

Fiscal Year 2024 (The year ended March 2025) **Year End Business Results**

AMANO

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Fiscal Year 2024 Year End Business Results (April 2024 - March 2025)

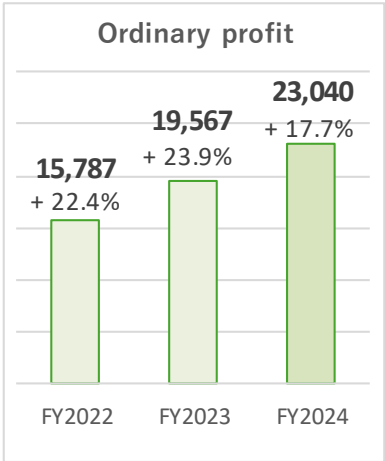
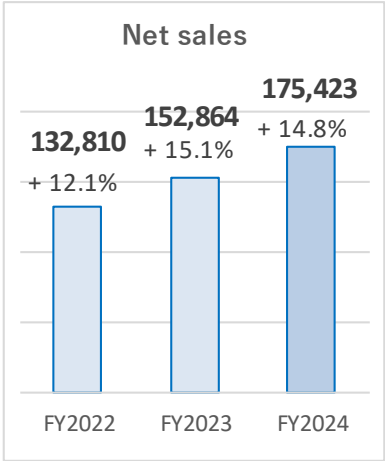
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The prospect of operating performance or forecast complied by Amano is based on the current information available, and it includes potential risks or uncertainties. Please note that actual operating performance may change substantially from what is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

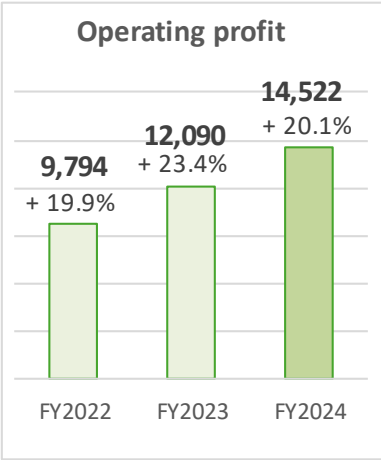
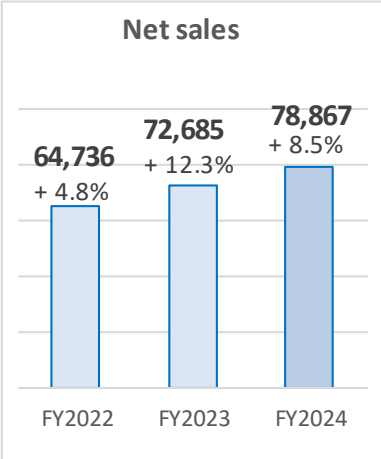
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FY2024: Financial Report

	(Millions of yen)					
	FY2024 Plan	FY2024 Result	%	FY2023 Result	%	Change Y-o-Y
Net sales	160,000	175,423	100.0%	152,864	100.0%	+ 14.8%
Gross profit	72,600	78,909	45.0%	68,948	45.1%	+ 14.4%
SG&A	51,600	55,869	31.8%	49,380	32.3%	+ 13.1%
Operating profit	21,000	23,040	13.1%	19,567	12.8%	+ 17.7%
Operating profit ratio	13.1 %	13.1 %		12.8 %		+ 0.3Pt
Ordinary profit	22,000	24,642	14.0%	20,855	13.6%	+ 18.2%
Net income	14,500	17,828	10.2%	13,141	8.6%	+ 35.7%
FX Rates	US\$140.00 EUR150.00	US\$152.27 EUR164.38		US\$141.20 EUR153.14		



	(Millions of yen)					
	FY2024 Plan	FY2024 Result	%	FY2023 Result	%	Change Y-o-Y
Net sales	76,000	78,867	100.0%	72,685	100.0%	+ 8.5%
Gross profit	35,200	37,046	47.0%	33,376	45.9%	+ 11.0%
SG&A	22,400	22,523	28.6%	21,286	29.3%	+ 5.8%
Operating profit	12,800	14,522	18.4%	12,090	16.6%	+ 20.1%
Operating profit ratio	16.8	18.4 %		16.6 %		+ 1.8Pt
Ordinary profit	16,600	20,447	25.9%	15,986	22.0%	+ 27.9%
Net income attributable to owners of the parent company	11,800	16,361	20.7%	10,684	14.7%	+ 53.1%



(Millions of yen)

	FY2024 Plan	FY2024 Result	%	FY2023 Result	%	Change Y-o-Y
Information Systems	37,500	39,953	22.8%	35,757	23.4%	+ 11.7%
Time Management Products	2,500	2,436	1.4%	2,572	1.7%	(5.3%)
Parking Systems	82,100	93,459	53.2%	78,510	51.3%	+ 19.0%
Time Information System business	122,100	135,849	77.4%	116,840	76.4%	+ 16.3%
Environmental Systems	24,000	25,306	14.5%	23,089	15.1%	+ 9.6%
Clean Systems	13,900	14,267	8.1%	12,935	8.5%	+ 10.3%
Environment System business	37,900	39,574	22.6%	36,024	23.6%	+ 9.9%
Grand total	160,000	175,423	100.0%	152,864	100.0%	+ 14.8%

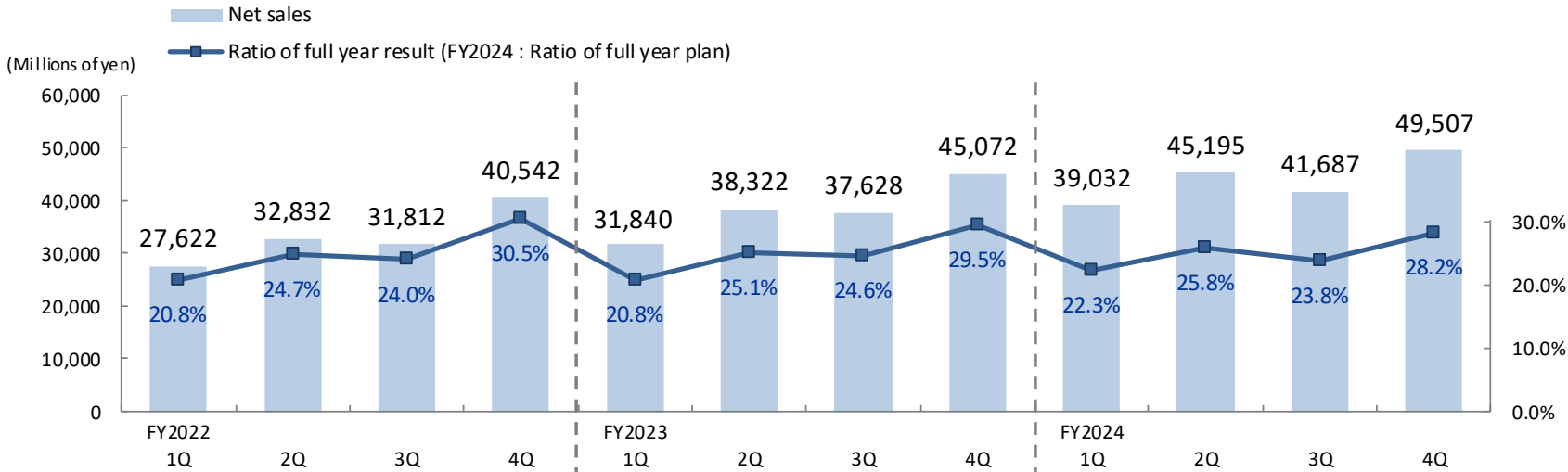
FX Rates	US\$140.00	US\$152.27	US\$141.20
	EUR150.00	EUR164.38	EUR153.14

(Millions of yen)

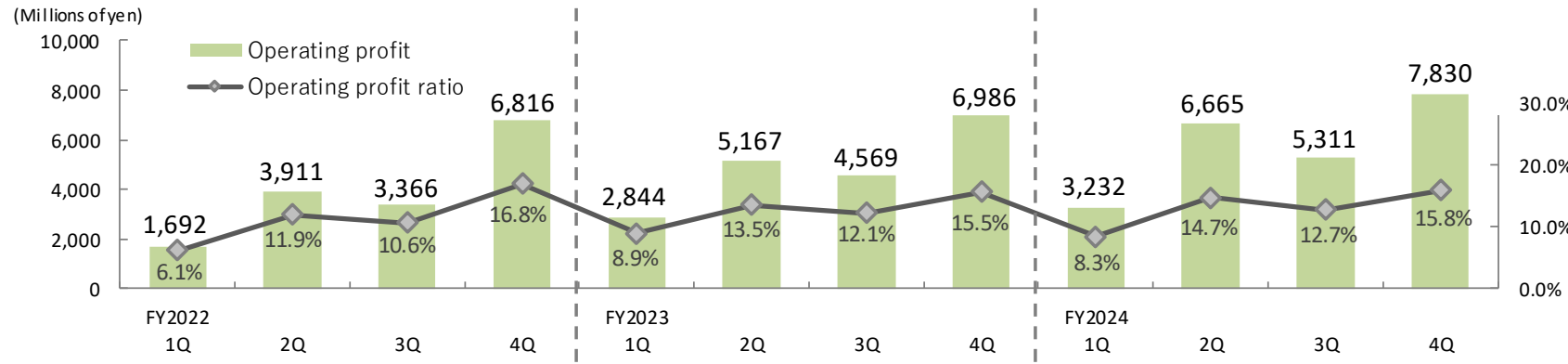
	FY2024 Plan	FY2024 Result	%	FY2023 Result	%	Change Y-o-Y
Information Systems	19,500	20,338	25.8%	18,375	25.3%	+ 10.7%
Time Management Products	2,200	1,944	2.5%	2,235	3.1%	(13.0%)
Parking Systems	29,600	31,512	39.9%	28,236	38.8%	+ 11.6%
Time Information System business	51,300	53,795	68.2%	48,848	67.2%	+ 10.1%
Environmental Systems	19,600	20,068	25.5%	19,110	26.3%	+ 5.0%
Clean Systems	5,100	5,004	6.3%	4,726	6.5%	+ 5.9%
Environment System business	24,700	25,072	31.8%	23,837	32.8%	+ 5.2%
Grand total	76,000	78,867	100.0%	72,685	100.0%	+ 8.5%

Actual	(Millions of yen)									
	1Q		2Q		3Q		4Q		FY2024 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	39,032	100.0%	45,195	100.0%	41,687	100.0	49,507	100.0	175,423	100.0%
Gross profit	17,088	43.8%	20,234	44.8%	18,601	44.6	22,984	46.4	78,909	45.0%
SG&A	13,856	35.5%	13,569	30.0%	13,290	31.9	15,153	30.6	55,869	31.8%
Operating profit	3,232	8.3%	6,665	14.7%	5,311	12.7	7,830	15.8	23,040	13.1%
Non-operating income	537	1.4%	443	1.0%	548	1.3	603	1.2	2,133	1.2%
Non-operating expense	128	0.3%	216	0.5%	61	0.1	124	0.3	530	0.3%
Ordinary profit	3,642	9.3%	6,892	15.3%	5,798	13.9	8,310	16.8	24,642	14.0%
Extraordinary profit	2		366		872		3		1,244	
Extraordinary loss	21		9		12		169		212	
Net income attributable to owners of the parent company	1,600	4.1%	5,561	12.3%	5,026	12.1	5,640	11.4	17,828	10.2%
FX Rates	US\$149.89		US\$158.27		US\$146.72		US\$154.21		US\$152.27	
	EUR162.17		EUR170.09		EUR161.64		EUR163.61		EUR164.38	
Business division	1Q		2Q		3Q		4Q		FY2024 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	8,376	21.4%	9,692	21.4%	9,541	22.9	12,343	24.9	39,953	22.8%
Time Management Products	579	1.5%	572	1.3%	615	1.5	668	1.4	2,436	1.4%
Parking Systems	21,572	55.3%	24,260	53.7%	22,095	53.0	25,531	51.6	93,459	53.2%
Time Information System business	30,528	78.2%	34,525	76.4%	32,252	77.4	38,542	77.9	135,849	77.4%
Environmental Systems	5,117	13.1%	6,376	14.1%	6,233	14.9	7,579	15.3	25,306	14.5%
Clean Systems	3,386	8.7%	4,294	9.5%	3,202	7.7	3,385	6.8	14,267	8.1%
Environment System business	8,503	21.8%	10,670	23.6%	9,435	22.6	10,964	22.1	39,574	22.6%
Grand total	39,032	100.0%	45,195	100.0%	41,687	100.0	49,507	100.0	175,423	100.0%

Net Sales



Operating Profit



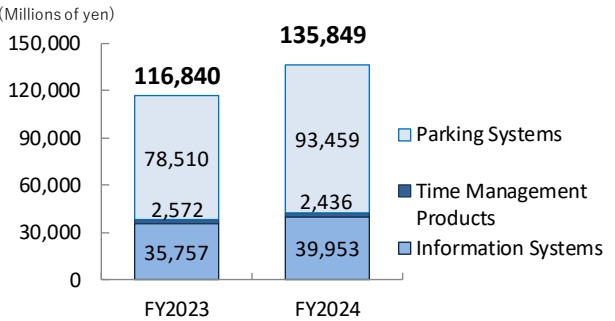
Sales & Operating Profit by Business Segment (Consolidated)

(Millions of yen) 国

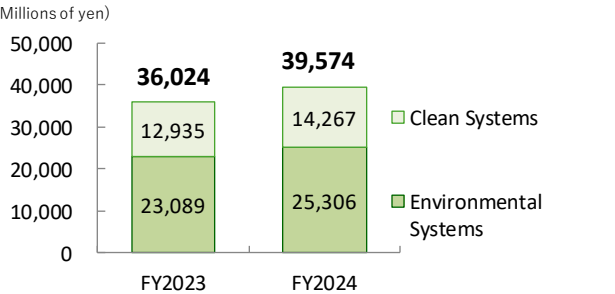
	FY2024 1Q			FY2024 2Q			FY2024 3Q			FY2024 4Q			FY2024 Result			FY2023 Result			Change			
	Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		
Time Information System business	30,528	3,727	12.2%	34,525	6,055	17.5%	32,252	5,336	16.5%	38,542	7,711	20.0%	135,849	22,831	16.8%	116,840	19,029	16.3%	19,009	+ 16.3%	3,801	+ 20.0%
Environment System business	8,503	567	6.7%	10,670	1,557	14.6%	9,435	912	9.7%	10,964	1,487	13.6%	39,574	4,525	11.4%	36,024	4,548	12.6%	3,549	+ 9.9%	(22)	(0.5%)
Company-wide Expenses		(1,062)			(947)			(938)			(1,368)			(4,316)			(4,010)				(305)	
Grand total	39,032	3,232	8.3%	45,195	6,665	14.7%	41,687	5,311	12.7%	49,507	7,830	15.8%	175,423	23,040	13.1%	152,864	19,567	12.8%	22,559	+ 14.8%	3,472	+ 17.7%

Net Sales

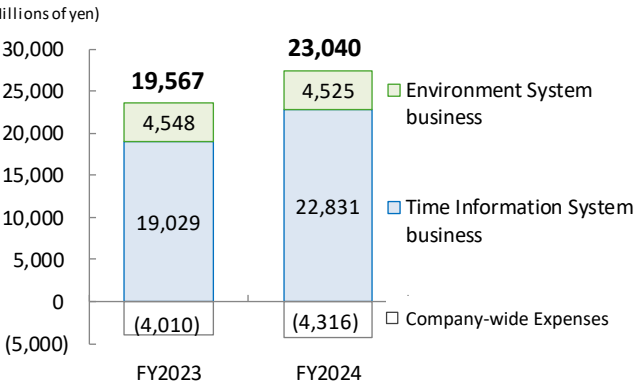
Time Information System business Up 16.3% Y-o-Y



Environment System business Up 9.9% Y-o-Y



Operating Profit



Time Information System business Up 20.0% Y-o-Y

Environment System business Dn 0.5% Y-o-Y

【References】

Increase / decrease in gross profit margin

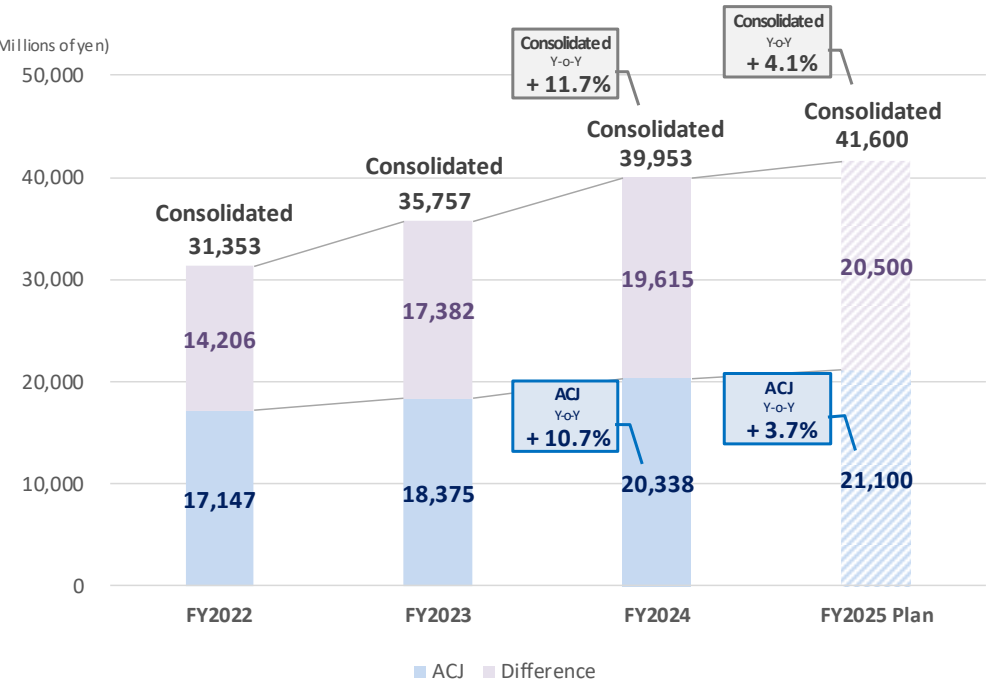
FY2023 / FY2024

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

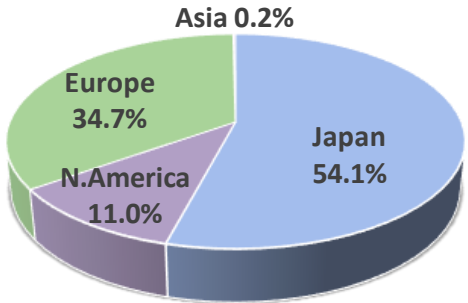
(Millions of yen)																								
	1Q			2Q			3Q			4Q			FY2024 Result			FY2023 Result			Change					
	Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit				
North America	6,041	(123)	(2.0%)	7,162	154	2.2%	6,062	217	3.6%	5,974	45	0.8%	25,239	293	1.2%	21,108	(165)	(0.8%)	4,130	+ 19.6%	459			
Europe	3,942	410	10.4%	4,155	504	12.1%	3,858	628	16.3%	4,241	585	13.8%	16,196	2,127	13.1%	13,551	1,944	14.4%	2,644	+ 19.5%	182	+ 9.4%		
Asia	9,612	588	6.1%	10,107	688	6.8%	10,367	673	6.5%	11,080	676	6.1%	41,166	2,625	6.4%	32,473	2,385	7.3%	8,693	+ 26.8%	240	+ 10.1%		
Overseas group companies Total	19,597	876	4.5%	21,423	1,346	6.3%	20,287	1,517	7.5%	21,295	1,307	6.1%	82,602	5,046	6.1%	67,132	4,164	6.2%	15,470	+ 23.0%	882	+ 21.2%		
*FX rate:	US\$	149.89		US\$	158.27		US\$	146.72		US\$	154.21		US\$	152.27		US\$	141.20							
	EUR	162.17		EUR	170.09		EUR	161.64		EUR	163.61		EUR	164.38		EUR	153.14							
Domestic Group companies Total	5,721	823	14.4%	5,956	1,028	17.3%	6,086	1,058	17.4%	6,289	936	14.9%	24,054	3,847	16.0%	22,993	3,605	15.7%	1,061	+ 4.6%	242	+ 6.7%		
Goodwill Amortization	N. America	11Mil		N. America	11Mil		N. America	10Mil		N. America	11Mil		N. America	45Mil		N. America	10Mil							
	Europe	74Mil		Europe	78Mil		Europe	74Mil		Europe	75Mil		Europe	302Mil		Europe	282Mil							
	Asia	32Mil		Asia	33Mil		Asia	31Mil		Asia	31Mil		Asia	128Mil		Asia	—							

Business Segment Performance and Sales Composition by region

Net sales



Sales Composition by region



Domestic : Sales Higher

- Sales Higher for Software but Lower for Hardware (T&A Terminals)
- Amano Business Solutions Corporation Sales decreased (transfer of operations to Amano impact)

Future Initiatives Further business expansion driven by software and cloud services

- Strengthen proposals for industry-specific solutions, including cloud services (medical corp., educational corp. and public sector market, etc.)
- Strengthen proposals to have software replaced due to the end of Windows OS support
- Strengthen proposals T&A Terminals (Local government, etc.)
- New T&A software development (scheduled for release second half of fiscal year)

Overseas : Sales Higher

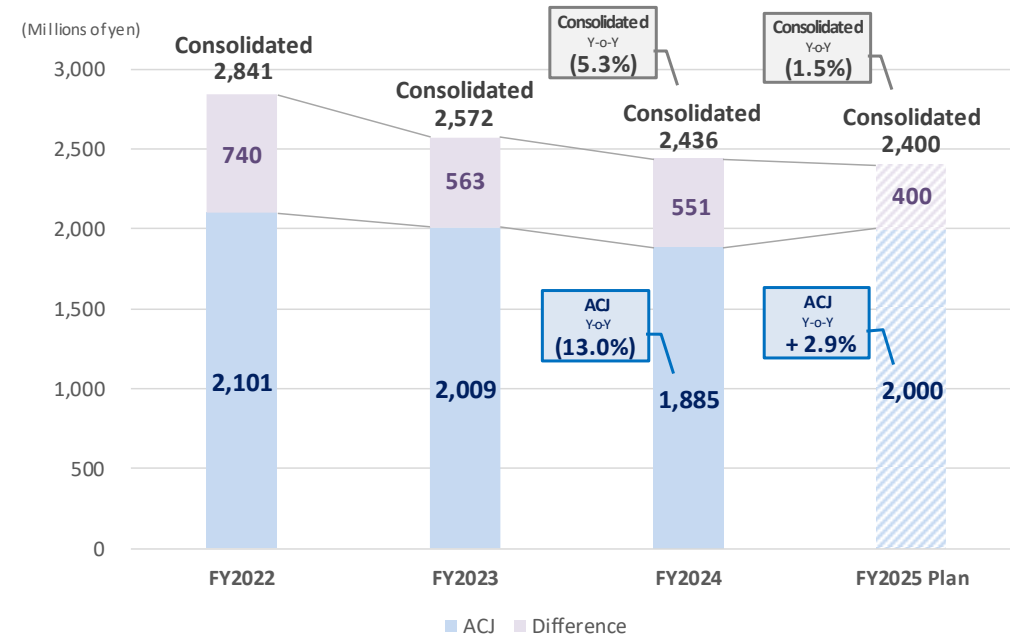
- N. America : Sales Flat at Accu-Time Systems Inc. (exchange rate impact)
- Europe : Sales Higher at Horoquartz, S.A.

Future Initiatives

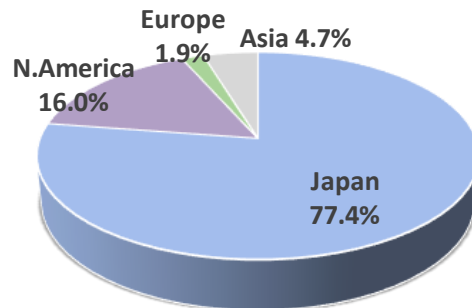
- Americas :
Strengthen ties with companies engaged in ERP systems
Promote proposals for new terminals equipped with biometrics
- Europe :
Promote the cross-selling of T&A, HR and Access Control
Promote Cloud Business

Time Management Products

Net sales



Sales Composition by region



Domestic : Sales Lower

- Lower Sales for the Standard Time Recorders and TimeP@ck Series

Future Initiatives

- Strengthen proposals for PC-linked time recorders
- Expand TimeP@CK sales
- Enhancing paid member services
- Review of strategies for sales partners

Overseas : Sales Lower

- Europe & Asia : Sales Lower

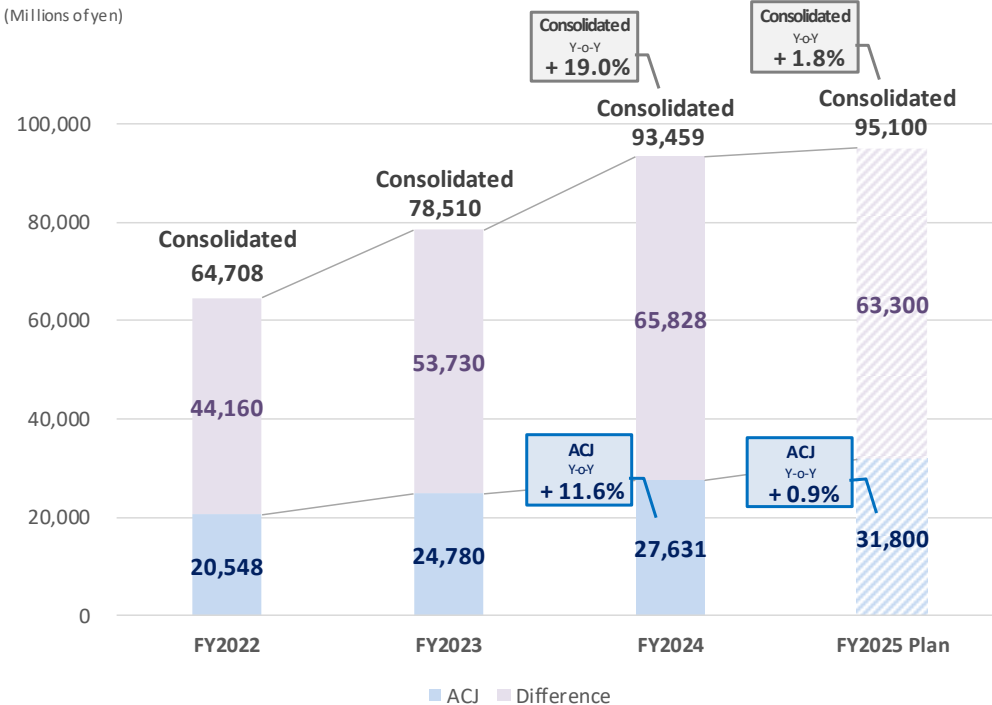
Future Initiatives

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

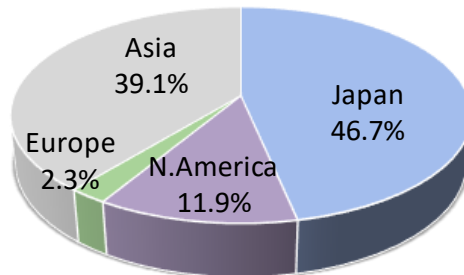
Parking Systems

Net sales

(Millions of yen)



Sales Composition by region



Domestic : Sales Higher

- Sales Higher for system equipment
- Recovery of orders from parking management services company
- Sales Higher for Bicycle Parking Systems
- Amano Management Service Corporation
Parking management contract business remained firm

Future Initiatives

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

- Expansion of new products for camera-based parking systems (Camera-based vehicle guidance systems and flapless parking systems with overhead camera)
- Promote proposals for ticketless and cashless systems (Smartphone App Linkage, ETCGO)
- Expand cloud services (Increase recurring revenue)
- Strengthen proposals for management contract services

Overseas : Sales Higher

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

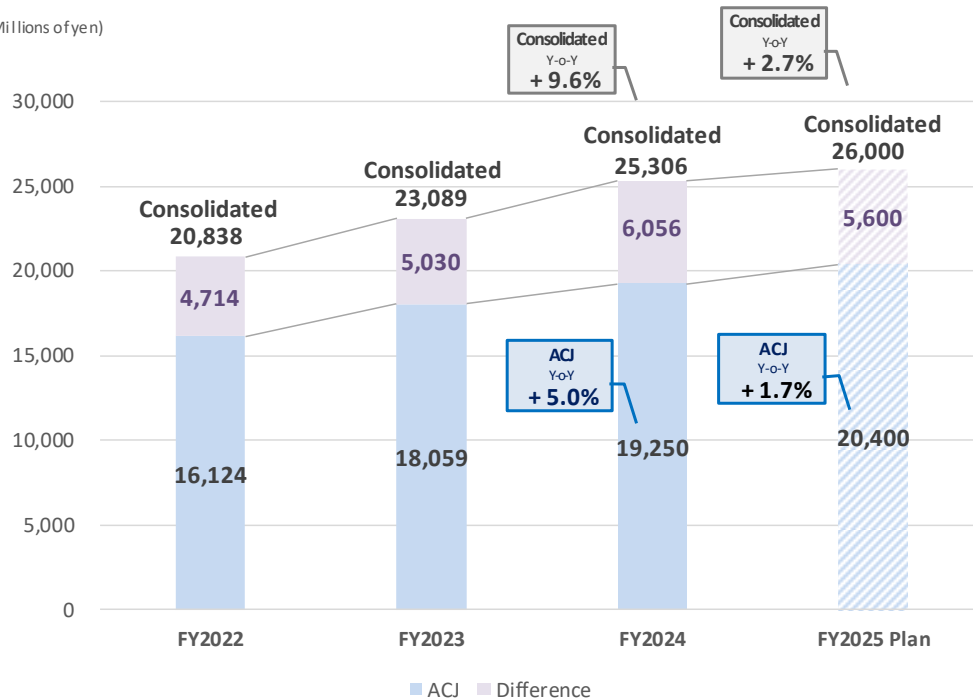
Future Initiatives

- Americas : Expand sales of subscription models
- Europe : Reinforce sales regime and Management Contract Service business
- Asia : Expand Management contract service business

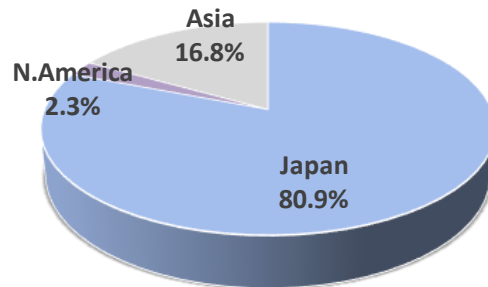
Environmental Systems

Net sales

(Millions of yen)



Sales Composition by region



Domestic : Sales Higher

- Recovery trend in Sales for Standard Dust Collection systems
- Higher Sales for Large-scale systems

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

- Expand new standard dust collection systems's sales
- Expand new business domains for large-scale system, thorough improvement of revenue (Promote proposals for strategic growth fields)
- Promote proposals for holistic solutions including peripheral devices

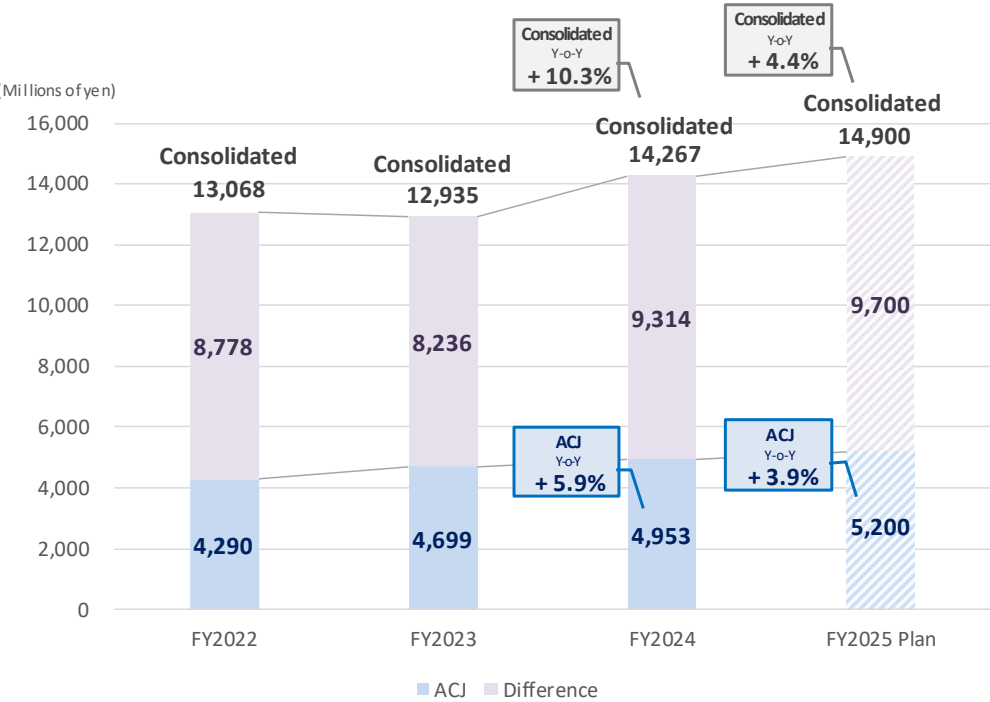
Overseas : Sales Higher

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

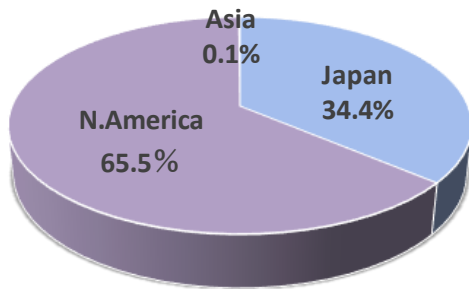
Future Initiatives

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

Net sales



Sales Composition by region



Domestic : Sales Higher

- Sales volume of small robotic scrubber “HAPiiBOT” increased
- Lower Sales for Automatic Floor Scrubbers

Future Initiatives Expand the robot market

- Enhance functions of robotic scrubbers
- Strengthen proposals for robot related cloud services (Increase recurring revenue)
- Expand of differentiated proposals for new cleaning styles that combines electrolyzed water generators

Overseas : Sales Higher

- Americas : Sales Higher at Amano Pioneer Eclipse Corporation

Future Initiatives

- Americas :
Expand the wood floor sanding business
Develop new sales channels
(European/Australian/African market Strengthening development)

Consolidated Financial Statements

Consolidated Balance Sheet (Assets)

(Millions of yen)

	FY2024 (2025.3.31)	Monthly sales ratio	FY2023 (2024.3.31)	Monthly sales ratio	Change
Assets	194,338	13.3 Months	184,585	14.5 Months	+ 9,753
Cash & Bank Deposits	66,466	4.5 Months	62,577	4.9 Months	+ 3,888
Notes and accounts receivable - trade	38,811	2.7 Months	36,038	2.8 Months	+ 2,772
Inventories	15,632	1.1 Months	15,189	1.2 Months	+ 442
Other Current Assets	7,209	0.5 Months	7,085	0.6 Months	+ 123
Total Current Assets	128,119	8.8 Months	120,892	9.5 Months	+ 7,227
Total Fixed Assets	66,219	4.5 Months	63,693	5.0 Months	+ 2,525



					(Millions of yen)
	FY2024 (2025.3.31)	Monthly sales ratio	FY2023 (2024.3.31)	Monthly sales ratio	Change
Liabilities	57,775	4.0 Months	56,482	4.4 Months	+ 1,293
Notes and accounts payable - trade	9,391	0.6 Months	13,512	1.1 Months	- 4,120
Other Current Liabilities	37,501	2.6 Months	31,777	2.5 Months	+ 5,724
Total Current Liabilities	46,893	3.2 Months	45,289	3.6 Months	+ 1,603
Total Long-term Liabilities	10,882	0.7 Months	11,192	0.9 Months	- 310
Net Assets	136,563		128,103		+ 8,459
Shareholder's Equity	124,959		119,374		+ 5,584
Total accumulated other comprehensive income	10,969		8,226		+ 2,743
Non-Controlling shareholder's interests	633		502		+ 131
Total Liabilities & Net Assets	194,338		184,585		+ 9,753

	(Millions of yen)		
	FY2024 Result	FY2023 Result	Change
CF from Operating Activities	24,672	23,771	+ 901
CF from Investing Activities	(4,192)	(10,221)	+ 6,029
FCF	20,480	13,549	+ 6,930
CF from Financial Activities	(17,361)	(18,216)	+ 854
Net Increase (decrease) in Cash & Equivalents	4,210	(3,435)	+ 7,645
Cash and cash equivalents at end of period	55,859	51,648	+ 4,210

	FY2024 Result	FY2023 Result	Change	FY2025 Plan
CAPEX (tangible fixed asset)	9,787	9,929	(142)	10,002
CAPEX (intangible fixed asset)	986	998	(11)	903
CAPEX Total	10,774	10,928	(154)	10,905
Depreciation	10,280	9,386	+ 894	9,926

(*) 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:

CAPEX (tangible fixed asset)	4,481	3,445	+ 1,035	4,617
CAPEX (intangible fixed asset)	986	998	(11)	903
CAPEX Total	5,467	4,444	+ 1,023	5,520
Depreciation	4,271	3,834	+ 437	4,344

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

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

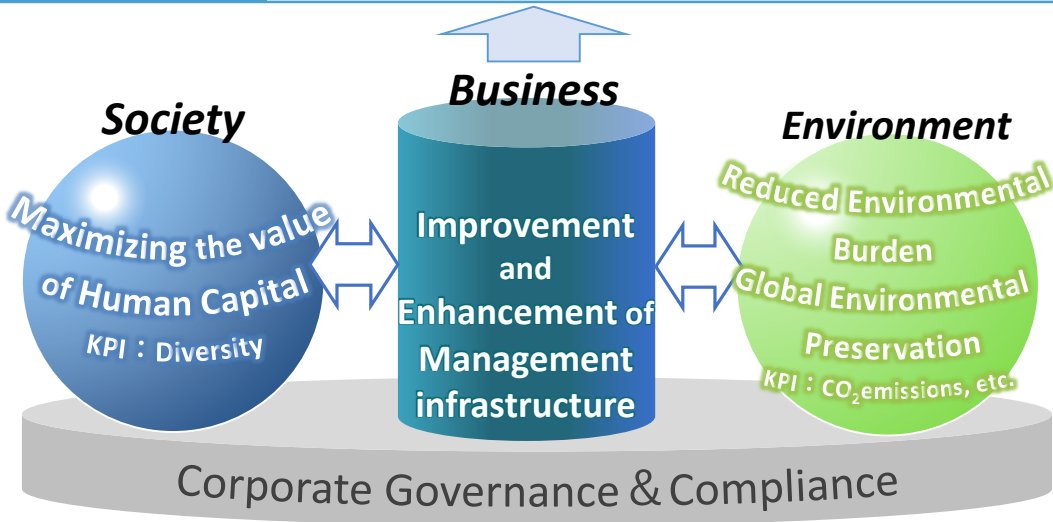
Numerical Targets(Consolidated) for FY2025	Sales : 180Bil	Operating Profit : 24.5Bil	OPR : 13%	ROE : 12%
Original Plan	Sales : 160Bil	Operating Profit : 21Bil	OPR : 13%	ROE : 12%

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

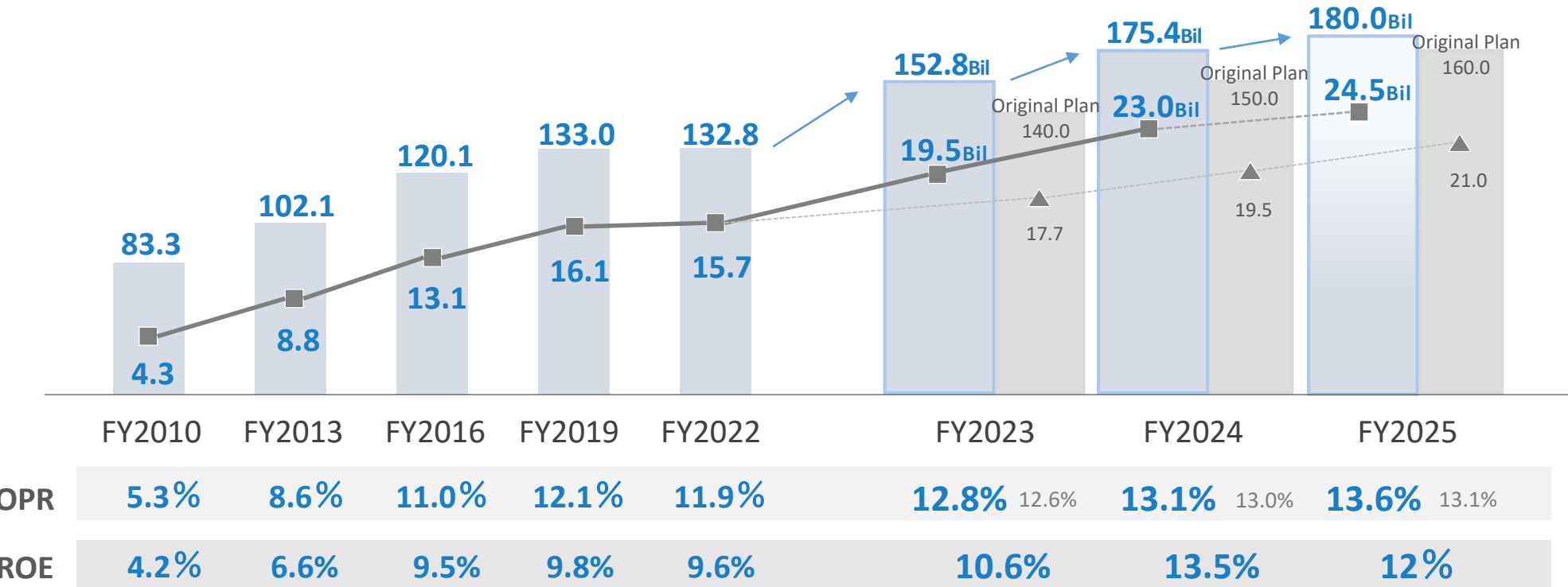


Engineers For Time & Air

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

Consolidated Net sales • Operating profit (Billions of yen) Consolidated Net sales Consolidated Operating Profit



FY2025 Domestic vs Overseas

Net sales 60 : 40

Operating Profit

75 : 25

■ We aim to build a strong management foundation capable of sustainable growth by practicing the principles of “Evolution built on Tradition”.

Business Foundation

- Deepen and expand business domains to increase the domains with top market share : Co-creation with partners (PARTNER100)
- Review product lineup through consolidation of models
In particular, enhance the functions of standard products to increase their competitive advantage (improve profitability)

Customer Base

- Maintain and expand customer base, in particular, raise the absolute number of customers (VIP100, TARGET100)
- Expand recurring businesses
- Strengthen customer support to realize customer success

Business Foundation

- On going efforts to promote the Amano-style work style reform
- Through the consolidation of product models, simplify and standardize workflows on a company-wide basis

Financial Base

- The realization of efficient cash management
- Concentrated investment in growth drivers
- Investment in new businesses with an eye on potential M&A opportunities

Maximizing the value of Human Capital

Recruitment of Diverse Human Resources

- Recruitment of specialized personnel
- Full-scale utilization of overseas IT human resources
- Expanding opportunities for senior human resources

Reinforcing Responsiveness to Medium and long-term Changes

- Implementation of Reskilling (expansion of digital and specialized areas), Training for next generation development, and Diversity training

Creating a Workplace for Diversity

- Promotion of Well-Being management and Work-life balance
- Promoting the right person in the right place

Response to Human Capital Visualization

○Targets for Diversity (as of March, 2026)

- Female manager ratio : 5%
- Manager ratio among female employees : 10%
- Male childcare rate : 50%

Society

※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)

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

Environment

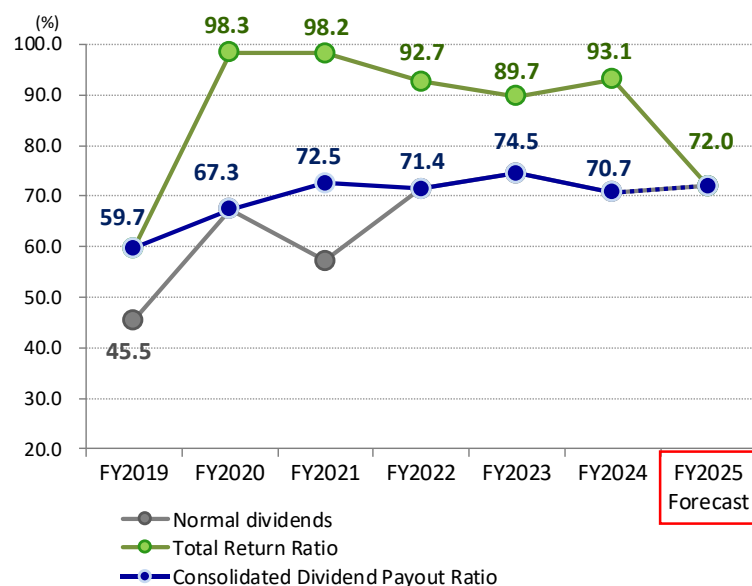
Returns to Shareholders

Dividend Policy

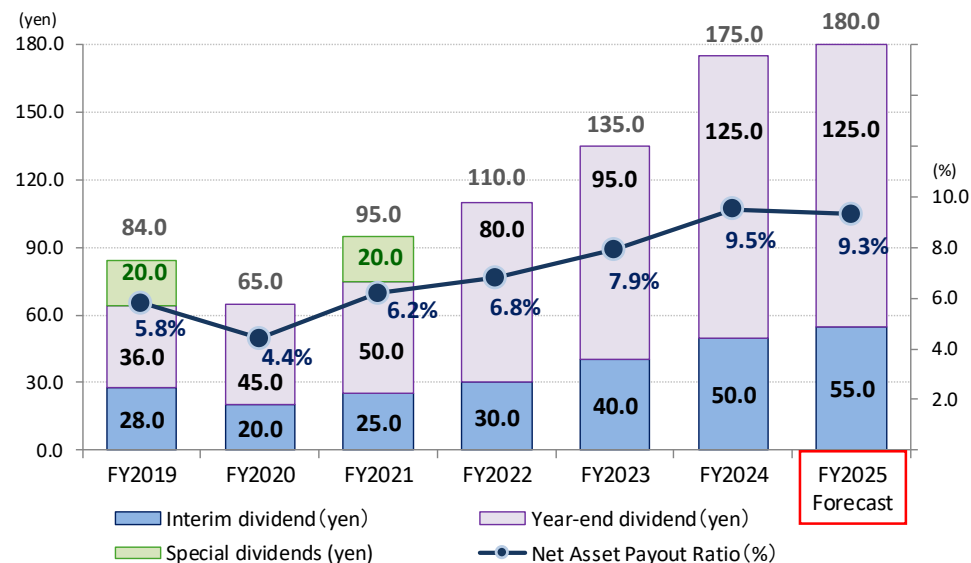
Stable dividends + Performance based incentives

- 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	From April 25, 2025 to July 31, 2025
Total number of acquired stocks	750,000 shares	993,900 shares	795,100 shares	495,700 shares	900,000 shares
Total amount of acquired stocks	2,151 Million yen	2,477 Million yen	2,363 Million yen	1,949 Million yen	4,000 Million yen

Consolidated Business Plan

(Millions of yen)

	FY2023 Result		FY2024 Result		FY2025 Original Plan	FY2025 Revised Plan	
	Amount	Change	Amount	Change	Amount	Amount	Change
Net sales	152,864	+ 15.1%	175,423	+ 14.8%	160,000	180,000	+ 2.6%
Operating profit	19,567	+ 23.9%	23,040	+ 17.7%	21,000	24,500	+ 6.3%
Operating profit ratio	12.8%		0.1%		13.1%	13.6%	
Ordinary profit	20,855	+ 23.0%	24,642	+ 18.2%	22,000	26,000	+ 5.5%
Net income attributable to owners of the parent company	13,141	+ 16.4%	17,828	+ 35.7%	14,500	18,000	+ 1.0%

Consolidated Sales Plan

	FY2023 Result			FY2024 Result			FY2025 Original Plan		FY2025 Revised Plan		
	Amount		Change	Amount		Change	Amount		Amount		Change
Information Systems	35,757	23.4%	+ 14.0%	39,953	22.8%	+ 11.7%	38,300	23.9%	41,600	23.1%	+ 4.1%
Time Management Products	2,572	1.7%	(9.5%)	2,436	1.4%	(5.3%)	3,000	1.9%	2,400	1.3%	(1.5%)
Parking Systems	78,510	51.3%	+ 21.3%	93,459	53.2%	+ 19.0%	77,200	48.3%	95,100	52.9%	+ 1.8%
Time Information System business	116,840	76.4%	+ 18.1%	135,849	77.4%	+ 16.3%	118,500	74.1%	139,100	77.3%	+ 2.4%
Environmental Systems	23,089	15.1%	+ 10.8%	25,306	14.5%	+ 9.6%	24,300	15.1%	26,000	14.4%	+ 2.7%
Clean Systems	12,935	8.5%	(1.0%)	14,267	8.1%	+ 10.3%	17,200	10.8%	14,900	8.3%	+ 4.4%
Environment System business	36,024	23.6%	+ 6.2%	39,574	22.6%	+ 9.9%	41,500	25.9%	40,900	22.7%	+ 3.3%
Grand total	152,864	100.0%	+ 15.1%	175,423	100.0%	+ 14.8%	160,000	100.0%	180,000	100.0%	+ 2.6%

*FX Rates:
US\$ 141.20
EUR 153.14

US\$ 152.27
EUR 164.38

US\$ 140.00
EUR 155.00

Business Forecast for FY2025

(Millions of yen)									
	FY2025 Plan		Change Y-o-Y	FY2025 1st Half Plan		FY2025 2nd Half Plan		FY2024 Result	
		%			%		%		%
Net sales	180,000	100.0%	+ 2.6%	85,800	100.0%	94,200	100.0%	175,423	100.0%
Gross profit	82,600	45.9%	+ 4.7%	38,700	45.1%	43,900	46.6%	78,909	45.0%
SG&A	58,100	32.3%	+ 4.0%	28,400	33.1%	29,700	31.5%	55,869	31.8%
Operating profit	24,500	13.6%	+ 6.3%	10,300	12.0%	14,200	15.1%	23,040	13.1%
Operating profit ratio	13.6	%		12.0	%	15.1	%	13.1	%
Ordinary profit	26,000	14.4%	+ 5.5%	10,900	12.7%	15,100	16.0%	24,642	14.0%
Net income attributable to owners of the parent company	18,000	10.0%	+ 1.0%	7,200	8.4%	10,800	11.5%	17,828	10.2%
FX Rates	US\$140.00							US\$152.27	
	EUR155.00							EUR164.38	

	(Millions of yen)								
	FY2025 Plan		Change Y-o-Y	FY2025 1st Half Plan		FY2025 2nd Half Plan		FY2024 Result	
		%			%		%		%
Net sales	80,500	100.0%	+ 2.1%	36,900	100.0%	43,600	100.0%	78,867	100.0%
Gross profit	38,400	47.7%	+ 3.7%	17,100	46.3%	21,300	48.9%	37,046	47.0%
SG&A	23,400	29.1%	+ 3.9%	10,900	29.5%	12,500	28.7%	22,523	28.6%
Operating profit	15,000	18.6%	+ 3.3%	6,200	16.8%	8,800	20.2%	14,522	18.4%
Operating profit ratio	18.6	%		16.8	%	20.2	%	18.4	%
Ordinary profit	19,500	24.2%	(4.6%)	9,300	25.2%	10,200	23.4%	20,447	25.9%
Net income	14,500	18.0%	(11.4%)	7,000	19.0%	7,500	17.2%	16,361	20.7%

(Millions of yen)									
	FY2025 Plan		Change Y-o-Y	FY2025 1st Half Plan		FY2025 2nd Half Plan		FY2024 Result	
		%			%		%		%
Information Systems	41,600	23.1%	+ 4.1%	18,700	21.8%	22,900	24.3%	39,953	22.8%
Time Management Products	2,400	1.3%	(1.5%)	1,100	1.3%	1,300	1.4%	2,436	1.4%
Parking Systems	95,100	52.9%	+ 1.8%	46,300	53.9%	48,800	51.8%	93,459	53.2%
Time Information System business	139,100	77.3%	+ 2.4%	66,100	77.0%	73,000	77.5%	135,849	77.4%
Environmental Systems	26,000	14.4%	+ 2.7%	11,800	13.8%	14,200	15.1%	25,306	14.5%
Clean Systems	14,900	8.3%	+ 4.4%	7,900	9.2%	7,000	7.4%	14,267	8.1%
Environment System business	40,900	22.7%	+ 3.3%	19,700	23.0%	21,200	22.5%	39,574	22.6%
Grand total	180,000	100.0%	+ 2.6%	85,800	100.0%	94,200	100.0%	175,423	100.0%
FX Rates		US\$140.00 EUR155.00						US\$152.27 EUR164.38	

								(Millions of yen)	
	FY2025 Plan	%	Change Y-o-Y	FY2025 1st Half Plan	%	FY2025 2nd Half Plan	%	FY2024 Result	%
Information Systems	21,100	26.2%	+ 3.7%	8,800	23.8%	12,300	28.2%	20,338	25.8%
Time Management Products	2,000	2.5%	+ 2.9%	900	2.4%	1,100	2.5%	1,944	2.5%
Parking Systems	31,800	39.5%	+ 0.9%	15,500	42.1%	16,300	37.4%	31,512	39.9%
Time Information System business	54,900	68.2%	+ 2.1%	25,200	68.3%	29,700	68.1%	53,795	68.2%
Environmental Systems	20,400	25.3%	+ 1.7%	9,200	24.9%	11,200	25.7%	20,068	25.5%
Clean Systems	5,200	6.5%	+ 3.9%	2,500	6.8%	2,700	6.2%	5,004	6.3%
Environment System business	25,600	31.8%	+ 2.1%	11,700	31.7%	13,900	31.9%	25,072	31.8%
Grand total	80,500	100.0%	+ 2.1%	36,900	100.0%	43,600	100.0%	78,867	100.0%

	Domestic	Overseas
<div>Information Systems</div> <div>Software plus cloud services</div>	<ul style="list-style-type: none">• Strengthen proposals for industry-specific solutions (medical corp., educational corp. and public sector market, etc.)• Strengthen proposals to have software replaced due to the end of Windows OS support• New T&A software development (scheduled for release second half of fiscal year)	<ul style="list-style-type: none">• Americas : Strengthen ties with companies engaged in ERP systems• Europe : Promote the cross-selling of T&A, HR and Access Control
<div>Parking Systems</div> <div>Proposals centric to the Data center for Sytems and management services</div>	<ul style="list-style-type: none">• Strengthen proposals for Ticketless LPR, Camera-based flapless parking systems, Cashless parking systems, Monthly parking lot management system, ETCGO, Smartphone App Linkage• Promoting 100% maintenance contract rate (expanding content)• Strengthen proposals for management contract services	<ul style="list-style-type: none">• Americas : Expand sales of subscription models Consideration of expanding Management contract service business• Europe: Reinforce sales regime and Management Service business• Asia: Expand Management contract service business (Korea, HK)
<div>Clean Systems</div> <div>Robot plus cloud service</div>	<ul style="list-style-type: none">• Enhancement of cleaning robot and expansion of product lineup• Strengthen proposals for robot related cloud services (Increase recurring revenue, Strategic shift towards subscription-based model)	<ul style="list-style-type: none">• Americas: European/Australian/African market Strengthening development• Asia : Consideration of deploying cleaning robots
<div>Environmental Systems</div>	<ul style="list-style-type: none">• Increase proposals for standard dust collection systems• Expand new business domains for large-scale system, thorough improvement of revenue (Promote proposals for strategic growth fields)• Promote proposals for holistic solutions including peripheral devices	<ul style="list-style-type: none">• Asia : Strengthen production capabilities, along with the sales and services regime Strengthen solution proposals to local companies• North & Central America : Develop business with new customers

: Growth driver

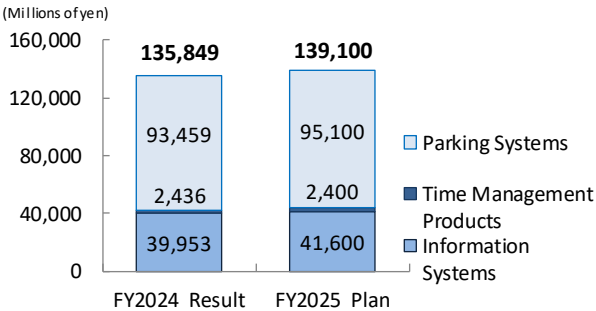
Net Sales & Operating Profit Plans by Segment (Consolidated)

(Millions of yen)

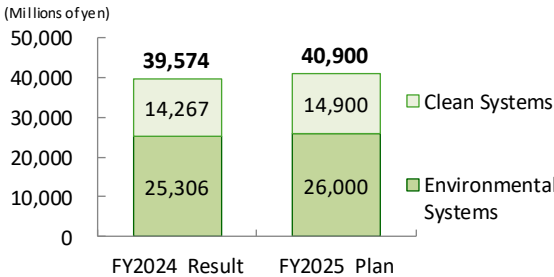
	FY2025 Plan			FY2024 Result			Change Y-O-Y			
	Net sales	Operating profit		Net sales	Operating profit		Net sales		Operating profit	
Time Information System business	139,100	24,300	17.5%	135,849	22,831	16.8%	3,250	+ 2.4%	1,468	+ 6.4%
Environment System business	40,900	5,000	12.2%	39,574	4,525	11.4%	1,325	+ 3.3%	474	+ 10.5%
Company-wide Expenses		(4,800)			(4,316)		0.0		(483)	
Total	180,000	24,500	13.6%	175,423	23,040	13.1%	4,576	+ 2.6%	1,459	+ 6.3%

Net sales

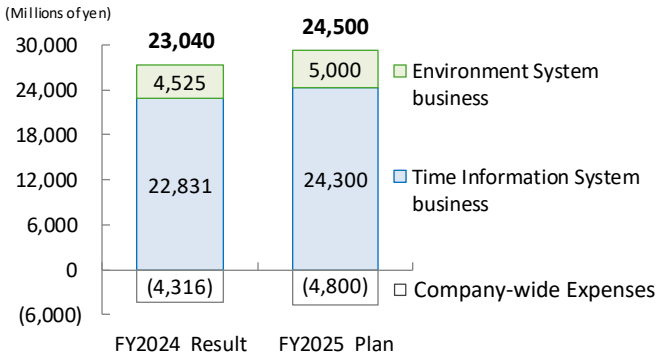
Time Information System business Up 2.4% Y-O-Y



Environment System business Up 3.3% Y-O-Y



Operating profit

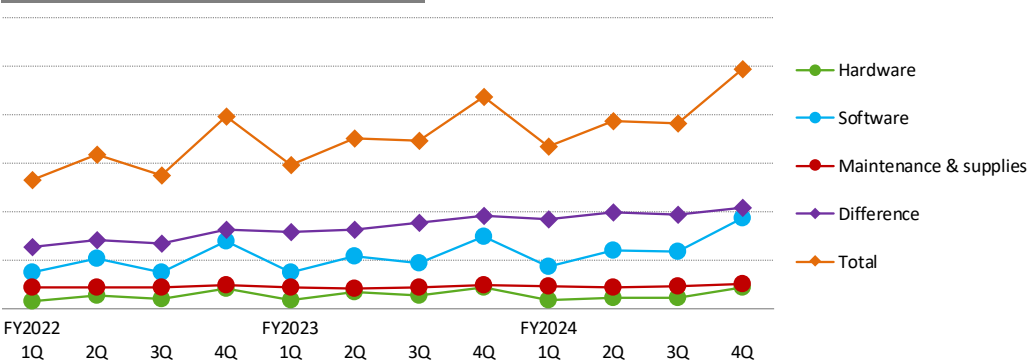


Time Information System business Up 6.4% Y-O-Y

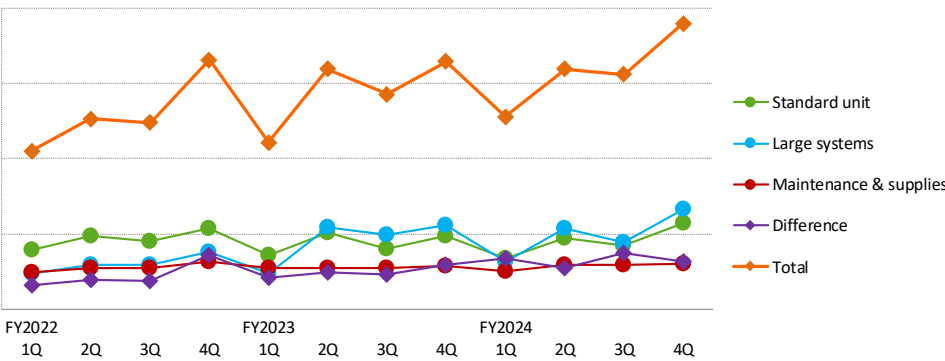
Environment System business Up 10.5% Y-O-Y

Supplementary Material

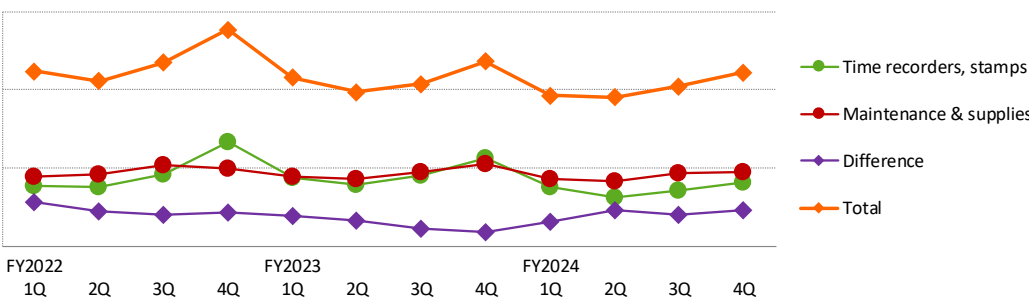
Information Systems



Environmental Systems



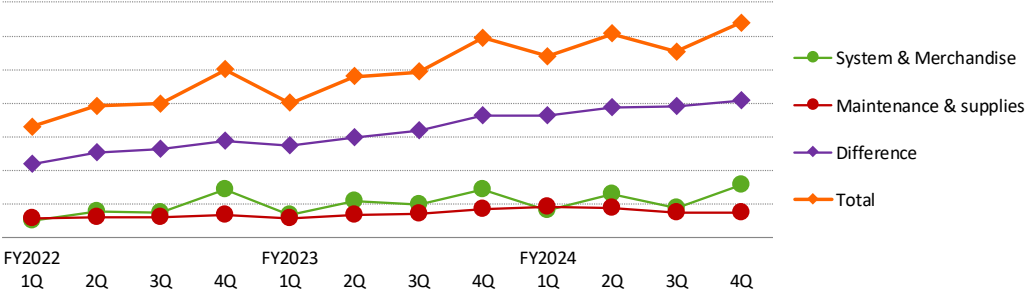
Time Management Products



Clean Systems



Parking Systems



Time & Air
AMANO