

Fiscal Year 2022 (The year ended March 2023) **Year End Business Results**

AMANO CORPORATION (Ticker: 6436)

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- **FY 2022: Financial Report** P.3
The year ended March 2023

- **The 9th Medium-term Business Plan** P.18
The 4th Stage Towards a 100-year Company

- **Business Forecast for FY2023** P.25

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 2022: Financial Report

The Year ended March 2023

Consolidated

(Millions of yen)

	Disclosed plan			FY2022 Result		FY2021 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	130,000	100.0	9.8	132,810	100.0	118,429	100.0	14,381	12.1	2,810	102.2
Gross profit	59,000	45.4	10.2	60,254	45.4	53,552	45.2	6,702	12.5	1,254	102.1
SG&A	42,500	32.7	4.5	44,467	33.5	40,659	34.3	3,808	9.4	1,967	104.6
Operating profit	16,500	12.7	28.0	15,787	11.9	12,893	10.9	2,894	22.4	(712)	95.7
Non-operating income	1,100	0.8	(14.4)	1,405	1.1	1,285	1.1	120	9.4	305	127.8
Non-operating expense	400	0.3	54.4	232	0.2	258	0.2	(26)	(10.3)	(167)	58.1
Ordinary profit	17,200	13.2	23.6	16,960	12.8	13,919	11.8	3,040	21.8	(239)	98.6
Extraordinary profit	0			11		412		(400)		11	
Extraordinary loss	0			220		78		141		220	
Net income attributable to owners of the parent company	11,500	8.8	18.1	11,288	8.5	9,733	8.2	1,554	16.0	(211)	98.2

* FX Rates (Yearly Average):
 US\$ 120.00 US\$ 132.09 US\$ 110.40
 EUR 130.00 EUR 138.49 EUR 130.36

ACJ

* ACJ; Amano Corporation Japan

(Millions of yen)

	Disclosed plan			FY2022 Result		FY2021 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	67,000	100.0	8.5	64,736	100.0	61,770	100.0	2,965	4.8	(2,263)	96.6
Gross profit	30,900	46.1	10.3	29,768	46.0	28,016	45.4	1,752	6.3	(1,131)	96.3
SG&A	20,500	30.6	3.3	19,974	30.9	19,850	32.1	123	0.6	(525)	97.4
Operating profit	10,400	15.5	27.4	9,794	15.1	8,165	13.2	1,628	19.9	(605)	94.2
Non-operating income	2,200	3.3	(12.2)	3,693	5.7	2,506	4.1	1,186	47.4	1,493	167.9
Non-operating expense	100	0.1	18.1	69	0.1	84	0.1	(15)	(18.3)	(30)	69.2
Ordinary profit	12,500	18.7	18.1	13,419	20.7	10,587	17.1	2,831	26.7	919	107.4
Extraordinary profit	0			0		88		(88)		0	
Extraordinary loss	0			171		3		167		171	
Net income	9,000	13.4	15.7	9,841	15.2	7,776	12.6	2,065	26.6	841	109.3

Consolidated performance (Year-on-year)

1. Net Sales: Up ¥ 14,381 Mil (Up 12.1 %)

• Time Information System business: Up 11,813 Mil (Up 13.6 %)
 Incl: Information Systems: Up 2,545 Mil (Up 8.8 %)
 Incl: Parking Systems: Up 9,126 Mil (Up 16.4 %)

• Environmental System business: Up 2,567 Mil (Up 8.2 %)
 Incl: Environmental Systems: Up 860 Mil (Up 4.3 %)
 Incl: Clean Systems: Up 1,706 Mil (Up 15.0 %)

2. Gross Profit: Up ¥ 6,702 Mil (Up 12.5 %)

Gross Profit Ratio: 45.4 % Up 0.2 %

• Time Information System business : Dn 0.1 %
 • Environmental System business : Up 0.5 %

3. SG&A: Up ¥ 3,808 Mil (Up 9.4 %)

• Labor Cost Up 2,033 Mil (Up 7.5 %)
 • Other Costs Up 1,774 Mil (Up 13.0 %)

4. Operating Profit: Up ¥ 2,894 Mil (Up 22.4 %)

• Time Information System business: ¥ 14,927 Mil (Up 2,357 Mil)
 • Environmental System business: ¥ 4,705 Mil (Up 568 Mil)
 • Company-wide Expenses: ¥ -3,844 Mil (Dn -31 Mil)

● Operating profit Ratio 11.9 % (FY2021: 10.9%)

● ROE 9.6 % (FY2021: 8.6%)

● CCC 79.6 days (FY2021: 76.5days)

Sales by Business Division

Consolidated

(Millions of yen)

Business division	Disclosed plan			FY2022 Result		FY2021 Result		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	31,300	24.1	8.6	31,353	23.6	28,808	24.3	2,545	8.8	53	100.2
Time Management Products	2,800	2.2	3.7	2,841	2.1	2,700	2.3	141	5.2	41	101.5
Parking Systems	62,100	47.7	11.7	64,708	48.7	55,581	46.9	9,126	16.4	2,608	104.2
Time Information System business	96,200	74.0	10.5	98,903	74.4	87,090	73.5	11,813	13.6	2,703	102.8
Environmental Systems	21,900	16.8	9.6	20,838	15.7	19,977	16.9	860	4.3	(1,062)	95.2
Clean Systems	11,900	9.2	4.7	13,068	9.9	11,361	9.6	1,706	15.0	1,168	109.8
Environmental System business	33,800	26.0	7.9	33,906	25.6	31,339	26.5	2,567	8.2	106	100.3
Grand total	130,000	100.0	9.8	132,810	100.0	118,429	100.0	14,381	12.1	2,810	102.2

* FX Rates (Yearly Average):

US\$ 120.00
EUR 130.00

US\$ 132.09
EUR 138.49

US\$ 110.40
EUR 130.36

ACJ

(Millions of yen)

Business division	Disclosed plan			FY2022 Result		FY2021 Result		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	17,800	26.6	8.9	17,147	26.5	16,351	26.5	795	4.9	(653)	96.3
Time Management Products	2,300	3.4	1.4	2,287	3.5	2,267	3.7	19	0.9	(13)	99.5
Parking Systems	24,600	36.7	9.5	23,753	36.7	22,462	36.3	1,291	5.7	(847)	96.6
Time Information System business	44,700	66.7	8.8	43,188	66.7	41,081	66.5	2,106	5.1	(1,512)	96.6
Environmental Systems	17,600	26.3	6.7	17,226	26.6	16,488	26.7	738	4.5	(374)	97.9
Clean Systems	4,700	7.0	11.9	4,321	6.7	4,200	6.8	120	2.9	(379)	91.9
Environmental System business	22,300	33.3	7.8	21,548	33.3	20,689	33.5	859	4.2	(752)	96.6
Grand total	67,000	100.0	8.5	64,736	100.0	61,770	100.0	2,965	4.8	(2,264)	96.6

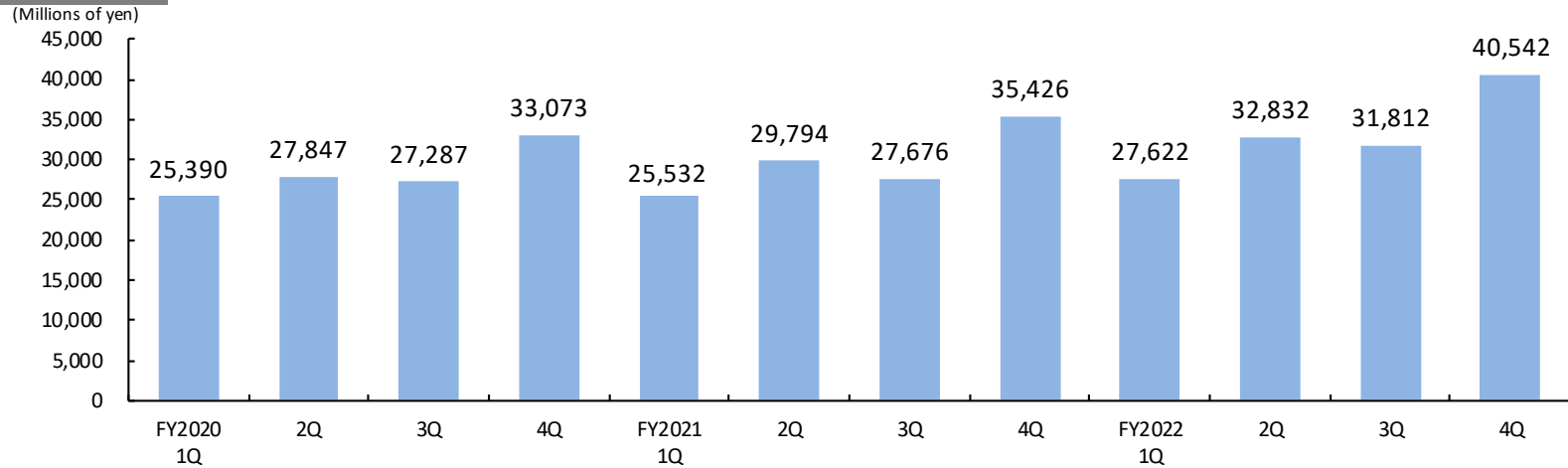
FY 2022: Consolidated performance by quarter (FY end March 2023)

Quarterly Financials		(Millions of yen)									
		1st quarter		2nd quarter		3rd quarter		4th quarter		FY2022 Result	
		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales		27,622	100.0	32,832	100.0	31,812	100.0	40,542	100.0	132,810	100.0
Gross profit		12,279	44.5	14,840	45.2	14,384	45.2	18,749	46.2	60,254	45.4
SG&A		10,586	38.3	10,928	33.3	11,018	34.6	11,933	29.4	44,467	33.5
Operating profit		1,692	6.1	3,911	11.9	3,366	10.6	6,816	16.8	15,787	11.9
Non-operating income		382	1.4	375	1.1	287	0.9	359	0.9	1,405	1.1
Non-operating expense		56	0.2	62	0.2	43	0.1	70	0.2	232	0.2
Ordinary profit		2,019	7.3	4,225	12.9	3,610	11.3	7,105	17.5	16,960	12.8
Extraordinary profit		0		4		0		7		11	
Extraordinary loss		18		13		19		168		220	
Net income attributable to owners of the parent company		766	2.8	2,936	8.9	2,574	8.1	5,010	12.4	11,288	8.5
* FX Rates (Quarterly Average):		US\$ 117.81		US\$ 131.26		US\$ 139.37		US\$ 139.92		US\$ 132.09	
		EUR 131.57		EUR 138.72		EUR 139.52		EUR 144.16		EUR 138.49	

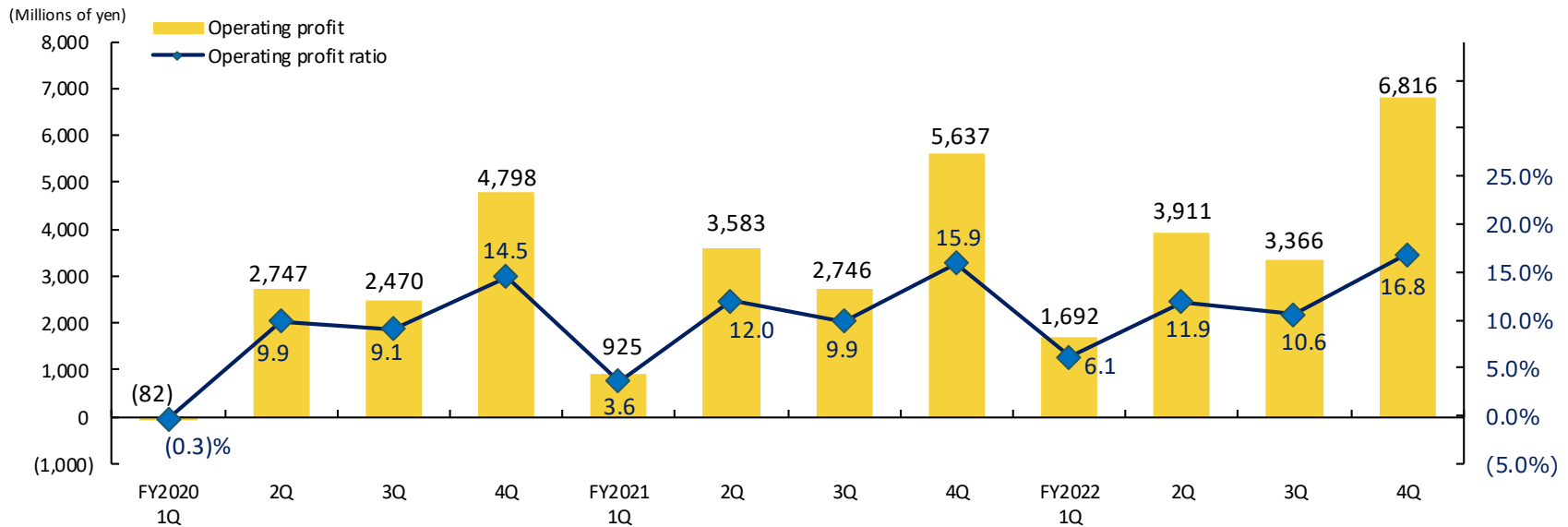
Quarterly Sales		(Millions of yen)									
		1st quarter		2nd quarter		3rd quarter		4th quarter		FY2022 Result	
Business division		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems		6,647	24.1	7,949	24.2	6,874	21.6	9,883	24.4	31,353	23.6
Time Management Products		671	2.4	634	1.9	704	2.2	831	2.1	2,841	2.1
Parking Systems		13,154	47.6	15,650	47.7	15,929	50.1	19,973	49.2	64,708	48.7
Time Information System business		20,472	74.1	24,234	73.8	23,508	73.9	30,688	75.7	98,903	74.4
Environmental Systems		4,210	15.3	5,053	15.4	4,953	15.6	6,621	16.3	20,838	15.7
Clean Systems		2,939	10.6	3,544	10.8	3,350	10.5	3,233	8.0	13,068	9.9
Environmental Segment System business		7,149	25.9	8,598	26.2	8,304	26.1	9,854	24.3	33,906	25.6
Grand total		27,622	100.0	32,832	100.0	31,812	100.0	40,542	100.0	132,810	100.0

Consolidated Sales & Operating Profit (Quarterly)

Sales



Operating Profit



Sales & Operating Profit by Business Segment

(Millions of yen)

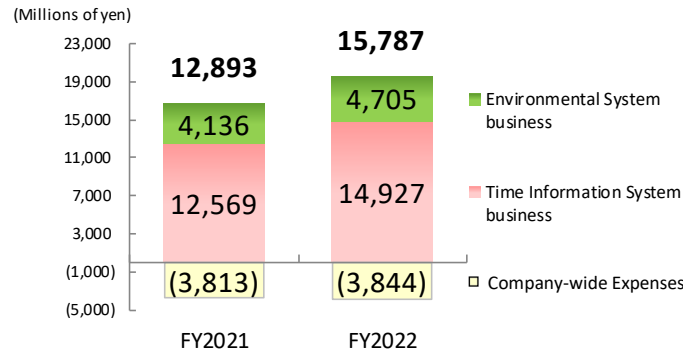
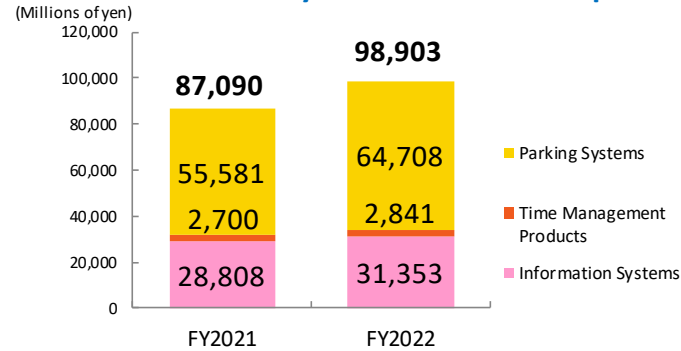
	FY2022 1Q			FY2022 2Q			FY2022 3Q			FY2022 4Q			Year ending March 31, 2023			Year ending March 31, 2022			Change Y-O-Y			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	%	Operating profit	%
Time Information System business	20,472	1,897	9.3	24,234	3,569	14.7	23,508	3,077	13.1	30,688	6,382	20.8	98,903	14,927	15.1	87,090	12,569	14.4	11,813	13.6	2,357	18.8
Environmental System business	7,149	699	9.8	8,598	1,252	14.6	8,304	1,195	14.4	9,854	1,557	15.8	33,906	4,705	13.9	31,339	4,136	13.2	2,567	8.2	568	13.7
Company-wide Expenses		(904)			(910)			(906)			(1,124)			(3,844)			(3,813)				(31)	
Total	27,622	1,692	6.1	32,832	3,911	11.9	31,812	3,366	10.6	40,542	6,816	16.8	132,810	15,787	11.9	118,429	12,893	10.9	14,381	12.1	2,894	22.4

Sales

Operating Profit

[References]

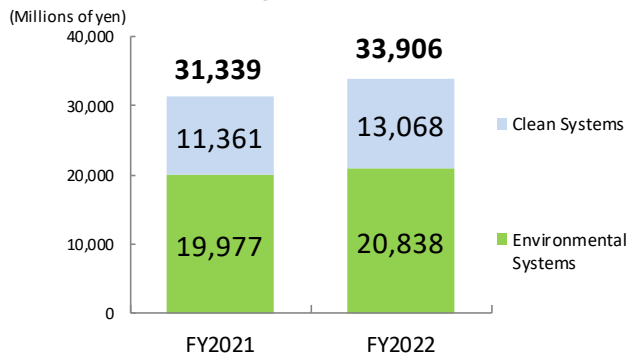
● Time Information System business Up 13.6% Y-O-Y



Increase / decrease in gross profit margin

FY2021/FY2022	Consolidated	ACJ
Information Systems	↑	↑
Time Management Products	↓	↓
Parking Systems	↑	↑
Environmental Systems	↑	→
Clean Systems	↓	↑

● Environmental System business Up 8.2% Y-O-Y

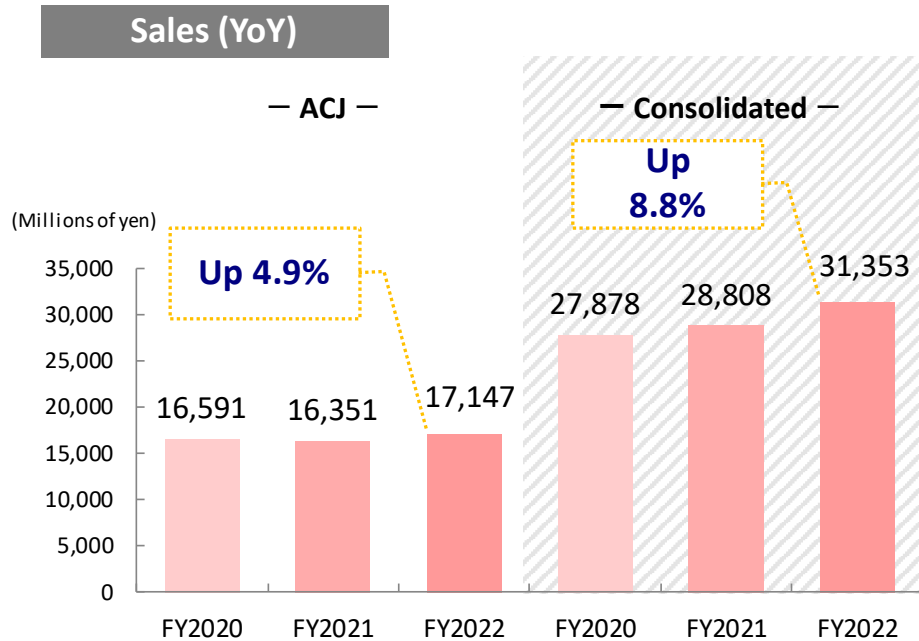


● Time Information System business Up 18.8 %

● Environmental System business Up 13.7 %

Performance by Business Division

Domestic & Overseas Sales Higher



Domestic

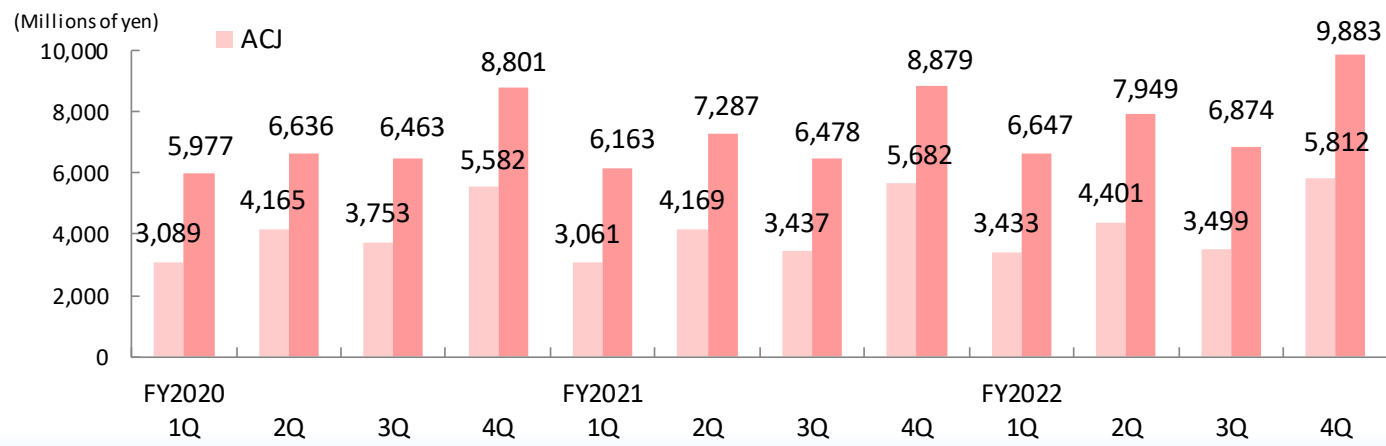
- Sales Higher for Software but Flat for T&A Terminals
- Amano Business Solutions Corporation Orders for Cloud Services Remained Firm



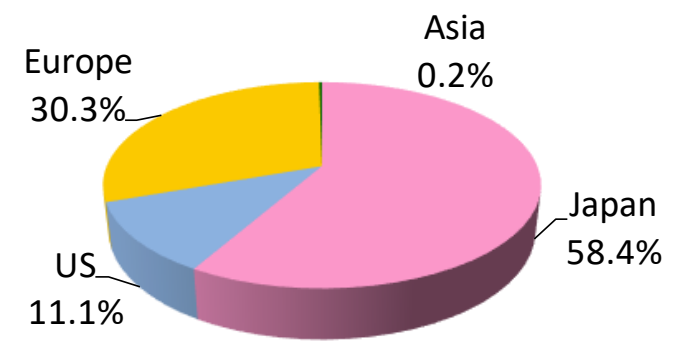
Overseas

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

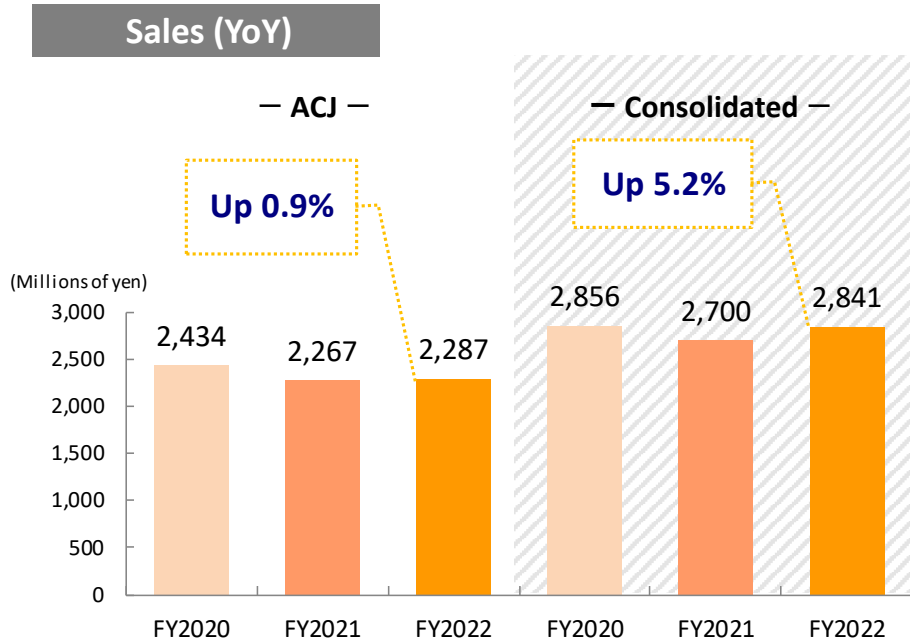
Quarterly Sales (FY2020.1Q~FY2022.4Q)



Sales by Region



■ Domestic (Excluding exports) Sales Lower , Overseas Sales Higher



Domestic

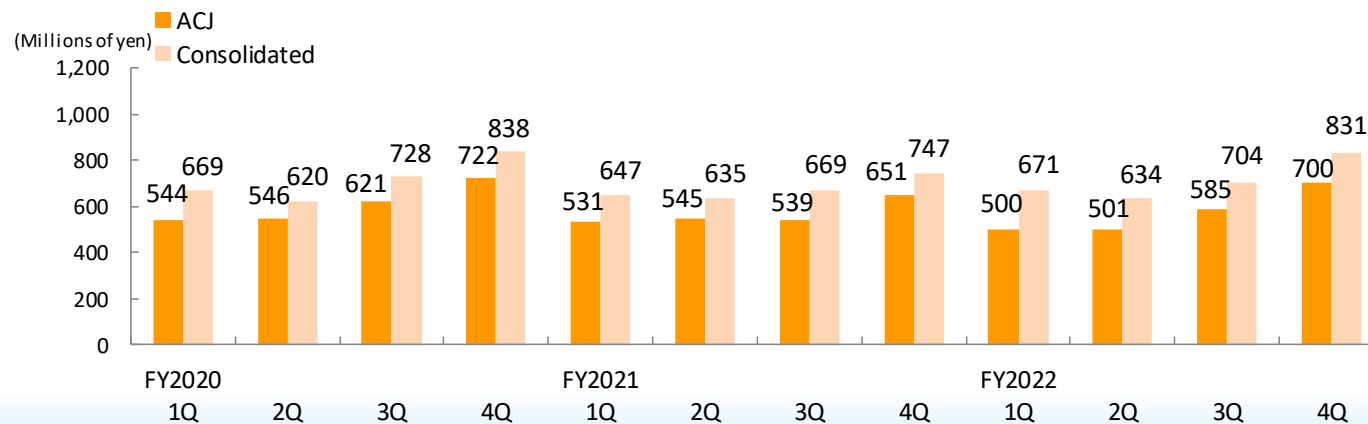
- Lower Sales for the TimeP@CK Series
- Standard Time Recorders; Domestic sales quantity declined



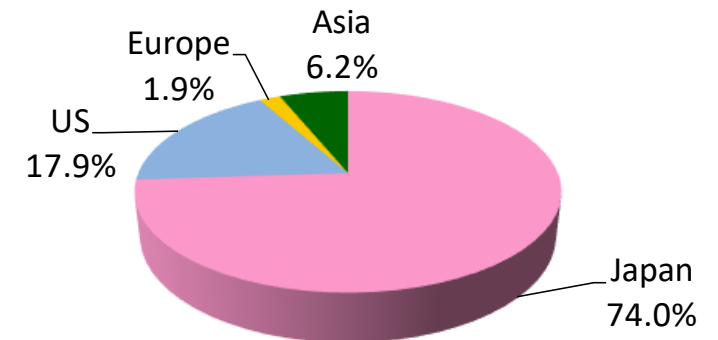
Overseas

- Americas, Europe & Asia ; Sales Higher

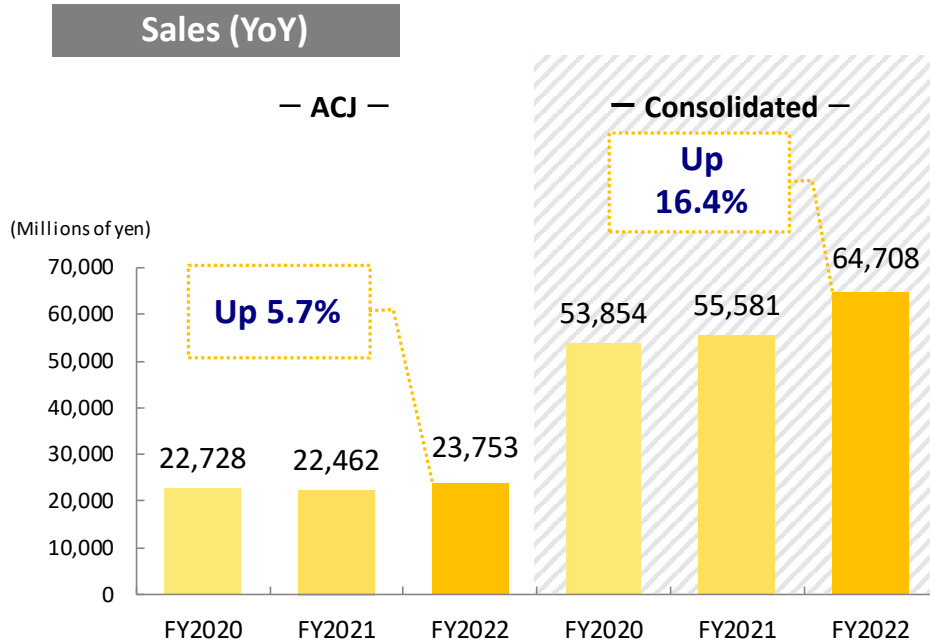
Quarterly Sales (FY2020.1Q~FY2022.4Q)



Sales by Region



Domestic & Overseas Sales Higher

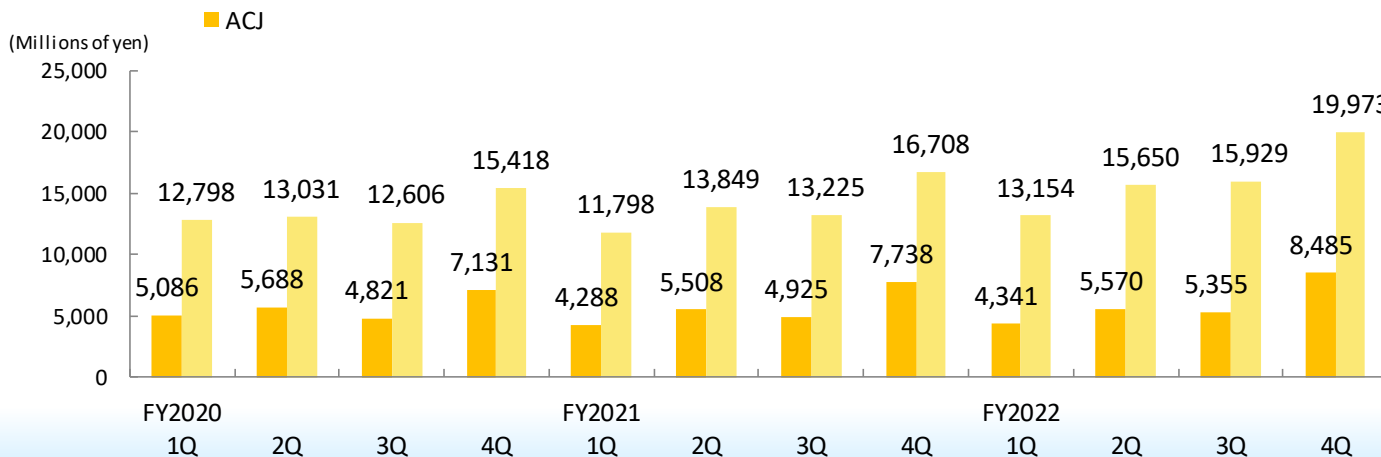


- Increase in orders for system equipment
- Orders from parking management companies are on a recovery trend
- Amano Management Service Corporation Revenues from parking management services continued recovery trend
- Increase in sales for Bicycle Parking Systems

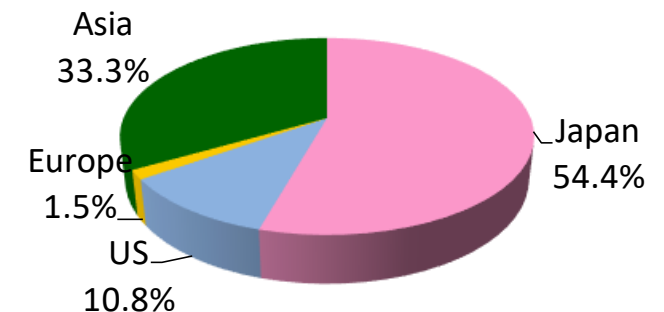


- Amano McGann Inc. of N. America: Sales Increased, Deficits expanded due to continued development of new products (Slight improvement on a local currency basis)
- Asia: Sales were Higher at Amano Korea Corporation, Amano Parking Service Ltd. (HK) and Amano Malaysia Sdn. Bhd.

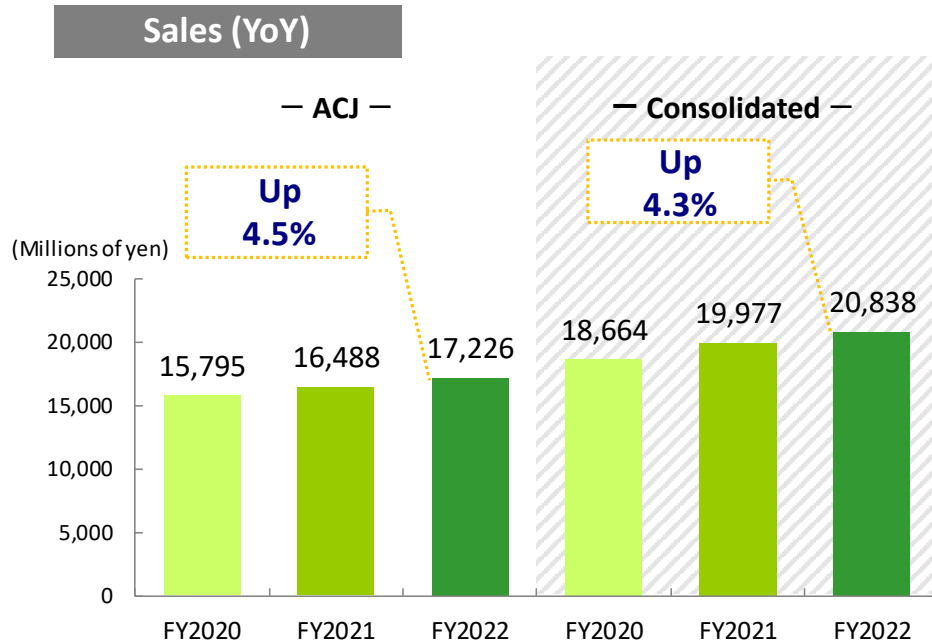
Quarterly Sales (FY2020.1Q~FY2022.4Q)



Sales by Region



Domestic & Overseas Sales Higher

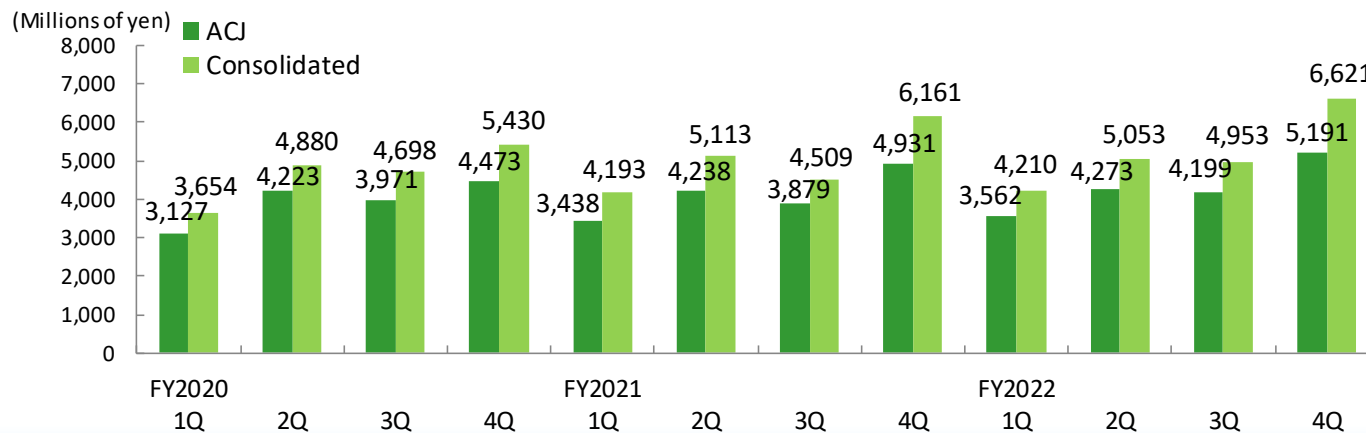


- Higher Sales for Standard Dust Collectors
- Sales for Large-scale systems declined (recovery trend)

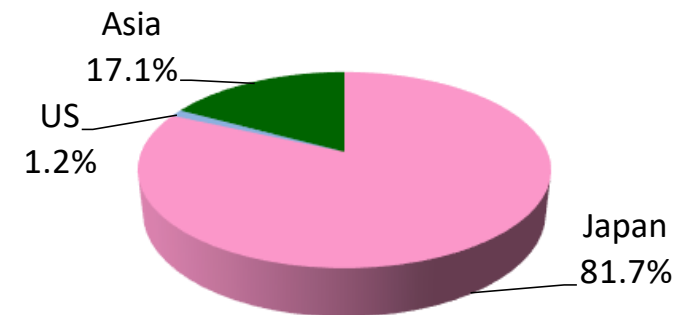


- Asia: Sales Grew
- Americas (Mexico): Sales declined

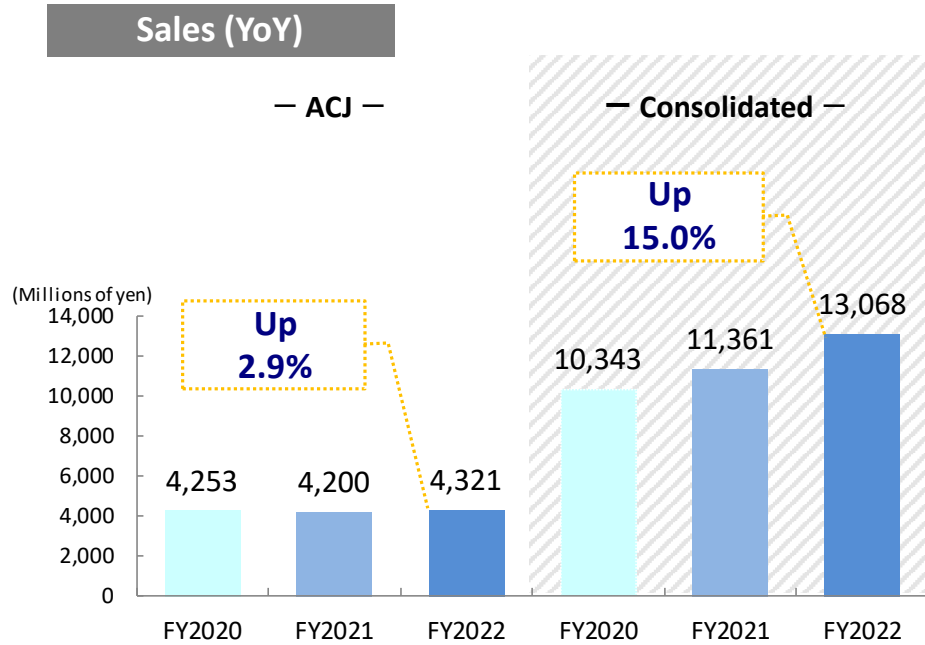
Quarterly Sales (FY2020.1Q~FY2022.4Q)



Sales by Region



Domestic & Overseas Sales Higher

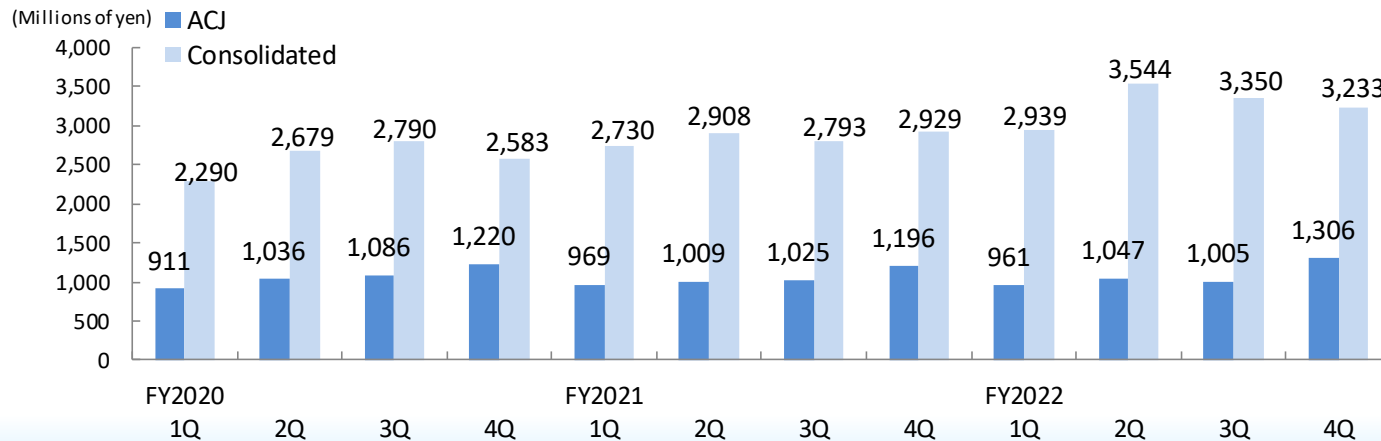


- Orders are strong for the new robotic scrubber “HAPiBOT”
- Sales for Automatic Floor Scrubbers were Higher
- Sales for Electrolyzed water generator declined

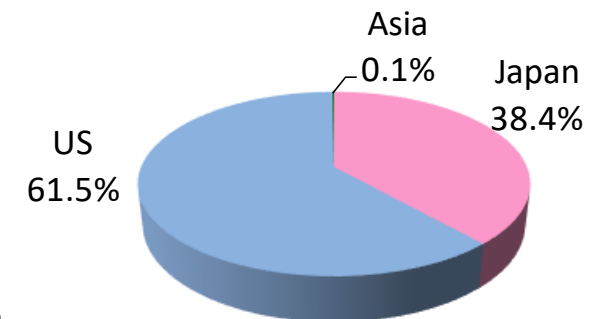


- Americas:
Amano Pioneer Eclipse Corporation achieved higher sales

Quarterly Sales (FY2020.1Q~FY2022.4Q)



Sales by Region



Geographic Segment Information

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

(Millions of yen)

	FY2022 1Q (Jan - Mar, 2022)			FY2022 2Q (Apr - Jun, 2022)			FY2022 3Q (Jul - Sep, 2022)			FY2022 4Q (Oct - Dec, 2022)			FY2022 (Jan - Dec, 2022)			FY2021 (Jan - Dec, 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	%
N. America	4,063	(287)	(7.1)	5,079	(254)	(5.0)	5,210	(147)	(2.8)	5,008	(34)	(0.7)	19,360	(722)	(3.7)	15,038	(626)	(4.2)	4,321	28.7	(96)	—
Europe	2,447	323	13.2	2,648	336	12.7	2,492	355	14.2	3,125	529	16.9	10,712	1,543	14.4	9,770	1,401	14.3	942	9.6	142	10.2
Asia	5,110	177	3.5	6,179	407	6.6	6,462	546	8.3	7,680	654	8.5	25,431	1,784	7.0	19,614	902	4.6	5,816	29.7	882	97.7
Overseas group companies	11,620	213	1.8	13,906	489	3.5	14,164	754	5.3	15,814	1,149	7.3	55,504	2,606	4.7	44,423	1,678	3.8	11,081	24.9	928	55.3

* FX Rates (Quarterly Average):

US \$	117.81	US	131.26	US	139.37	US	139.92	US	132.09	US	110.40
EUR	131.57	EUR	138.72	EUR	139.52	EUR	144.16	EUR	138.49	EUR	130.36

* Goodwill Amortization:

N.America	—	N.America	—	N.America	—	N.America	—	N.America	—	N.America	14million
Europe	60million	Europe	63million	Europe	64million	Europe	66million	Europe	255million	Europe	280million
ACJ	13million	ACJ	13million	ACJ	13million	ACJ	13million	ACJ	55million	ACJ	55million

(Millions of yen)

	FY2022 1Q (Apr - Jun, 2022)			FY2022 2Q (Jul - Sep, 2022)			FY2022 3Q (Oct - Dec, 2022)			FY2022 4Q (Jan - Mar, 2023)			FY2022 (Apr,2022 - Mar,2023)			FY 2021 (Apr,2021 - Mar, 2022)			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	5,298	777	14.7	5,455	930	17.1	5,603	927	16.5	5,827	943	16.2	22,185	3,578	16.1	20,953	2,982	14.2	1,231	5.9	595	20.0

Consolidated Balance Sheet

(Millions of yen)

CONSOLIDATED B/S	FY2021 22.3.31	FY2022 23.3.31	Change
Assets	159,342	171,250	11,907
Cash & Bank Deposits	60,337	62,399	2,061
Notes and accounts receivable - trade	27,995	30,958	2,962
Inventories	9,987	13,411	3,424
Other Current Assets	7,215	6,979	(236)
Total current assets	105,537	113,749	8,211
Total fixed assets	53,805	57,501	3,695
Liabilities	43,071	49,612	6,541
Notes and accounts payable - trade	11,272	12,423	1,150
Other Current Liabilities	23,552	26,089	2,537
Total current liabilities	34,825	38,513	3,688
Total long-term liabilities	8,245	11,098	2,852
Net Assets	116,271	121,638	5,366
Shareholder's Equity	117,230	118,646	1,415
Total accumulated other comprehensive income	(1,711)	2,109	3,821
Non-Controlling shareholder's interests	752	882	129
Total Liabilities & Net Assets	159,342	171,250	11,907

Consolidated Statements of Cash Flows / CAPEX & Depreciation

(Millions of yen)

Consolidated Cash Flows (CF)	FY2021 22.3.31	FY2022 23.3.31	Change
CF from Operating Activities	19,200	18,951	(249)
CF from Investing Activities	(5,891)	(7,376)	(1,484)
FCF	13,308	11,574	(1,733)
CF from Financial Activities	(10,870)	(13,950)	(3,080)
Net Increase (decrease) in Cash & Equivalents	3,385	(847)	(4,232)
Cash and cash equivalents at end of period	55,931	55,084	(847)

(Millions of yen)

	FY2021	FY2022	FY2023 Plan
CAPEX (tangible fixed asset)	5,791	8,814	6,970
CAPEX (intangible fixed asset)	767	747	927
CAPEX Total	6,559	9,562	7,898
Depreciation	6,488	7,949	8,566

(*) 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" and subsidiaries subject to US-GAAP have applied ASU 2016-02 "Leases" for fiscal year 2022.

The impact is reflected in the CAPEX and Depreciation expenses.

CAPEX and Depreciation expenses excluding the impact are as follows:

(Millions of yen)

	FY2021	FY2022	FY2023 Plan
CAPEX (tangible fixed asset)	1,876	2,837	3,046
CAPEX (intangible fixed asset)	767	747	927
CAPEX Total	2,643	3,585	3,974
Depreciation	3,502	3,637	3,876

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

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

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

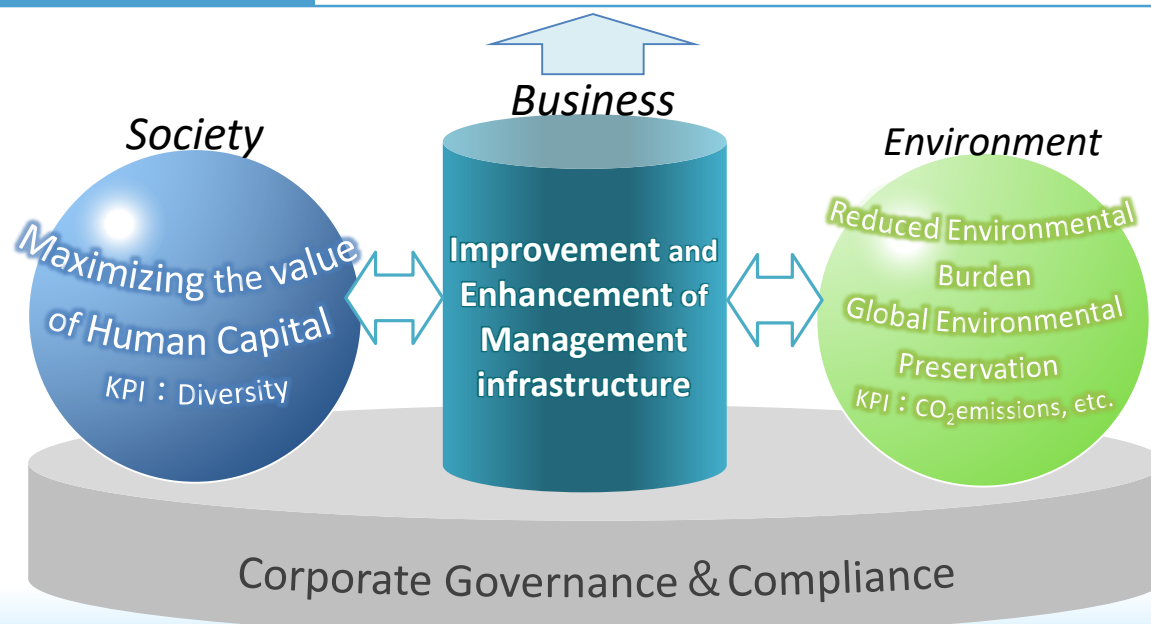
built on Tradition

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**

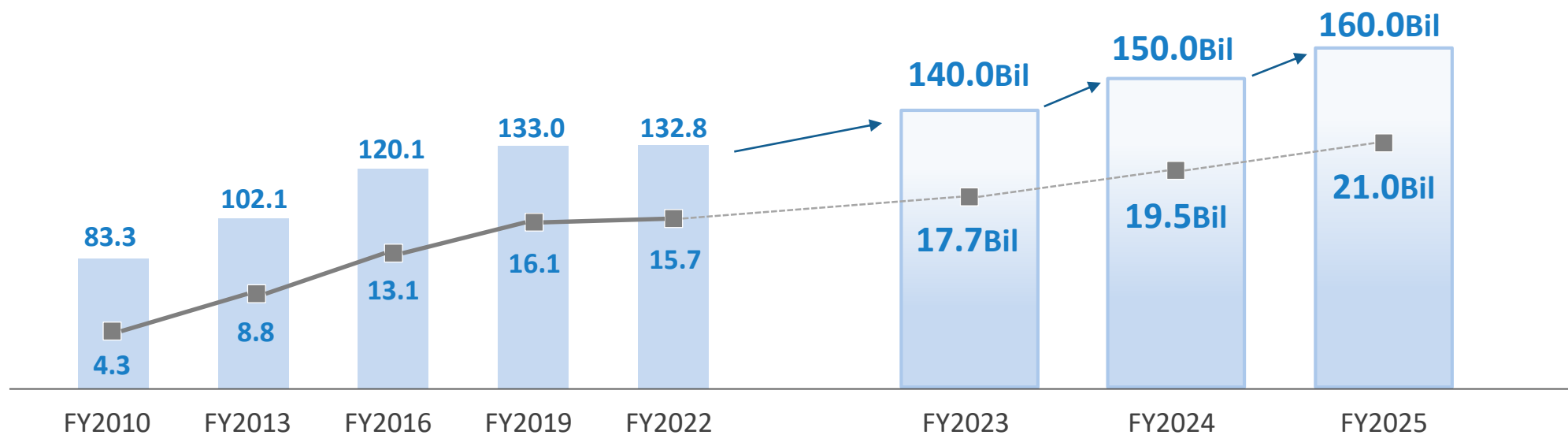
In the fields of “People & Time” and “People & Air”, we will create new values and contribute to the realization of a safe, comfortable, and wholesome society.

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



OPR	5.3%	8.6%	11.0%	12.1%	11.9%	12.6%	13.0%	13.1%
ROE	4.2%	6.6%	9.5%	9.8%	9.6%	10%	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%

※Targets (Society and Environment) are non-consolidated Amano Corporation

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

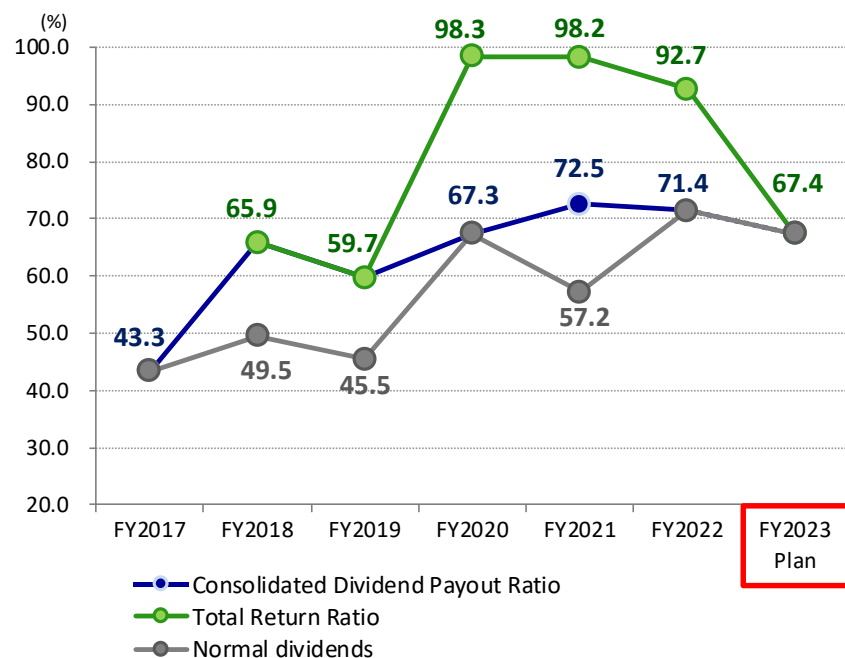
- CO₂ emission / water use reduction : reduce by 1% compared to the previous year
- Waste material reduction : reduce by 1% per total emissions intensity

Dividend Policy

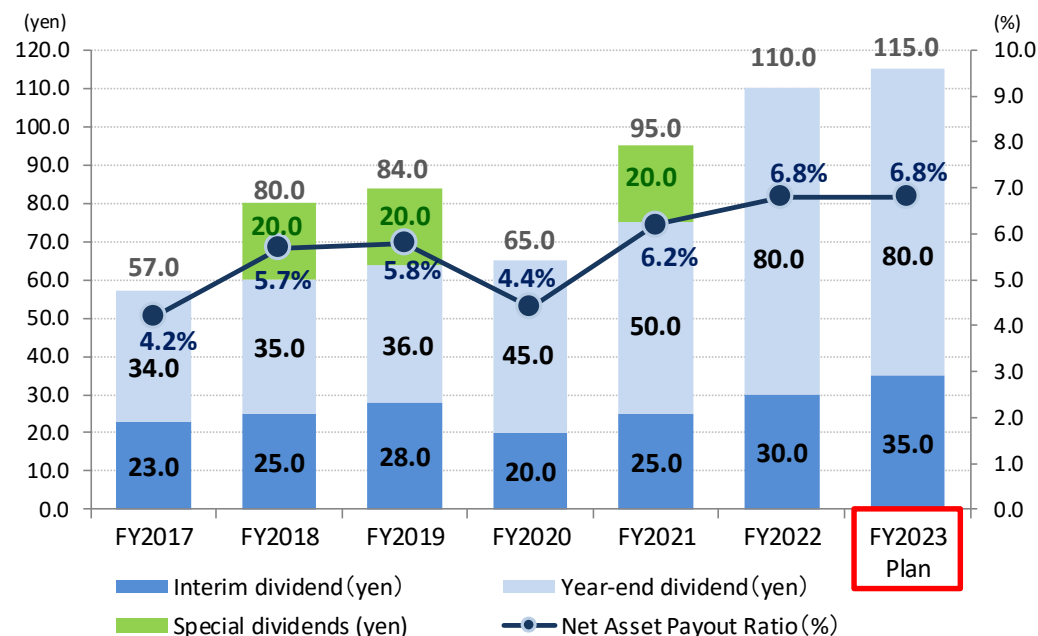
Stable dividends + Performance based incentives

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

Numerical Targets for FY2023-FY2025

Consolidated Business Plan

	FY2023 Plan		FY2024 Plan		FY2025 Plan	
	Amount	Change(%)	Amount	Change(%)	Amount	Change(%)
Net sales	140,000	5.4	150,000	7.1	160,000	6.7
Operating profit	17,700	12.1	19,500	10.2	21,000	7.7
Operating profit ratio	12.6%		13.0%		13.1%	
Ordinary profit	18,500	9.1	20,500	10.8	22,000	7.3
Net income attributable to owners of the parent company	12,500	10.7	13,500	8.0	14,500	7.4

(Millions of yen)

FY2022 Result		
Amount	Change(%)	
132,810	12.1	
15,787	22.4	
11.9%		
16,960	21.8	
11,288	16.0	

Consolidated Sales Plan

	FY2023 Plan			FY2024 Plan			FY2025 Plan		
	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Change(%)
Information Systems	33,500	23.9	6.8	35,900	23.9	7.2	38,300	23.9	6.7
Time Management Products	2,900	2.1	2.1	2,950	2.0	1.7	3,000	1.9	1.7
Parking Systems	67,500	48.2	4.3	72,300	48.2	7.1	77,200	48.3	6.8
Time Information System business	103,900	74.2	5.1	111,150	74.1	7.0	118,500	74.1	6.6
Environmental Systems	21,800	15.6	4.6	23,100	15.4	6.0	24,300	15.1	5.2
Clean Systems	14,300	10.2	9.4	15,750	10.5	10.1	17,200	10.8	9.2
Environmental System business	36,100	25.8	6.5	38,850	25.9	7.6	41,500	25.9	6.8
Grand total	140,000	100.0	5.4	150,000	100.0	7.1	160,000	100.0	6.7

(Millions of yen)

FY2022 Result		
Amount	(%)	Change(%)
31,353	23.6	8.8
2,841	2.1	5.2
64,708	48.7	16.4
98,903	74.4	13.6
20,838	15.7	4.3
13,068	9.9	15.0
33,906	25.6	8.2
132,810	100.0	12.1

* FX Rates (Yearly Average):
 US\$ 130.00
 EUR 140.00

Business Forecast for FY2023

(Fiscal Year ending March 2024)

FY2023 Plan: Consolidated & Unconsolidated ACJ

Consolidated

(Millions of yen)

	FY2023 Plan				Plan 1st half		Plan 2nd half		FY2022 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Net sales	140,000	100.0	7,190	5.4	63,700	100.0	76,300	100.0	132,810	100.0
Gross profit	64,300	45.9	4,046	6.7	28,700	45.1	35,600	46.7	60,254	45.4
SG&A	46,600	33.3	2,133	4.8	22,300	35.0	24,300	31.8	44,467	33.5
Operating profit	17,700	12.6	1,913	12.1	6,400	10.0	11,300	14.8	15,787	11.9
Ordinary profit	18,500	13.2	1,540	9.1	6,900	10.8	11,600	15.2	16,960	12.8
Net income attributable to owners of the parent company	12,500	8.9	1,212	10.7	4,200	6.6	8,300	10.9	11,288	8.5

* FX Rates (Yearly Average):

US\$ 130.00

EUR 140.00

US\$ 132.09

EUR 138.49

ACJ

(Millions of yen)

	FY2023 Plan				Plan 1st half		Plan 2nd half		FY2022 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Net sales	69,000	100.0	4,264	6.6	30,300	100.0	38,700	100.0	64,736	100.0
Gross profit	31,600	45.8	1,832	6.2	13,700	45.2	17,900	46.3	29,768	46.0
SG&A	21,000	30.4	1,026	5.1	10,100	33.3	10,900	28.2	19,974	30.9
Operating profit	10,600	15.4	806	8.2	3,600	11.9	7,000	18.1	9,794	15.1
Ordinary profit	14,100	20.4	681	5.1	6,100	20.1	8,000	20.7	13,419	20.7
Net Income	10,300	14.9	459	4.7	4,300	14.2	6,000	15.5	9,841	15.2

FY2023: Sales Plan by Business Division

Consolidated

(Millions of yen)

Business division	FY2023 Plan				Plan 1st half		Plan 2nd half		FY2022 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	33,500	23.9	2,147	6.8	15,300	24.0	18,200	23.9	31,353	23.6
Time Management Products	2,900	2.1	59	2.1	1,300	2.0	1,600	2.1	2,841	2.1
Parking Systems	67,500	48.2	2,792	4.3	30,500	47.9	37,000	48.4	64,708	48.7
Time Information System business	103,900	74.2	4,997	5.1	47,100	73.9	56,800	74.4	98,903	74.4
Environmental Systems	21,800	15.6	962	4.6	9,600	15.1	12,200	16.0	20,838	15.7
Clean Systems	14,300	10.2	1,232	9.4	7,000	11.0	7,300	9.6	13,068	9.9
Environmental System business	36,100	25.8	2,194	6.5	16,600	26.1	19,500	25.6	33,906	25.6
Grand total	140,000	100.0	7,190	5.4	63,700	100.0	76,300	100.0	132,810	100.0

* FX Rates (Yearly Average):

US\$ 130.00

EUR 140.00

US\$ 132.09

EUR 138.49

ACJ

(Millions of yen)

Business division	FY2023 Plan				Plan 1st half		Plan 2nd half		FY2022 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	18,400	26.7	1,253	7.3	8,300	27.4	10,100	26.1	17,147	26.5
Time Management Products	2,300	3.3	13	0.6	1,000	3.3	1,300	3.4	2,287	3.5
Parking Systems	25,000	36.2	1,247	5.2	10,500	34.6	14,500	37.5	23,753	36.7
Time Information System business	45,700	66.2	2,512	5.8	19,800	65.3	25,900	66.9	43,188	66.7
Environmental Systems	18,000	26.1	774	4.5	8,100	26.7	9,900	25.6	17,226	26.6
Clean Systems	5,300	7.7	979	22.6	2,400	7.9	2,900	7.5	4,321	6.7
Environmental System business	23,300	33.8	1,752	8.1	10,500	34.7	12,800	33.1	21,548	33.3
Grand total	69,000	100.0	4,264	6.6	30,300	100.0	38,700	100.0	64,736	100.0

■ Further business expansion driven by software and cloud services



Domestic

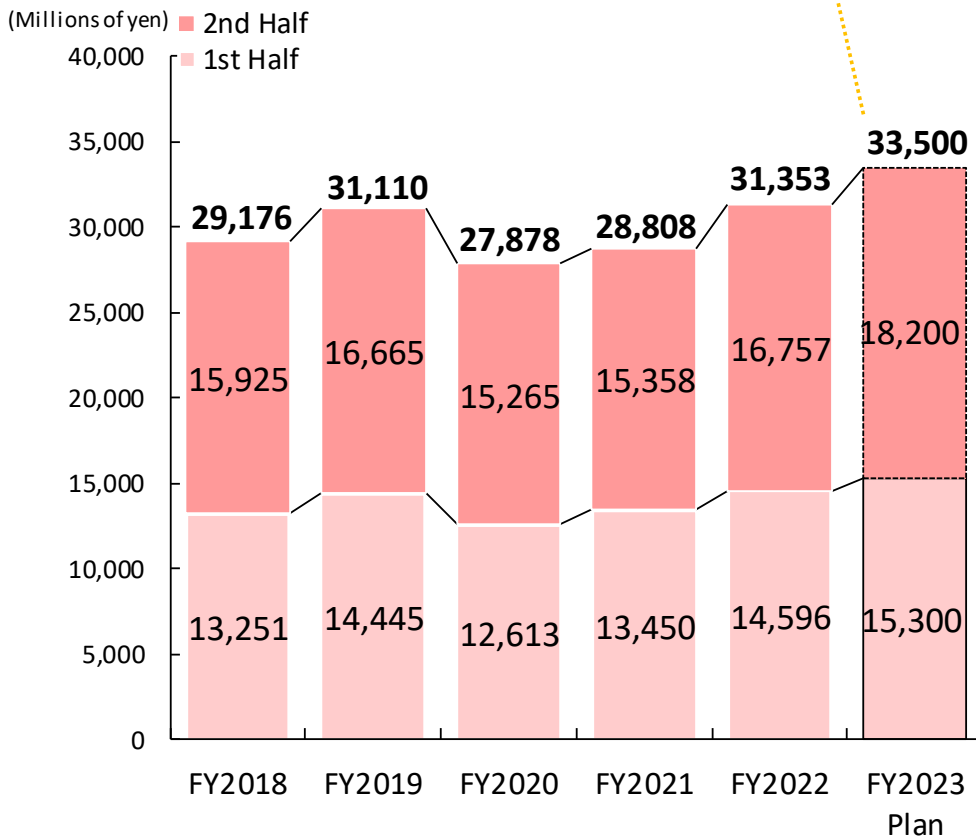
- Strengthen proposals for industry-specific solutions, including cloud services (Targeting industries for which work-style reform-related laws apply gracefully)
- Strengthen proposals for T&A Terminals (Local government, etc.)
- Strengthen proposals for peripheral solutions (e-AMANO) (i.e. Personnel notifications)
- Develop the digital time stamp market (In response to Revised Electronic Bookkeeping Law)

Up
6.8%

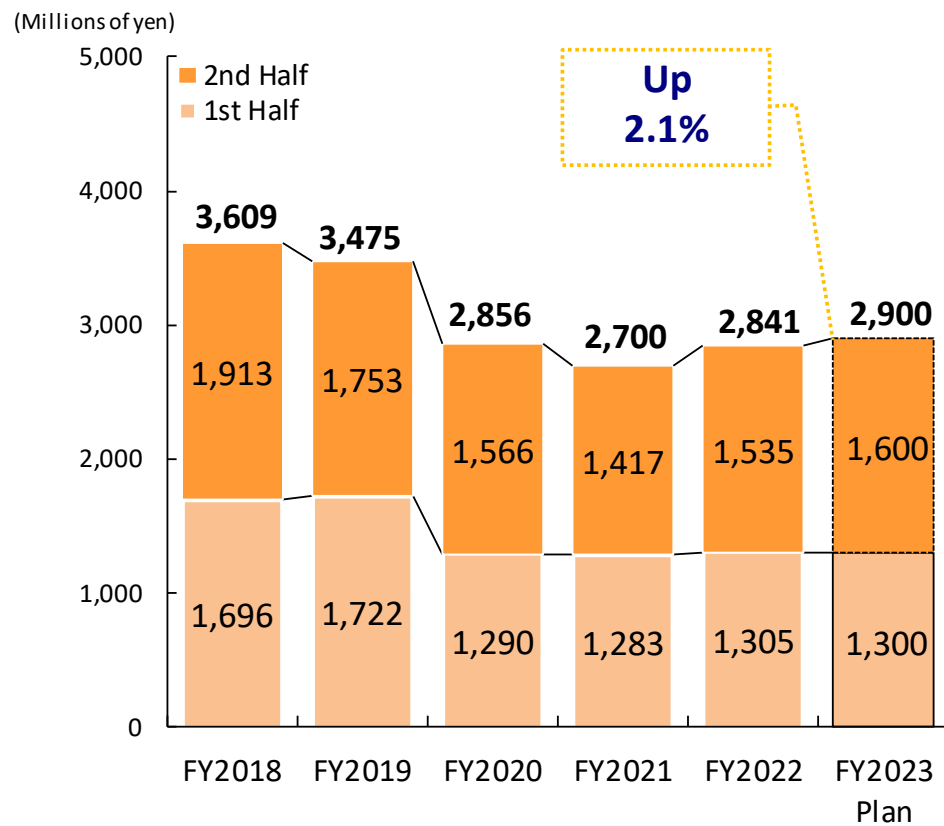


Overseas

- 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 Connected Time Recorder



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



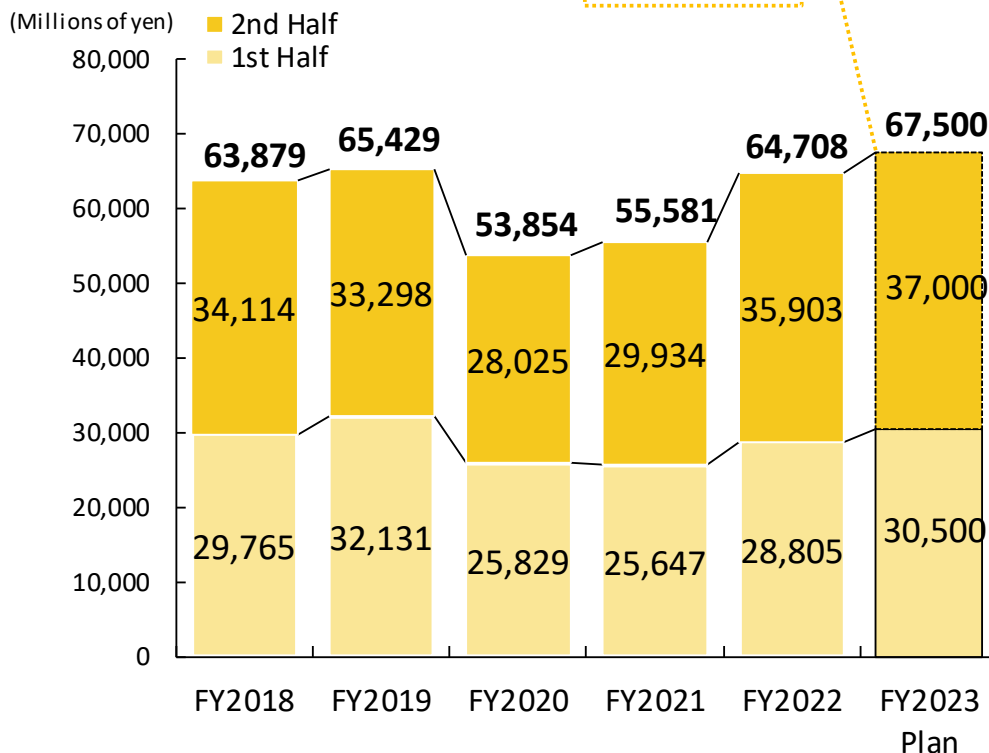
Domestic

- Promote proposals for ticketless and cashless systems
- Expand cloud services (Increase recurring revenue)
- Strengthen proposals for commissioned management services



Overseas

- Americas:
Americas: Expand new product sales (subscription model)
- Europe:
Reinforce sales regime and Management Service business
- Asia: Expand Management service business



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



Domestic

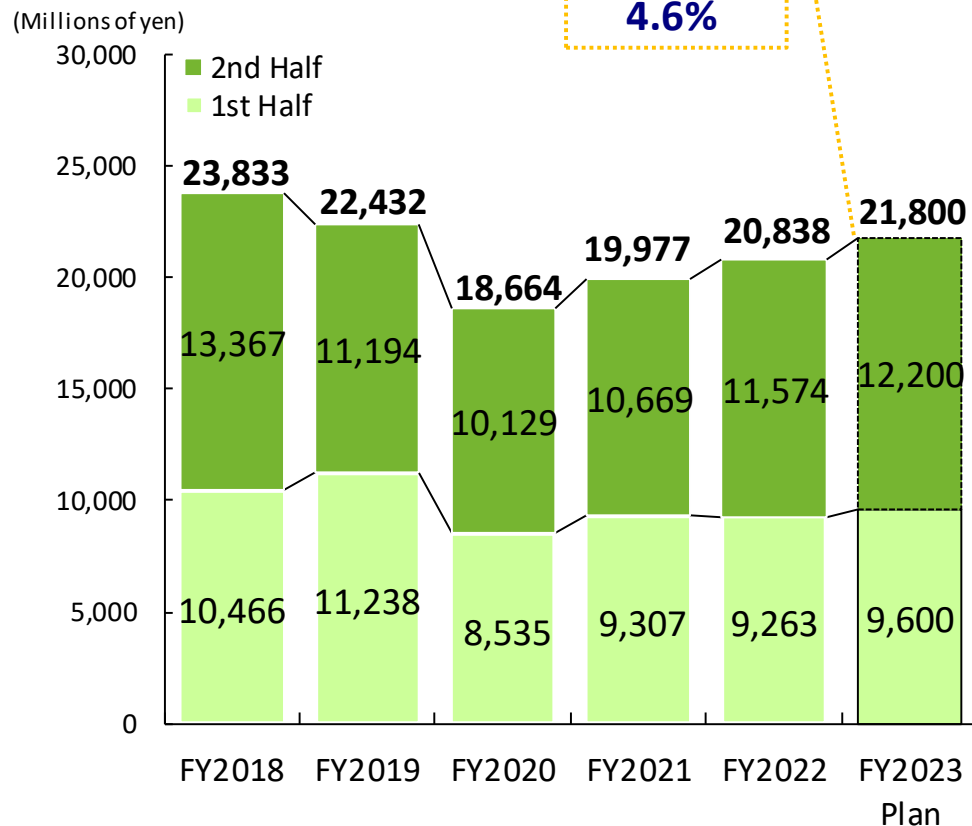
- Increase proposals for standard dust collectors
- Expand new business domains (Promote proposals for strategic growth areas)
- Promote proposals for holistic solutions including peripheral devices



Overseas

- Promote global deployment by group collaboration
- North & Central America; Develop business with new customer
- Asia; Strengthen engineering and production capabilities, along with the sales and services regime.
- Strengthen solution proposals to local companies

Up
4.6%



■ Expand the robot market



Domestic

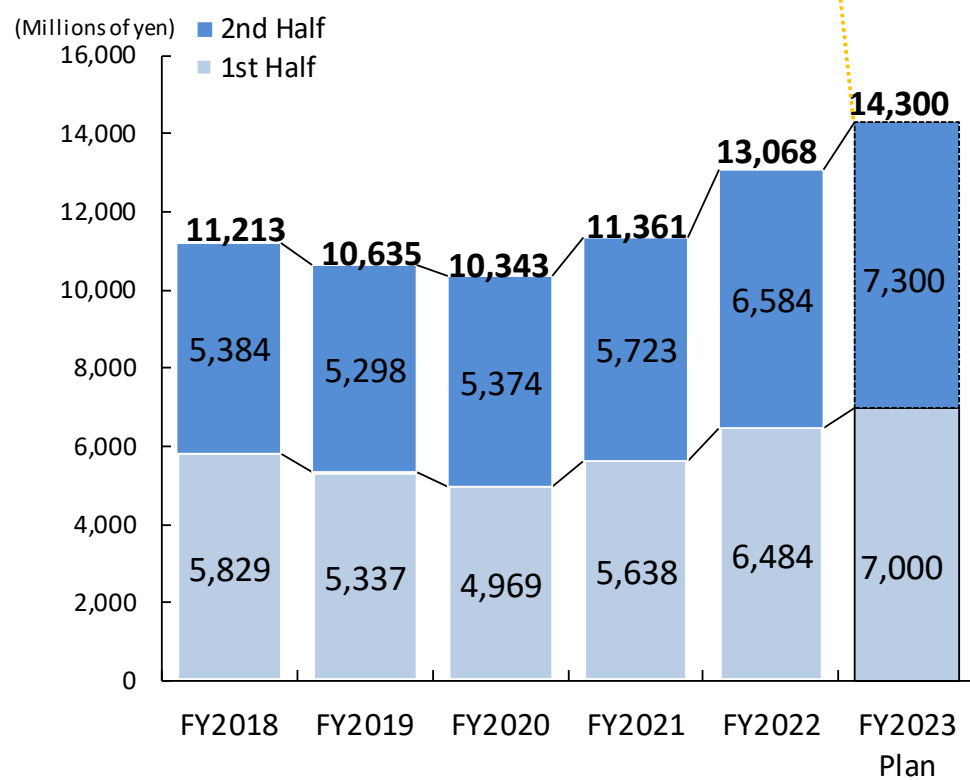
- Enhance the lineup of robotic cleaners
- Strengthen proposals for robot related cloud services (Increase recurring revenue)
- Promote proposals of automatic floor scrubbers the "EG Series"
- Expand proposals for new cleaning styles that combines electrolyzed water generators



Overseas

- Americas;
- Expand the wood floor sanding business
- Strengthen sales and marketing
- Develop new markets

Up 9.4%



Net Sales & Operating Profit Plans by Segment

(Millions of yen)

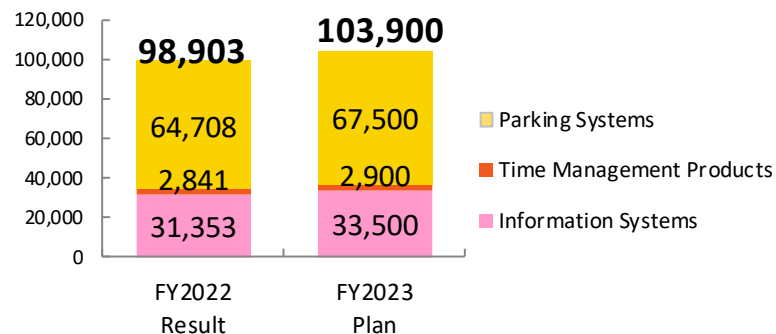
	FY2023 Plan			FY2022 Result			Change Y-O-Y			
	Net Sales	Operating profit	%	Net Sales	Operating profit	%	Net Sales	%	Operating profit	%
Time Information System business	103,900	16,650	16.0	98,903	14,927	15.1	4,996	5.1	1,722	11.5
Environmental System business	36,100	5,100	14.1	33,906	4,705	13.9	2,193	6.5	394	8.4
Company-wide Expenses		(4,050)			(3,844)				(205)	
Total	140,000	17,700	12.6	132,810	15,787	11.9	7,189	5.4	1,912	12.1

Sales

● Time Information System business

Up 5.1% Y-O-Y

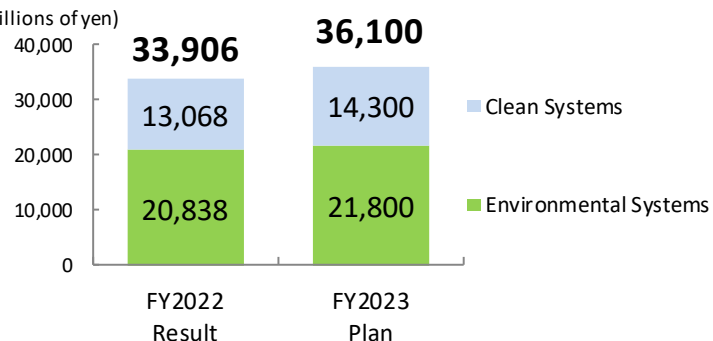
(Millions of yen)



● Environmental System business

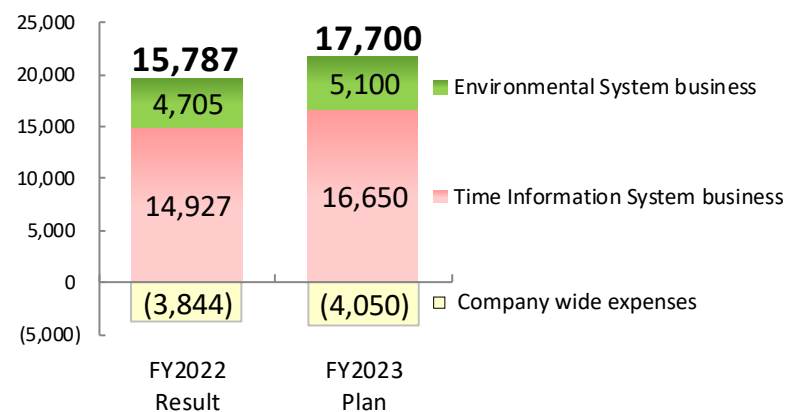
Up 6.5% Y-O-Y

(Millions of yen)



Operating Profit

(Millions of yen)



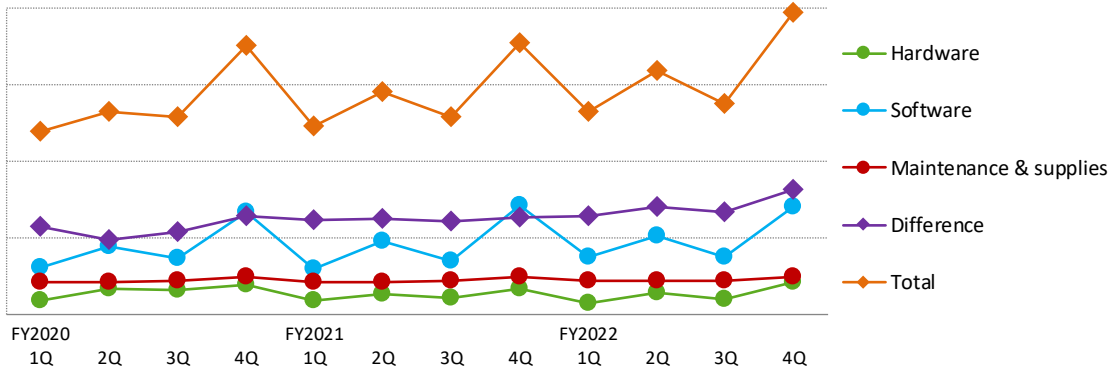
* Operating Profit

Up 12.1% Y-O-Y

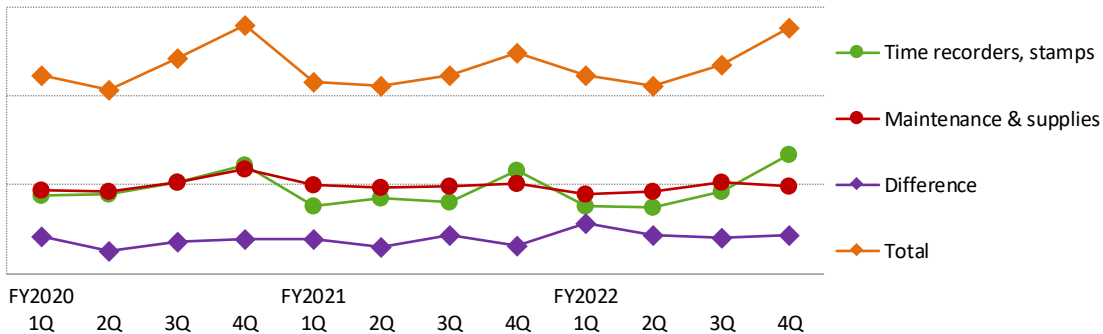
- Time Information System business Up 11.5% Y-O-Y
- Environmental System business Up 8.4% Y-O-Y

Quarterly Sales by Item (actual results)

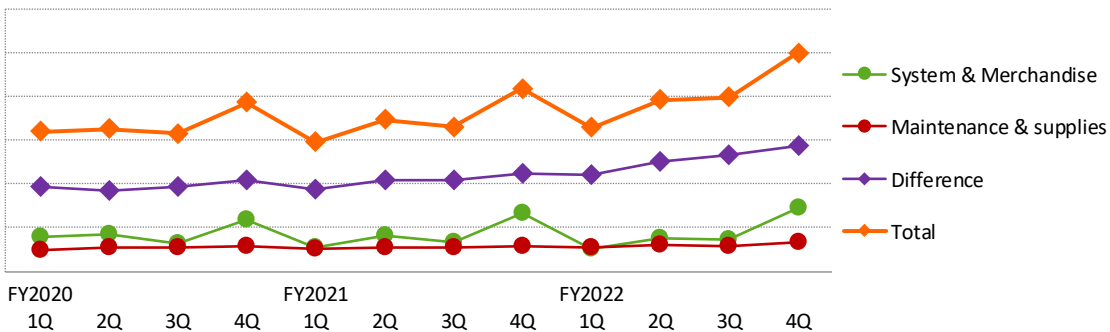
Information Systems



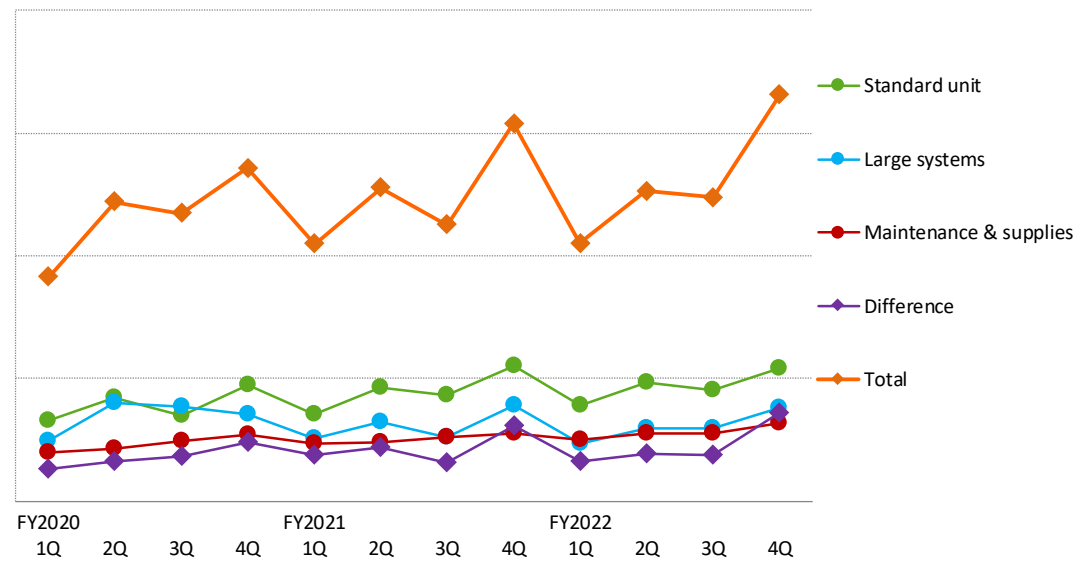
Time Management Products



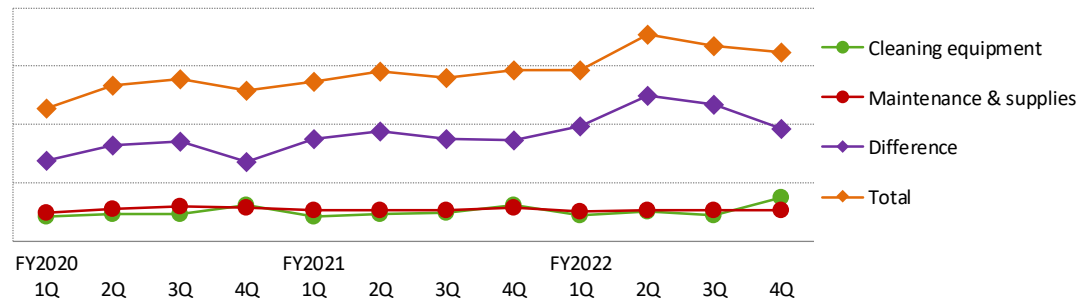
Parking Systems



Environmental Systems



Clean Systems



Time & Air
AMANO