.5	3.8	40,659	34.3	39,902	35.1	757	1.9	(740)	98.2
Operating profit	12,500	10.4	25.8	12,893	10.9	9,934	8.7	2,958	29.8	393	103.1
Non-operating income	1,250	1.0	(5.0)	1,285	1.1	1,315	1.2	(30)	(2.3)	35	102.8
Non-operating expense	250	0.2	7.4	258	0.2	232	0.2	26	11.2	8	103.6
Ordinary profit	13,500	11.3	22.5	13,919	11.8	11,017	9.7	2,902	26.3	419	103.1
Extraordinary profit	0			412		25		386		412	
Extraordinary loss	0			78		1,253		(1,175)		78	
Net income attributable to owners of the parent company	9,000	7.5	24.2	9,733	8.2	7,248	6.4	2,485	34.3	733	108.2

* FX Rates (Yearly Average):

US\$	105.00	US\$	110.40	US\$	106.44
EUR	125.00	EUR	130.36	EUR	121.97

ACJ

* ACJ; Amano Corporation Japan

(Millions of yen)

	Disclosed plan			FY2021 Result		FY2020 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	66,000	100.0	6.8	61,770	100.0	61,803	100.0	(32)	(0.1)	(4,229)	93.6
Gross profit	29,400	44.5	8.6	28,016	45.4	27,062	43.8	954	3.5	(1,383)	95.3
SG&A	20,900	31.7	4.5	19,850	32.1	20,000	32.4	(150)	(0.8)	(1,049)	95.0
Operating profit	8,500	12.9	20.4	8,165	13.2	7,061	11.4	1,104	15.6	(334)	96.1
Non-operating income	2,100	3.2	(10.0)	2,506	4.1	2,333	3.8	172	7.4	406	119.4
Non-operating expense	100	0.2	75.7	84	0.1	56	0.1	27	48.8	(15)	84.7
Ordinary profit	10,500	15.9	12.4	10,587	17.1	9,338	15.1	1,249	13.4	87	100.8
Extraordinary profit	0			88		3		85		88	
Extraordinary loss	0			3		64		(60)		3	
Net income	7,500	11.4	10.2	7,776	12.6	6,805	11.0	970	14.3	276	103.7

Consolidated performance (Year-on-year)

1. Net Sales: Up ¥ **4,830 mil (Up 4.3 %)**

• Time Information Segment: Up 2,499 Mil (Up 3.0 %)

Incl: Information Systems: Up 929 Mil (Up 3.3 %)

Incl: Parking Systems: Up 1,726 Mil (Up 3.2 %)

• Environmental Segment: Up 2,331 Mil (Up 8.0 %)

Incl: Environmental Systems: Up 1,313 Mil (Dn 7.0 %)

Incl: Clean Systems: Up 1,017 Mil (Dn 9.8 %)

2. Gross Profit: Up ¥ **3,715 mil (Up 7.5 %)**

Gross Profit Ratio: 45.2 % Up 1.3 %

• Time Information Segment: Up 2.2 %

• Environmental Segment: Dn 0.8 %

3. SG&A: Up ¥ **757 mil (Up 1.9 %)**

• Labor Cost Up 758 Mil (Up 2.9 %)

• Other Costs Dn 0 Mil (Dn 0.0 %)

4. Operating Profit: Up ¥ **2,958 mil (Up 29.8 %)**

• Time Information Segment: ¥ 12,569 Mil (Up 2,915 Mil)

• Environmental Segment: ¥ 4,136 Mil (Up 103 Mil)

• Company-wide Expenses: ¥ -3,813 Mil (Dn 60 Mil)

● Operating profit Ratio 10.9 % (FY2020: 8.7%)

● ROE 8.6 % (FY2020: 6.6%)

● CCC 76.5 days (FY2020: 79.2 days)

Sales by Business Division

Consolidated

(Millions of yen)

Business division	Disclosed plan			FY2021 Result		FY2020 Result		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	30,000	25.0	7.6	28,808	24.3	27,878	24.6	929	3.3	(1,192)	96.0
Time Management Products	3,000	2.5	5.0	2,700	2.3	2,856	2.5	(156)	(5.5)	(300)	90.0
Parking Systems	55,500	46.3	3.1	55,581	46.9	53,854	47.4	1,726	3.2	81	100.1
Total: Time Information Segment	88,500	73.8	4.6	87,090	73.5	84,590	74.5	2,499	3.0	(1,410)	98.4
Environmental Systems	20,800	17.3	11.4	19,977	16.9	18,664	16.4	1,313	7.0	(823)	96.0
Clean Systems	10,700	8.9	3.4	11,361	9.6	10,343	9.1	1,017	9.8	661	106.2
Total: Environmental Segment	31,500	26.2	8.6	31,339	26.5	29,007	25.5	2,331	8.0	(161)	99.5
Grand total	120,000	100.0	5.6	118,429	100.0	113,598	100.0	4,830	4.3	(1,571)	98.7

* FX Rates (Yearly Average):

US\$ 105.00
EUR 125.00

US\$ 110.40
EUR 130.36

US\$ 106.44
EUR 121.97

ACJ

(Millions of yen)

Business division	Disclosed plan			FY2021 Result		FY2020 Result		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	18,500	28.0	11.5	16,351	26.5	16,591	26.8	(240)	(1.4)	(2,149)	88.4
Time Management Products	2,500	3.8	2.7	2,267	3.7	2,434	3.9	(166)	(6.8)	(233)	90.7
Parking Systems	23,000	34.9	1.2	22,462	36.3	22,728	36.9	(265)	(1.2)	(538)	97.7
Total: Time Information Segment	44,000	66.7	5.4	41,081	66.5	41,754	67.6	(672)	(1.6)	(2,919)	93.4
Environmental Systems	17,500	26.5	10.8	16,488	26.7	15,795	25.5	692	4.4	(1,012)	94.2
Clean Systems	4,500	6.8	5.8	4,200	6.8	4,253	6.9	(52)	(1.2)	(300)	93.4
Total: Environmental Segment	22,000	33.3	9.7	20,689	33.5	20,049	32.4	639	3.2	(1,311)	94.0
Grand total	66,000	100.0	6.8	61,770	100.0	61,803	100.0	(32)	(0.1)	(4,230)	93.6

FY 2021: Consolidated performance by quarter (FY end March 2022)

Quarterly Financials

(Millions of yen)

	1st quarter		2nd quarter		3rd quarter		4th quarter		FY2021 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	25,532	100.0	29,794	100.0	27,676	100.0	35,426	100.0	118,429	100.0
Gross profit	10,973	43.0	13,496	45.3	12,490	45.1	16,591	46.8	53,552	45.2
SG&A	10,047	39.4	9,913	33.3	9,744	35.2	10,954	30.9	40,659	34.3
Operating profit	925	3.6	3,583	12.0	2,746	9.9	5,637	15.9	12,893	10.9
Non-operating income	288	1.1	284	1.0	271	1.0	440	1.2	1,285	1.1
Non-operating expense	51	0.2	58	0.2	64	0.2	83	0.2	258	0.2
Ordinary profit	1,163	4.6	3,809	12.8	2,952	10.7	5,994	16.9	13,919	11.8
Extraordinary profit	1		174		230		6		412	
Extraordinary loss	15		12		16		34		78	
Net income attributable to owners of the parent company	403	1.6	2,813	9.4	2,294	8.3	4,222	11.9	9,733	8.2

* FX Rates (Quarterly Average):
 US\$ 107.15 US\$ 109.80 US\$ 110.46 US\$ 114.17 US\$ 110.40
 EUR 128.45 EUR 132.49 EUR 129.91 EUR 130.60 EUR 130.36

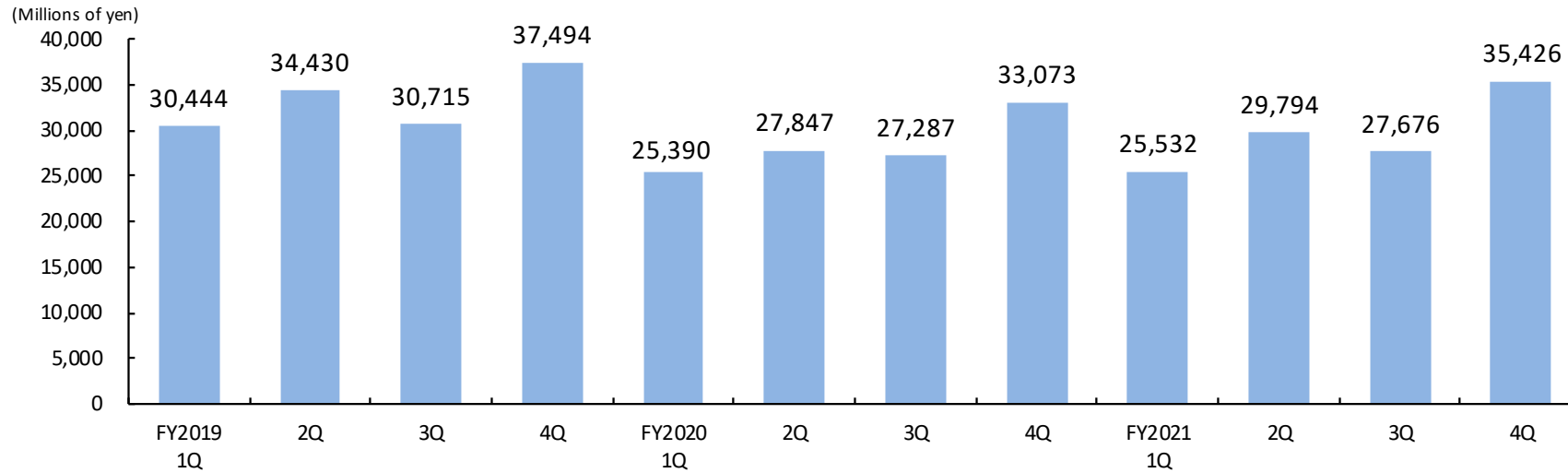
Quarterly Sales

(Millions of yen)

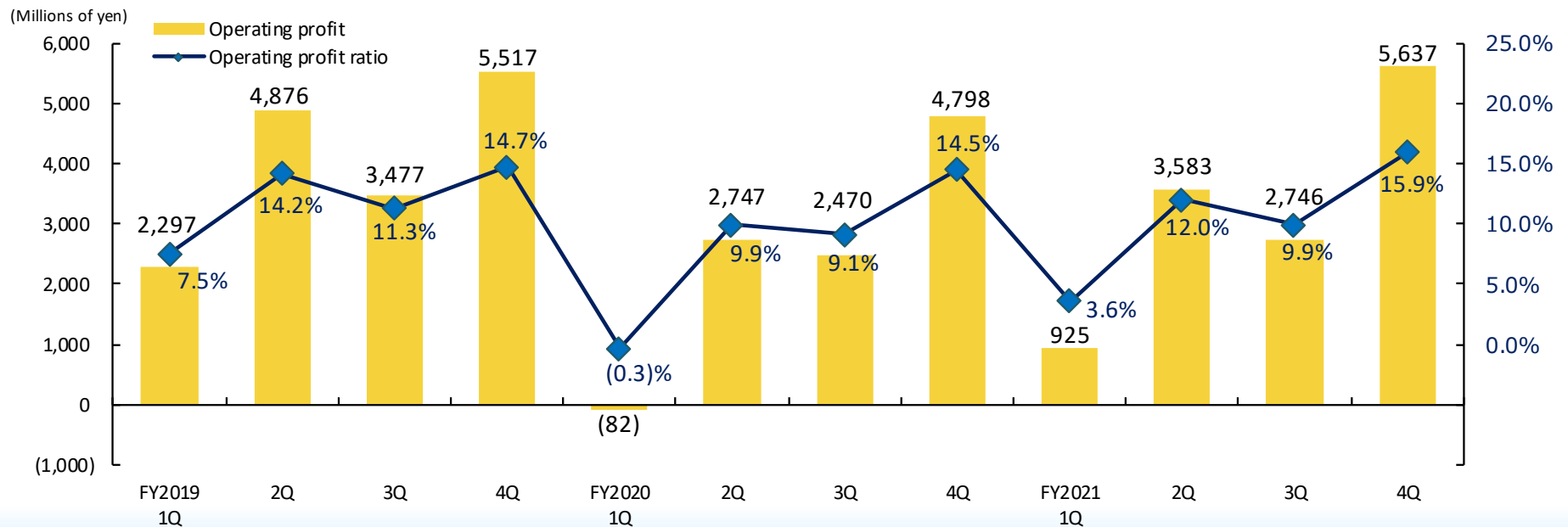
Business division	1st quarter		2nd quarter		3rd quarter		4th quarter		FY2021 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	6,163	24.2	7,287	24.5	6,478	23.4	8,879	25.1	28,808	24.3
Time Management Products	647	2.5	635	2.1	669	2.4	747	2.1	2,700	2.3
Parking Systems	11,798	46.2	13,849	46.5	13,225	47.8	16,708	47.1	55,581	46.9
Total: Time Information Segment	18,609	72.9	21,771	73.1	20,373	73.6	26,335	74.3	87,090	73.5
Environmental Systems	4,193	16.4	5,113	17.1	4,509	16.3	6,161	17.4	19,977	16.9
Clean Systems	2,730	10.7	2,908	9.8	2,793	10.1	2,929	8.3	11,361	9.6
Total: Environmental Segment	6,923	27.1	8,022	26.9	7,302	26.4	9,090	25.7	31,339	26.5
Grand total	25,532	100.0	29,794	100.0	27,676	100.0	35,426	100.0	118,429	100.0

Consolidated Sales & Operating Profit (Quarterly)

Sales



Operating Profit



Sales & Operating Profit by Business Segment

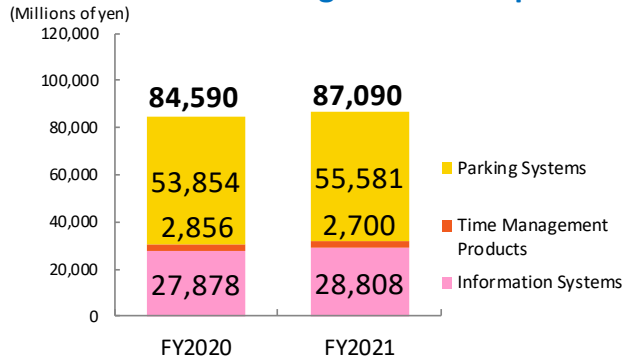
(Millions of yen)

	FY2021 1Q			FY2021 2Q			FY2021 3Q			FY2021 4Q			Year ending March 31, 2022			Year ending March 31, 2021			Change Y-O-Y			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	
Time Information Segment	18,609	1,133	6.1	21,771	3,337	15.3	20,373	2,694	13.2	26,335	5,405	20.5	87,090	12,569	14.4	84,590	9,654	11.4	2,499	3.0	2,915	30.2
Environmental Segment	6,923	675	9.8	8,022	1,163	14.5	7,302	908	12.4	9,090	1,389	15.3	31,339	4,136	13.2	29,007	4,033	13.9	2,331	8.0	103	2.6
Company-wide Expenses		(882)			(917)			(856)			(1,157)			(3,813)			(3,753)				(60)	
Total	25,532	925	3.6	29,794	3,583	12.0	27,676	2,746	9.9	35,426	5,637	15.9	118,429	12,893	10.9	113,598	9,934	8.7	4,830	4.3	2,958	29.8

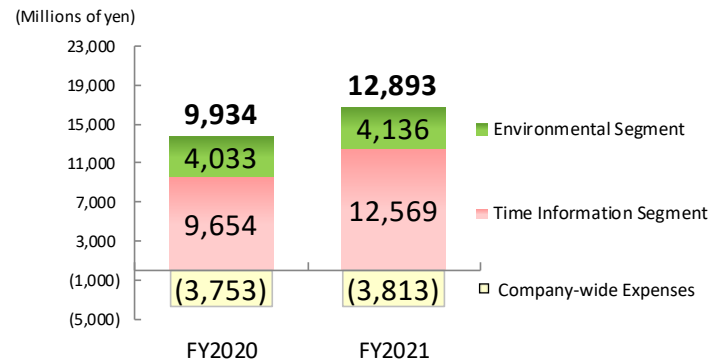
Sales

● Time Information Segment

Up 3.0% Y-O-Y

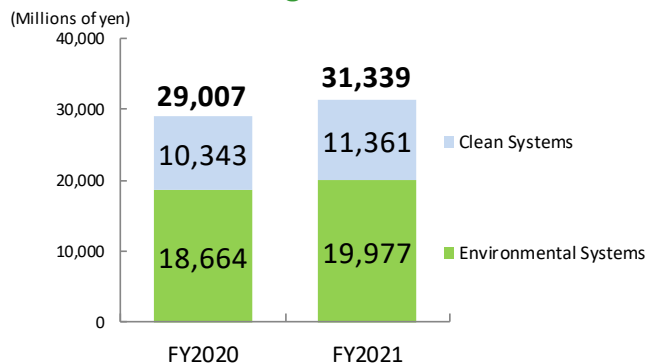


Operating Profit



● Environmental Segment

Up 8.0% Y-O-Y



● Time Information Segment Up 30.2 %

● Environmental Segment Up 2.6 %

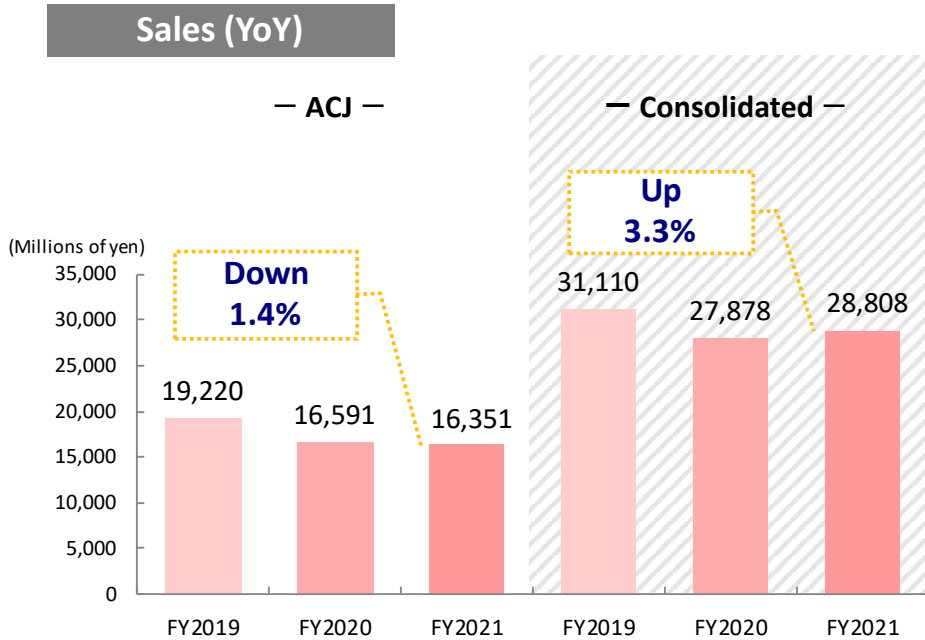
【References】

Increase / decrease in gross profit margin

FY2020/FY2021	Consolidated	ACJ
Information Systems	↑	↑
Time Management Products	↓	↓
Parking Systems	↑	↑
Environmental Systems	↓	↓
Clean Systems	↑	↑

Performance by Business Division

■ Domestic(ACJ) Sales Lower, Overseas Sales Higher

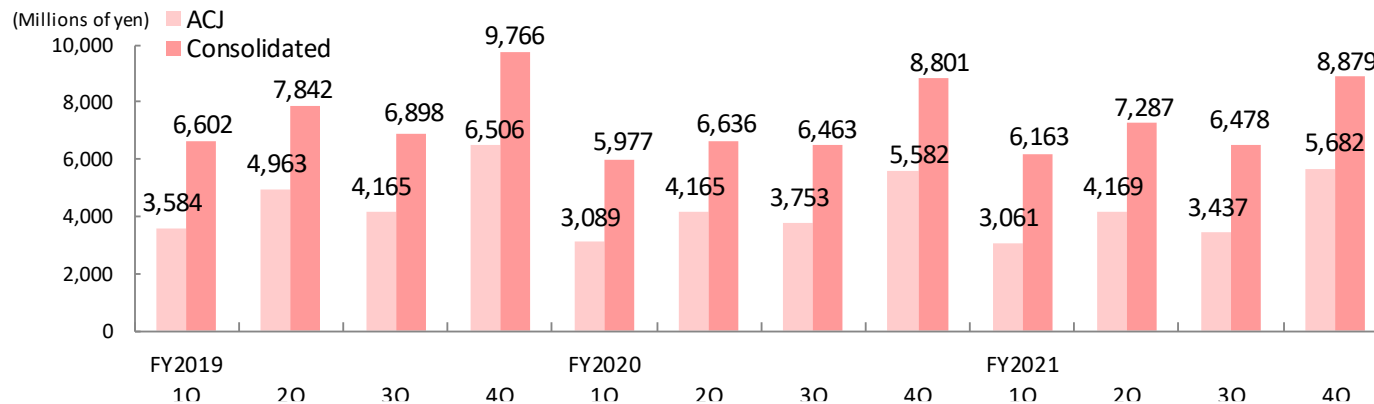


- Sales Higher for Software but Lower for T&A Terminals
- Amano Business Solutions Corporation Orders for Cloud Services Remained Firm

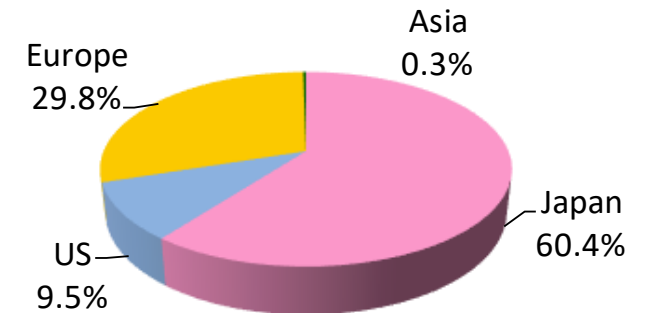


- N. America: Sales lower at Accu-Time Systems Inc.
- Europe: Sales Higher at Horoquartz, S.A.

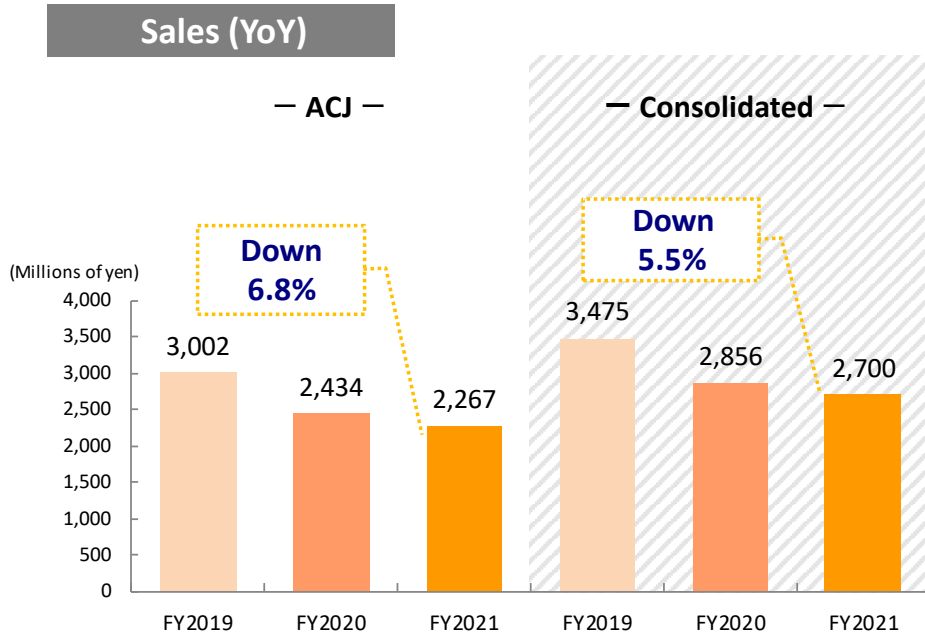
Quarterly Sales (FY2019.1Q~FY2021.4Q)



Sales by Region



■ Domestic Sales Lower , Overseas Sales Higher

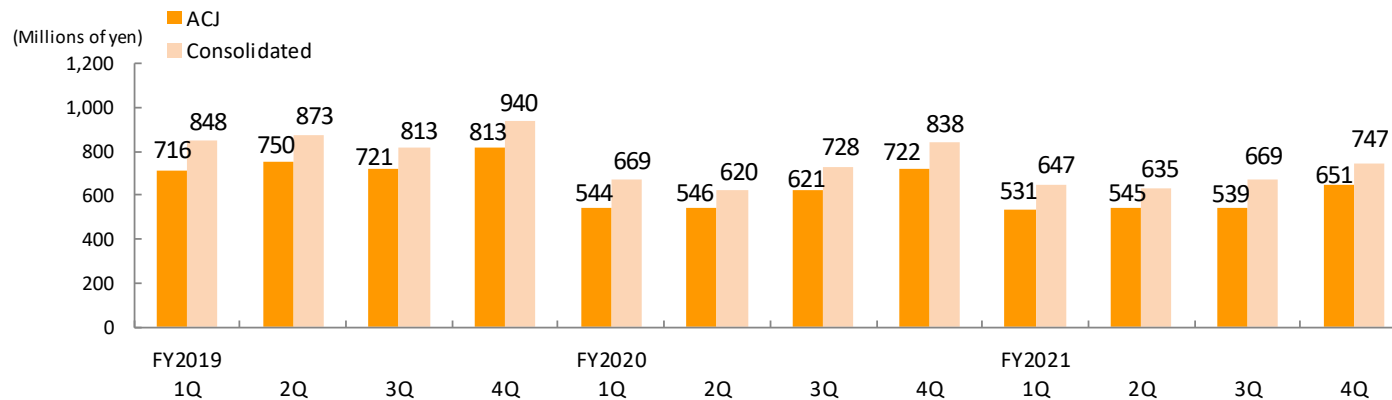


- Lower Sales for the TimeP@CK Series
- Standard Time Recorders; Domestic sales quantity declined

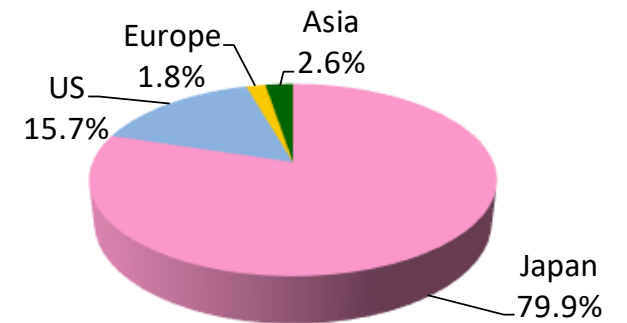


- Sales Higher in the Americas, but Lower in Europe & Asia

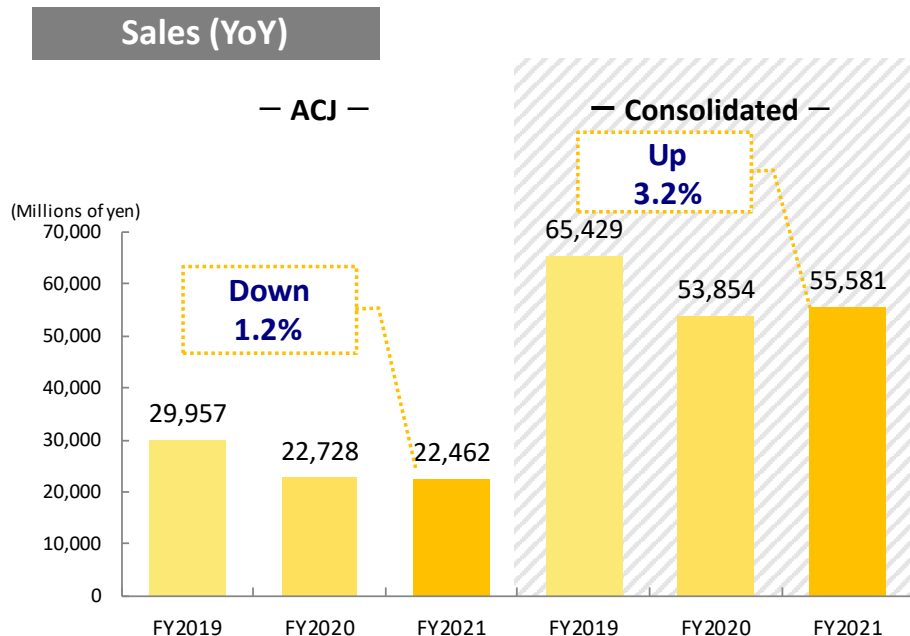
Quarterly Sales (FY2019.1Q~FY2021.4Q)



Sales by Region



Domestic(ACJ) Sales Lower, Overseas Sales Higher

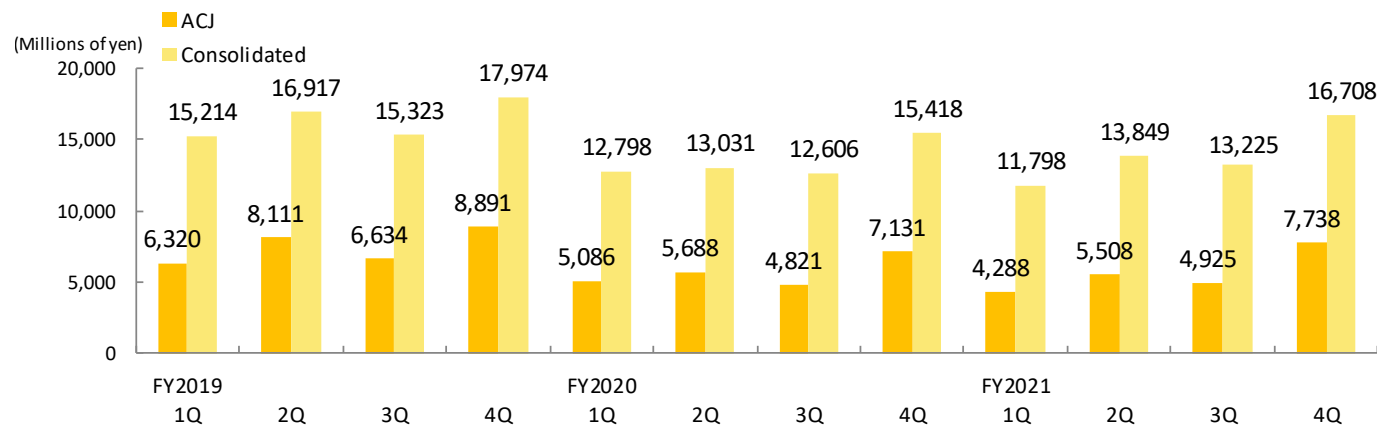


- Decrease in orders for system equipment
- Weak order intake from parking operators
- Amano Management Service Corporation Revenues from parking management services are on a recovery trend
- Sales for Bicycle Parking Systems flat

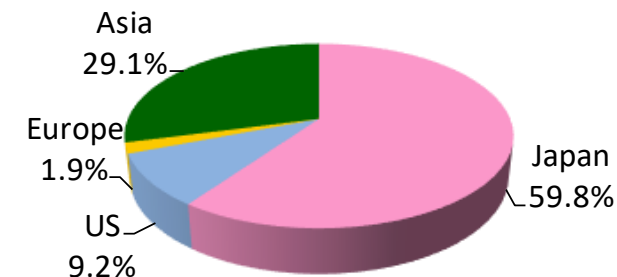


- Amano McGann Inc. of N. America: Sales declined, Deficits Reduced
- Asia: Sales were Higher at Amano Korea Corporation and Amano Parking Service Ltd. (HK)
- Sales declined at Amano Malaysia Sdn. Bhd.

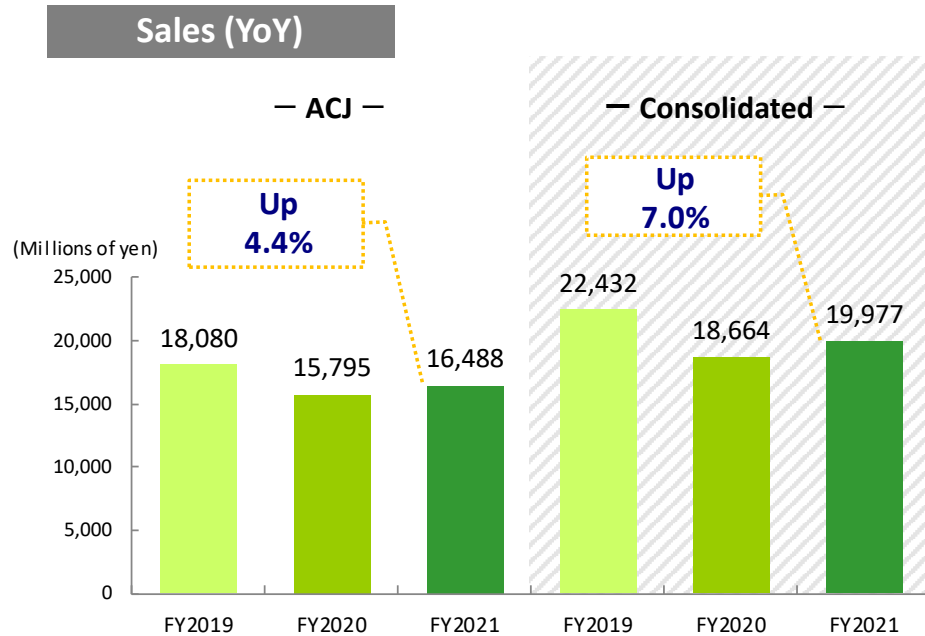
Quarterly Sales (FY2019.1Q~FY2021.4Q)



Sales by Region



Domestic & Overseas Sales Higher

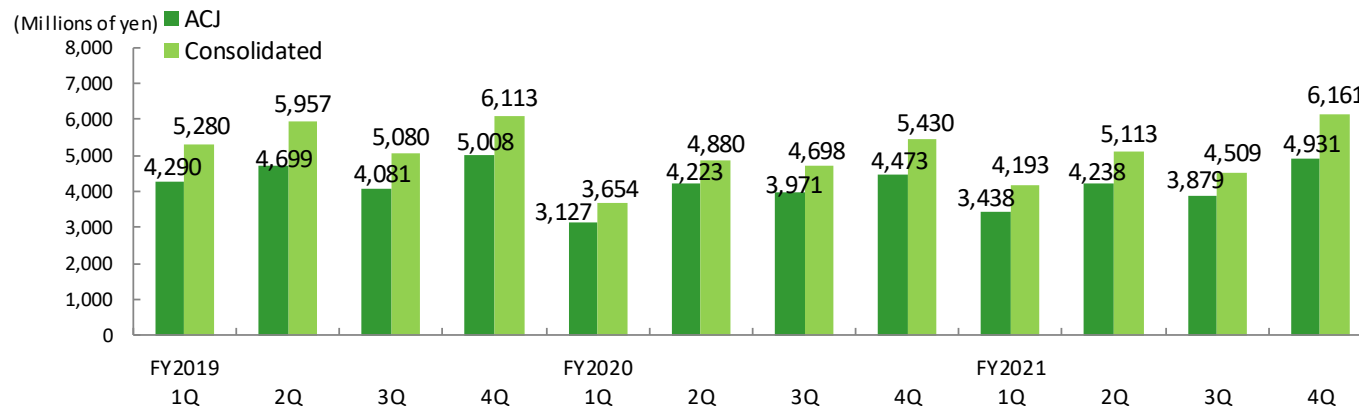


- Higher Sales for Standard Dust Collectors
- Sales for Large-scale Systems declined

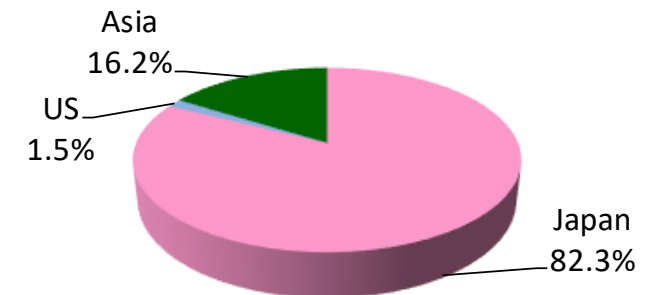


- Higher Sales in Asia but flat in the Americas (Mexico)

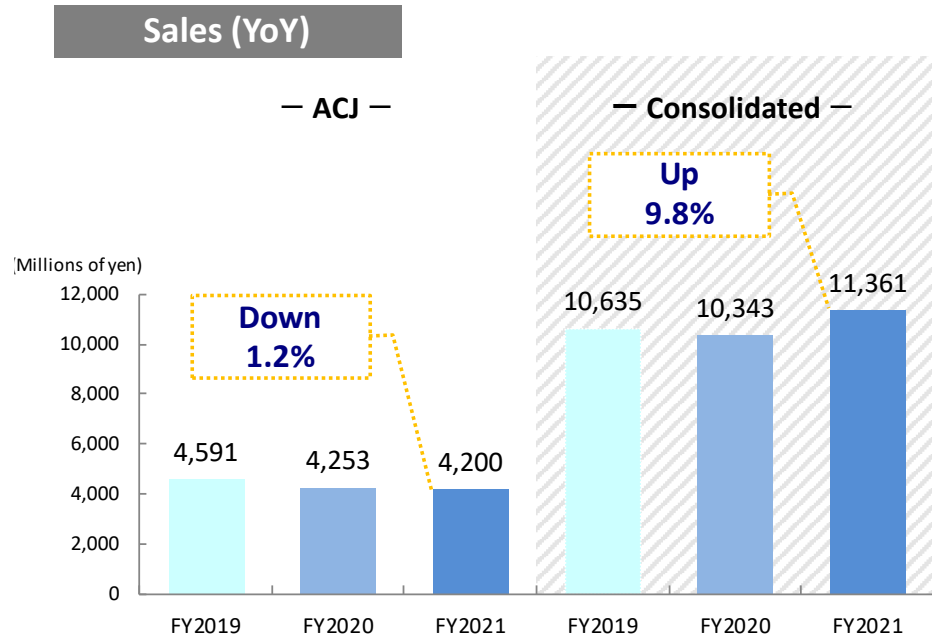
Quarterly Sales (FY2019.1Q~FY2021.4Q)



Sales by Region



Domestic Sales Lower, Overseas Sales Higher

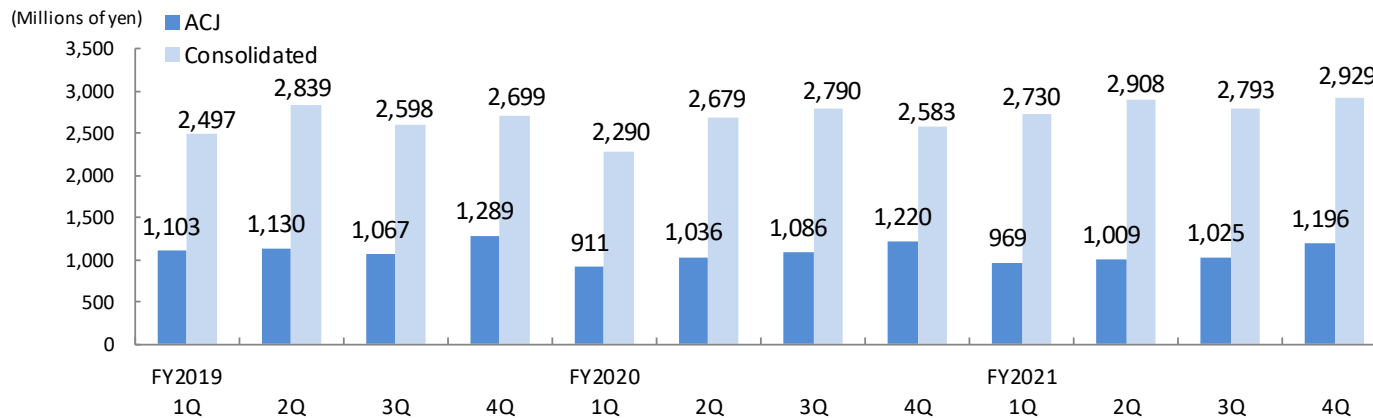


- Sales quantity of robotic scrubber “EGrobo” declined
- Sales for Automatic Floor Scrubbers were Higher
- Sales for Electrolyzed water generator were Lower (backlash decline)

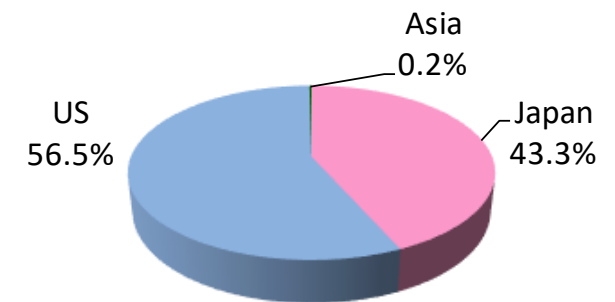


- Americas: Amano Pioneer Eclipse Corporation achieved higher sales

Quarterly Sales (FY2019.1Q~FY2021.4Q)



Sales by Region



Geographic Segment Information

*Report of all overseas units are as of year ending December.

(Millions of yen)

	FY2021 1Q (Jan - Mar, 2021)			FY2021 2Q (Apr - Jun, 2021)			FY2021 3Q (Jul - Sep, 2021)			FY2021 4Q (Oct - Dec, 2021)			FY2021 (Jan - Dec, 2021)			FY2020 (Jan - Dec, 2020)			Change Y-O-Y			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	
N. America	3,649	(125)	(3.4)	3,812	(113)	(3.0)	3,714	(157)	(4.2)	3,863	(231)	(6.0)	15,038	(626)	(4.2)	14,536	(876)	(6.0)	501	3.5	250	—
Europe	2,404	342	14.2	2,548	368	14.4	2,377	399	16.8	2,441	292	12.0	9,770	1,401	14.3	8,343	752	9.0	1,427	17.1	649	86.4
Asia	4,226	29	0.7	4,904	152	3.1	4,558	257	5.6	5,926	464	7.8	19,614	902	4.6	16,950	519	3.1	2,663	15.7	383	73.7
Overseas group companies	10,281	245	2.4	11,264	408	3.6	10,648	498	4.7	12,230	525	4.3	44,423	1,678	3.8	39,830	395	1.0	4,593	11.5	1,283	324.8

* FX Rates (Quarterly Average):

US\$	107.15	US\$	109.80	US\$	110.46	US\$	114.17	US\$	110.40	US\$	106.44
EUR	128.45	EUR	132.49	EUR	129.91	EUR	130.60	EUR	130.36	EUR	121.97

* Goodwill Amortization:

N.America	14million	N.America	—	N.America	—	N.America	—	N.America	14million	N.America	57million
Europe	79million	Europe	81million	Europe	59million	Europe	60million	Europe	280million	Europe	300million
ACJ	13million	ACJ	13million	ACJ	13million	ACJ	13million	ACJ	55million	ACJ	—

(Millions of yen)

	FY2021 1Q (Apr - Jun, 2021)			FY2021 2Q (Jul - Sep, 2021)			FY2021 3Q (Oct - Dec, 2021)			FY2021 4Q (Jan - Mar, 2022)			FY2021 (Apr,2021 - Mar, 2022)			FY 2020 (Apr,2020 - Mar, 2021)			Change Y-O-Y			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	
Domestic Group companies Total	4,896	519	10.6	5,164	755	14.6	5,400	868	16.1	5,491	838	15.3	20,953	2,982	14.2	20,306	2,426	11.9	646	3.2	556	22.9

Consolidated Balance Sheet

(Millions of yen)

CONSOLIDATED B/S	FY2021 22.3.31	FY2020 21.3.31	Change
Assets	159,342	150,559	8,783
Cash & Bank Deposits	60,337	56,432	3,905
Notes and accounts receivable - trade	27,995	27,175	820
Inventories	9,987	8,853	1,134
Other Current Assets	7,215	6,139	1,076
Fixed Assets	53,805	51,959	1,846
Liabilities	43,071	38,974	4,097
Notes and accounts payable - trade	11,272	10,444	827
Other Current Liabilities	23,552	20,364	3,187
Other Fixed Liabilities	8,245	8,164	81
Net Assets	116,271	111,585	4,686
Shareholder's Equity	117,230	114,838	2,392
Total accumulated other comprehensive income	(1,711)	(3,986)	2,274
Non-Controlling shareholder's interests	752	733	18
Total Liabilities & Net Assets	159,342	150,559	8,783

Consolidated Statements of Cash Flows

(Millions of yen)

Consolidated Cash Flows (CF)	FY2021 22.3.31	FY2020 21.3.31	Change
CF from Operating Activities	19,200	15,596	3,604
CF from Investing Activities	(5,891)	(6,355)	463
FCF	13,308	9,240	4,067
CF from Financial Activities	(10,870)	(8,634)	(2,235)
Net Increase (decrease) in Cash & Equivalents	3,385	411	2,974
Cash and cash equivalents at end of period	55,931	52,546	3,385
CAPEX (tangible fixed asset)	5,791	5,329	462
CAPEX (intangible asset)	767	817	(50)
Depreciation	6,488	6,453	34

The CAPEX and Depreciation figures onwards does not include software for sale and M&As.

(*) Amano subsidiaries subject to IFRS have applied IFRS 16 "Leases" for fiscal year 2019 and its impact is reflected in the CAPEX and Depreciation expenses.

CAPEX and Depreciation expenses excluding the impact are as follows:

(Millions of yen)

	FY2021	FY2020
Consolidated CAPEX [tangible fixed asset]	1,876	2,135
Consolidated CAPEX [intangible asset]	767	817
Depreciation (Consolidated)	3,502	3,767

CAPEX & Depreciation

(Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 Plan
Consolidated CAPEX [tangible fixed asset]	3,101	3,099	2,751	6,166	5,329	5,791	6,147
[intangible asset]	615	642	715	794	817	767	936
Consolidated Total	3,717	3,742	3,468	6,962	6,147	6,559	7,084
ACJ CAPEX [tangible fixed asset]	1,426	1,112	924	1,252	549	303	1,086
[intangible asset]	309	323	251	377	262	224	396
Unconsolidated Total	1,736	1,435	1,175	1,629	811	528	1,483
Depreciation (Consolidated)	3,549	3,593	3,833	5,351	6,453	6,488	6,941
Depreciation (ACJ)	1,255	1,327	1,273	1,322	1,330	1,258	1,218

The CAPEX and Depreciation figures does not include software for sale and M&As.

(*) Amano subsidiaries subject to IFRS have applied IFRS 16 "Leases" for fiscal year 2019 and the impact is reflected in the actual results and plans.
CAPEX and Depreciation expenses excluding the impact are as follows:

(Millions of yen)

	FY2019	FY2020	FY2021	FY2022 Plan
Consolidated CAPEX [tangible fixed asset]	2,955	2,135	1,876	3,438
Consolidated CAPEX [intangible asset]	794	817	767	936
Depreciation (Consolidated)	3,788	3,767	3,502	3,565

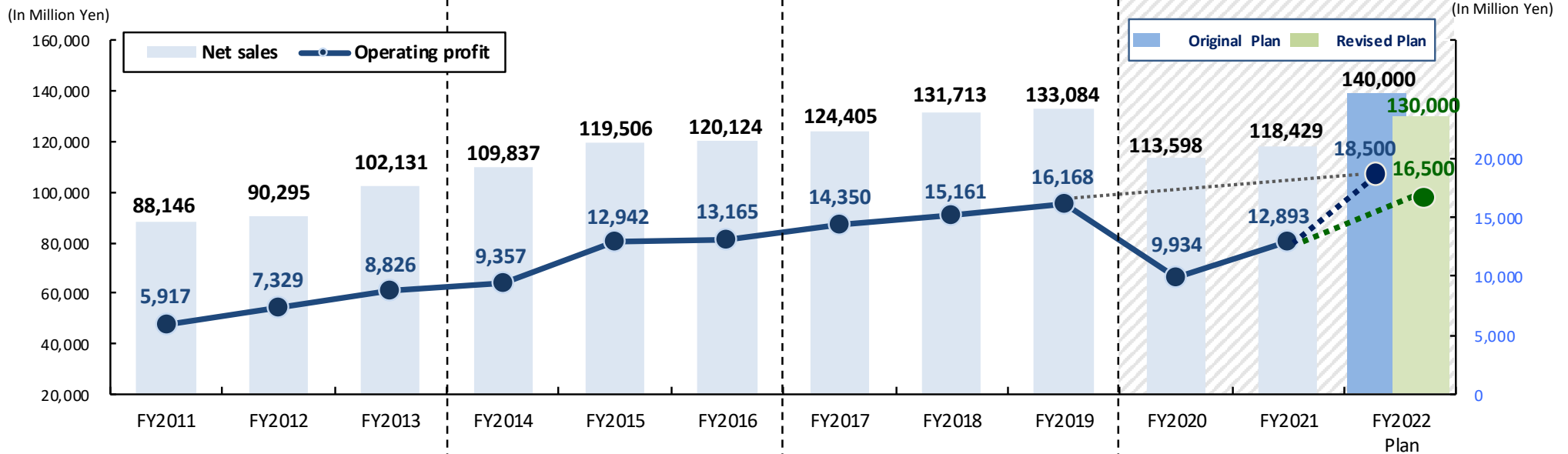
The 8th Medium-Term Business Plan (FY2020-FY2022)

*The 3rd Stage
Towards a 100-year Company*

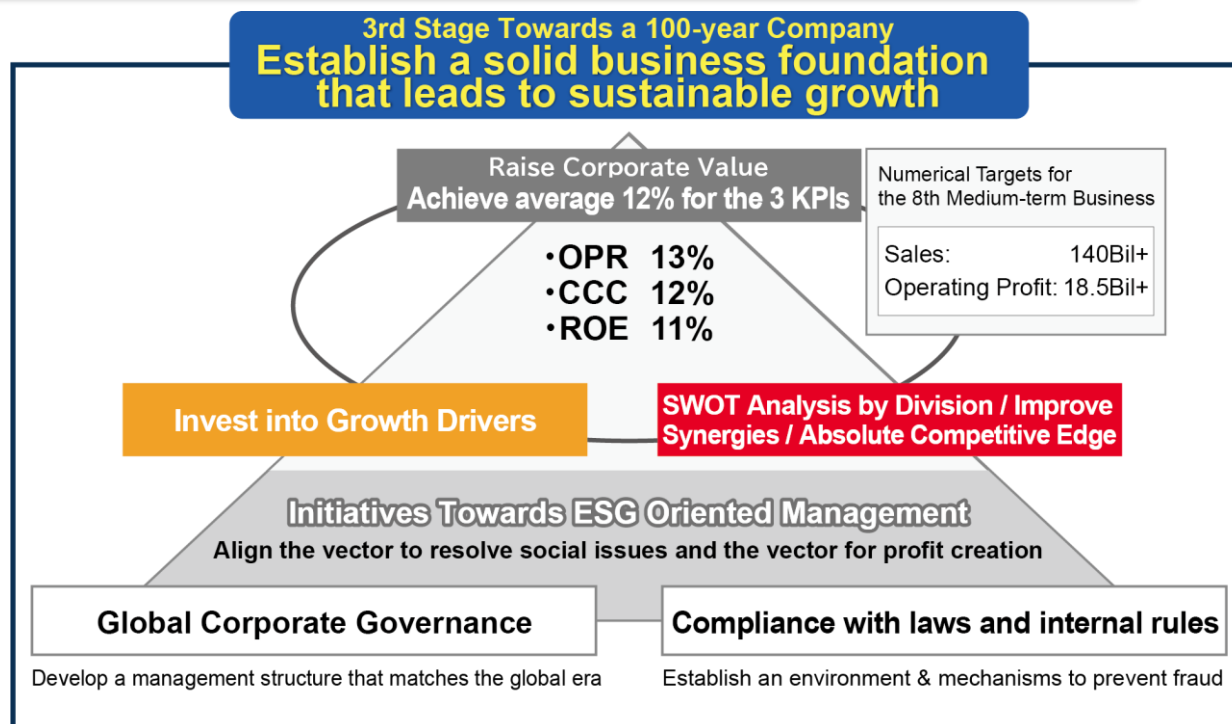
**Establish a solid business foundation
that leads to sustainable growth**

Roadmap of the Medium-term Business Plan

FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
5th medium-term plan			6th medium-term plan			7th Medium-term Plan			8th Medium-term Plan		
To become a 100-year Company			Challenge to a New Stage			2nd Stage Towards a 100-year Company Quantum Leap			3rd Stage Towards a 100-year Company		
FY2013 Sales: over ¥103Bn Operating Profit: over ¥10Bn			FY2016 Sales: over ¥130Bn Operating Profit: over ¥13Bn			FY2019 Sales: over ¥140Bn Operating Profit: over ¥16Bn			FY2022 Sales: over ¥140Bn Operating Profit: over ¥18.5Bn		
Global Niche Top Establishing new businesses			Expand Corporate Scale & Establish Growth Drivers			Innovative Creation of Value for Sustainable Growth			Establish a solid business foundation that leads to sustainable growth		



The 8th Medium-Term Business Plan Concept (Apr. 2020- Mar. 2023)



① Investing in growth drivers

- In response to the movement of DX (Digital Transformation), promote digitization and IT in each business field.
- Solid strategic investments in growth drivers such as software assets, IoT, and AI, etc.
- Continue to invest in venture and/or start-up companies and engage in M&A to build the sixth core business.

② Establish unrivaled competitive advantage

- Each business division and group company shall grasp their strengths using the SWOT analysis method and invest accordingly as in ① to further strengthen their advantages.
- Through synergistic effects of the strengths revealed above, further enhance the competitive advantage.
- Promote deepening and expanding the customer base.
- Enhance product lineup which are in line with market trends.

Numerical Targets for FY2020-FY2022

Consolidated Business Plan

(Millions of yen)

	FY2020 Result		FY2021 Result		MTBP FY2022 Plan		FY2022 Revised Plan	
	Amount	Change(%)	Amount	Change(%)	Amount	Change(%)	Amount	Change(%)
Net sales	113,598	(14.6)	118,429	4.3	140,000	18.2	130,000	9.8
Operating profit	9,934	(38.6)	12,893	29.8	18,500	43.5	16,500	28.0
Operating profit ratio	8.7%		10.9%		13.2%		12.7%	
Ordinary profit	11,017	(34.7)	13,919	26.3	19,500	40.1	17,200	23.6
Net income attributable to owners of the parent company	7,248	(31.4)	9,733	34.3	13,000	33.6	11,500	18.1

Consolidated Sales Plan

(Millions of yen)

	FY2020 Result			FY2021 Result			MTBP FY2022 Plan			FY2022 Revised Plan		
	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Change(%)
Information Systems	27,878	24.6	(10.4)	28,808	24.3	3.3	33,500	23.9	16.3	31,300	24.1	8.6
Time Management Products	2,856	2.5	(17.8)	2,700	2.3	(5.5)	3,200	2.3	18.5	2,800	2.2	3.7
Parking Systems	53,854	47.4	(17.7)	55,581	46.9	3.2	69,500	49.7	25.0	62,100	47.7	11.7
Total: Time Information Segment	84,590	74.5	(15.4)	87,090	73.5	3.0	106,200	75.9	21.9	96,200	74.0	10.5
Environmental Systems	18,664	16.4	(16.8)	19,977	16.9	7.0	23,000	16.4	15.1	21,900	16.8	9.6
Clean Systems	10,343	9.1	(2.7)	11,361	9.6	9.8	10,800	7.7	(4.9)	11,900	9.2	4.7
Total: Environmental Segment	29,007	25.5	(12.3)	31,339	26.5	8.0	33,800	24.1	7.9	33,800	26.0	7.9
Grand total	113,598	100.0	(14.6)	118,429	100.0	4.3	140,000	100.0	18.2	130,000	100.0	9.8

* FX Rates (Yearly Average):

US\$ 106.44

EUR 121.97

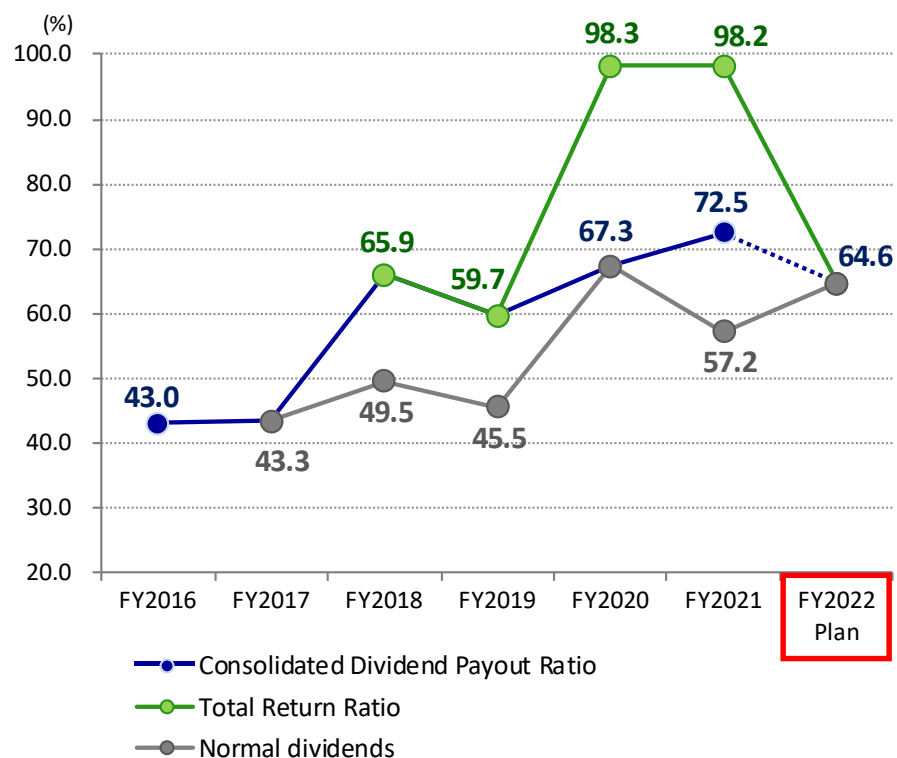
US\$ 120.00

EUR 130.00

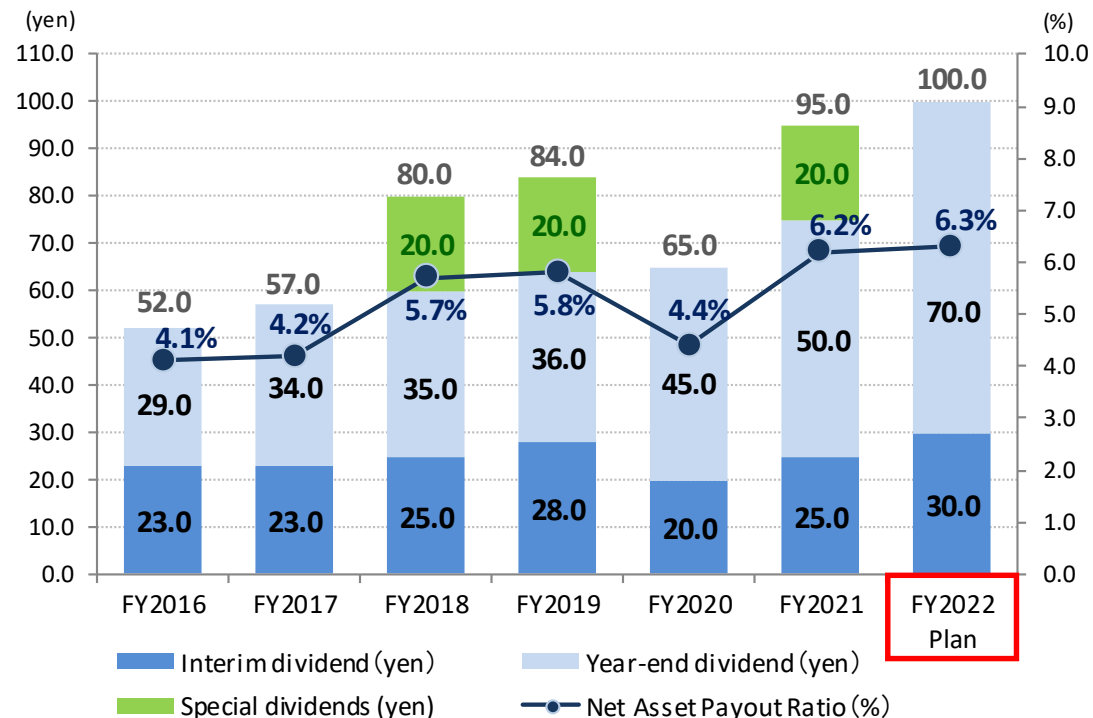
◎ Dividend Policy Stable dividends + performance incentives

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

Consolidated Dividend Payout Ratio and Total Return Ratio



Dividend per Share and Consolidated Net Asset Payout Ratio



★ The acquisition of treasury stock

- Acquisition period : From April 27, 2022 to August 31, 2022
- Total number of acquired stocks : 1,000,000
- Total amount of acquired stocks : 2,500 Million yen

Business Forecast for FY2022

(Fiscal Year ending March 2023)

FY2022 Plan: Consolidated & Unconsolidated ACJ

Consolidated

(Millions of yen)

	FY2022 Plan				Plan 1st half		Plan 2nd half		FY2021 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Net sales	130,000	100.0	11,571	9.8	60,000	100.0	70,000	100.0	118,429	100.0
Gross profit	59,000	45.4	5,448	10.2	26,500	44.2	32,500	46.4	53,552	45.2
SG&A	42,500	32.7	1,841	4.5	20,800	34.7	21,700	31.0	40,659	34.3
Operating profit	16,500	12.7	3,607	28.0	5,700	9.5	10,800	15.4	12,893	10.9
Ordinary profit	17,200	13.2	3,281	23.6	6,200	10.3	11,000	15.7	13,919	11.8
Net income attributable to owners of the parent company	11,500	8.8	1,767	18.1	4,100	6.8	7,400	10.6	9,733	8.2

* FX Rates (Yearly Average):

US\$ 120.00

EUR 130.00

US\$ 110.40

EUR 130.36

ACJ

(Millions of yen)

	FY2022 Plan				Plan 1st half		Plan 2nd half		FY2021 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Net sales	67,000	100.0	5,230	8.5	29,900	100.0	37,100	100.0	61,770	100.0
Gross profit	30,900	46.1	2,884	10.3	13,400	44.8	17,500	47.2	28,016	45.4
SG&A	20,500	30.6	650	3.3	10,100	33.8	10,400	28.0	19,850	32.1
Operating profit	10,400	15.5	2,235	27.4	3,300	11.0	7,100	19.1	8,165	13.2
Ordinary profit	12,500	18.7	1,913	18.1	4,600	15.4	7,900	21.3	10,587	17.1
Net Income	9,000	13.4	1,224	15.7	3,300	11.0	5,700	15.4	7,776	12.6

FY2022: Sales Plan by Business Division

Consolidated

(Millions of yen)

Business division	FY2022 Plan				Plan 1st half		Plan 2nd half		FY2021 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	31,300	24.1	2,491	8.6	14,500	24.2	16,800	24.0	28,808	24.3
Time Management Products	2,800	2.2	99	3.7	1,300	2.2	1,500	2.1	2,700	2.3
Parking Systems	62,100	47.7	6,518	11.7	28,300	47.1	33,800	48.3	55,581	46.9
Total: Time Information Segment	96,200	74.0	9,109	10.5	44,100	73.5	52,100	74.4	87,090	73.5
Environmental Systems	21,900	16.8	1,922	9.6	10,100	16.8	11,800	16.9	19,977	16.9
Clean Systems	11,900	9.2	538	4.7	5,800	9.7	6,100	8.7	11,361	9.6
Total: Environmental Segment	33,800	26.0	2,460	7.9	15,900	26.5	17,900	25.6	31,339	26.5
Grand total	130,000	100.0	11,570	9.8	60,000	100.0	70,000	100.0	118,429	100.0

* FX Rates (Yearly Average):

US\$ 120.00
EUR 130.00

US\$ 110.40
EUR 130.36

ACJ

(Millions of yen)

Business division	FY2022 Plan				Plan 1st half		Plan 2nd half		FY2021 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	17,800	26.6	1,449	8.9	7,900	26.4	9,900	26.7	16,351	26.5
Time Management Products	2,300	3.4	33	1.4	1,100	3.7	1,200	3.2	2,267	3.7
Parking Systems	24,600	36.7	2,138	9.5	10,800	36.1	13,800	37.2	22,462	36.3
Total: Time Information Segment	44,700	66.7	3,619	8.8	19,800	66.2	24,900	67.1	41,081	66.5
Environmental Systems	17,600	26.3	1,112	6.7	8,000	26.8	9,600	25.9	16,488	26.7
Clean Systems	4,700	7.0	500	11.9	2,100	7.0	2,600	7.0	4,200	6.8
Total: Environmental Segment	22,300	33.3	1,611	7.8	10,100	33.8	12,200	32.9	20,689	33.5
Grand total	67,000	100.0	5,230	8.5	29,900	100.0	37,100	100.0	61,770	100.0

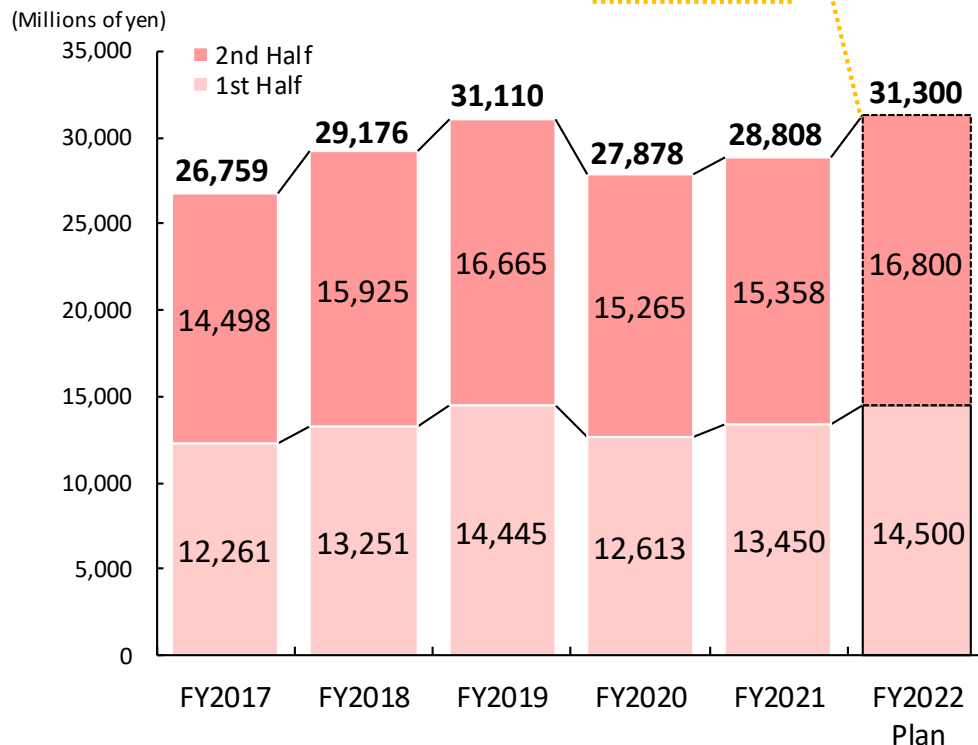
■ Business expansion driven by software and cloud services



Domestic

- MH(Middle High) market;
Promote VG+ZeeM consultative proposals
(Including hosting services)
- ML(Middle Low) market;
Cloud services expanding (T&A+HR+Payroll)
Continue to offer NX T&A + Payroll packaged deals
- Strengthen proposals for peripheral solutions (e-AMANO)
(i.e. Personnel notifications, and supporting the creation of
duty rosters)
- Develop the digital time stamp market
(In response to Revised Electronic Bookkeeping Law)

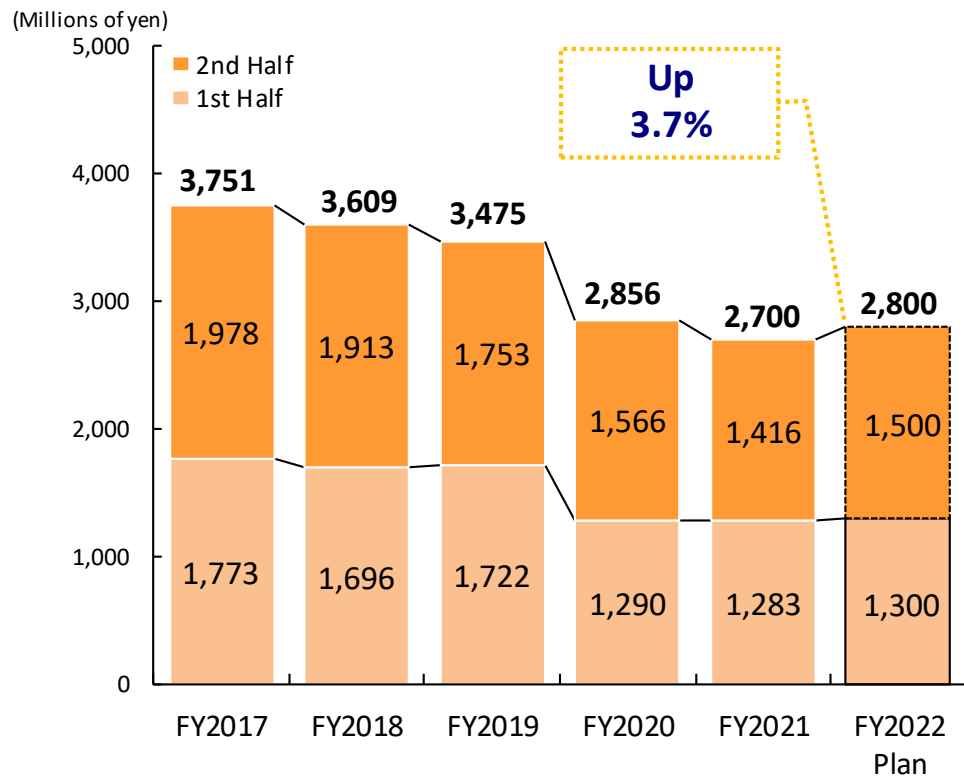
Up
8.6%



Overseas

- Americas;
Strengthen ties with companies engaged in ERP systems
Promote proposals for new terminals equipped with biometrics
- Europe;
Promote the cross-selling of T&A, HR and Access Control
Promote Cloud Business

■ Japan: Expand sales of Wi-Fi Time Recorders with ancillary cloud services (IoT)



Domestic

- Expand sales of Wi-Fi Time Recorders with ancillary cloud services (IoT)
 - *The cloud service enables the user to check the time card over the Internet
- Expand TimeP@CK sales
Enhancing paid member services
- Strengthen online store sales and e-commerce



Overseas

- Develop new sales channels in the Americas, Europe and Asia

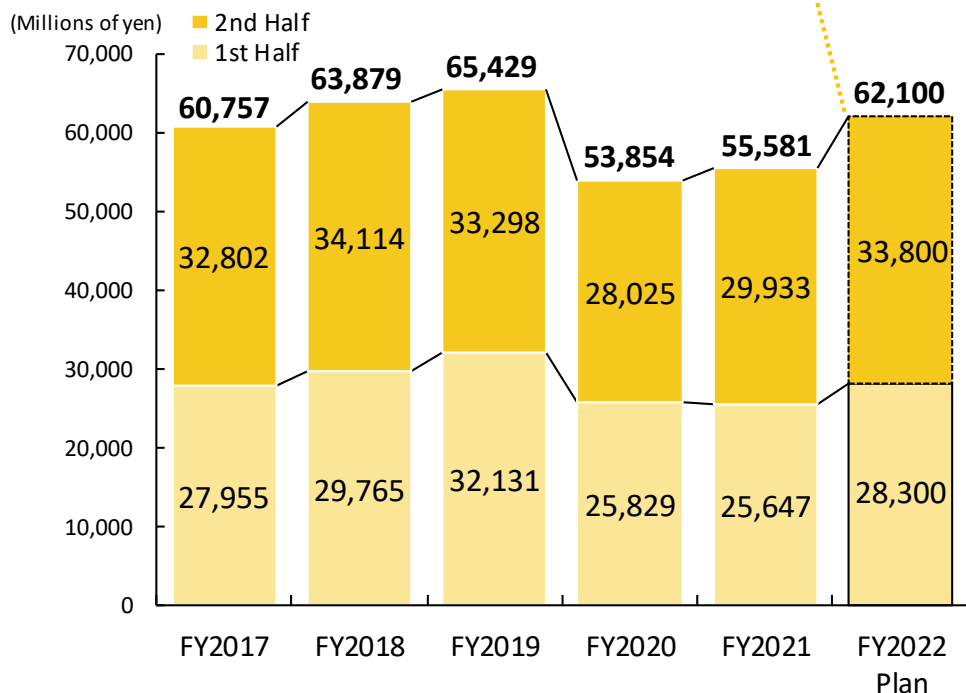
Strengthen proposals for ticketless and cashless solutions, and expand parking management services



Domestic

- Promote proposals for ticketless and cashless systems
- Deploy cloud and various remote services
- Strengthen proposals for commissioned management services
- Develop new markets

Up 11.7%



Overseas

- Americas: Promote new product sales (subscription model)
- Europe: Reinforce sales regime and Management Service business
- Asia: Expand Management service business
- Deploy and strengthen regional proposals for systems through group collaboration

■ Expand standard product sales, expand new business domains and reinforce the engineering regime



Domestic

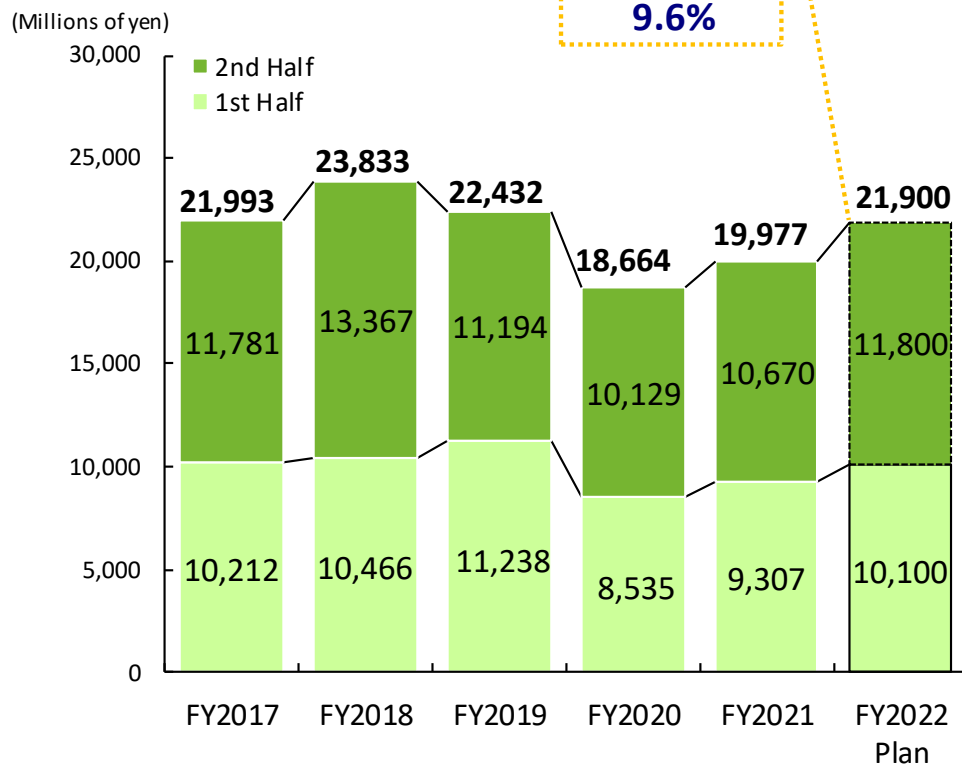
- Launch new standard dust collectors and improve functionalities
- Expand new business domains
(Promote proposals for strategic growth areas)
- Expand holistic sales including peripheral devices



Overseas

- Promote global deployment by group collaboration
- North & Central America;
Increase order intake for standard products
Develop business with new customer
- Asia;
Reinforce engineering capabilities and the sales & service system
Strengthen solution proposals to local companies

Up
9.6%



■ Expand the robot market



Domestic

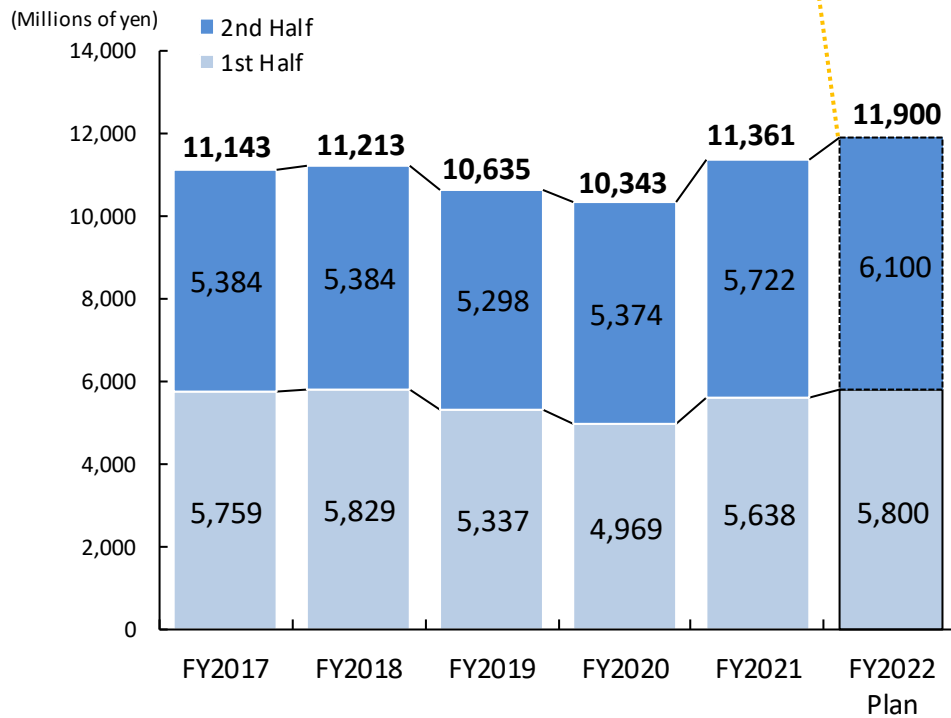
- Increase order intake for robotic cleaners and launch new products
- Deploy remote support services
- Promote proposals of automatic floor scrubbers the "EG Series"
- Expand proposals for new cleaning styles that combines electrolyzed water generators



Overseas

- Americas;
Expand the wood floor sanding business
- Strengthen sales and marketing and enhance product line-up

Up
4.7%



Net Sales & Operating Profit Plans by Segment

(Millions of yen)

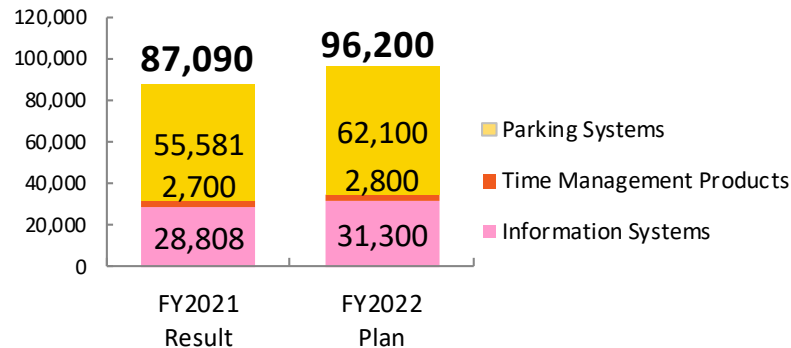
	FY2022 Plan			FY2021 Result			Change Y-O-Y			
	Net Sales	Operating profit	%	Net Sales	Operating profit	%	Net Sales	%	Operating profit	%
Time Information Segment	96,200	15,600	16.2	87,090	12,569	14.4	9,109	10.5	3,030	24.1
Environmental Segment	33,800	5,100	15.1	31,339	4,136	13.2	2,460	7.9	963	23.3
Company-wide Expenses		(4,200)			(3,813)				(386)	
Total	130,000	16,500	12.7	118,429	12,893	10.9	11,570	9.8	3,606	28.0

Sales

● Time Information Segment

Up 10.5% Y-O-Y

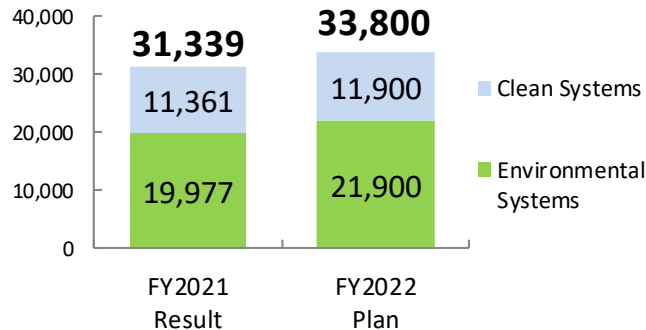
(Millions of yen)



● Environmental Segment

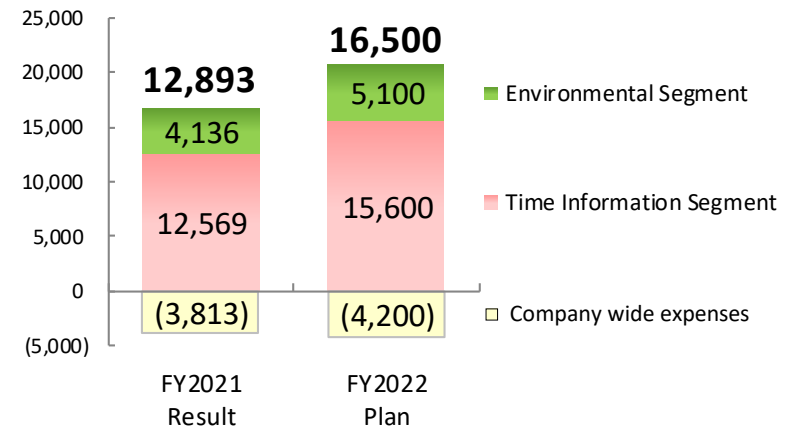
Up 7.9% Y-O-Y

(Millions of yen)



Operating Profit

(Millions of yen)



* Operating Profit

Up 28.0% Y-O-Y

● Time Information Segment

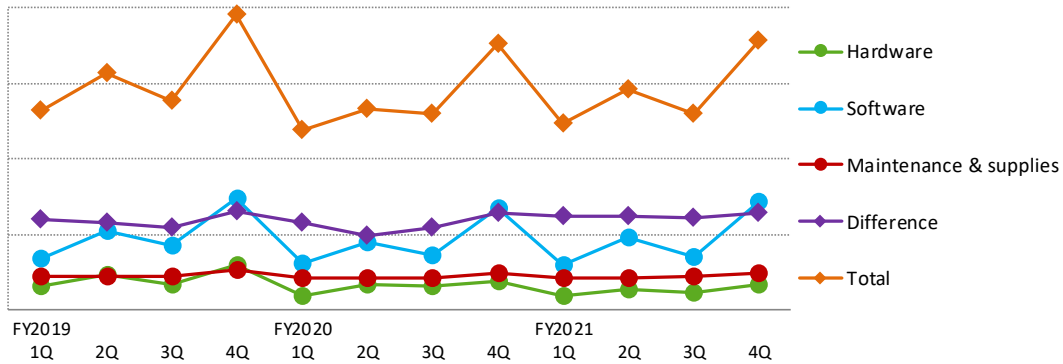
Up 24.1% Y-O-Y

● Environmental Segment

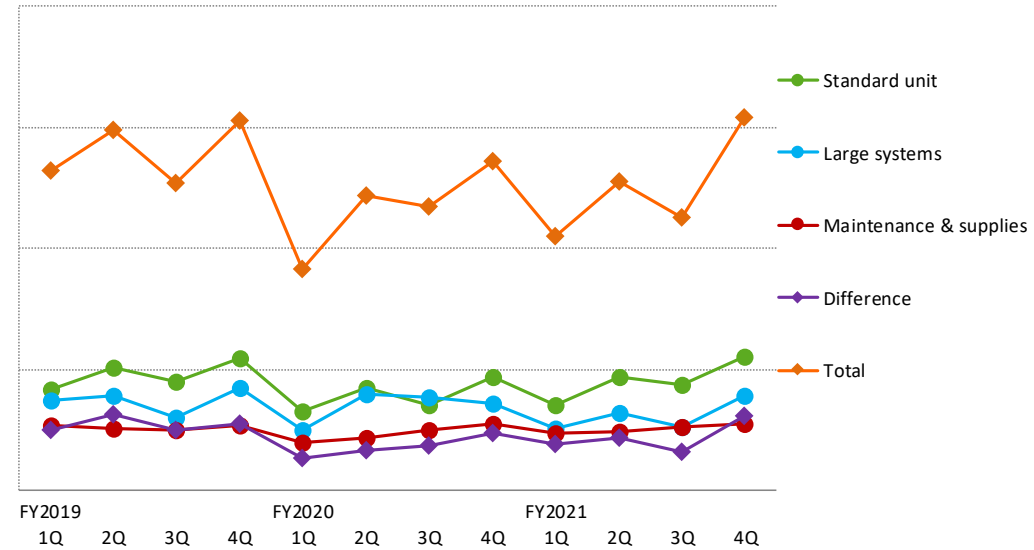
Up 23.3% Y-O-Y

Quarterly Sales by Item (actual results)

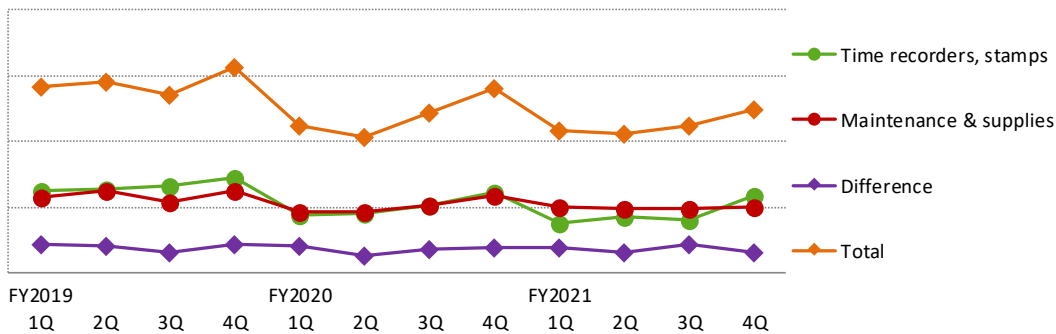
Information Systems



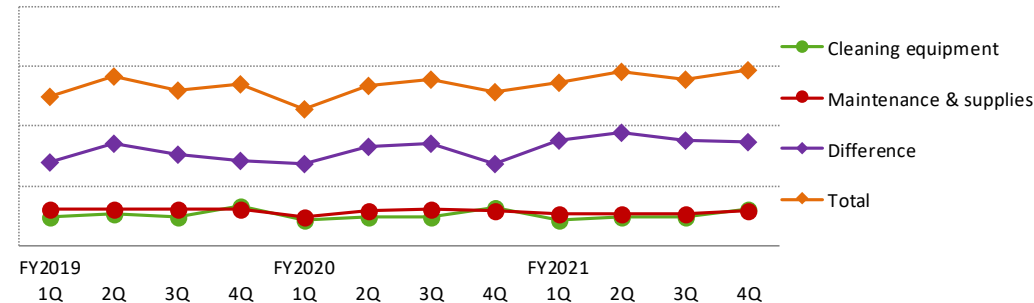
Environmental Systems



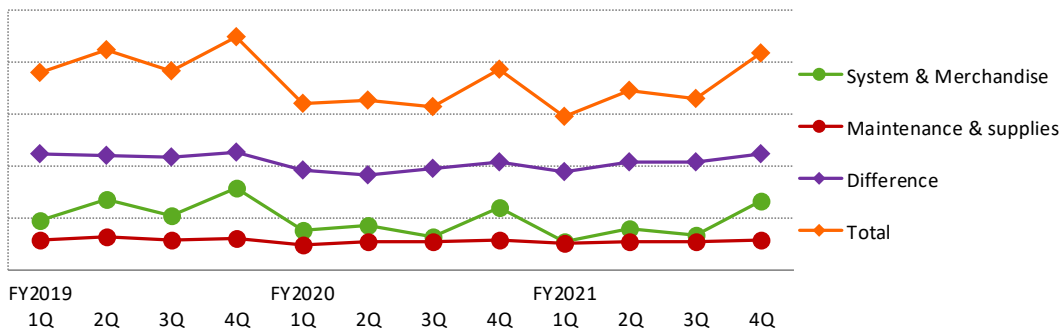
Time Management Products



Clean Systems



Parking Systems



Time & Air
AMANO