

Fiscal Year 2023 (The year ended March 2024) **Year End Business Results**

AMANO CORPORATION (Ticker: 6436)

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- **FY 2023: Financial Report** P.3
The year ended March 2024

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

- **Business Forecast for FY2024** 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 2023: Financial Report

(The Year ended March 2024)

Business Performance

Consolidated

(Millions of yen)

	Disclosed plan			FY2023 Result		FY2022 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	140,000	100.0	5.4	152,864	100.0	132,810	100.0	20,054	15.1	12,864	109.2
Gross profit	64,300	45.9	6.7	68,948	45.1	60,254	45.4	8,693	14.4	4,648	107.2
SG&A	46,600	33.3	4.8	49,380	32.3	44,467	33.5	4,913	11.0	2,780	106.0
Operating profit	17,700	12.6	12.1	19,567	12.8	15,787	11.9	3,780	23.9	1,867	110.6
Non-operating income	1,400	1.0	(0.4)	1,686	1.1	1,405	1.1	280	20.0	286	120.5
Non-operating expense	600	0.4	158.2	398	0.3	232	0.2	166	71.5	(201)	66.4
Ordinary profit	18,500	13.2	9.1	20,855	13.6	16,960	12.8	3,895	23.0	2,355	112.7
Extraordinary profit	0			8		11		(3)		8	
Extraordinary loss	0			1,831		220		1,611		1,831	
Net income attributable to owners of the parent company	12,500	8.9	10.7	13,141	8.6	11,288	8.5	1,853	16.4	641	105.1

* FX Rates (Yearly Average):

US\$ 130.00 US\$ 141.20 US\$ 132.09
EUR 140.00 EUR 153.14 EUR 138.49

ACJ

* ACJ; Amano Corporation Japan

(Millions of yen)

	Disclosed plan			FY2023 Result		FY2022 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	69,000	100.0	6.6	72,685	100.0	64,736	100.0	7,949	12.3	3,685	105.3
Gross profit	31,600	45.8	6.2	33,376	45.9	29,768	46.0	3,607	12.1	1,776	105.6
SG&A	21,000	30.4	5.1	21,286	29.3	19,974	30.9	1,312	6.6	286	101.4
Operating profit	10,600	15.4	8.2	12,090	16.6	9,794	15.1	2,295	23.4	1,490	114.1
Non-operating income	3,600	5.2	(2.5)	3,987	5.5	3,693	5.7	293	8.0	387	110.8
Non-operating expense	100	0.1	44.6	90	0.1	69	0.1	21	31.2	(9)	90.8
Ordinary profit	14,100	20.4	5.1	15,986	22.0	13,419	20.7	2,567	19.1	1,886	113.4
Extraordinary profit	0			4		0		4		4	
Extraordinary loss	0			1,788		171		1,617		1,788	
Net income	10,300	14.9	4.7	10,684	14.7	9,841	15.2	842	8.6	384	103.7

Consolidated performance (Year-on-year)

1. Net Sales: Up ¥ 20,054 Mil (Up 15.1 %)

• Time Information System business: Up 17,936 Mil (Up 18.1 %)
Incl: Information Systems: Up 4,403 Mil (Up 14.0 %)
Incl: Parking Systems: Up 13,801 Mil (Up 21.3 %)

• Environment System business: Up 2,117 Mil (Up 6.2 %)
Incl: Environmental Systems: Up 2,250 Mil (Up 10.8 %)
Incl: Clean Systems: Dn 133 Mil (Dn 1.0 %)

2. Gross Profit: Up ¥ 8,693 Mil (Up 14.4 %)

Gross Profit Ratio: 45.1 % Dn 0.3 %

• Time Information System business: Dn 0.2 %
• Environment System business: Dn 1.0 %

3. SG&A: Up ¥ 4,913 Mil (Up 11.0 %)

• Labor Cost Up 3,442 Mil (Up 11.8 %)
• Other Costs Up 1,470 Mil (Up 9.5 %)

4. Operating Profit: Up ¥ 3,780 Mil (Up 23.9 %)

• Time Information System business: ¥ 19,029 Mil (Up 4,102 Mil)
• Environment System business: ¥ 4,548 Mil (Dn 156 Mil)
• Company-wide Expenses: ¥ -4,010 Mil (Dn 165 Mil)

• Operating profit Ratio 12.8 % (FY2022: 11.9%)

• ROE 10.6 % (FY2022: 9.6%)

Sales by Business Division

Consolidated

(Millions of yen)

Business division	Disclosed plan			FY2023 Result		FY2022 Result		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	33,500	23.9	6.8	35,757	23.4	31,353	23.6	4,403	14.0	2,257	106.7
Time Management Products	2,900	2.1	2.1	2,572	1.7	2,841	2.1	(268)	(9.5)	(328)	88.7
Parking Systems	67,500	48.2	4.3	78,510	51.3	64,708	48.7	13,801	21.3	11,010	116.3
Time Information System business	103,900	74.2	5.1	116,840	76.4	98,903	74.4	17,936	18.1	12,940	112.5
Environmental Systems	21,800	15.6	4.6	23,089	15.1	20,838	15.7	2,250	10.8	1,289	105.9
Clean Systems	14,300	10.2	9.4	12,935	8.5	13,068	9.9	(133)	(1.0)	(1,365)	90.5
Environment System business	36,100	25.8	6.5	36,024	23.6	33,906	25.6	2,117	6.2	(76)	99.8
Grand total	140,000	100.0	5.4	152,864	100.0	132,810	100.0	20,054	15.1	12,864	109.2

* FX Rates (Yearly Average):

US\$ 130.00
EUR 140.00

US\$ 141.20
EUR 153.14

US\$ 132.09
EUR 138.49

ACJ

(Millions of yen)

Business division	Disclosed plan			FY2023 Result		FY2022 Result		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	18,400	26.7	7.3	18,375	25.3	17,147	26.5	1,228	7.2	(25)	99.9
Time Management Products	2,300	3.3	0.6	2,235	3.1	2,287	3.5	(51)	(2.2)	(65)	97.2
Parking Systems	25,000	36.2	5.2	28,236	38.8	23,753	36.7	4,483	18.9	3,236	112.9
Time Information System business	45,700	66.2	5.8	48,848	67.2	43,188	66.7	5,660	13.1	3,148	106.9
Environmental Systems	18,000	26.1	4.5	19,110	26.3	17,226	26.6	1,883	10.9	1,110	106.2
Clean Systems	5,300	7.7	22.6	4,726	6.5	4,321	6.7	405	9.4	(574)	89.2
Environment System business	23,300	33.8	8.1	23,837	32.8	21,548	33.3	2,288	10.6	537	102.3
Grand total	69,000	100.0	6.6	72,685	100.0	64,736	100.0	7,949	12.3	3,685	105.3

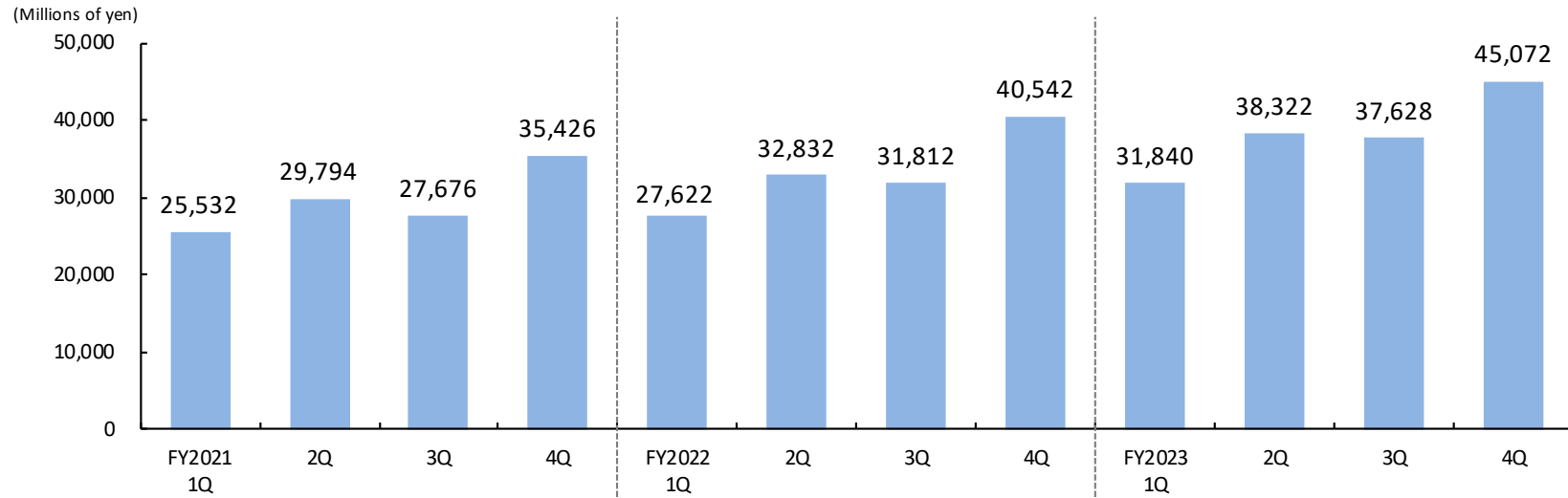
FY 2023: Consolidated performance by quarter (FY end March 2024)

		(Millions of yen)									
		1st quarter		2nd quarter		3rd quarter		4th quarter		FY2023 Result	
		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales		31,840	100.0	38,322	100.0	37,628	100.0	45,072	100.0	152,864	100.0
Gross profit		14,422	45.3	17,217	44.9	16,926	45.0	20,382	45.2	68,948	45.1
SG&A		11,577	36.4	12,050	31.4	12,356	32.8	13,396	29.7	49,380	32.3
Operating profit		2,844	8.9	5,167	13.5	4,569	12.1	6,986	15.5	19,567	12.8
Non-operating income		398	1.3	401	1.0	394	1.0	492	1.1	1,686	1.1
Non-operating expense		92	0.3	109	0.3	102	0.3	94	0.2	398	0.3
Ordinary profit		3,150	9.9	5,459	14.2	4,861	12.9	7,384	16.4	20,855	13.6
Extraordinary profit		1		5		1		0		8	
Extraordinary loss		42		48		10		1,729		1,831	
Net income attributable to owners of the parent company		1,557	4.9	3,999	10.4	3,536	9.4	4,047	9.0	13,141	8.6
* FX Rates (Quarterly Average):		US\$ 133.45		US\$ 139.63		US\$ 145.59		US\$ 146.14		US\$ 141.20	
		EUR 143.93		EUR 151.85		EUR 157.69		EUR 159.10		EUR 153.14	

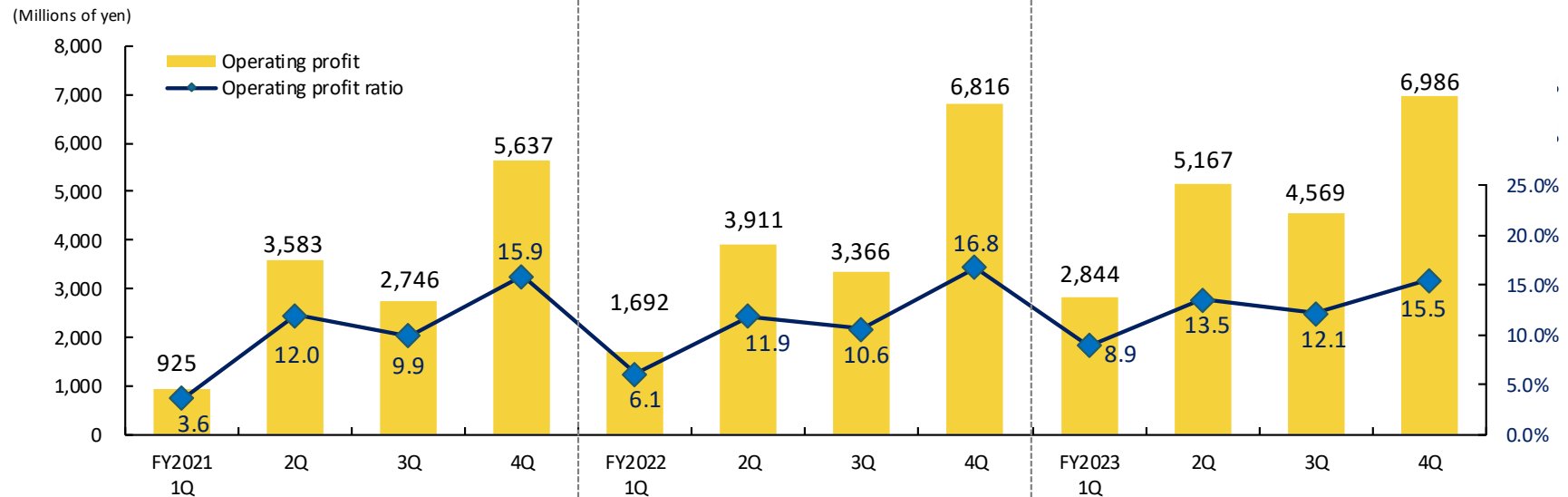
		(Millions of yen)									
		1st quarter		2nd quarter		3rd quarter		4th quarter		FY2023 Result	
		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Business division											
Information Systems		7,401	23.3	8,786	22.9	8,642	23.0	10,927	24.2	35,757	23.4
Time Management Products		648	2.0	592	1.5	622	1.7	709	1.6	2,572	1.7
Parking Systems		15,984	50.2	19,122	50.0	19,672	52.2	23,730	52.7	78,510	51.3
Time Information System business		24,034	75.5	28,500	74.4	28,937	76.9	35,367	78.5	116,840	76.4
Environmental Systems		4,425	13.9	6,377	16.6	5,709	15.2	6,576	14.6	23,089	15.1
Clean Systems		3,381	10.6	3,443	9.0	2,981	7.9	3,128	6.9	12,935	8.5
Environment System business		7,806	24.5	9,821	25.6	8,691	23.1	9,705	21.5	36,024	23.6
Grand total		31,840	100.0	38,322	100.0	37,628	100.0	45,072	100.0	152,864	100.0

Consolidated Sales & Operating Profit (Quarterly)

Sales



Operating Profit



Sales & Operating Profit by Business Segment

(Millions of yen)

	FY2023 1Q			FY2023 2Q			FY2023 3Q			FY2023 4Q			Year ending March 31, 2024			Year ending March 31, 2023			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	24,034	2,891	12.0	28,500	4,705	16.5	28,937	4,478	15.5	35,367	6,955	19.7	116,840	19,029	16.3	98,903	14,927	15.1	17,936	18.1	4,102	27.5
Environment System business	7,806	868	11.1	9,821	1,406	14.3	8,691	1,021	11.7	9,705	1,252	12.9	36,024	4,548	12.6	33,906	4,705	13.9	2,117	6.2	(156)	(3.3)
Company-wide Expenses		(914)			(944)			(929)			(1,221)			(4,010)			(3,844)				(165)	
Total	31,840	2,844	8.9	38,322	5,167	13.5	37,628	4,569	12.1	45,072	6,986	15.5	152,864	19,567	12.8	132,810	15,787	11.9	20,054	15.1	3,780	23.9

Sales

Operating Profit

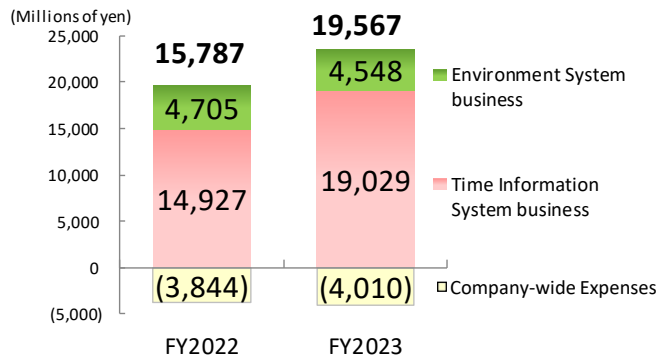
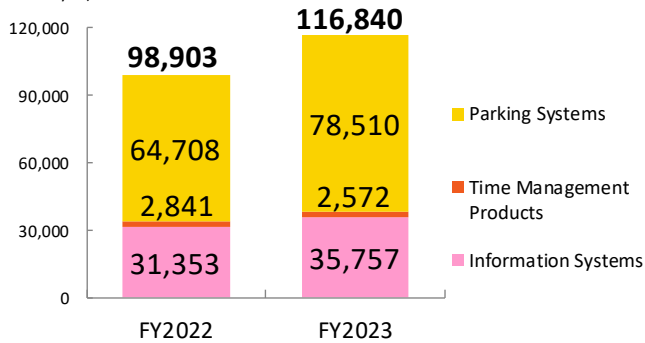
【References】

Increase / Decrease in gross profit margin

FY2022/FY2023	Consolidated	ACJ
Information Systems	↑	↓
Time Management Products	↑	↑
Parking Systems	↑	↑
Environmental Systems	↓	↓
Clean Systems	→	→

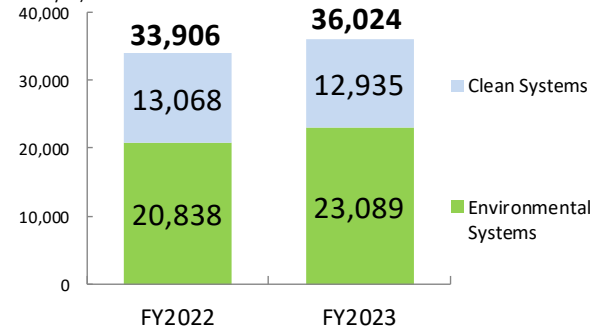
● Time Information System business Up 18.1% Y-O-Y

(Millions of yen)



● Environment System business Up 6.2% Y-O-Y

(Millions of yen)



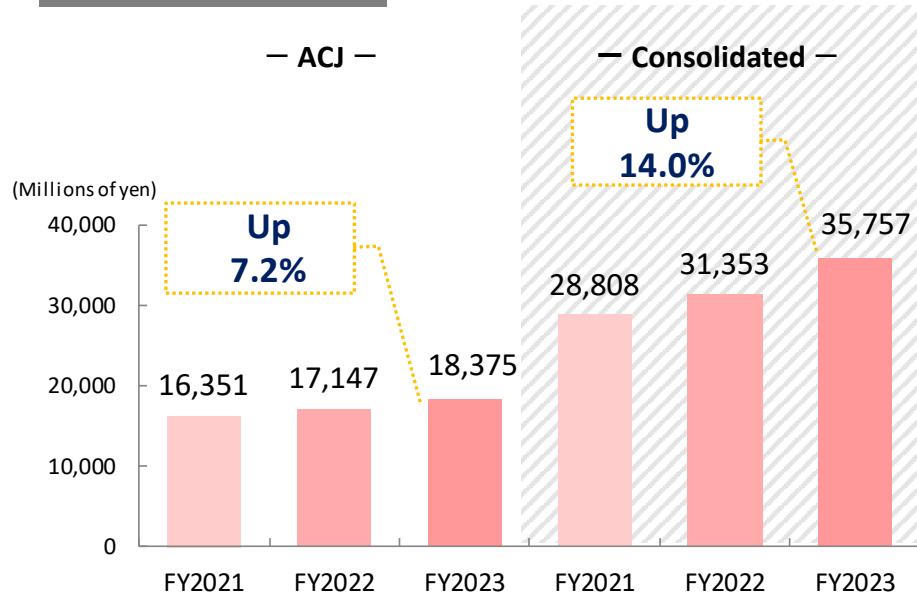
● Time Information System business Up 27.5 %

● Environment System business Dn 3.3 %

Performance by Business Division

■ Domestic & Overseas Sales Higher

Sales (YoY)



Domestic

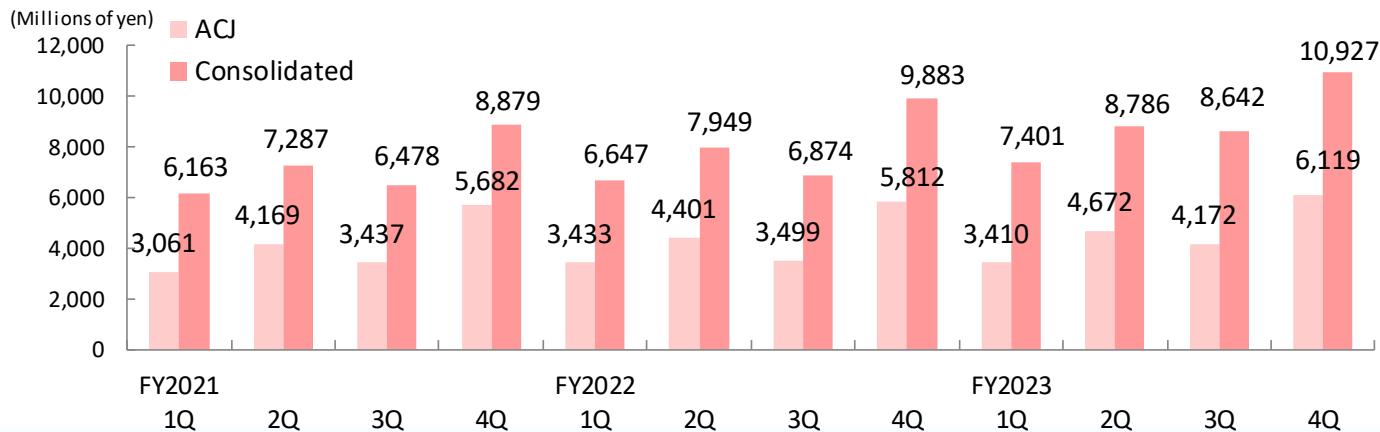
- Sales Higher for Software and Hardware
- Amano Business Solutions Corporation Sales for Cloud Services Remained Firm



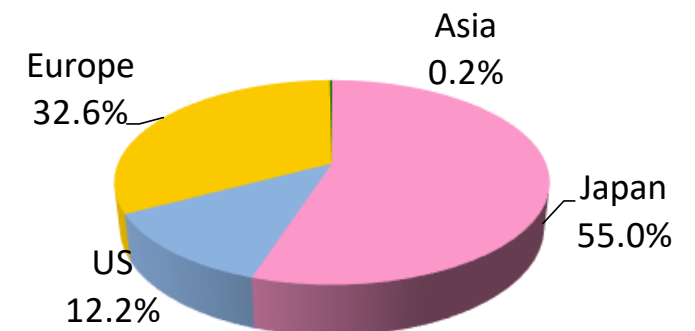
Overseas

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

Quarterly Sales (FY2021.1Q~FY2023.4Q)

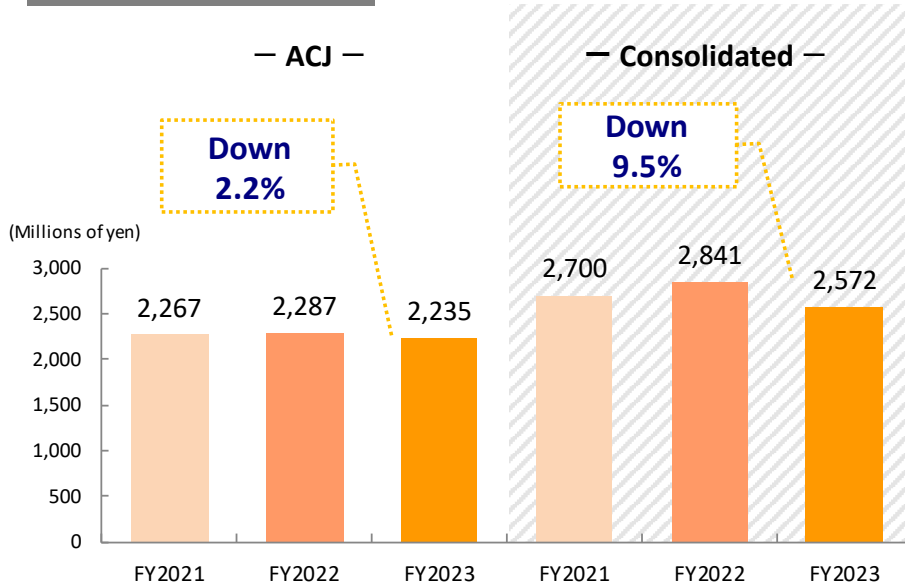


Sales by Region



■ Domestic & Overseas Sales Lower

Sales (YoY)

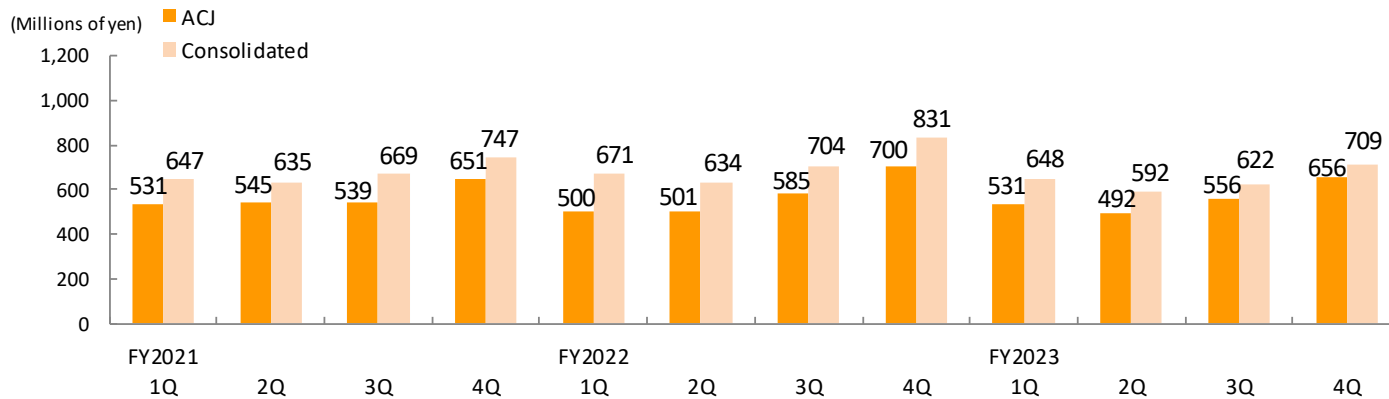


- Standard Time Recorders; Domestic sales quantity Decreased
- Sales Lower for the TimeP@ck Series

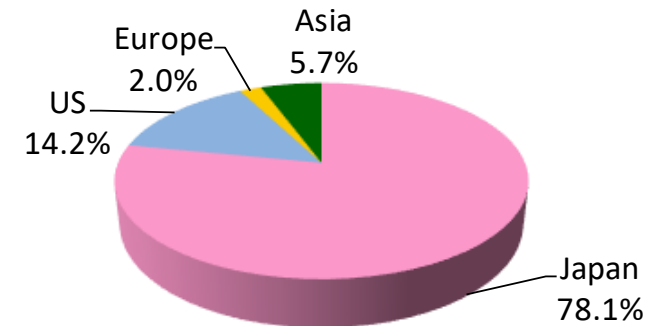


- Americas & Asia ; Sales Lower

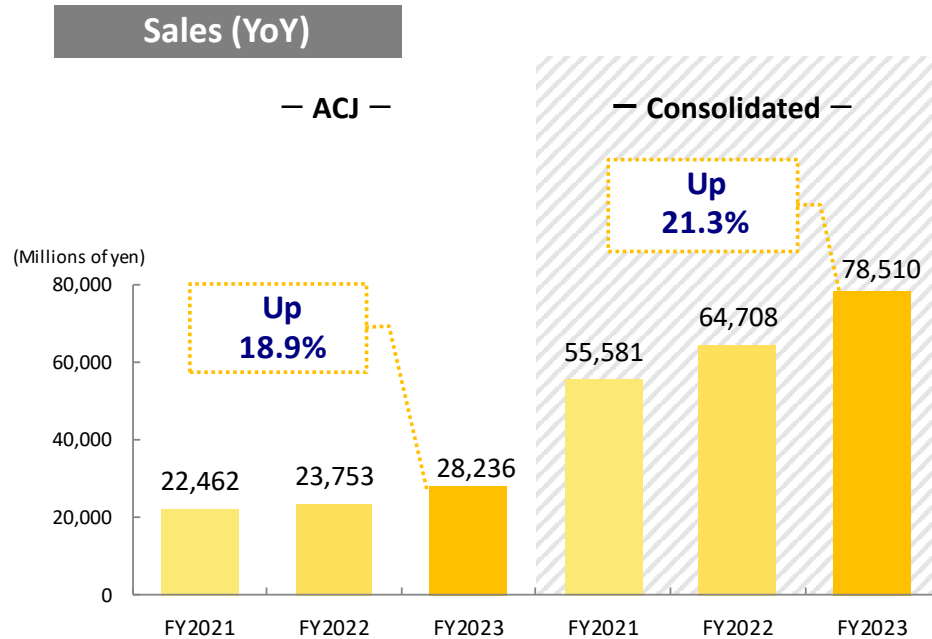
Quarterly Sales (FY2021.1Q~FY2023.4Q)



Sales by Region



Domestic & Overseas Sales Higher

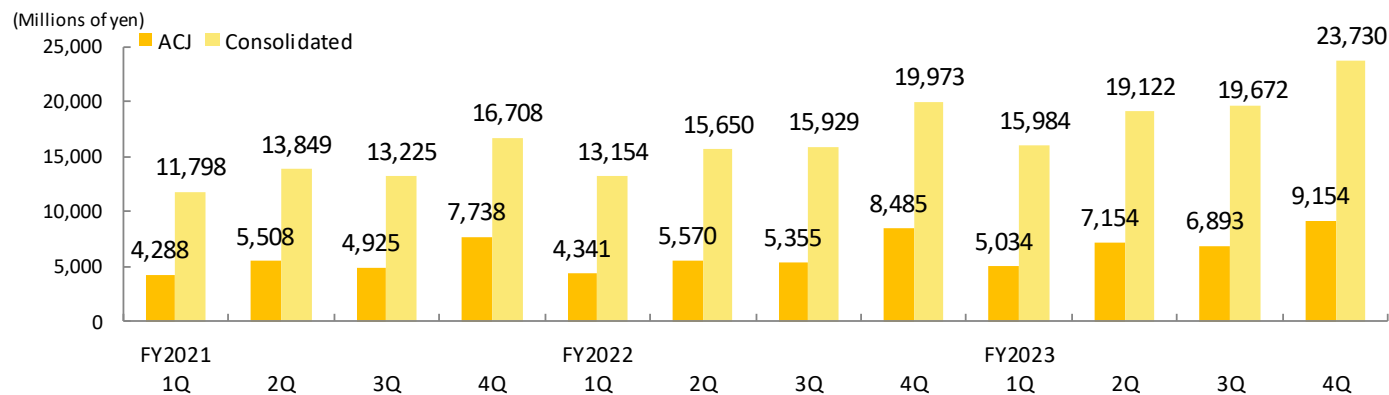


- Sales Higher for system equipment
- Recovery of orders from parking management services companies
- Sales Higher for Bicycle Parking Systems
- Amano Management Service Corporation Consigned parking lot management service business remained firm

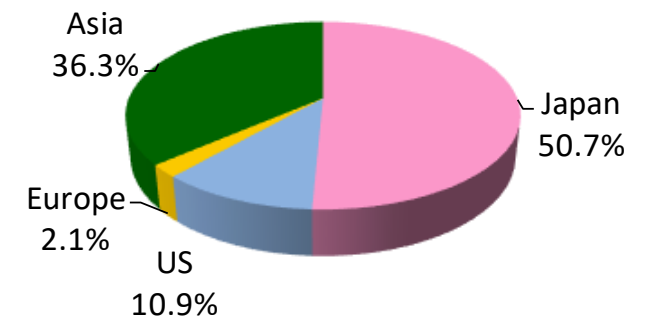


- Amano McGann Inc. of N. America: Sales Increased, Deficits Reduced
- Asia: Sales Higher at Amano Korea Corporation and Amano Parking Service Ltd. (HK)

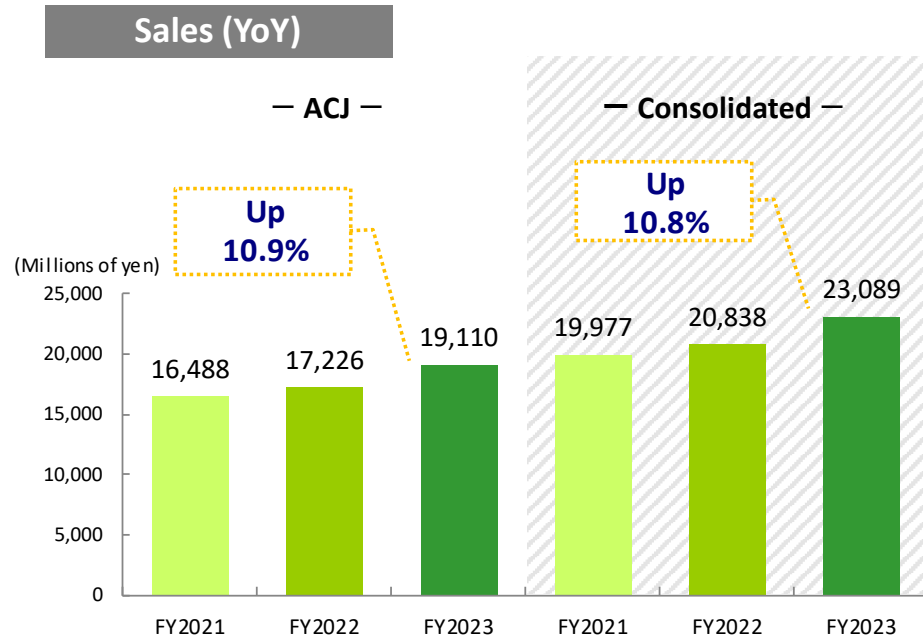
Quarterly Sales (FY2021.1Q~FY2023.4Q)



Sales by Region



Domestic & Overseas Sales Higher

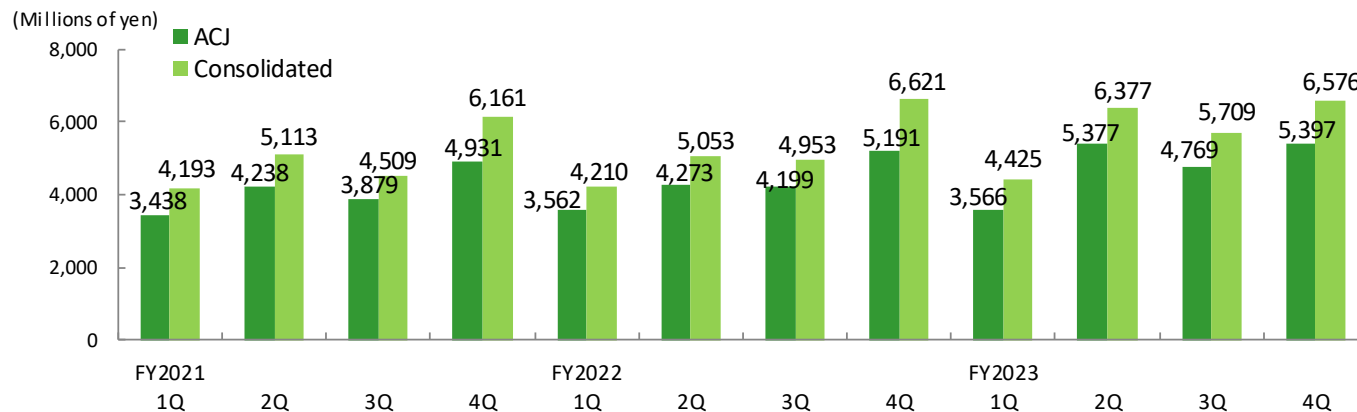


- Lower Sales for Standard Dust Collectors
- Higher Sales for Large-scale systems

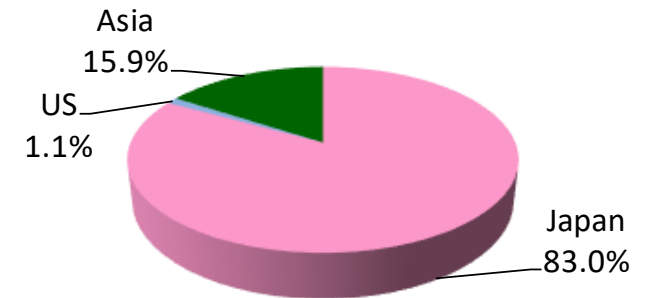


- Asia and Americas (Mexico) ; Sales Grew

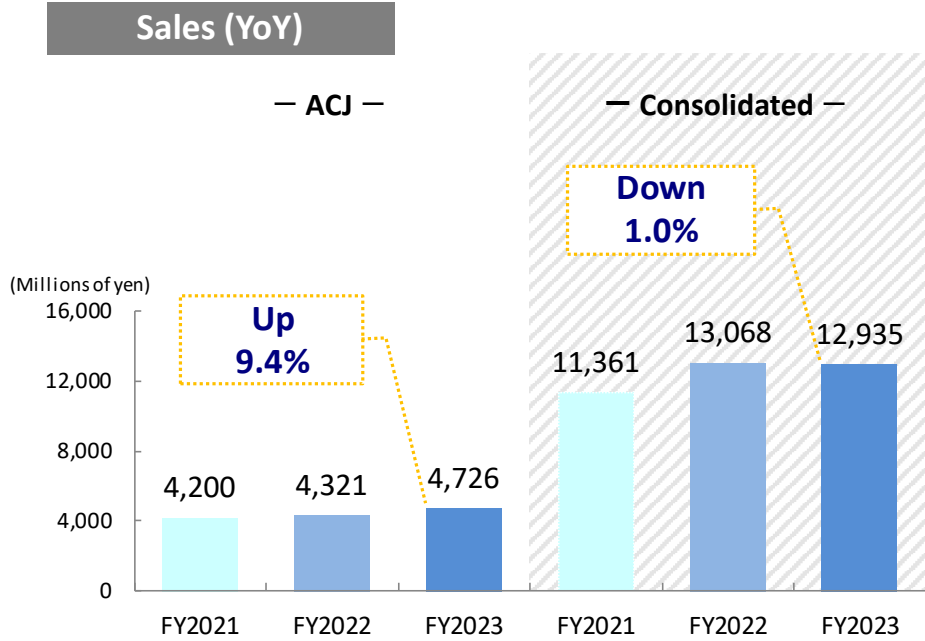
Quarterly Sales (FY2021.1Q~FY2023.4Q)



Sales by Region



■ Domestic Sales Higher, Overseas Sales Lower

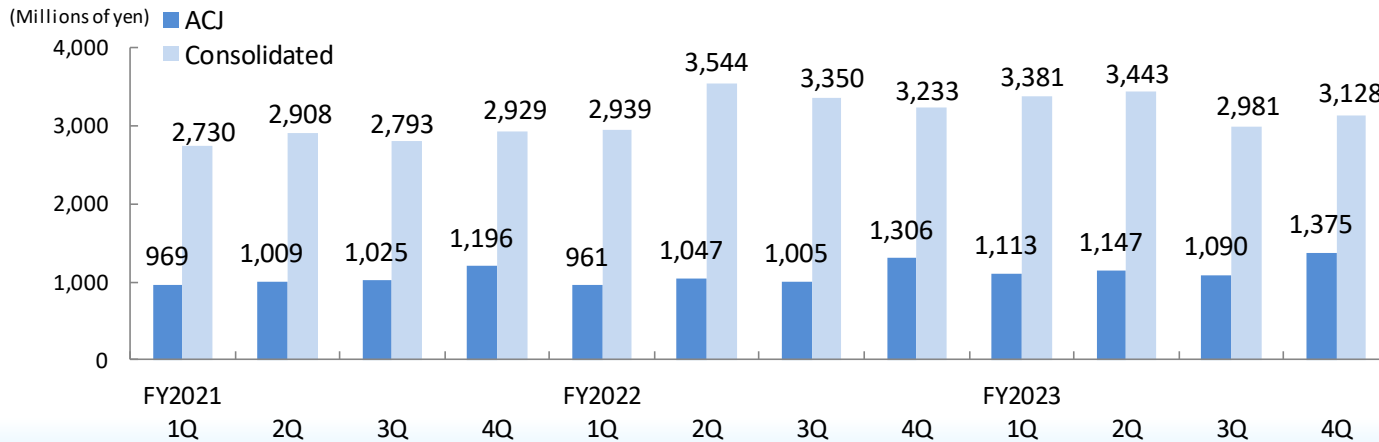


- Continues to receive strong orders for the small robotic scrubber “HAPiiBOT”
- Sales for Automatic Floor Scrubbers flat
- Sales for Electrolyzed water generators Declined

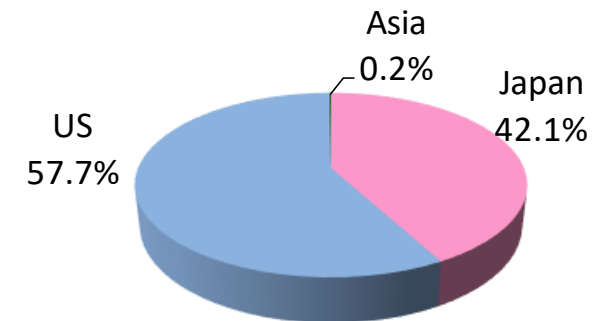


- Americas:
Sales Lower at Amano Pioneer Eclipse Corporation

Quarterly Sales (FY2021.1Q~FY2023.4Q)



Sales by Region



Geographic Segment Information

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

(Millions of yen)

	FY2023 1Q (Jan - Mar, 2023)			FY2023 2Q (Apr - Jun, 2023)			FY2023 3Q (Jul - Sep, 2023)			FY2023 4Q (Oct - Dec, 2023)			FY2023 (Jan - Dec, 2023)			FY2022 (Jan - Dec, 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	%	Sales	Operating profit
N. America	4,991	32	0.7	5,169	(88)	(1.7)	5,191	(12)	(0.2)	5,757	(97)	(1.7)	21,108	(165)	(0.8)	19,360	(722)	(3.7)	1,747	9.0	557	—	
Europe	3,190	554	17.4	3,209	393	12.2	3,301	532	16.1	3,851	465	12.1	13,551	1,944	14.4	10,712	1,543	14.4	2,838	26.5	400	26.0	
Asia	6,712	408	6.1	7,894	639	8.1	8,155	538	6.5	9,712	800	8.2	32,473	2,385	7.3	25,431	1,784	7.0	7,041	27.7	600	33.6	
Overseas group companies Total	14,895	995	6.7	16,271	943	5.8	16,647	1,058	6.4	19,319	1,168	6.0	67,132	4,164	6.2	55,504	2,606	4.7	11,628	20.9	1,558	59.8	

* FX Rates (Quarterly Average):

US\$	133.45	US\$	139.63	US\$	145.59	US\$	146.14	US\$	141.20	US\$	132.09
EUR	143.93	EUR	151.85	EUR	157.69	EUR	159.10	EUR	153.14	EUR	138.49

* Goodwill Amortization:

N.America	—	N.America	—	N.America	—	N.America	10million	N.America	10million	N.America	—
Europe	66million	Europe	70million	Europe	72million	Europe	73million	Europe	282million	Europe	255million
ACJ	—	ACJ	—	ACJ	—	ACJ	—	ACJ	—	ACJ	55million

(Millions of yen)

	FY2023 1Q (Apr - Jun, 2023)			FY2023 2Q (Jul - Sep, 2023)			FY2023 3Q (Oct - Dec, 2023)			FY2023 4Q (Jan - Mar, 2024)			FY2023 (Apr,2023 - Mar,2024)			FY 2022 (Apr,2022 - Mar,2023)			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	%	Sales	Operating profit
Domestic group companies Total	5,500	831	15.1	5,775	919	15.9	5,806	945	16.3	5,910	908	15.4	22,993	3,605	15.7	22,185	3,578	16.1	808	3.6	26	0.7	

Consolidated Balance Sheet

(Millions of yen)

CONSOLIDATED B/S	FY2022 23.3.31	FY2023 24.3.31	Change
Assets	171,250	184,585	13,334
Cash and bank deposits	62,399	62,577	178
Notes and accounts receivable - trade and contract assets	30,958	36,038	5,080
Inventories	13,411	15,189	1,777
Other current assets	6,979	7,085	106
Total current assets	113,749	120,892	7,142
Total fixed assets	57,501	63,693	6,191
Liabilities	49,612	56,482	6,869
Notes and accounts payable - trade	12,423	13,512	1,088
Other current liabilities	26,089	31,777	5,687
Total current liabilities	38,513	45,289	6,776
Total long-term liabilities	11,098	11,192	93
Net assets	121,638	128,103	6,464
Total shareholders' equity	118,646	119,374	728
Total accumulated other comprehensive income	2,109	8,226	6,116
Non-controlling shareholders' interests	882	502	(379)
Total liabilities and net assets	171,250	184,585	13,334

Consolidated Statements of Cash Flows / CAPEX & Depreciation

(Millions of yen)

Consolidated Cash Flows (CF)	FY2022 23.3.31	FY2023 24.3.31	Change
CF from Operating Activities	18,951	23,771	4,820
CF from Investing Activities	(7,376)	(10,221)	(2,845)
FCF	11,574	13,549	1,974
CF from Financing Activities	(13,950)	(18,216)	(4,265)
Net increase (decrease) in Cash and Cash Equivalents	(847)	(3,435)	(2,588)
Cash and Cash Equivalents at end of period	55,084	51,648	(3,435)

(Millions of yen)

	FY2022	FY2023	FY2024 Plan
CAPEX (tangible fixed asset)	8,814	9,929	8,553
CAPEX (intangible fixed asset)	747	998	578
CAPEX Total	9,562	10,928	9,131
Depreciation	7,949	9,386	10,042

(*) 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".

The impact is reflected in the CAPEX and Depreciation expenses.

CAPEX and Depreciation expenses excluding the impact are as follows:

(Millions of yen)

	FY2022	FY2023	FY2024 Plan
CAPEX (tangible fixed asset)	2,838	3,445	3,597
CAPEX (intangible fixed asset)	747	998	578
CAPEX Total	3,585	4,444	4,176
Depreciation	3,637	3,834	4,026

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

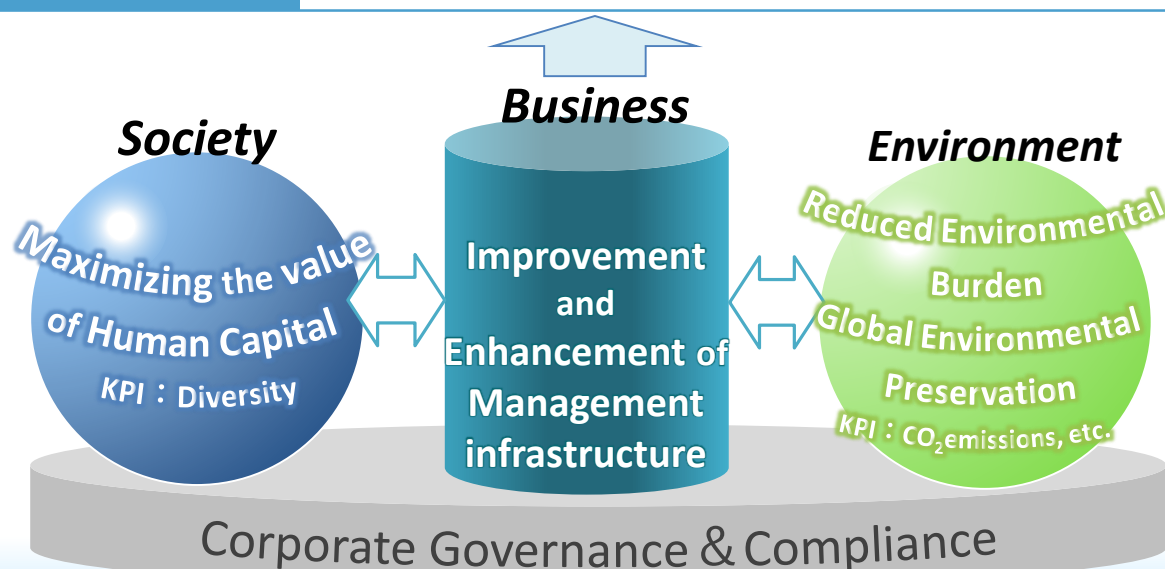
不易
流行

Evolution
built on Tradition

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

Expand business
performance through
Three growth drivers

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



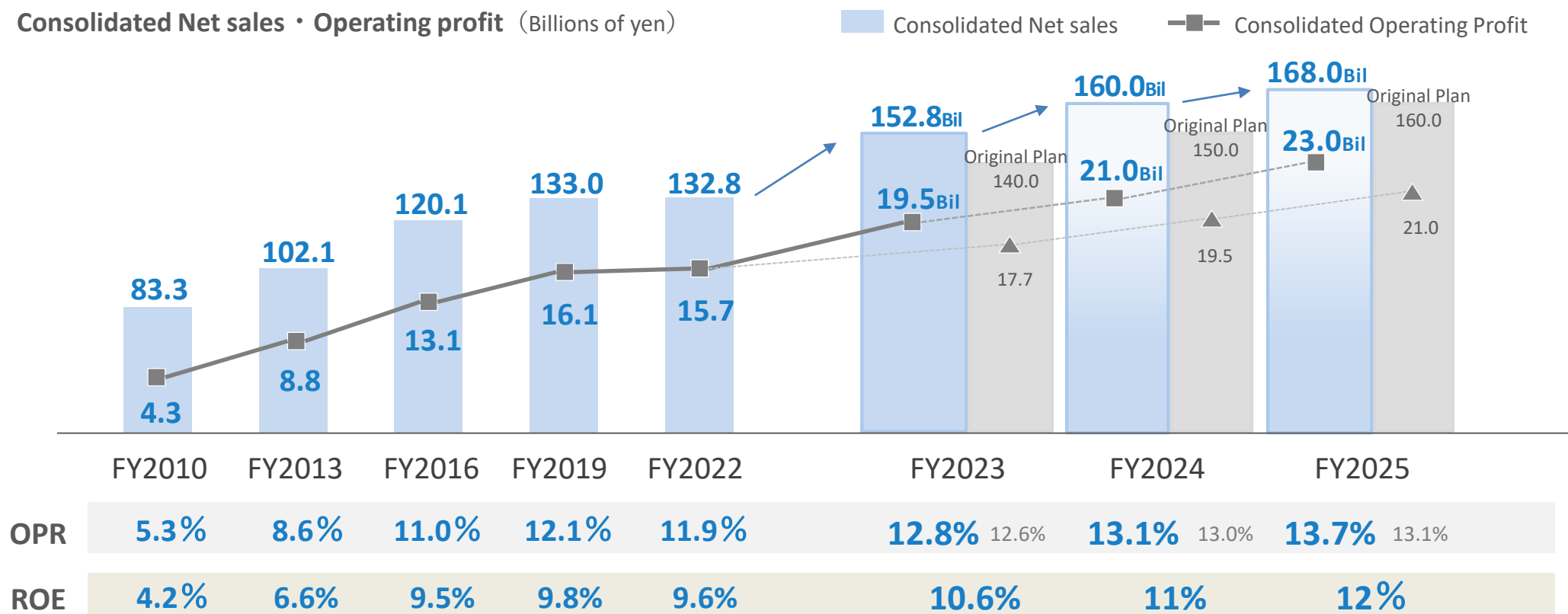
Engineers For Time & Air

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

Numerical Targets for FY2023-2025

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

Consolidated Net sales • Operating profit (Billions of yen)



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

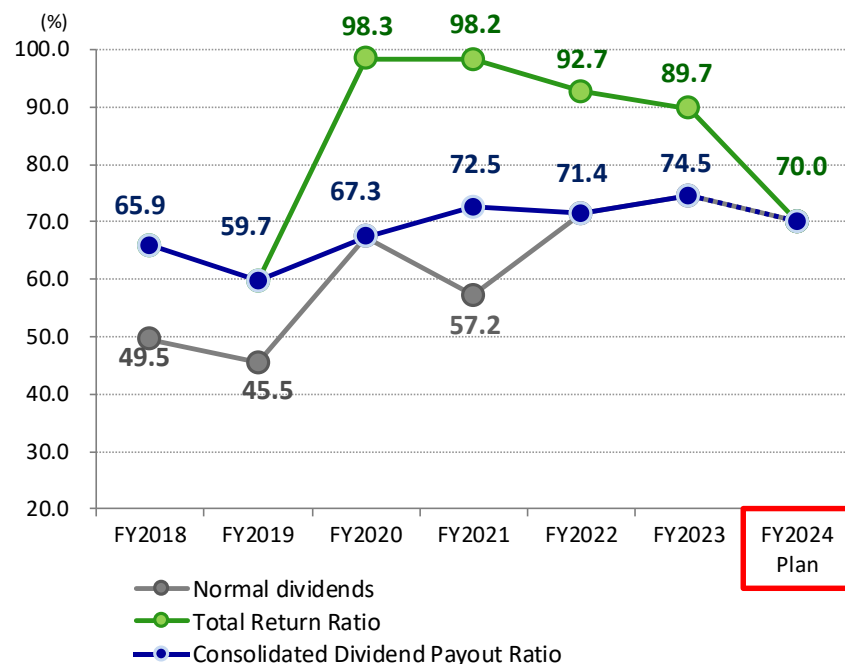
- CO₂emission / water use reduction : reduce by 1% compared to the previous year
- Waste material reduction : reduce by 1% per total emissions intensity

Dividend Policy :

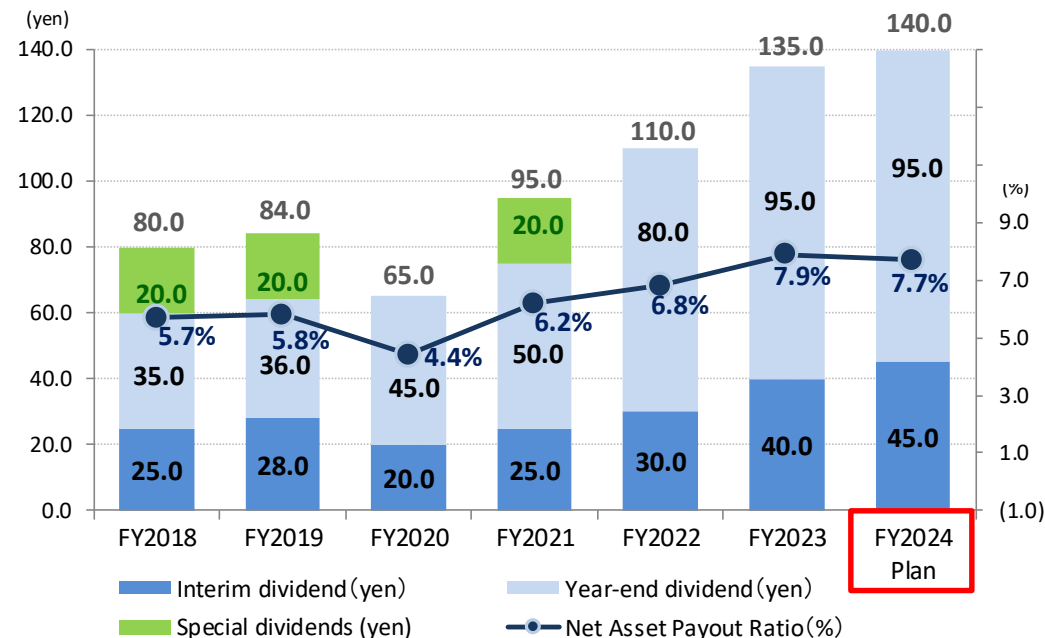
Stable dividends + Performance based incentives

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

Consolidated Dividend Payout Ratio and Total Return Ratio



Dividend per Share and Consolidated Net Asset Payout Ratio



The acquisition of treasury stock

* Appropriately exercised with discretion and agility

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

Numerical Targets for FY2023-FY2025

Consolidated Business Plan

(Millions of yen)

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

Consolidated Sales Plan

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

* FX Rates (Yearly Average):

US\$ 141.20

EUR 153.14

US\$ 140.00

EUR 150.00

Business Forecast for FY2024

(Fiscal Year ending March 2025)

FY2024 Plan: Consolidated & Unconsolidated ACJ

Consolidated

(Millions of yen)

	FY2024 Plan				Plan 1st half		Plan 2nd half		FY2023 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Net sales	160,000	100.0	7,136	4.7	72,200	100.0	87,800	100.0	152,864	100.0
Gross profit	72,600	45.4	3,652	5.3	32,700	45.3	39,900	45.4	68,948	45.1
SG&A	51,600	32.3	2,220	4.5	24,300	33.7	27,300	31.1	49,380	32.3
Operating profit	21,000	13.1	1,433	7.3	8,400	11.6	12,600	14.4	19,567	12.8
Ordinary profit	22,000	13.8	1,145	5.5	8,900	12.3	13,100	14.9	20,855	13.6
Net income attributable to owners of the parent company	14,500	9.1	1,359	10.3	5,700	7.9	8,800	10.0	13,141	8.6

* FX Rates (Yearly Average):

US\$ 140.00
EUR 150.00

US\$ 141.20
EUR 153.14

ACJ

(Millions of yen)

	FY2024 Plan				Plan 1st half		Plan 2nd half		FY2023 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Net sales	76,000	100.0	3,315	4.6	33,800	100.0	42,200	100.0	72,685	100.0
Gross profit	35,200	46.3	1,824	5.5	15,500	45.9	19,700	46.7	33,376	45.9
SG&A	22,400	29.5	1,114	5.2	10,500	31.1	11,900	28.2	21,286	29.3
Operating profit	12,800	16.8	710	5.9	5,000	14.8	7,800	18.5	12,090	16.6
Ordinary profit	16,600	21.8	614	3.8	7,900	23.4	8,700	20.6	15,986	22.0
Net Income	11,800	15.5	1,116	10.4	5,600	16.6	6,200	14.7	10,684	14.7

FY2024: Sales Plan by Business Division

Consolidated

(Millions of yen)

Business division	FY2024 Plan				Plan 1st half		Plan 2nd half		FY2023 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	37,500	23.4	1,743	4.9	17,000	23.5	20,500	23.3	35,757	23.4
Time Management Products	2,500	1.6	(72)	(2.8)	1,200	1.7	1,300	1.5	2,572	1.7
Parking Systems	82,100	51.3	3,590	4.6	36,000	49.9	46,100	52.5	78,510	51.3
Time Information System business	122,100	76.3	5,260	4.5	54,200	75.1	67,900	77.3	116,840	76.4
Environmental Systems	24,000	15.0	911	3.9	11,100	15.3	12,900	14.7	23,089	15.1
Clean Systems	13,900	8.7	965	7.5	6,900	9.6	7,000	8.0	12,935	8.5
Environment System business	37,900	23.7	1,876	5.2	18,000	24.9	19,900	22.7	36,024	23.6
Grand total	160,000	100.0	7,136	4.7	72,200	100.0	87,800	100.0	152,864	100.0

* FX Rates (Yearly Average):

US\$ 140.00

EUR 150.00

US\$ 141.20

EUR 153.14

ACJ

(Millions of yen)

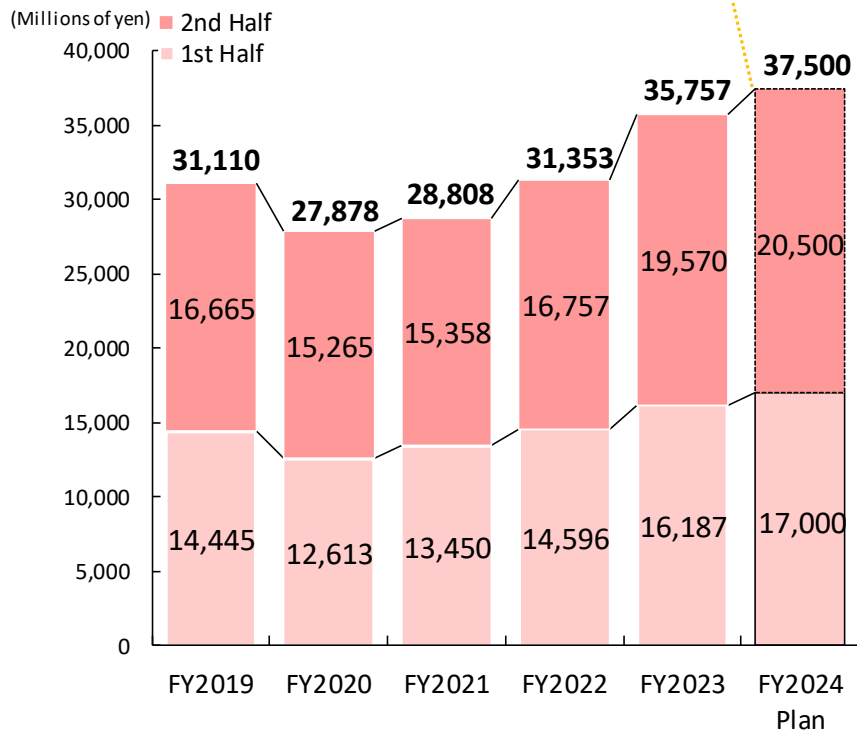
Business division	FY2024 Plan				Plan 1st half		Plan 2nd half		FY2023 Result	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	19,500	25.7	1,125	6.1	8,600	25.4	10,900	25.8	18,375	25.3
Time Management Products	2,200	2.9	(35)	(1.6)	1,000	3.0	1,200	2.8	2,235	3.1
Parking Systems	29,600	38.9	1,364	4.8	12,500	37.0	17,100	40.6	28,236	38.8
Time Information System business	51,300	67.5	2,452	5.0	22,100	65.4	29,200	69.2	48,848	67.2
Environmental Systems	19,600	25.8	490	2.6	9,200	27.2	10,400	24.6	19,110	26.3
Clean Systems	5,100	6.7	374	7.9	2,500	7.4	2,600	6.2	4,726	6.5
Environment System business	24,700	32.5	863	3.6	11,700	34.6	13,000	30.8	23,837	32.8
Grand total	76,000	100.0	3,315	4.6	33,800	100.0	42,200	100.0	72,685	100.0

■ Further business expansion driven by software and cloud services



Domestic

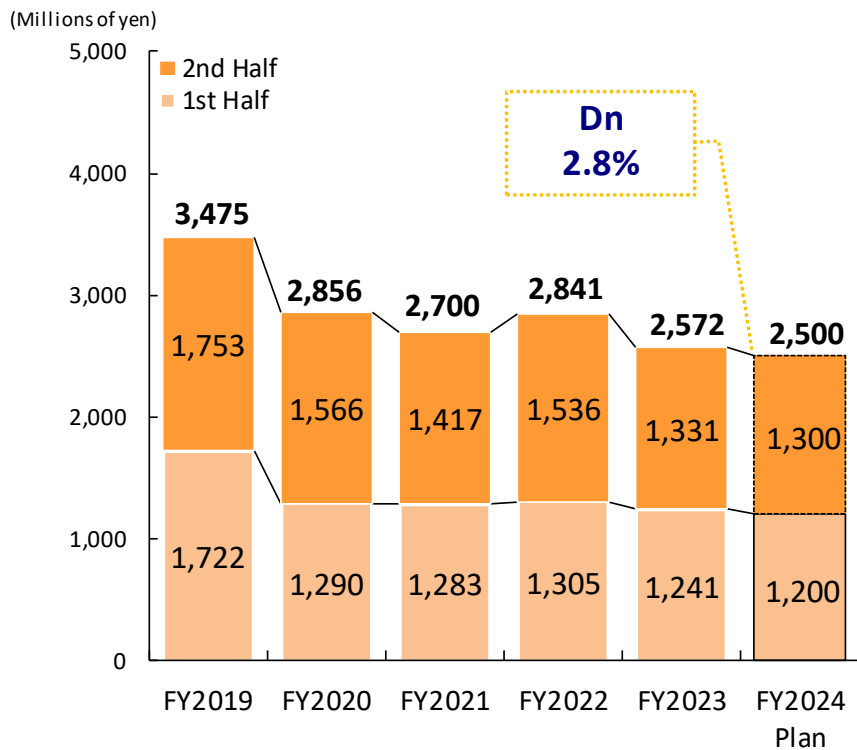
- Strengthen proposals for industry-specific solutions, including cloud services (Targeting industries to which “Work Style Reform Law” is applied and public sector market, etc.)
- Strengthen proposals for old software replacement
- Strengthen proposals for T&A Terminals (Local government, etc.)
- Develop 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 sales of Connected Time Recorder



Domestic

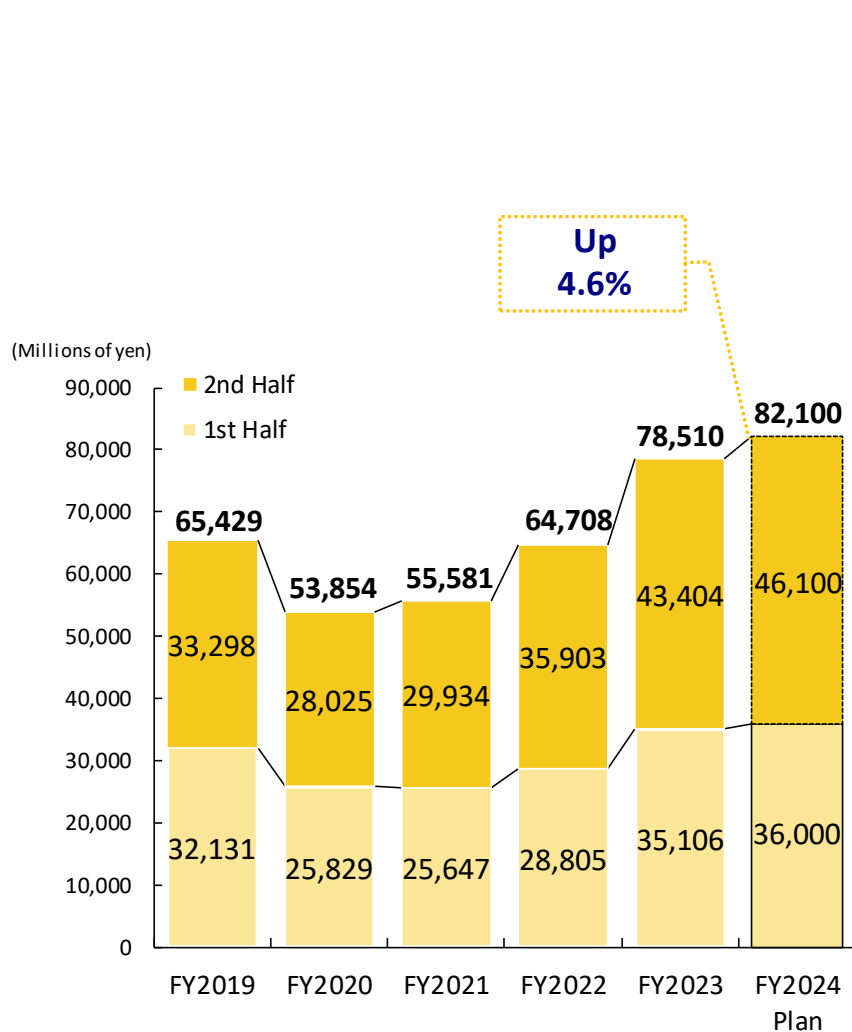
- Expand sales of Wi-Fi Time Recorders with ancillary cloud services (IoT)
 - *The cloud service enables the user to check the time card over the Internet
- Expand TimeP@CK sales
Enhancing paid member services
- Strengthen sales partner strategies



Overseas

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

■ Strengthen proposals for ticketless and cashless solutions, and expand consigned parking lot management service business



Domestic

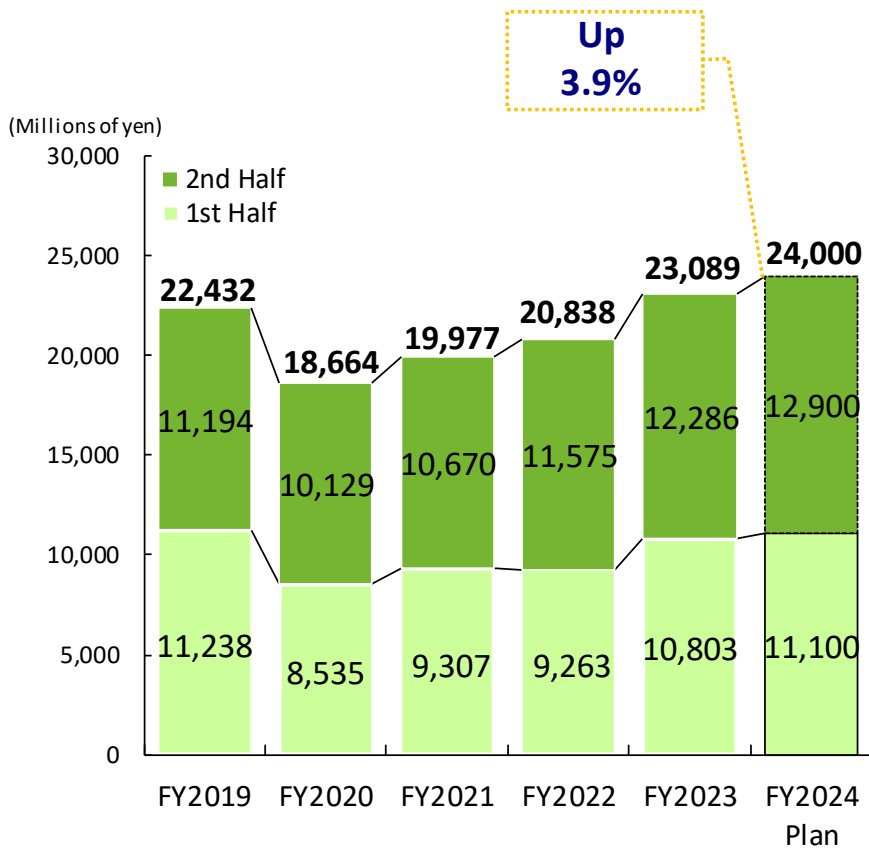
- Promote proposals for ticketless and cashless systems (Smartphone App Linkage, ETCGO)
- Expand cloud services(Increase recurring revenue)
- Strengthen proposals for consigned parking lot management service business



Overseas

- Americas;
Expand sales of subscription models
- Europe;
Reinforce sales structure and consigned parking lot management service business
- Asia;
Expand consigned parking lot management service business

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



Domestic

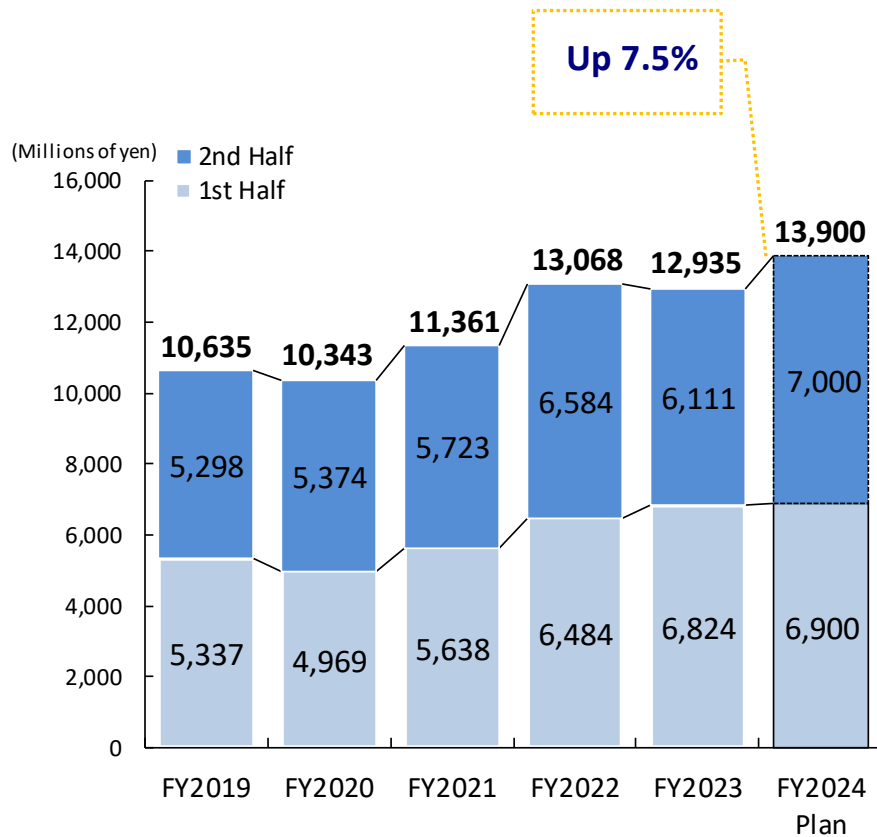
- Increase proposals for standard dust collectors
- Expand new business domains (Promote large-scale system proposals for strategic growth fields)
- Promote proposals for total solutions including peripheral devices



Overseas

- Promote global expansion by group collaboration
- Asia;
Strengthen engineering capabilities, production, sales, and service structures
Strengthen solution proposals for local companies
- North & Central America;
Develop business with new customers

■ Expand the robot market



Domestic

- Enhanced functions of robotic scrubbers
- Strengthen proposals for robot related cloud services (Increase recurring revenue)
- Promote proposals of automatic floor scrubbers the "EG Series" (Strengthen sales channels and Expand connected services)
- Expand differentiated proposals for new cleaning styles combined electrolyzed water generators



Overseas

- Americas;
Expand the wood floor sanding business (Strengthening development of European market)
- Develop new sales channels

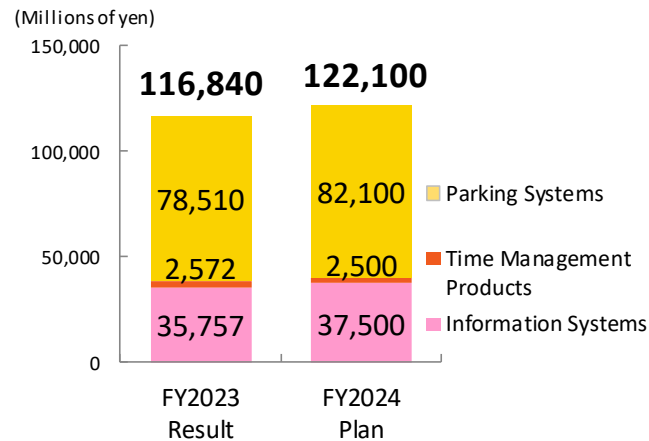
Net Sales & Operating Profit Plans by Segment

(Millions of yen)

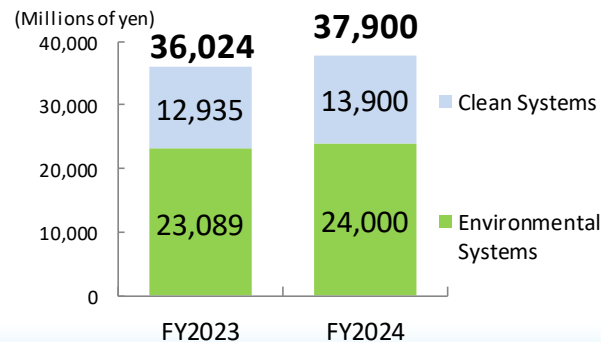
	FY2024 Plan			FY2023 Result			Change Y-O-Y			
	Net Sales	Operating profit	%	Net Sales	Operating profit	%	Net Sales	%	Operating profit	%
Time Information System business	122,100	21,400	17.5	116,840	19,029	16.3	5,259	4.5	2,390	12.6
Environment System business	37,900	4,900	12.9	36,024	4,548	12.6	1,875	5.2	331	7.3
Company-wide Expenses		(5,300)			(4,010)				(1,289)	
Total	160,000	21,000	13.1	152,864	19,567	12.8	7,135	4.7	1,432	7.3

Sales

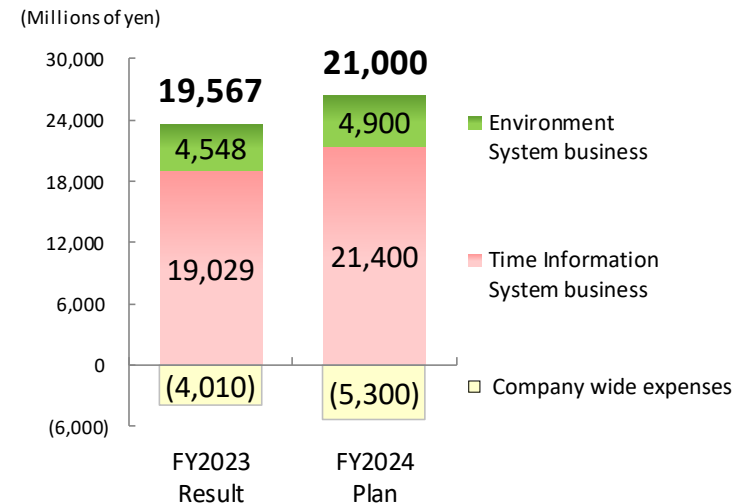
● Time Information System business Up 4.5% Y-O-Y



● Environment System business Up 5.2% Y-O-Y



Operating Profit



* Operating Profit

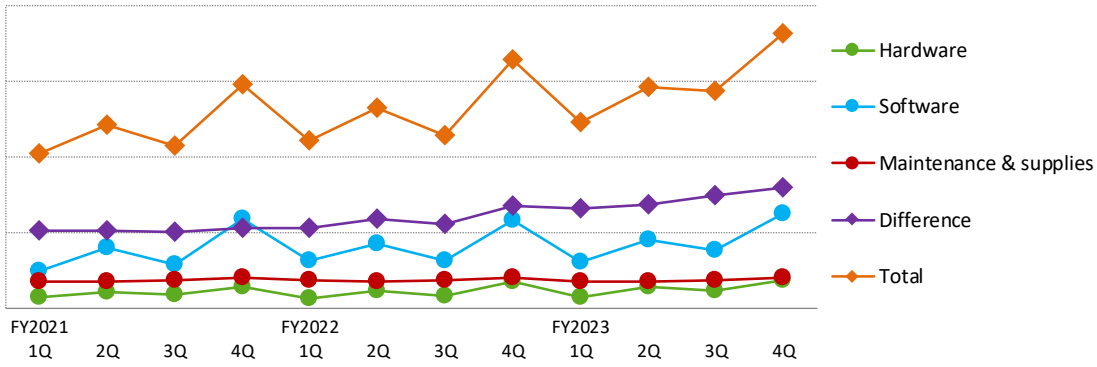
Up 7.3% Y-O-Y

● Time Information System business Up 12.6% Y-O-Y

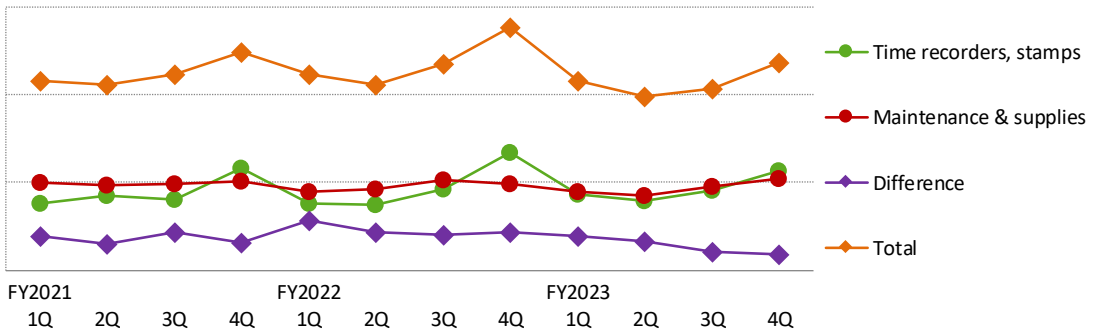
● Environment System business Up 7.3% Y-O-Y

Quarterly Sales by Item (actual results)

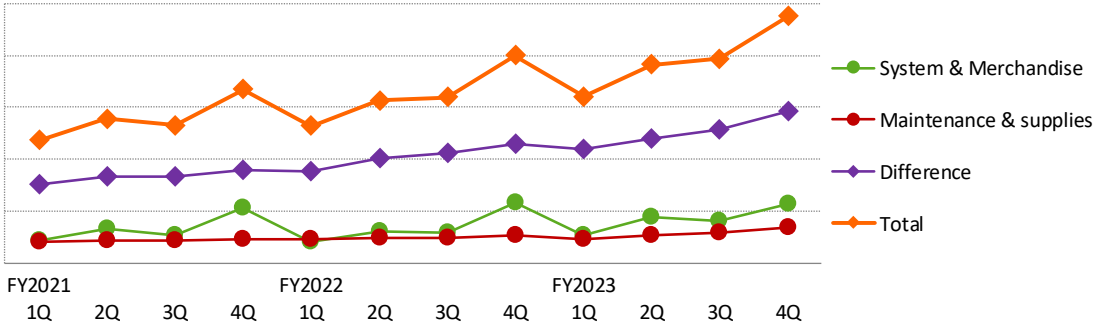
Information Systems



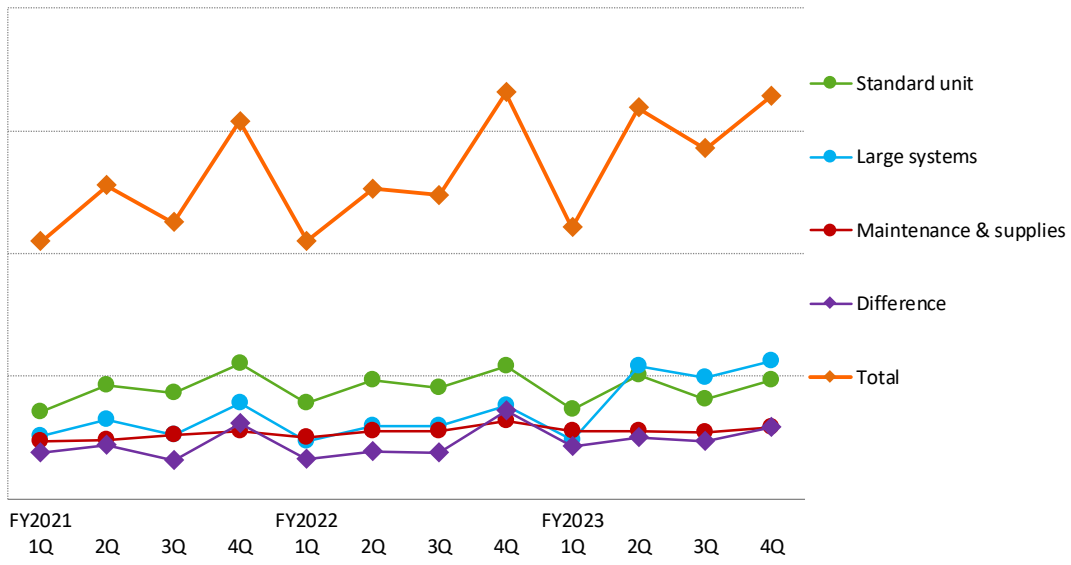
Time Management Products



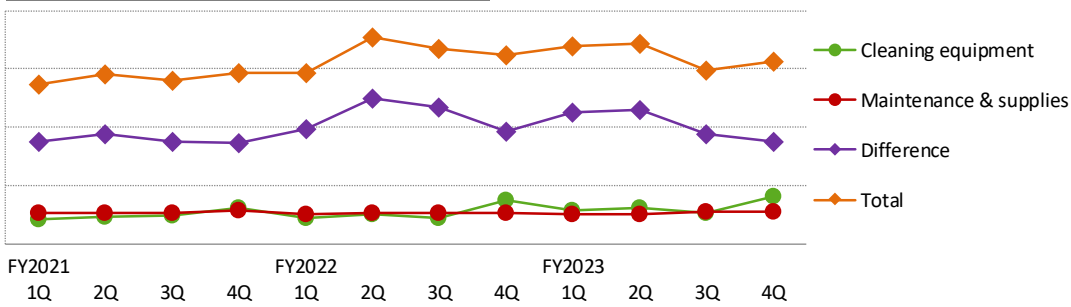
Parking Systems



Environmental Systems



Clean Systems



Time & Air
AMANO