

Second Quarter Report for FY 2021

(Fiscal Year ending March 2022)

Details of Business Results

AMANO CORPORATION (Ticker: 6436)

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- FY 2021: 2nd Quarter Report P.3
- The 8th Medium-term Business Plan P.19
The 3rd Stage Towards a 100-year Company
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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: 2nd Quarter Report

(Fiscal Year ending March 2022)

FY 2021: 1st Half Accumulated Results (FY end March 2022)

Consolidated

(Millions of yen)

	Disclosed plan			FY2021 1st Half		FY2020 1st Half		Change		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	55,900	100.0	5.0	55,327	100.0	53,237	100.0	2,089	3.9	(572)	99.0
Gross profit	24,100	43.1	6.3	24,470	44.2	22,680	42.6	1,790	7.9	370	101.5
SG&A	20,600	36.9	2.9	19,960	36.1	20,015	37.6	(54)	(0.3)	(640)	96.9
Operating profit	3,500	6.3	31.3	4,509	8.2	2,664	5.0	1,844	69.2	1,009	128.8
Non-operating income	600	1.1	4.1	573	1.0	576	1.1	(2)	(0.5)	(27)	95.6
Non-operating expense	100	0.2	(35.9)	110	0.2	155	0.3	(45)	(29.2)	10	110.4
Ordinary profit	4,000	7.2	29.6	4,972	9.0	3,085	5.8	1,887	61.2	972	124.3
Extraordinary profit	0			175		2		173		175	
Extraordinary loss	0			27		9		18		27	
Net income attributable to owners of the parent company	2,800	5.0	1.9	3,216	5.8	2,749	5.2	467	17.0	416	114.9

*FX Rates: US\$ 105.00, EUR 125.00, US\$ 108.48, EUR 130.47, US\$ 108.25, EUR 119.40

ACJ

* ACJ; Amano Corporation Japan

(Millions of yen)

	Disclosed plan			FY2021 1st Half		FY2020 1st Half		Change		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	29,600	100.0	4.2	27,761	100.0	28,420	100.0	(659)	(2.3)	(1,838)	93.8
Gross profit	12,800	43.2	8.7	12,165	43.8	11,776	41.4	388	3.3	(635)	95.0
SG&A	10,400	35.1	5.0	9,721	35.0	9,902	34.8	(181)	(1.8)	(679)	93.5
Operating profit	2,400	8.1	28.1	2,443	8.8	1,873	6.6	570	30.4	43	101.8
Non-operating income	1,350	4.6	(22.4)	1,648	5.9	1,739	6.1	(91)	(5.3)	298	122.1
Non-operating expense	50	0.2	59.5	30	0.1	31	0.1	(0)	(1.5)	(20)	61.7
Ordinary profit	3,700	12.5	3.3	4,061	14.6	3,581	12.6	479	13.4	361	109.8
Extraordinary profit	0			88		0		88		88	
Extraordinary loss	0			3		0		2		3	
Net income	2,700	9.1	1.6	3,020	10.9	2,657	9.4	362	13.6	320	111.9

Consolidated performance (Year-on-year)

1 Sales:	Up	¥	2,089 Mil	(Up	3.9 %)
• Time Information Segment:	Up		647 Mil	(Up	1.6 %)
Incl: Information Systems:	Up		836 Mil	(Up	6.6 %)
Incl: Parking Systems:	Dn		181 Mil	(Dn	0.7 %)
• Environmental Segment:	Up		1,441 Mil	(Up	10.7 %)
Incl: Environmental Systems:	Up		771 Mil	(Up	9.0 %)
Incl: Clean Systems:	Up		669 Mil	(Up	13.5 %)
2 Gross Profit:	Up	¥	1,790 Mil	(Up	7.9 %)
Gross Profit Ratio:			44.2 %	Up	1.6 %
• Time Information Segment :	Up		2.3 %		
• Environmental Segment :			0.0 %		
3 SG&A:	Dn	¥	54 Mil	(Dn	0.3 %)
• Labor Cost	Up		173 Mil	(Up	1.3 %)
• Other Costs	Dn		227 Mil	(Dn	3.3 %)
4 Operating Profit	Up	¥	1,844 Mil	(Up	69.2 %)
• Time Information Segment:	¥		4,470 Mil	(Up	1,445 Mil)
• Environmental Segment:	¥		1,838 Mil	(Up	341 Mil)
• Company-wide Expense:	¥		(1,799) Mil	(Up	57 Mil)

FY 2021: 1st Half Accumulated Results (FY end March 2022) Sales by business division

Consolidated

(Millions of yen)

Business division	Disclosed plan			FY2021 1st Half		FY2020 1st Half		Change		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	13,000	23.3	3.1	13,450	24.3	12,613	23.7	836	6.6	450	103.5
Time Management Products	1,300	2.3	0.8	1,283	2.3	1,290	2.4	(7)	(0.5)	(17)	98.7
Parking Systems	27,000	48.3	4.5	25,647	46.4	25,829	48.5	(181)	(0.7)	(1,353)	95.0
Total: Time Information Segment	41,300	73.9	3.9	40,381	73.0	39,733	74.6	647	1.6	(919)	97.8
Environmental Systems	9,500	17.0	11.3	9,307	16.8	8,535	16.1	771	9.0	(193)	98.0
Clean Systems	5,100	9.1	2.6	5,638	10.2	4,969	9.3	669	13.5	538	110.6
Total: Environmental Segment	14,600	26.1	8.1	14,946	27.0	13,504	25.4	1,441	10.7	346	102.4
Grand total	55,900	100.0	5.0	55,327	100.0	53,237	100.0	2,089	3.9	(573)	99.0

*FX Rates: US\$ 105.00 US\$ 108.48 US\$ 108.25
 EUR 125.00 EUR 130.47 EUR 119.40

ACJ

(Millions of yen)

Business division	Disclosed plan			FY2021 1st Half		FY2020 1st Half		Change		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	7,500	25.3	3.4	7,231	26.0	7,255	25.5	(24)	(0.3)	(269)	96.4
Time Management Products	1,100	3.7	0.8	1,076	3.9	1,090	3.8	(14)	(1.4)	(24)	97.8
Parking Systems	11,000	37.2	2.1	9,797	35.3	10,775	38.0	(977)	(9.1)	(1,203)	89.1
Total: Time Information Segment	19,600	66.2	2.5	18,105	65.2	19,122	67.3	(1,016)	(5.3)	(1,495)	92.4
Environmental Systems	8,000	27.0	8.8	7,677	27.7	7,350	25.8	326	4.4	(323)	96.0
Clean Systems	2,000	6.8	2.7	1,978	7.1	1,947	6.9	30	1.6	(22)	98.9
Total: Environmental Segment	10,000	33.8	7.5	9,655	34.8	9,298	32.7	357	3.8	(345)	96.6
Grand total	29,600	100.0	4.2	27,761	100.0	28,420	100.0	(659)	(2.3)	(1,839)	93.8

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

Quarterly Financials

(Millions of yen)

	FY2021 1Q		FY2021 2Q		FY2021 1st Half	
	Amount	%	Amount	%	Amount	%
Net sales	25,532	100.0	29,794	100.0	55,327	100.0
Gross profit	10,973	43.0	13,496	45.3	24,470	44.2
SG&A	10,047	39.4	9,913	33.3	19,960	36.1
Operating profit	925	3.6	3,583	12.0	4,509	8.2
Non-operating income	288	1.1	284	1.0	573	1.0
Non-operating expense	51	0.2	58	0.2	110	0.2
Ordinary profit	1,163	4.6	3,809	12.8	4,972	9.0
Extraordinary profit	1		174		175	
Extraordinary loss	15		12		27	
Net income attributable to owners of the parent company	403	1.6	2,813	9.4	3,216	5.8

*FX Rates:

US\$ 107.15
EUR 128.45

US\$ 109.80
EUR 132.49

US\$ 108.48
EUR 130.47

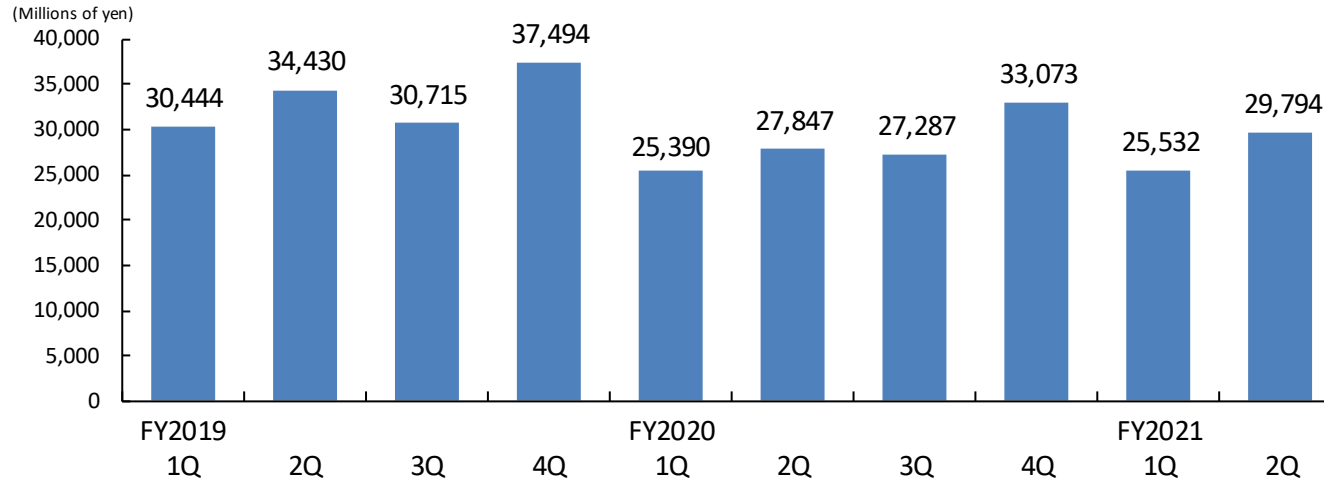
Quarterly Sales

(Millions of yen)

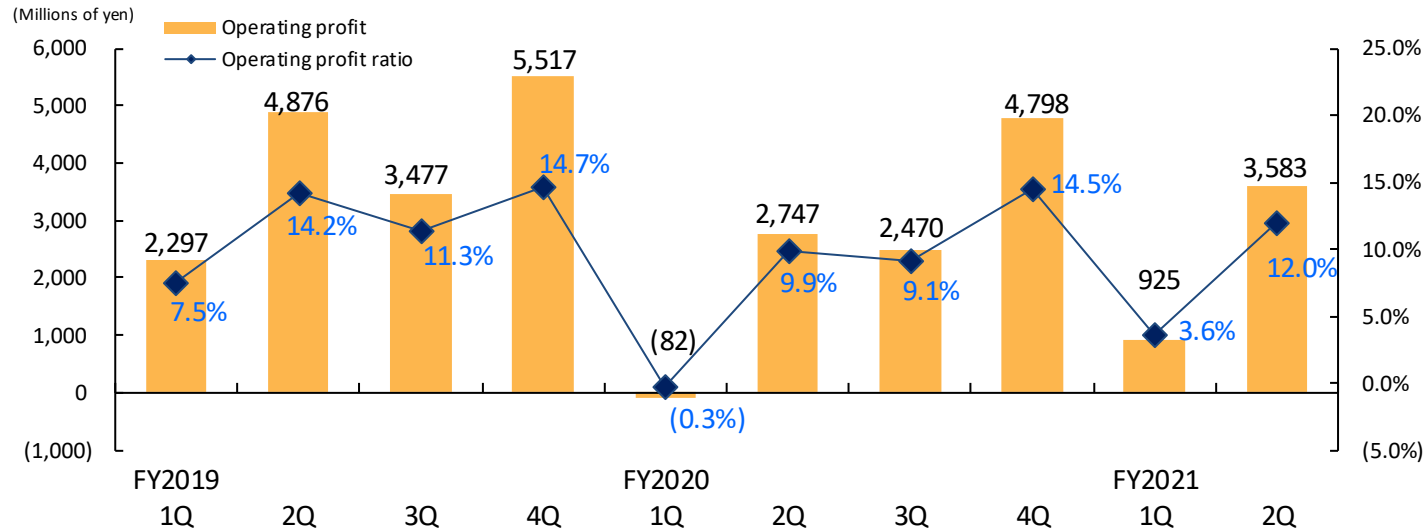
Business division	FY2021 1Q		FY2021 2Q		FY2021 1st Half	
	Amount	%	Amount	%	Amount	%
Information Systems	6,163	24.2	7,287	24.5	13,450	24.3
Time Management Products	647	2.5	635	2.1	1,283	2.3
Parking Systems	11,798	46.2	13,849	46.5	25,647	46.4
Total: Time Information Segment	18,609	72.9	21,771	73.1	40,381	73.0
Environmental Systems	4,193	16.4	5,113	17.1	9,307	16.8
Clean Systems	2,730	10.7	2,908	9.8	5,638	10.2
Total: Environmental Segment	6,923	27.1	8,022	26.9	14,946	27.0
Grand total	25,532	100.0	29,794	100.0	55,327	100.0

Consolidated Sales & Operating Profit (Quarterly)

Sales



Operating Profit



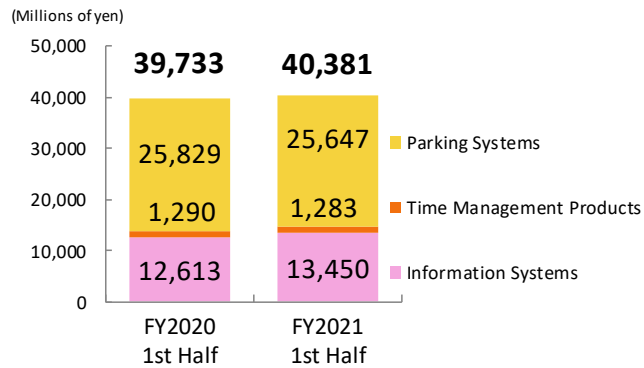
Sales & Operating Profit by Business Segment

(Millions of yen)

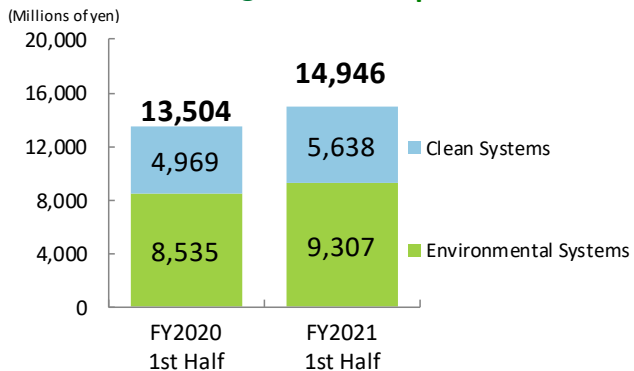
	FY2021 1Q			FY2021 2Q			FY2021 1st Half			FY2020 1st Half			Change Y-O-Y			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	%	Operating profit	%
Time Information Segment	18,609	1,133	6.1	21,771	3,337	15.3	40,381	4,470	11.1	39,733	3,024	7.6	647	1.6	1,445	47.8
Environmental Segment	6,923	675	9.8	8,022	1,163	14.5	14,946	1,838	12.3	13,504	1,497	11.1	1,441	10.7	341	22.8
Company-wide Expenses		(882)			(917)			(1,799)			(1,857)				57	
Total	25,532	925	3.6	29,794	3,583	12.0	55,327	4,509	8.2	53,237	2,664	5.0	2,089	3.9	1,844	69.2

Sales

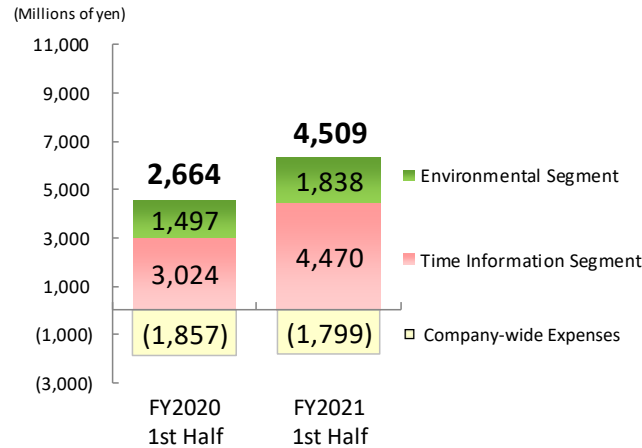
● Time Information Segment Up 1.6% Y-O-Y



● Environmental Segment Up 10.7% Y-O-Y



Operating Profit



● Time Information Segment Up 47.8%
● Environmental Segment Up 22.8%

[References]

Increase / decrease in gross profit margin

① FY2020 2Q/FY2021 2Q

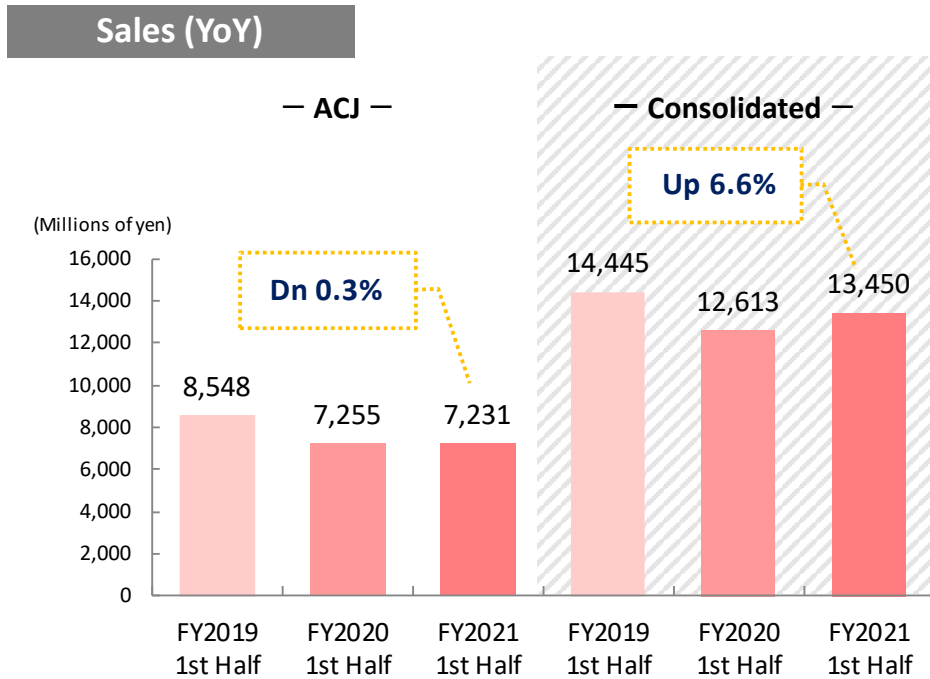
	Consolidated	ACJ
Information Systems	↑	↑
Time Management Products	↓	↓
Parking Systems	→	↑
Environmental Systems	↓	↓
Clean Systems	↑	↑

② FY2020/FY2021 2Q

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

Performance by Business Division

■ Domestic (ACJ) Sales Flat, Overseas Sales Higher



Domestic

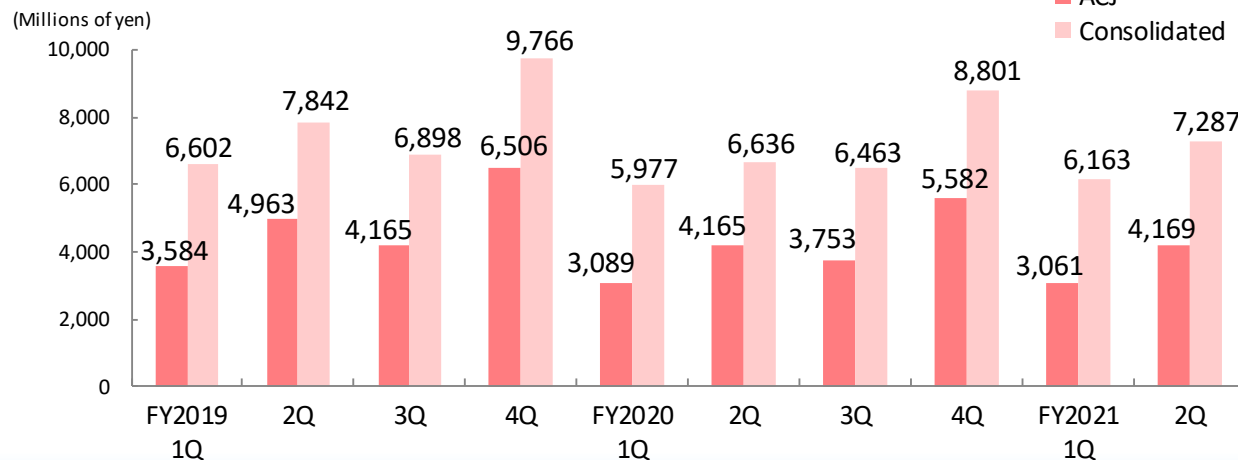
- Sales Higher for Software but Lower for T&A Terminals
- Amano Business Solutions Corporation Orders for Cloud Services Remained Firm



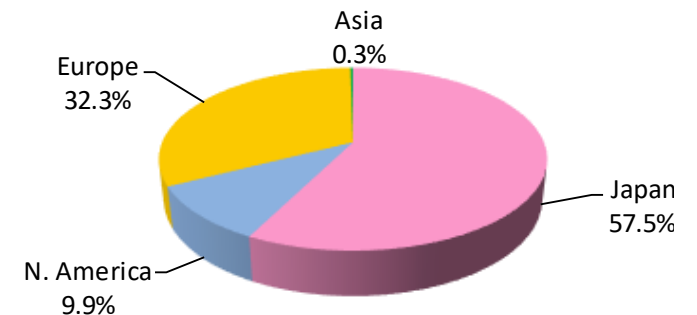
Overseas

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

Quarterly Sales (FY2019.1Q~FY2021.2Q)

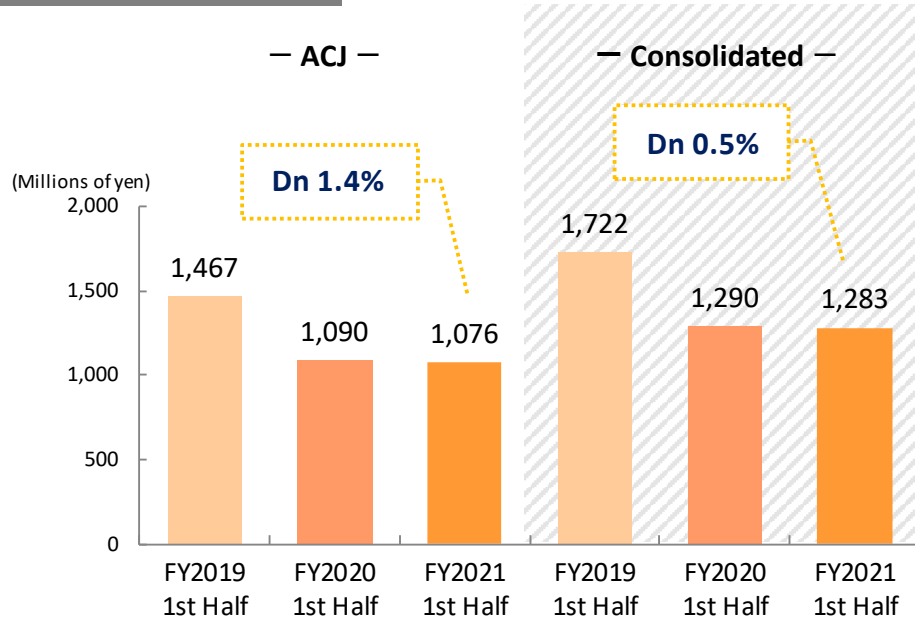


Sales by Region



Domestic Sales Lower , Overseas Sales Higher

Sales (YoY)

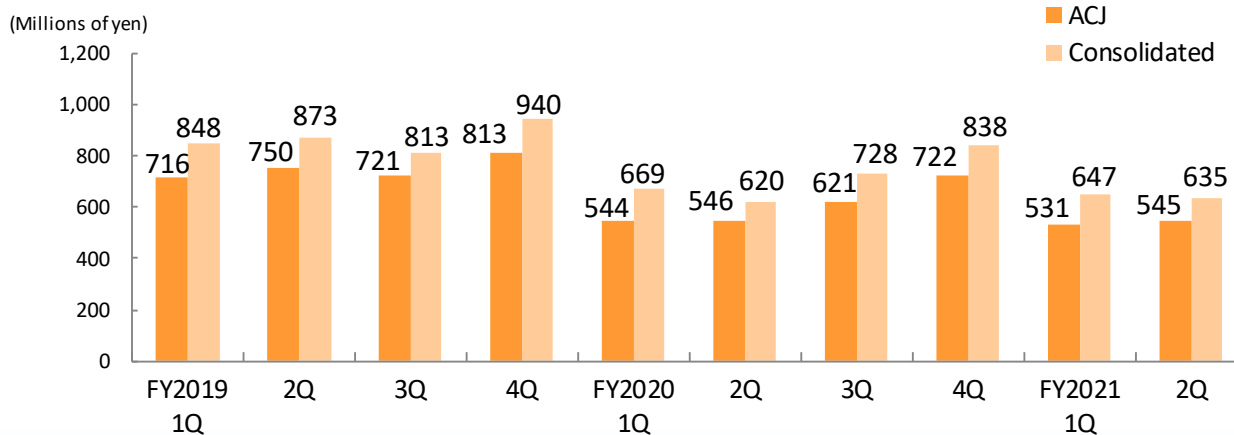


- Lower Sales for the TimeP@CK Series
- Standard Time Recorders; Lower domestic sales

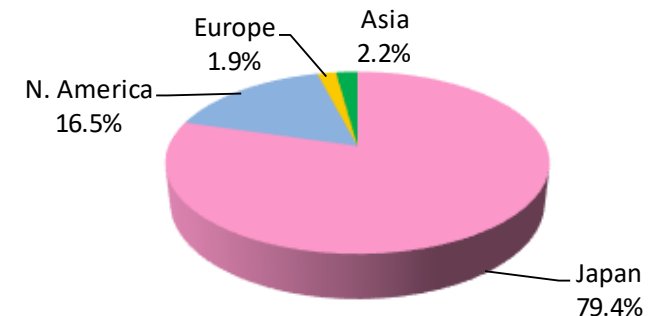


- Sales Higher in the Americas, but Lower in Europe & Asia

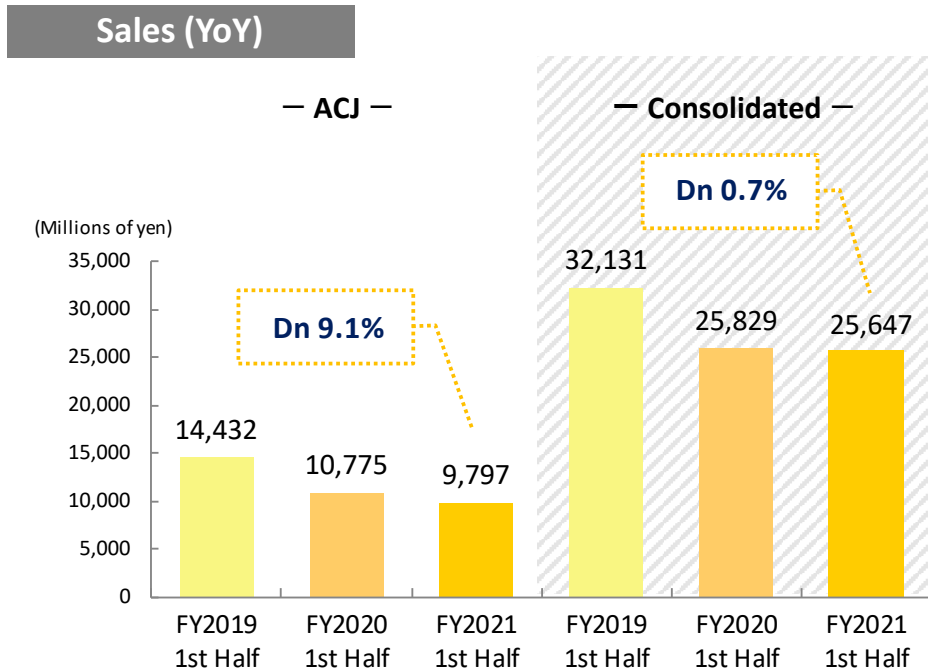
Quarterly Sales (FY2019.1Q~FY2021.2Q)



Sales by Region



Domestic(ACJ) Sales Lower, Overseas Sales Higher



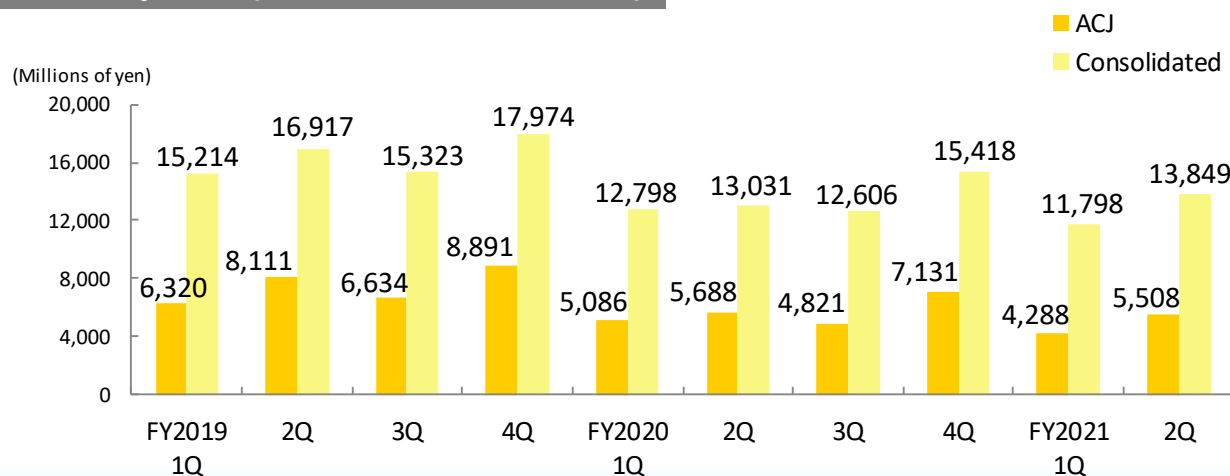
Domestic

- 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 declined

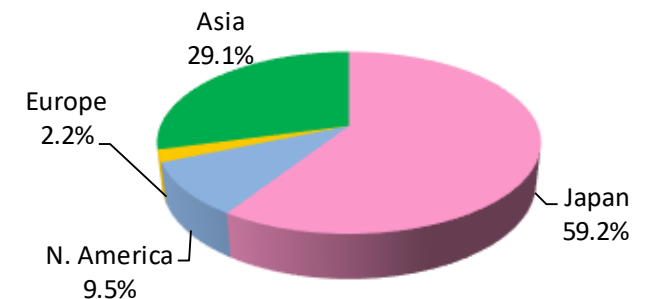
Overseas

- 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.

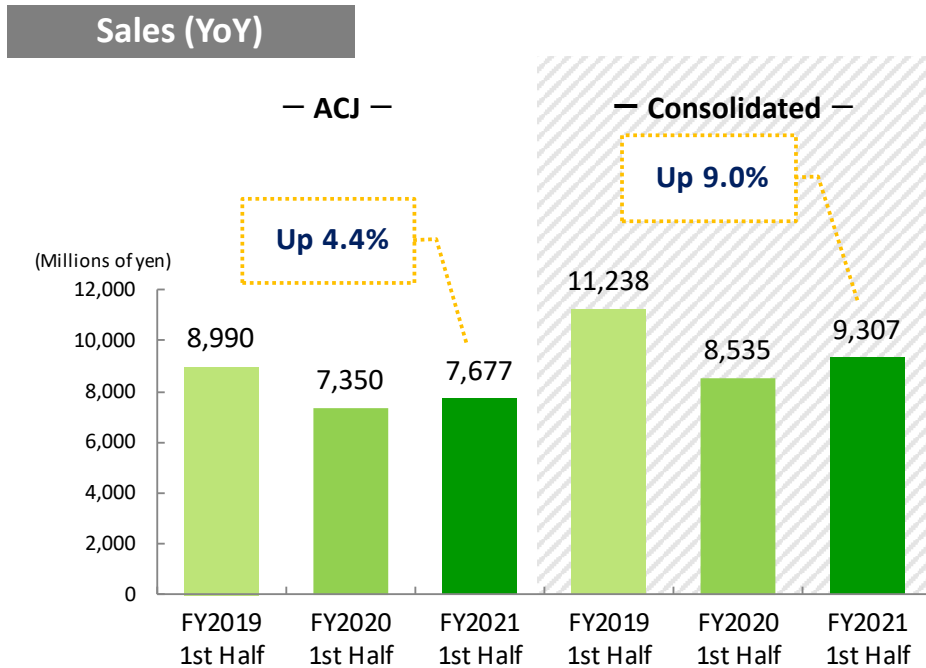
Quarterly Sales (FY2019.1Q~FY2021.2Q)



Sales by Region



Domestic & Overseas Sales Higher

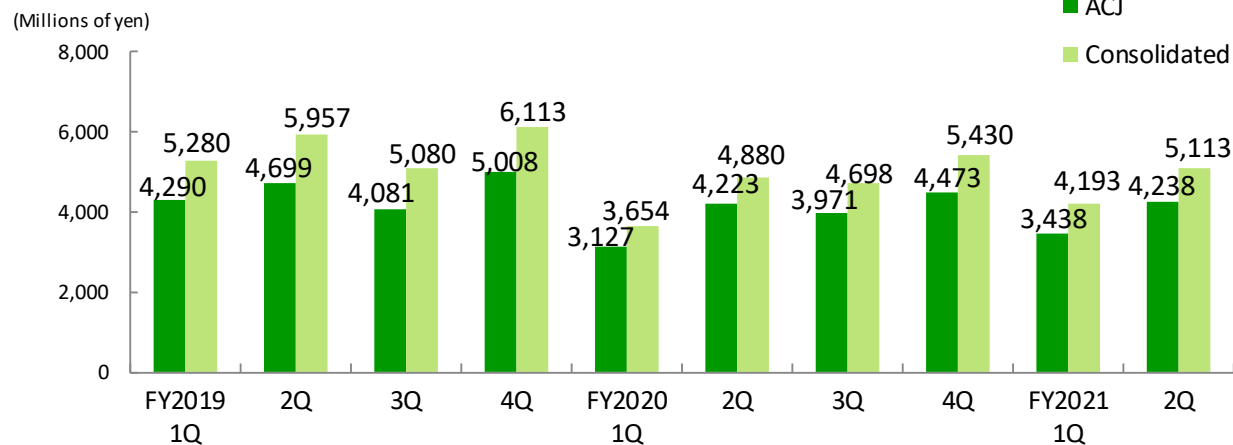


- Higher Sales for Standard Dust Collectors (recovery trend)
- Sales for Large-scale Systems declined

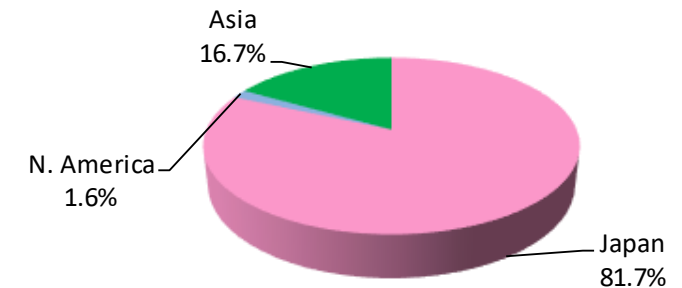


- Higher Sales in Asia but Lower in the Americas (Mexico)

Quarterly Sales (FY2019.1Q~FY2021.2Q)

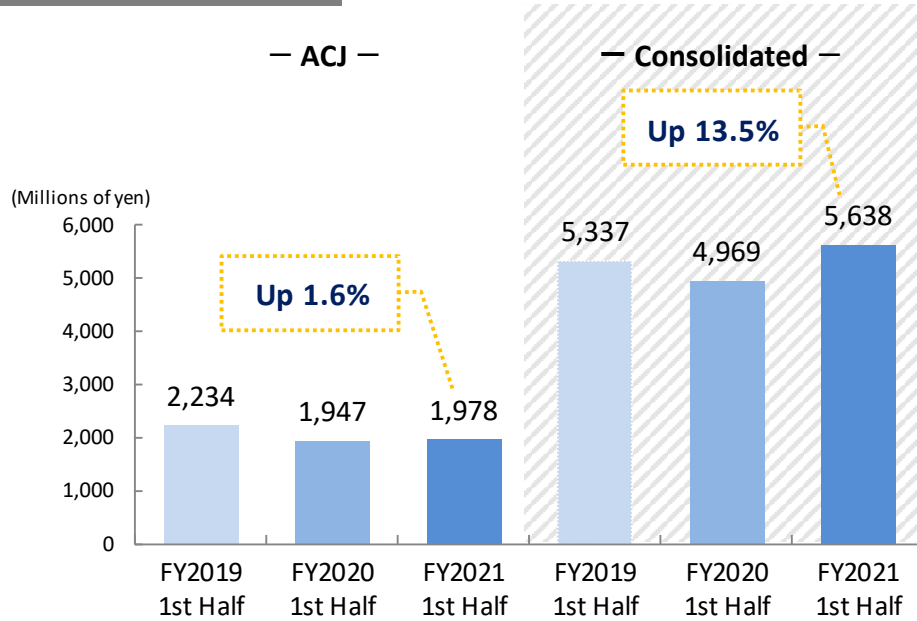


Sales by Region



Domestic & Overseas Sales Higher

Sales (YoY)

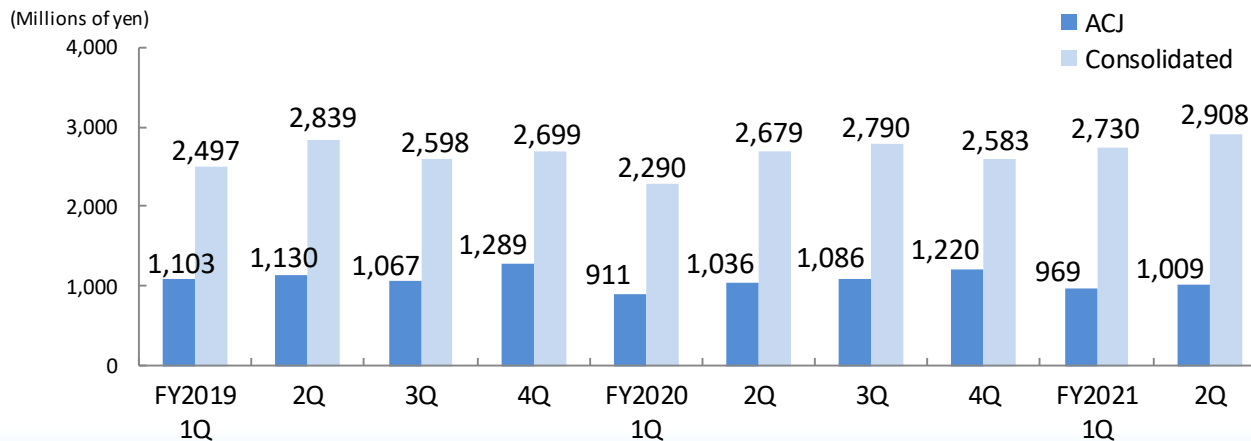


- The number of unit sales for the robotic scrubber “EGrobo” were flat
- Sales for Automatic Floor Scrubbers were Higher
- Sales for Electrolyzed water (hypochlorous acid water) generator were Lower (backlash decline)

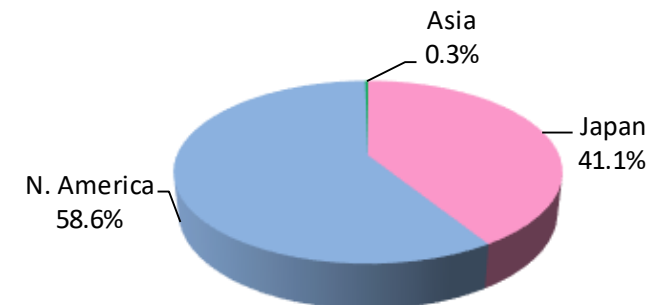


- Americas: Amano Pioneer Eclipse Corporation achieved higher sales

Quarterly Sales (FY2019.1Q~FY2021.2Q)



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 1st Half			FY2020 1st Half			Change Y-O-Y			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	
North America	3,649	(125)	(3.4)	3,812	(113)	(3.0)	7,461	(238)	(3.2)	7,358	(671)	(9.1)	103	1.4	432	—
Europe	2,404	342	14.2	2,548	368	14.4	4,952	710	14.3	3,870	248	6.4	1,082	28.0	461	185.5
Asia	4,226	29	0.7	4,904	152	3.1	9,130	181	2.0	7,811	203	2.6	1,319	16.9	(21)	(10.7)
Overseas group companies	10,281	245	2.4	11,264	408	3.6	21,545	653	3.0	19,040	(219)	(1.2)	2,505	13.2	872	—

*FX rate: US\$ 107.15 US\$ 109.80 US\$ 108.48 US\$ 108.25
 EUR 128.45 EUR 132.49 EUR 130.47 EUR 119.40

*Goodwill Amortization: N.America 14 Mil N.America — N.America 14 Mil N.America 29 Mil
 Europe 79 Mil Europe 81 Mil Europe 160 Mil Europe 147 Mil
 ACJ 13 Mil ACJ 13 Mil ACJ 27 Mil ACJ —

(Millions of yen)

	FY2021 1Q (Apr - Jun, 2021)			FY2021 2Q (Jul - Sep, 2021)			FY2021 1st Half			FY2020 1st Half			Change Y-O-Y			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	
Domestic Group companies	4,896	519	10.6	5,164	755	14.6	10,061	1,275	12.7	9,753	978	10.0	307	3.2	296	30.3

(Millions of yen)

	FY2021 2Q 21.9.30	FY2020 21.3.31	Change
Assets	152,433	150,559	1,873
Cash & Bank Deposits	59,684	56,432	3,251
Notes and accounts receivable - trade	22,932	27,175	(4,242)
Inventories	9,841	8,853	987
Othe Current Assets	7,702	6,139	1,563
Fixed Assets	52,271	51,959	312
Liabilities	41,517	38,974	2,543
Notes and accounts payable - trade	9,732	10,444	(712)
Other Current Liabilities	23,328	20,364	2,963
Other Fixed Liabilities	8,456	8,164	291
Net Assets	110,915	111,585	(669)
Shareholder's Equity	112,542	114,838	(2,295)
Valuation & Conversion Adjustments	(2,359)	(3,986)	1,627
Non-Controlling shareholder's interests	732	733	(1)
Total Liabilities & Net Assets	152,433	150,559	1,873

Consolidated Statements of Cash Flows

(Millions of yen)

	FY2021 1st Half 21.9.30	FY2020 1st Half 20.9.30	Change
CF from Operating Activities	11,716	6,989	4,726
CF from Investing Activities	(2,476)	(3,621)	1,145
FCF	9,240	3,368	5,872
CF from Financial Activities	(7,006)	(5,562)	(1,444)
Net Increase (decrease) in Cash & Equivalents	2,836	(2,559)	5,396
Cash & Cash Equivalents at End of Year	55,383	49,575	5,807
CAPEX (tangible fixed asset)	2,833	3,744	(911)
CAPEX (intangible asset)	355	397	(42)
Depreciation	3,117	3,146	(29)

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 1st Half	FY2020 1st Half
Consolidated CAPEX [tangible fixed asset]	834	1,065
Consolidated CAPEX [intangible asset]	355	397
Depreciation (Consolidated)	1,717	1,827

CAPEX & Depreciation

(Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020 1st Half	FY2020	FY2021 1st Half	FY2021 Full Year Plan
Consolidated CAPEX [tangible fixed asset]	3,101	3,099	2,751	6,166	3,744	5,329	2,833	4,367
[intangible asset]	615	642	715	794	397	817	355	894
Total	3,717	3,742	3,468	6,962	4,143	6,147	3,189	5,262
ACJ CAPEX [tangible fixed asset]	1,426	1,112	924	1,252	363	549	183	969
[intangible asset]	309	323	251	377	119	262	102	370
Total	1,736	1,435	1,175	1,629	482	811	285	1,339
Depreciation (Consolidated)	3,549	3,593	3,833	5,351	3,146	6,453	3,117	6,418
Depreciation (ACJ)	1,255	1,327	1,273	1,322	631	1,330	620	1,329

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 1st Half	FY2020	FY2021 1st Half	FY2021 Full Year Plan
Consolidated CAPEX [tangible fixed asset]	2,955	1,065	2,135	834	2,675
Consolidated CAPEX [intangible asset]	794	397	817	355	894
Depreciation (Consolidated)	3,788	1,827	3,767	1,717	3,620

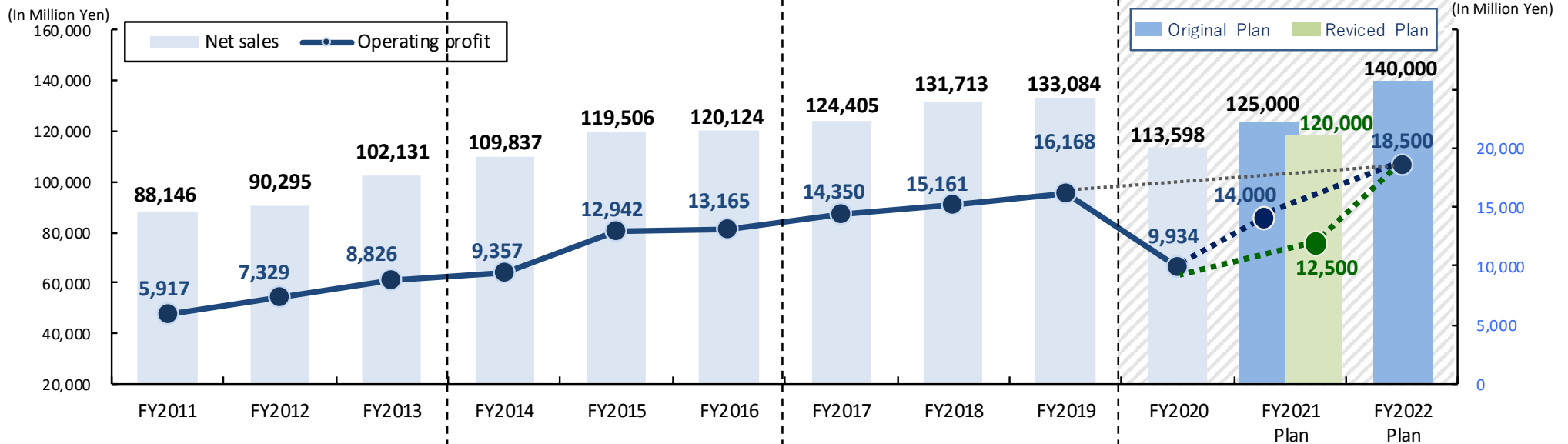
The 8th Medium-Term Business Plan (FY2020-FY2022)

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

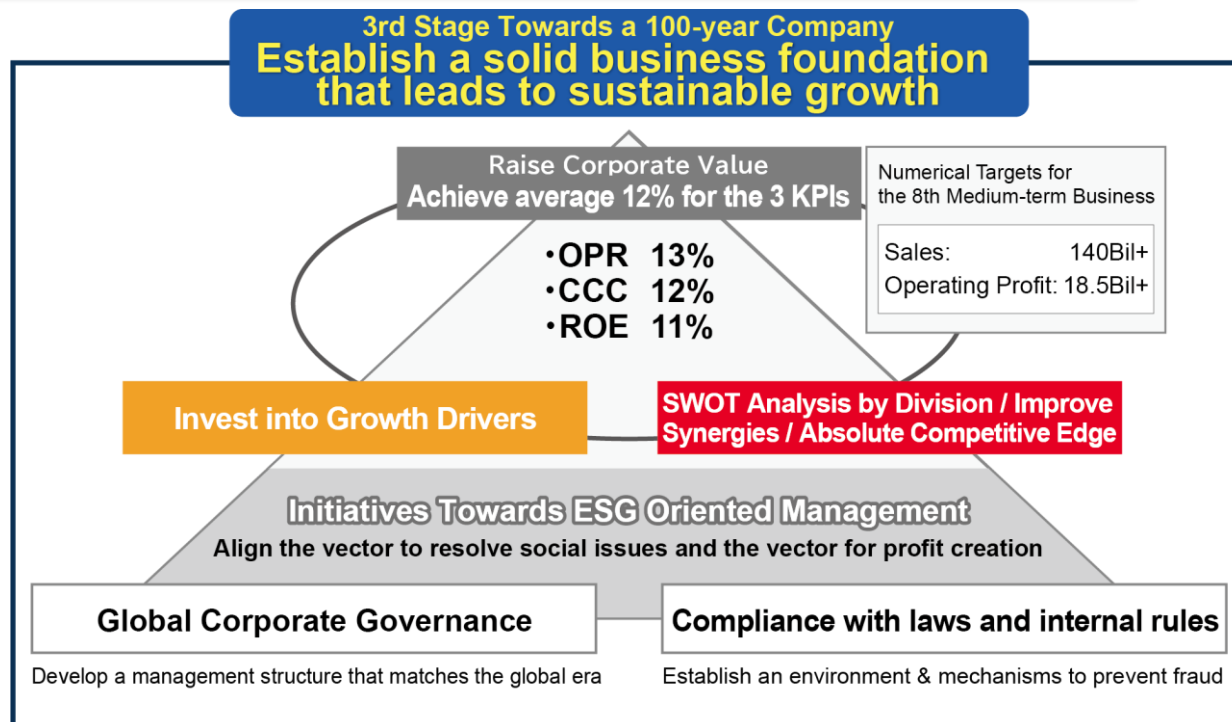
**Establish a solid business foundation
that leads to sustainable growth**

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		MTBP FY2021 Plan		FY2021 Revised Plan		MTBP FY2022 Plan	
	Amount	Change(%)	Amount	Change(%)	Amount	Change(%)	Amount	Change(%)
Net sales	113,598	(14.6)	125,000	10.0	120,000	5.6	140,000	16.7
Operating profit	9,934	(38.6)	14,000	40.9	12,500	25.8	18,500	48.0
Operating profit ratio	8.7%		11.2%		10.4%		13.2%	
Ordinary profit	11,017	(34.7)	15,000	36.2	13,500	22.5	19,500	44.4
Net income attributable to owners of the parent company	7,248	(31.4)	10,000	38.0	9,000	24.2	13,000	44.4

Consolidated Sales Plan

(Millions of yen)

	FY2020 Result			MTBP FY2021 Plan			FY2021 Revised Plan			MTBP FY2022 Plan		
	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Change(%)
Information Systems	27,878	24.6	(10.4)	31,500	25.2	13.0	30,000	25.0	7.6	33,500	23.9	11.7
Time Management Products	2,856	2.5	(17.8)	3,200	2.6	12.0	3,000	2.5	5.0	3,200	2.3	6.7
Parking Systems	53,854	47.4	(17.7)	61,300	49.0	13.8	55,500	46.3	3.1	69,500	49.7	25.2
Total: Time Information Segment	84,590	74.5	(15.4)	96,000	76.8	13.5	88,500	73.8	4.6	106,200	75.9	20.0
Environmental Systems	18,664	16.4	(16.8)	20,000	16.0	7.2	20,800	17.3	11.4	23,000	16.4	10.6
Clean Systems	10,343	9.1	(2.7)	9,000	7.2	(13.0)	10,700	8.9	3.4	10,800	7.7	0.9
Total: Environmental Segment	29,007	25.5	(12.3)	29,000	23.2	(0.0)	31,500	26.2	8.6	33,800	24.1	7.3
Grand total	113,598	100.0	(14.6)	125,000	100.0	10.0	120,000	100.0	5.6	140,000	100.0	16.7

* FX Rates (Yearly Average):

US\$ 106.44

EUR 121.97

US\$ 105.00

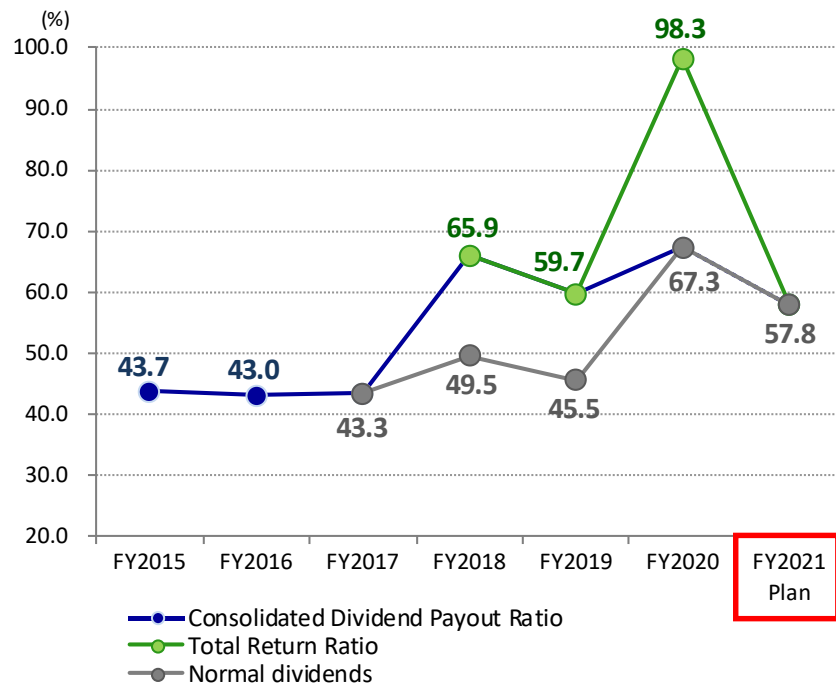
EUR 125.00

◎ Dividend Policy

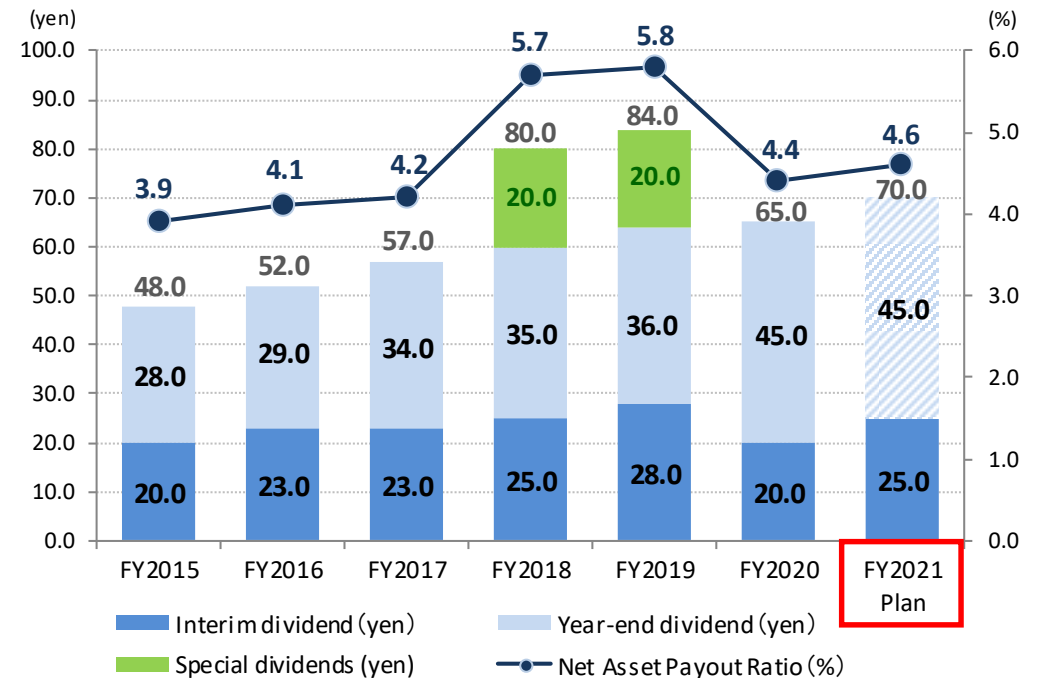
Stable dividends + performance incentives

- 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, 2021 to September 22, 2021
- Total number of acquired stocks : 750,000
- Total amount of acquired stocks : 2,151 Million yen

Business Forecast for FY2021

(Fiscal Year ending March 2022)

Business Forecast for the Full FY2021

Consolidated

*The 2nd Half Plan is shown as
"Full Year Plan minus 1st Half Result"

(Millions of yen)

	FY2021 Plan				FY2021 1st Half Result		FY2021 2nd Half Plan		FY2020	
	Amount	%	Change	%	Amount	%	Amount	%	Amount	%
Net sales	120,000	100.0	6,401	5.6	55,327	100.0	64,673	100.0	113,598	100.0
Gross profit	53,900	44.9	4,062	8.2	24,470	44.2	29,430	45.5	49,837	43.9
SG&A	41,400	34.5	1,497	3.8	19,960	36.1	21,440	33.2	39,902	35.1
Operating profit	12,500	10.4	2,565	25.8	4,509	8.2	7,991	12.4	9,934	8.7
Ordinary profit	13,500	11.3	2,482	22.5	4,972	9.0	8,528	13.2	11,017	9.7
Net income attributable to owners of the parent company	9,000	7.5	1,751	24.2	3,216	5.8	5,784	8.9	7,248	6.4

* FX Rates :
US\$ 105.00
EUR 125.00

US\$ 108.48
US\$ 130.47

US\$ 106.44
US\$ 121.97

ACJ

(Millions of yen)

	FY2021 Plan				FY2021 1st Half Result		FY2021 2nd Half Plan		FY2020	
	Amount	%	Change	%	Amount	%	Amount	%	Amount	%
Net sales	66,000	100.0	4,196	6.8	27,761	100.0	38,239	100.0	61,803	100.0
Gross profit	29,400	44.5	2,337	8.6	12,165	43.8	17,235	45.1	27,062	43.8
SG&A	20,900	31.7	899	4.5	9,721	35.0	11,179	29.2	20,000	32.4
Operating profit	8,500	12.9	1,438	20.4	2,443	8.8	6,057	15.8	7,061	11.4
Ordinary profit	10,500	15.9	1,161	12.4	4,061	14.6	6,439	16.8	9,338	15.1
Net Income	7,500	11.4	694	10.2	3,020	10.9	4,480	11.7	6,805	11.0

Sales Forecast for the Full FY2021 by Business Division

Consolidated

*The 2nd Half Plan is shown as
"Full Year Plan minus 1st Half Result"

(Millions of yen)

Business division	FY2021 Plan				FY2021 1st Half Result		FY2021 2nd Half Plan		FY2020	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	30,000	25.0	2,121	7.6	13,450	24.3	16,550	25.6	27,878	24.6
Time Management Products	3,000	2.5	143	5.0	1,283	2.3	1,717	2.7	2,856	2.5
Parking Systems	55,500	46.3	1,645	3.1	25,647	46.4	29,853	46.1	53,854	47.4
Total: Time Information Segment	88,500	73.8	3,909	4.6	40,381	73.0	48,119	74.4	84,590	74.5
Environmental Systems	20,800	17.3	2,135	11.4	9,307	16.8	11,493	17.8	18,664	16.4
Clean Systems	10,700	8.9	356	3.4	5,638	10.2	5,062	7.8	10,343	9.1
Total: Environmental Segment	31,500	26.2	2,492	8.6	14,946	27.0	16,554	25.6	29,007	25.5
Grand total	120,000	100.0	6,401	5.6	55,327	100.0	64,673	100.0	113,598	100.0

* FX Rates : US\$ 105.00
EUR 125.00

US\$ 108.48
EUR 130.47

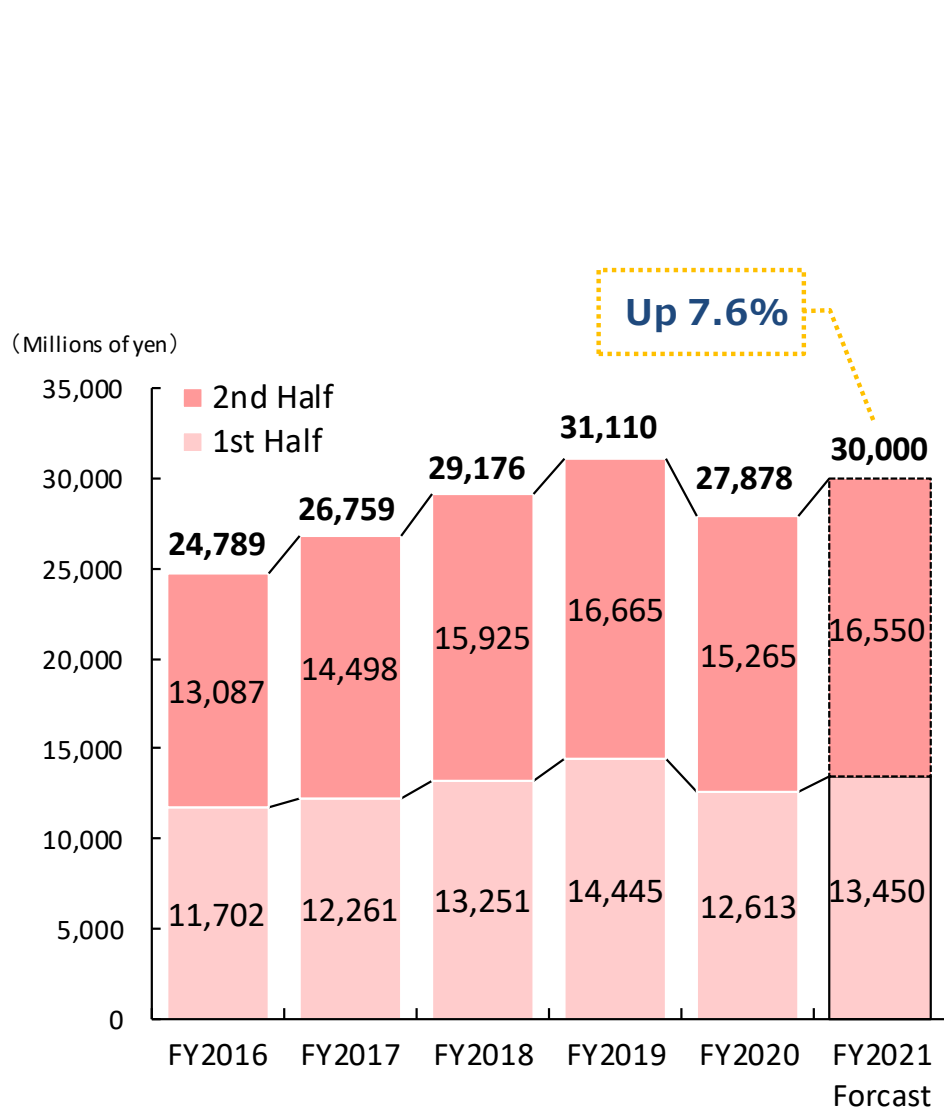
US\$ 106.44
EUR 121.97

ACJ

(Millions of yen)

Business division	FY2021 Plan				FY2021 1st Half Result		FY2021 2nd Half Plan		FY2020	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	18,500	28.0	1,908	11.5	7,231	26.0	11,269	29.5	16,591	26.8
Time Management Products	2,500	3.8	65	2.7	1,076	3.9	1,424	3.7	2,434	3.9
Parking Systems	23,000	34.9	271	1.2	9,797	35.3	13,203	34.5	22,728	36.9
Total: Time Information Segment	44,000	66.7	2,245	5.4	18,105	65.2	25,895	67.7	41,754	67.6
Environmental Systems	17,500	26.5	1,704	10.8	7,677	27.7	9,823	25.7	15,795	25.5
Clean Systems	4,500	6.8	246	5.8	1,978	7.1	2,522	6.6	4,253	6.9
Total: Environmental Segment	22,000	33.3	1,950	9.7	9,655	34.8	12,345	32.3	20,049	32.4
Grand total	66,000	100.0	4,196	6.8	27,761	100.0	38,239	100.0	61,803	100.0

■ Business expansion driven by software and cloud services



Domestic

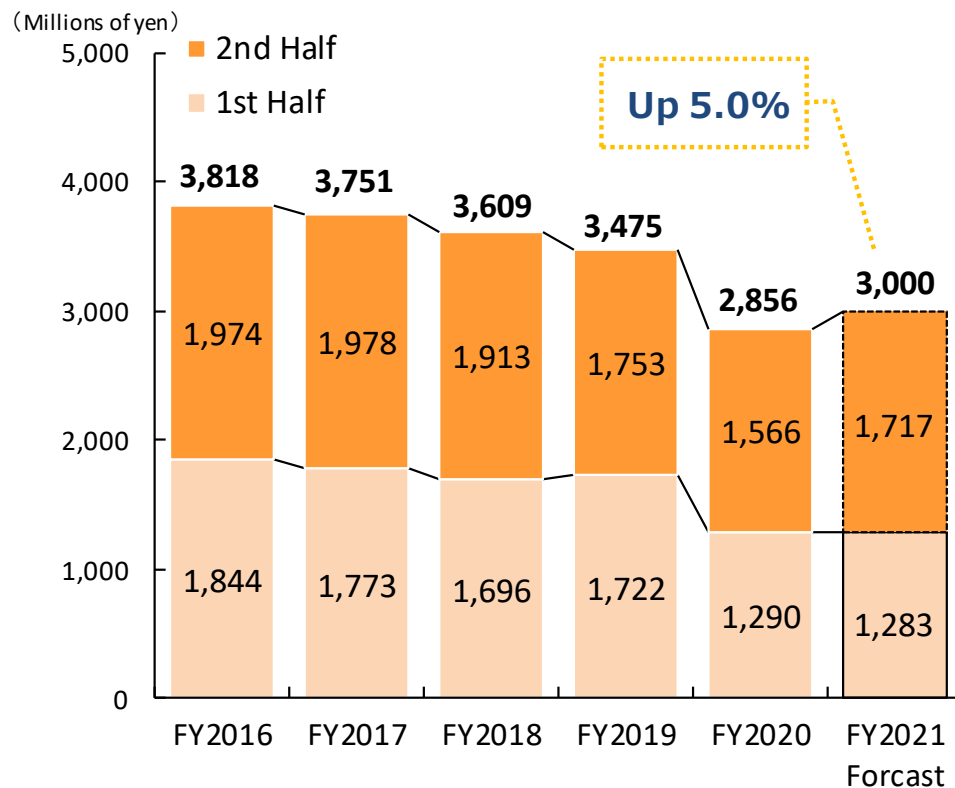
- MH(Middle High) market;
Promote VG+ZeeM consultative proposals
(Including hosting services)
- ML(Middle Low) market;
Cloud services expanding (T&A+HR+Payroll)
Continue to offer NX T&A + Payroll packaged deals
- Strengthen proposals for peripheral solutions
(e-AMANO: Personnel notifications, Shift management)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



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 new product sales "Connected Time Recorder"



Domestic

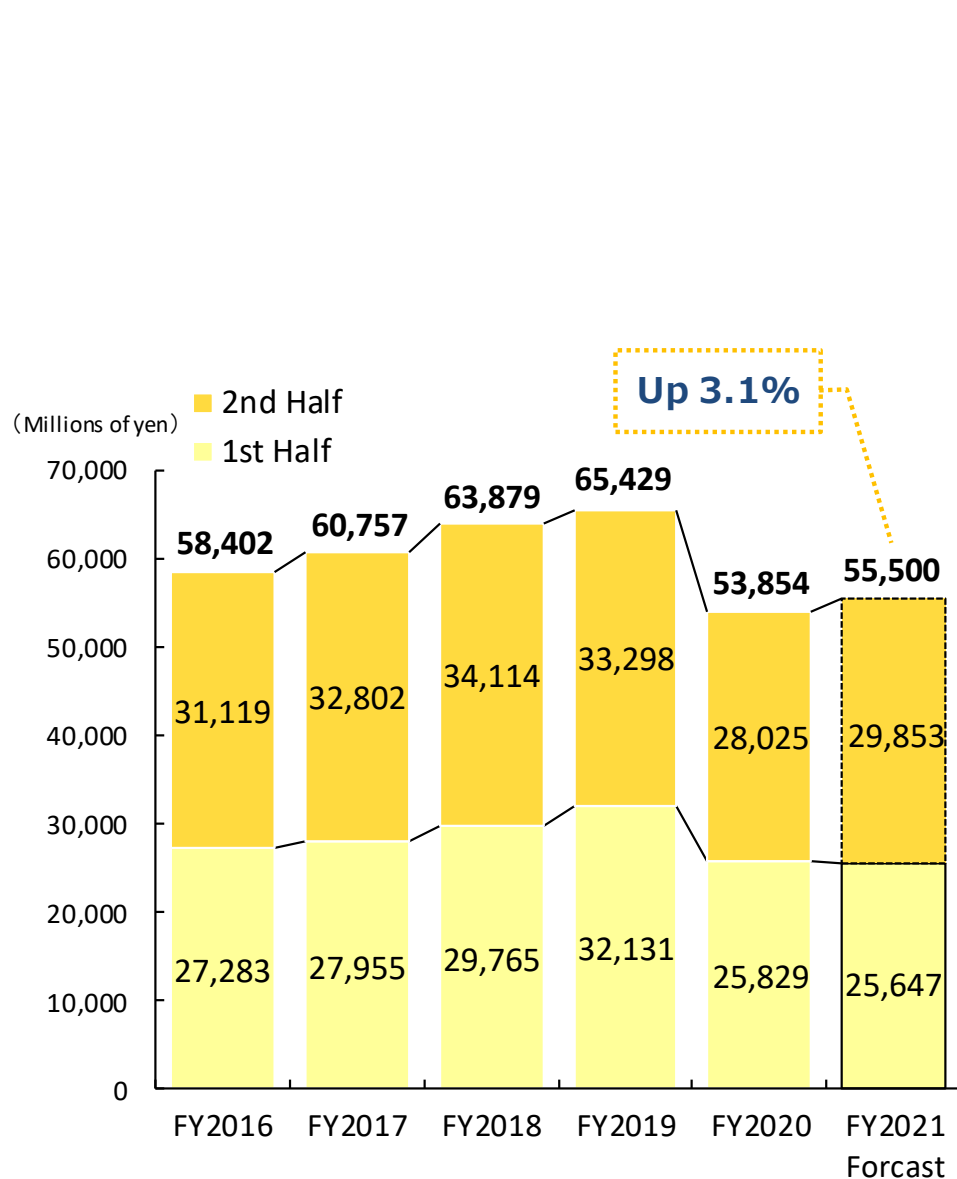
- Expand sales of Connected Time Recorder (equipped with Wi-Fi as standard feature)
- Expand TimeP@CK sales
Enhancing paid member services
- Strengthen online store sales and e-commerce



Overseas

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

■ Promote new system sales and expand parking management services



Domestic

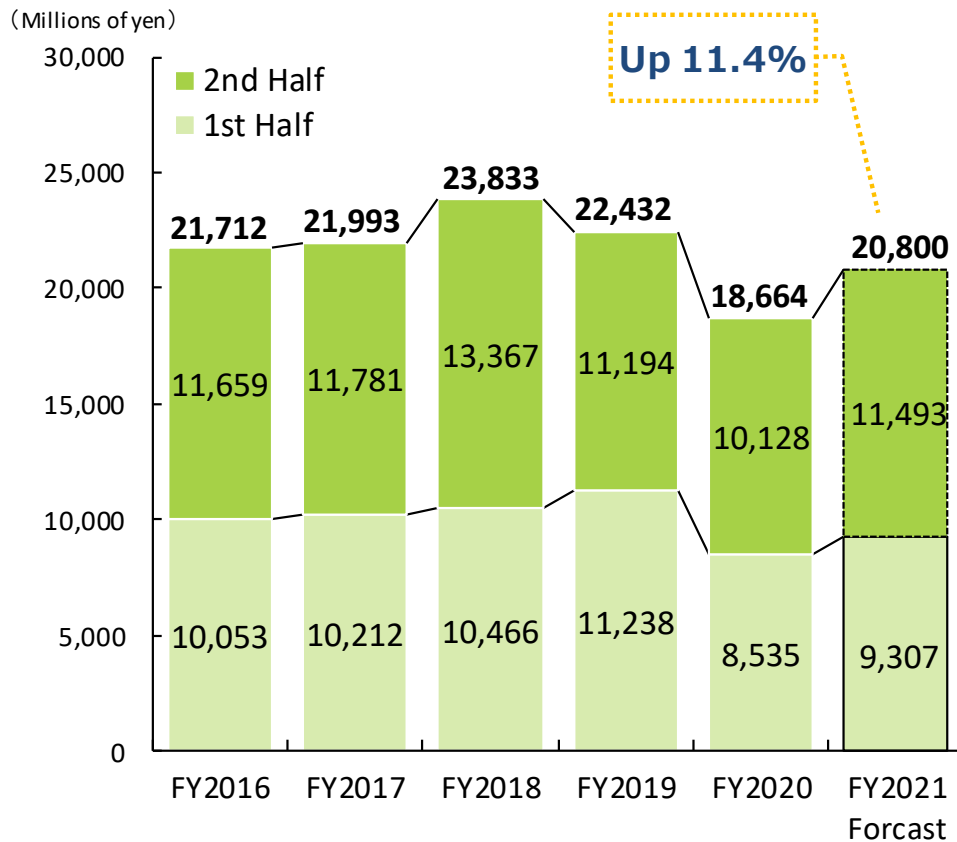
- Promote proposals for new systems (ticketless/cashless LPR)
- Deploy new maintenance services (cloud, various remote services)
- Strengthen proposals for commissioned management services
- Develop new markets



Overseas

- Americas: Re-establish the sales and control organizations and develop new products
- 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, increase proposals for industrial air purifiers and reinforce the engineering regime



Domestic

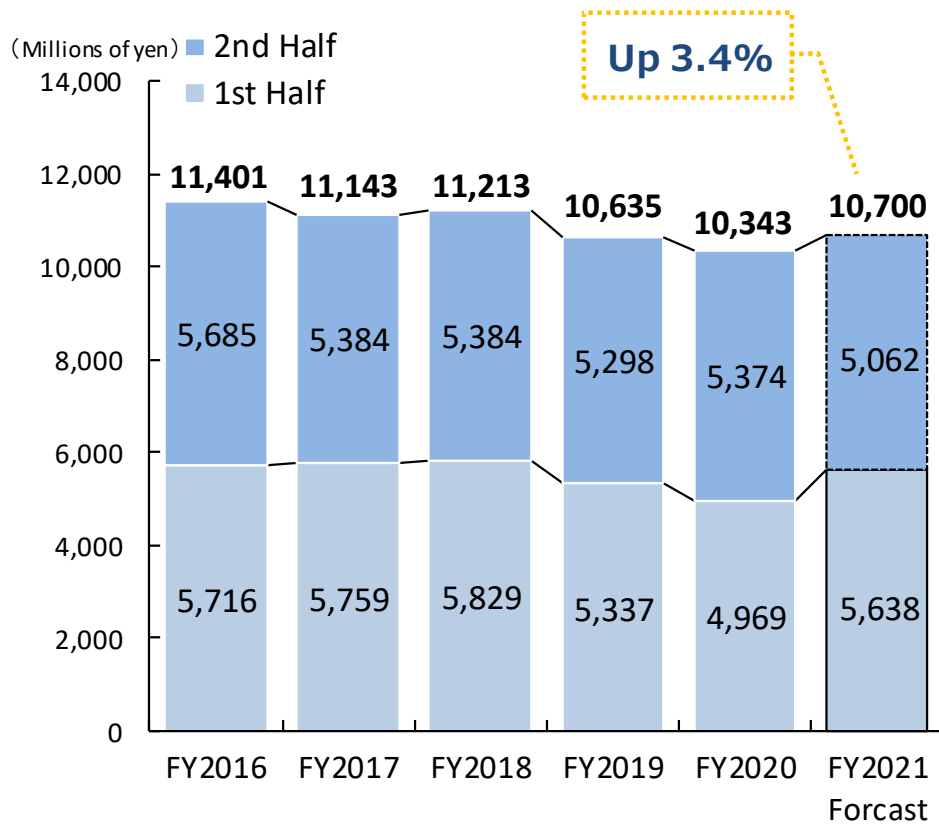
- Launch new standard dust collectors and improve profitability
- Promote proposals for the industrial air purifier "Amatsukaze"
- Expand holistic sales including peripheral devices



Overseas

- Promote global deployment by group collaboration
- North & Central America;
Expand target industries to introduce standard products
Develop business with non-Japanese customers
- Asia;
Reinforce sales and engineering capabilities
Strengthen the development of the Vietnamese market

■ Expand cleaning robot sales



Domestic

- Expand sales of robotic scrubber "EGrobo"
Deploy various new services using communication capabilities
- Promote proposals of automatic floor scrubbers the "EG Series"
- Enhance proposals for improving hygiene management by combining electrolyzed water generators



Overseas

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

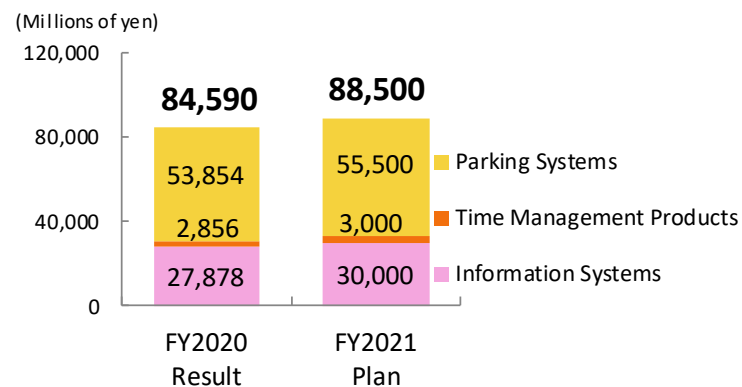
FY2021 Sales & Operating Profit by Segment -Full Year Forecast-

(Millions of yen)

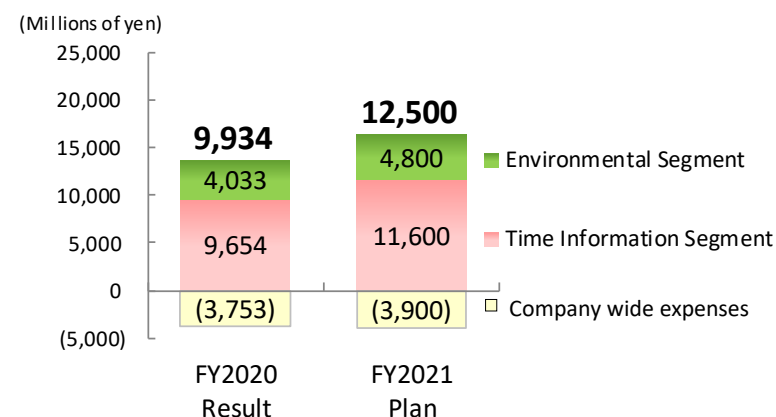
	FY2021 Plan			FY2020 Result			Change Y-O-Y			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	
Time Information Segment	88,500	11,600	13.1	84,590	9,654	11.4	3,909	4.6	1,945	20.2
Environmental Segment	31,500	4,800	15.2	29,007	4,033	13.9	2,492	8.6	766	19.0
Company-wide Expenses		(3,900)			(3,753)				(146)	
Total	120,000	12,500	10.4	113,598	9,934	8.7	6,401	5.6	2,565	25.8

Sales

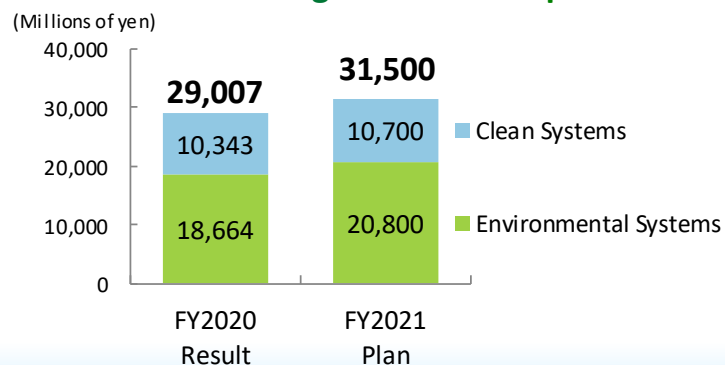
● Time Information Segment Up 4.6% Y-O-Y



Operating Profit



● Environmental Segment Up 8.6% Y-O-Y

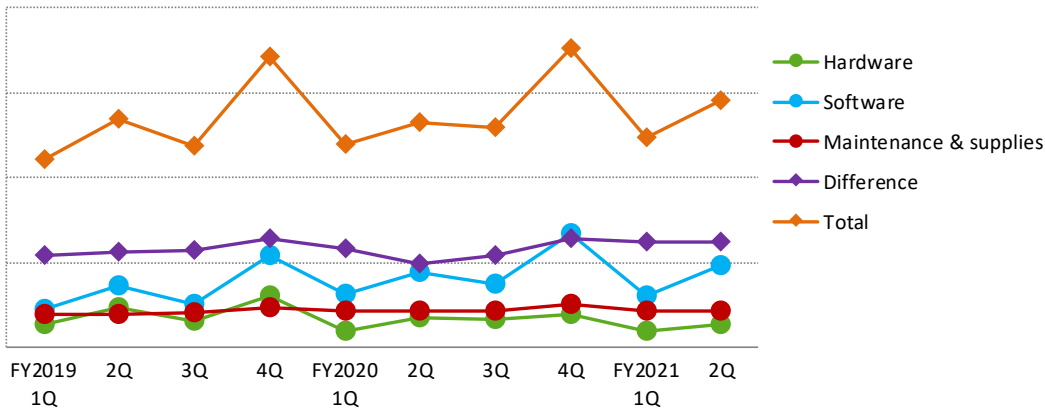


※ Operating Profit Up 25.8% Y-O-Y

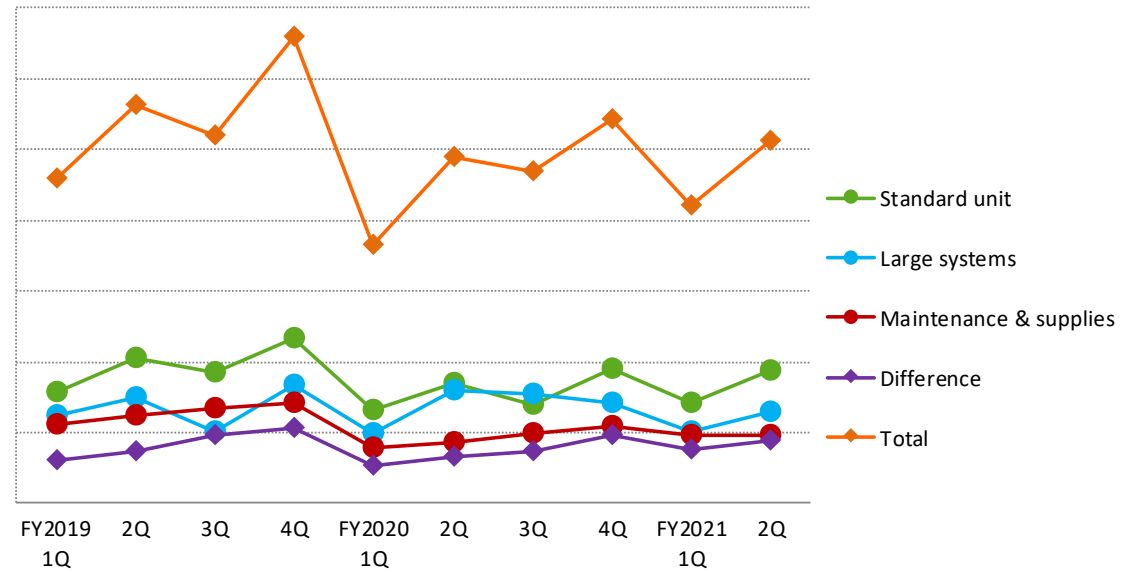
- Time Information Segment Up 20.2% Y-O-Y
- Environmental Segment Up 19.0% Y-O-Y

Quarterly Sales by Item (actual results)

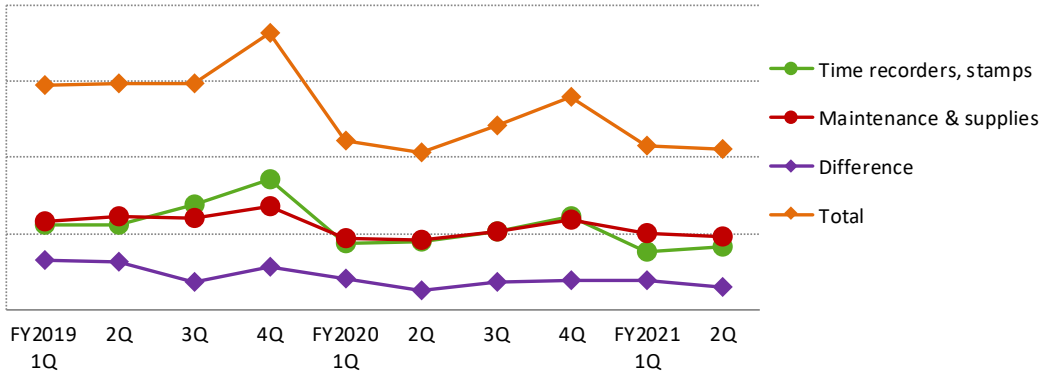
Information Systems



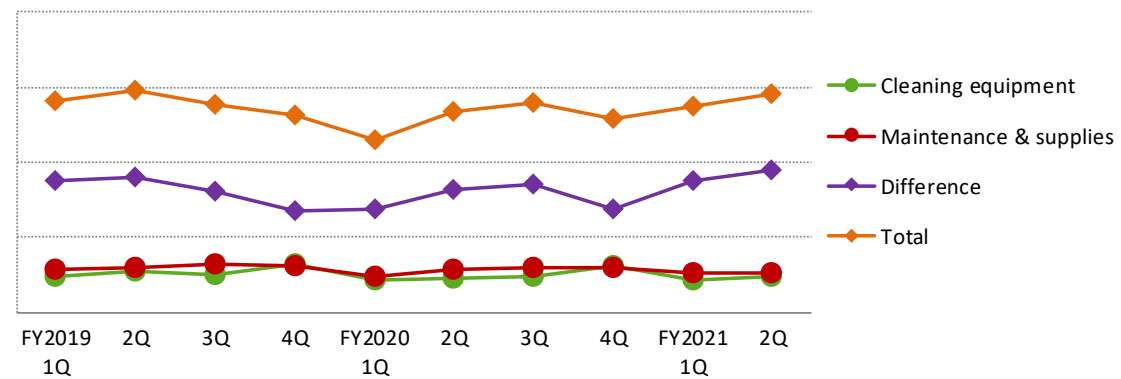
Environmental Systems



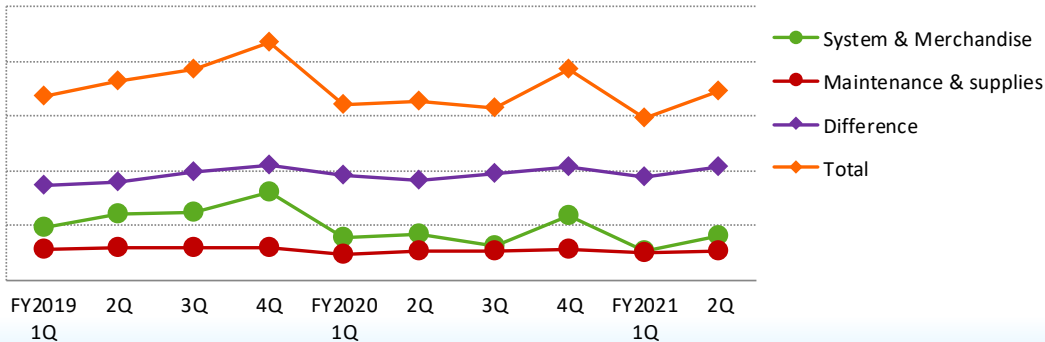
Time Management Products



Clean Systems



Parking Systems



AMANO