

Earnings Briefing

for the Fiscal Year Ended December 31, 2022 (FY 2022)

February 24, 2023

AMITA HOLDINGS CO., LTD.

(Stock code: 2195 on the Growth Market of the Tokyo Stock Exchange)



01

AMITA Group's Business Overview and
Its Initiative and Commitment to
Creating an Ecosystem Society by 2030
(AMITA Vision 2030)

KUMANO Eisuke

Chairman and CEO
AMITA HOLDINGS CO., LTD.



02

Consolidated Financial Results for FY 2022

KARAKAMA Shinichi

Director
AMITA HOLDINGS CO., LTD.



03

Business Achievements in FY 2022 and
Medium-Term Management Plan for FY 2023-2025

SATO Hiroyuki

President and COO
AMITA HOLDINGS CO., LTD.



01 AMITA Group's
Business Overview and
Its Initiative and Commitment to
Creating an Ecosystem Society by 2030
(AMITA Vision 2030)

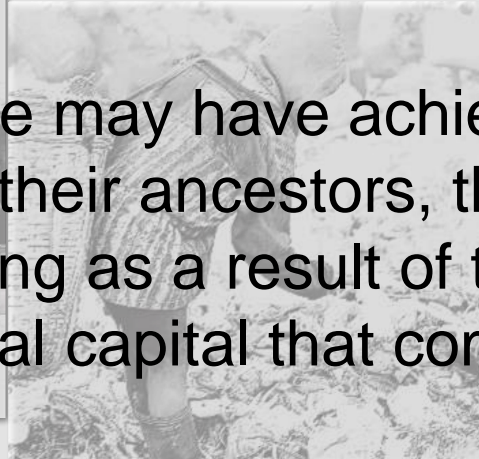
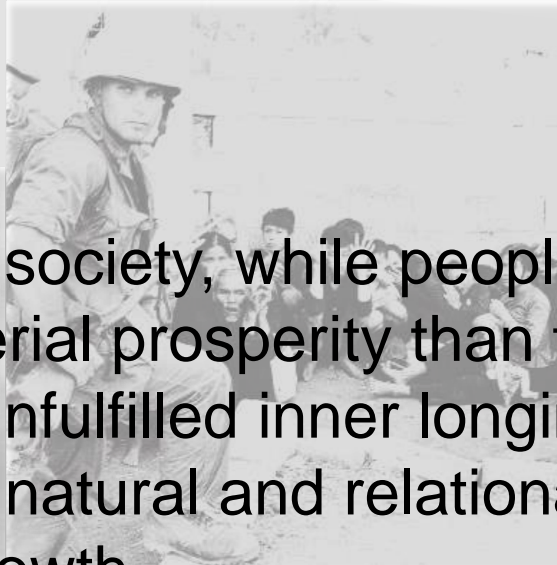
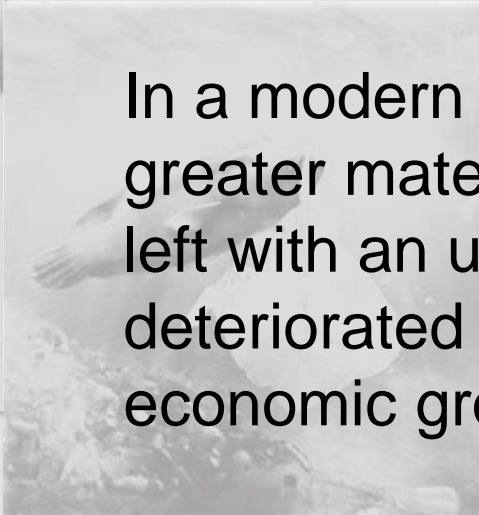
KUMANO Eisuke
Chairman and CEO
AMITA HOLDINGS CO., LTD.

AMITA's Mission

→ **AMITA** is committed to achieving a sustainable society in which natural and relational capital will be enhanced in a virtuous circle as economy and society grow.

AMITA brings a misguided modern society back on track.

In a modern society, while people may have achieved greater material prosperity than their ancestors, they are left with an unfulfilled inner longing as a result of the deteriorated natural and relational capital that comes with economic growth.



About the AMITA Group

(As of January 31, 2023)

AMITA

AMITA HOLDINGS CO., LTD.

Head office: Nakagyo-ku, Kyoto, Japan
 Headed by KUMANO Eisuke, Chairman and CEO
 SATO Hiroyuki, President and COO

Stock code: 2195
 on TSE Growth Market



Established: April 1, 1977
 Capital: 483,560,300 JPY
 Number of employees: 233 (consolidated)
 Note: Corporate officers and temporary employees not included.

Wholly owned subsidiary



Transition strategy business

Assist businesses in achieving greater corporate sustainability

- Define a vision
- Create circular business models
- Provide ICT solutions
- Provide business-process outsourcing
- Develop strategy
- Provide environmental assessment and certification

Assist municipalities in achieving greater community sustainability

- Create a circular community design
- Create a social business in a community

Operate social systems designing business outside Japan

- Operate resource-recycling business in Malaysia

Wholly owned subsidiary



Circular materials business

Provide end-to-end solutions for sustainable procurement and resource utilization

- Develop circular materials
- Develop circular technologies
- Convert waste into circular materials for industrial use
- Provide a circular platform

Wholly owned subsidiary



Ecosystem co-creation business

Leverage Web3 technology to provide a platform for creating an ecosystem society

- Establish a DAO structure to carry out solution development projects
- Build a network for co-creating value
- Assist with proof-of-concept field tests
- Assist in issuing tokens (cryptocurrency)

Joint venture

Joint venture established by AMITA HOLDINGS and MCP Japan Holdings



Low-carbon transition advisory

Assist businesses in defining and refining their low-carbon transition strategy

- Assist businesses in meeting globally accepted sustainability requirements
- Assist businesses in addressing concerns of foreign investors about corporate environmental risks and greenwashing practices
- Assist businesses in meeting national and regional environmental targets

Wholly owned subsidiary in Malaysia

AMITA ENVIRONMENTAL STRATEGIC SUPPORT (MALAYSIA) SDN. BHD. (AESS)

Joint venture in Malaysia

AMITA BERJAYA SDN. BHD.

Joint venture established by AESS and the Malaysia-based BERJAYA Group

AMITA Group's Business Lines at a Glance

Cross-industry corporate alliance that drives a circular economy

- ▶ Create a society in which tangibles, information, and thoughtfulness to others are all circulated



Assisting businesses in defining and refining their low-carbon transition strategy

- ▶ An independent consultancy specializing in assisting businesses in defining their low-carbon transition strategy, including managing environmental risks and achieving greater competitive advantage

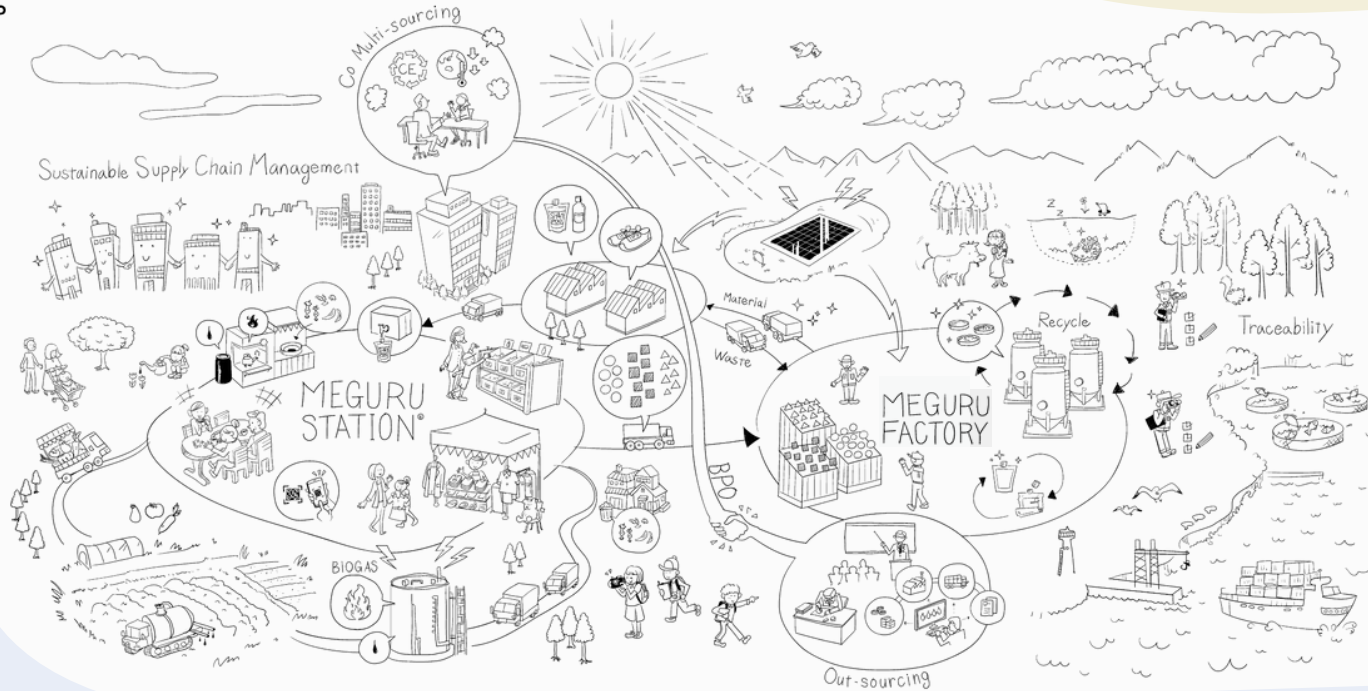
Developing and designing a token economy to help create an ecosystem society

- ▶ Assist local communities and operators of office and commercial complexes in developing a token economy to encourage residents and customers to engage in socially responsible behaviors



Assisting businesses in making the transition to ecosystem-driven business management

- ▶ Assist clients in developing circular business models to achieve greater corporate and social sustainability



Circular materials business

- ▶ Produce alternative resources; produce circular materials that contribute to reduction in supply-chain CO₂ emissions and restoration of ecosystem services

Overseas trading business

- ▶ Import and export industrial byproducts and waste, serving as a middleman between providers and businesses that convert them into alternative materials and fuels



Resource-collection site that promotes mutually supportive engagement among community residents

- ▶ Provide comprehensive solutions to community, business, and social issues



Providing ICT solutions and outsourcing services for environmental management

- ▶ Assist businesses in managing environmental practices in their factories and distribution centers at significantly lower cost and risk

Circular business in Malaysia

- ▶ A joint venture with a local business, engaged in recycling industrial waste into usable resources by using AMITA's proprietary technology

Environmental assessment and certification services

- ▶ Certify adherence to standards established by internationally recognized ecolabels to ensure sustainable procurement of forest and marine resources

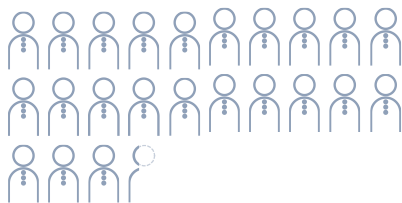
AMITA Group by Numbers

Established

1977



Number of employees (consolidated)



233

Note: Corporate officers and temporary employees not included (As of January 31, 2023)

Net sales

4.8 billion yen

Operating profit margin

12.6%

Equity capital ratio

41.4%

ROE

30.8%

(For the fiscal year ended December 31, 2022)

Number of offices and facilities

Offices	Resource-recycling plants and BIO	Partners' recycling plants
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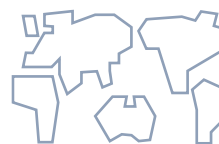


10

4

4

Overseas



3

in Malaysia, South Korea, and Taiwan

1

in Malaysia

(As of January 31, 2023)

Number of corporate and municipal clients

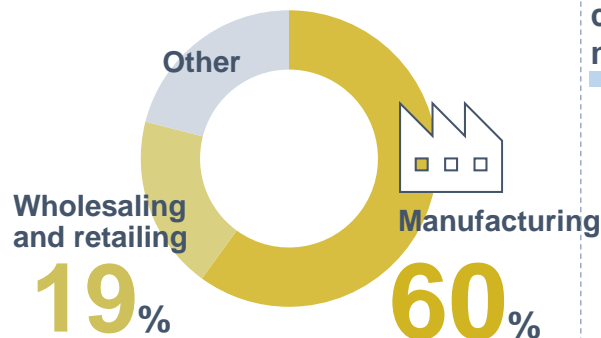
1,541

Number of listed companies (included in the number at left)

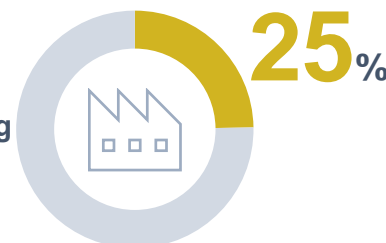
483

2020 2021 2022

Type of clients' business



Percentage of our clients among all listed manufacturers



(For FY 2022)

Note: Among listed companies as of January 31, 2023, including parent companies of clients

Business partnerships signed in FY 2022 and early FY 2023

(In alphabetical order)



10 partnerships

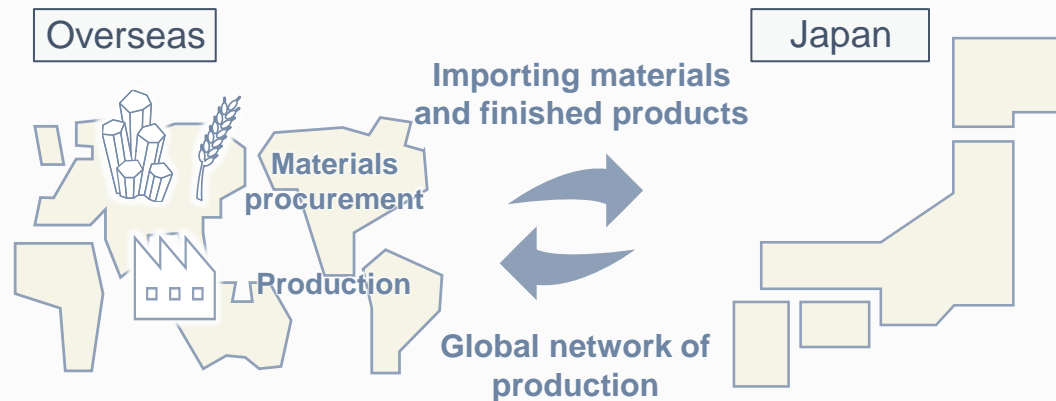
- ▶ BELL Group
- ▶ Fuyo General Lease
- ▶ Kobe, Hyogo Prefecture
- ▶ MCP Japan Holdings
- ▶ MUFG Bank*
- ▶ NTT Communications
- ▶ Sanyu Plant Service
- ▶ Sumitomo Mitsui Trust Bank
- ▶ Tachiarai, Fukuoka Prefecture
- ▶ Tokio Marine & Nichido Fire Insurance*

*Partnerships signed with Codo Advisory, 50% of which is owned by AMITA HOLDINGS

The global supply chain that sustained the Japanese economy

The traditional industrial model

relies on the global procurement of finite natural resources.
has sustained the Japanese economy for decades.



- ▶ Manufacturing and export were the key drivers of the Japanese economy.
- ▶ Japanese manufacturers procured vast quantities of cheap materials from overseas.

▶▶▶ Global supply chain was working.

▶▶▶ 2008 global financial crisis, 2011 Great East Japan Earthquake, COVID-19 pandemic, Russia-Ukraine conflict

Risks of climate change and depleting natural resources have become increasingly serious.

- ▶ **Surging and volatile materials costs**
- ▶ **Japanese market becoming smaller and smaller due to an aging and shrinking population**

Prediction for 2030

Population: **119.12 million**¹ ▶ **88.08 million** projected for 2065

Percentage of people aged 65 and older: **31%**¹ ▶ **One in three** is aged 65 or older

- ▶ **Stagnant Japanese economy**

Its GDP and average annual income per capita
have remained **unchanged** over the past **20 years**².

1. Source: "White Paper on Land, Infrastructure, Transport and Tourism in Japan, 2019", published by the Ministry of Land, Infrastructure, Transport and Tourism of Japan
2. Sources: For GDP, "Annual Report on National Accounts", published by the Cabinet Office of Japan; for average income per capita, OECD. Stat, published December 2021

has lost its relevance

Switching to creating domestic demand with a circular economy

Potential domestic demand fulfilled by materials procured at home

77 trillion yen

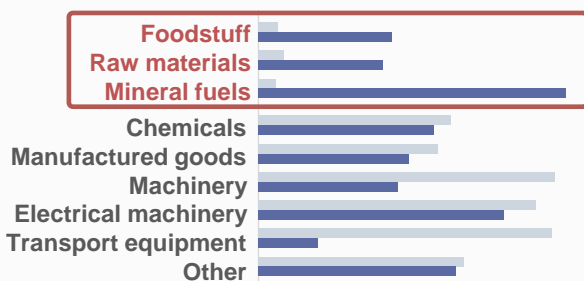
Total added value of domestic consumption created by materials produced at home

46 trillion yen

* AMITA's estimate based on final consumption expenditures of households, the import penetration ratio, the gross profit margin in the Japanese manufacturing sector

Total value of imported materials that could be switched to domestic materials

Imports and Exports by Principal Commodity for 2021



31 trillion yen

Total imports in the three categories with a higher degree of dependence on import

Source: "Foreign Trade 2022," published by Japan Foreign Trade Council

Pioneering method

01

Establish a circular platform

that enables sustainable resource procurement at home



Having a hardware and software platform is essential to circulating resources at home.

Pioneering method

02

Expand circular business models

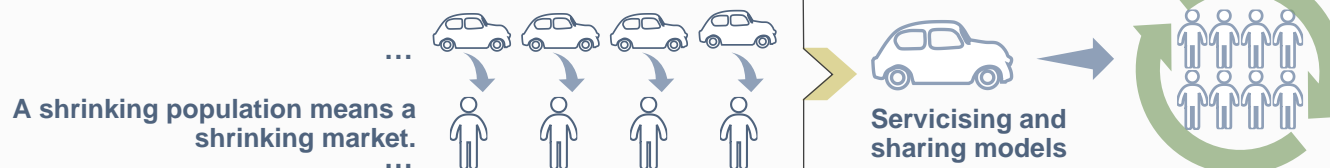
that would create more value than investing

Today

Market driven by a traditional produce-and-sell business model

Tomorrow

Market driven by a circular business model

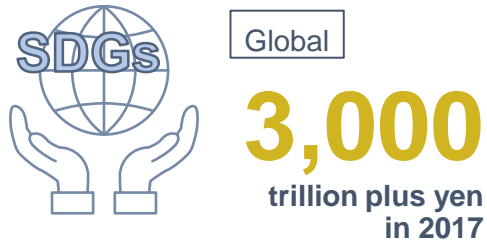


Corporate ESG procurement practices and consumers' ethical buying practices are the key drivers for a circular economy.

AMITA intends to be at the forefront in creating sustainable domestic demand by providing a circular platform to key industry players.

Sustainability Markets AMITA Pursues

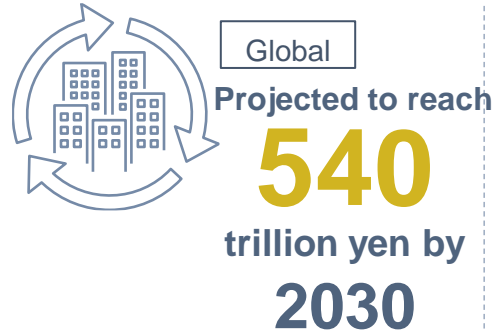
Estimated market size of SDGs-related business



Basis of calculation: 1 USD = 120 JPY

Source: "Final Report on SDGs Business Potential and Rules Development," published by Deloitte Tohmatsu Consulting in 2018

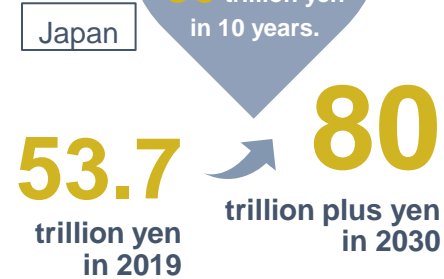
Market size of circular economy business



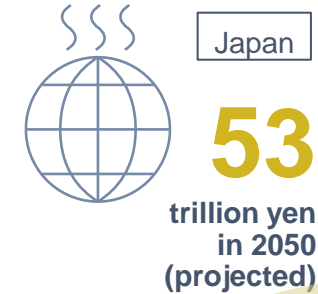
Source: "Second Review of the Fourth Fundamental Plan for Establishing a Sound Material-Cycle Society and the Development of a Road Map for the Circular Economy," published by the Ministry of the Environment

The Japanese government aspires to boost the nation's circular economy by

30 trillion yen
in 10 years.

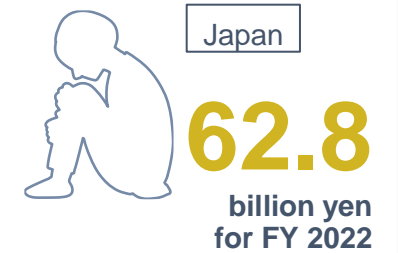


Market size of global warming mitigation business



Source: "Report on the Market Size and Employment in the Environmental Industry," published by the Ministry of the Environment in June 2022

National budget for caring for people feeling isolated and lonely



Source: "Overview of Proposed Budget for FY 2022," published by the Ministry of Health, Labour and Welfare

▶▶▶ **AMITA** aims to achieve net sales of **8.4 billion yen in FY 2025** by providing a broader range of solutions and services primarily for driving a circular economy and, secondarily, for mitigating global warming and caring for people feeling isolated and lonely.

AMITA's Two Key Competitive Advantages Hard to Emulate

Advantage **01** | Proprietary technology to convert waste of **unpredictable** quantity, quality, and availability into usable resources and supply them **consistently**

Professional expertise in controlling the unpredictable

Waste of unpredictable quantity, quality, and availability

Consistent supply of recycled resources

Proprietary know-how to analyze and process incoming waste

The diagram illustrates the process of converting unpredictable waste into recycled resources. On the left, a box labeled 'Waste of unpredictable quantity, quality, and availability' is connected by a large arrow to a box labeled 'Consistent supply of recycled resources'. Below this, a 3x3 grid of icons shows the process: the top row shows irregular shapes representing waste, the middle row shows these shapes being processed into standardized icons, and the bottom row shows the final recycled resources. A central text block reads 'Proprietary know-how to analyze and process incoming waste' with an arrow pointing to the right.

AMITA's core competency Turning the unpredictable into the predictable

- ▶▶▶ Applies to consulting, environmental assessment and certification, and community designing services.

Advantage **02** | An organization in which **ordinary people can do something extraordinary**

Ability to use collective wisdom to create greater value

The diagram illustrates collective wisdom and engagement. It features a network of interconnected thought bubbles. Some bubbles contain icons for a lightbulb (idea), a heart (emotion), a book (knowledge), a magnifying glass (investigation), and a gear (mechanics). The bubbles are connected by lines, representing a collaborative environment. Two yellow stars are positioned at the top left of the network.

AMITA's corporate culture Deeper engagement among team members creates greater value

- ▶▶▶ Pursue not a better "work-life balance" but one's "life's work" with like-minded team members

January 2023

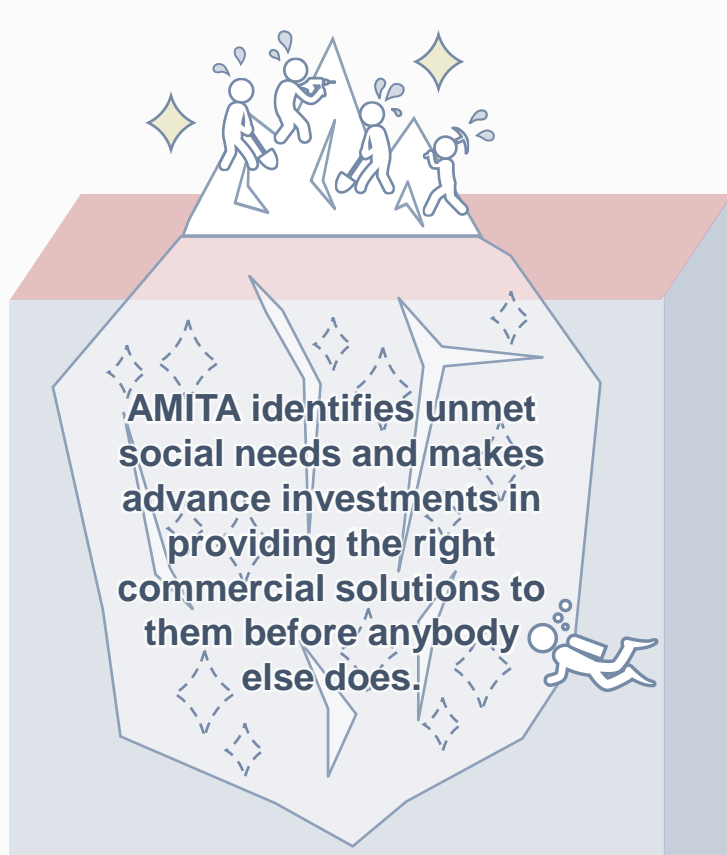
Offered employees a shorter, 32-hour workweek and a pay raise.

AMITA's Business Models

Uniqueness

01

Making advance investments in providing the right commercial solutions to unmet social needs



Fulfilling identified market needs is highly competitive.

Red ocean market



Fulfilling unmet social needs is co-creating value.

AMITA's approach

Pursue a blue ocean strategy and market

Uniqueness

02

Emulating a natural ecosystem in business and community management
Provide solutions for ecosystem-driven management of businesses and communities

It is a model that pursues a circular design, the best interests of the whole system, and a dynamic balance—a radical departure from traditional industrial models.

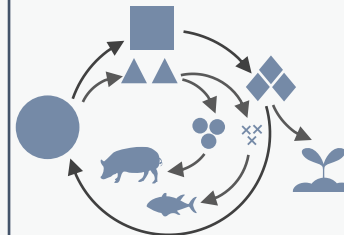
▶▶▶ Metabolic functions consisting of anabolism and catabolism turn the unpredictable into the predictable.

Essence of an ecosystem

Essence

01

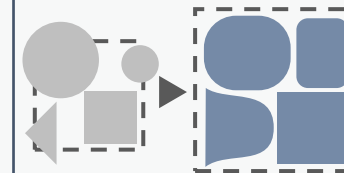
A circular design that produces no waste



Essence

02

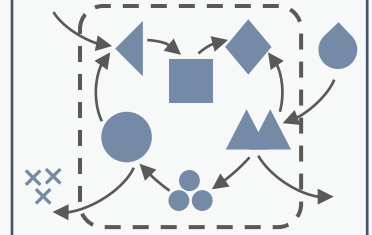
The best interests of the whole system outweighing those of its parts



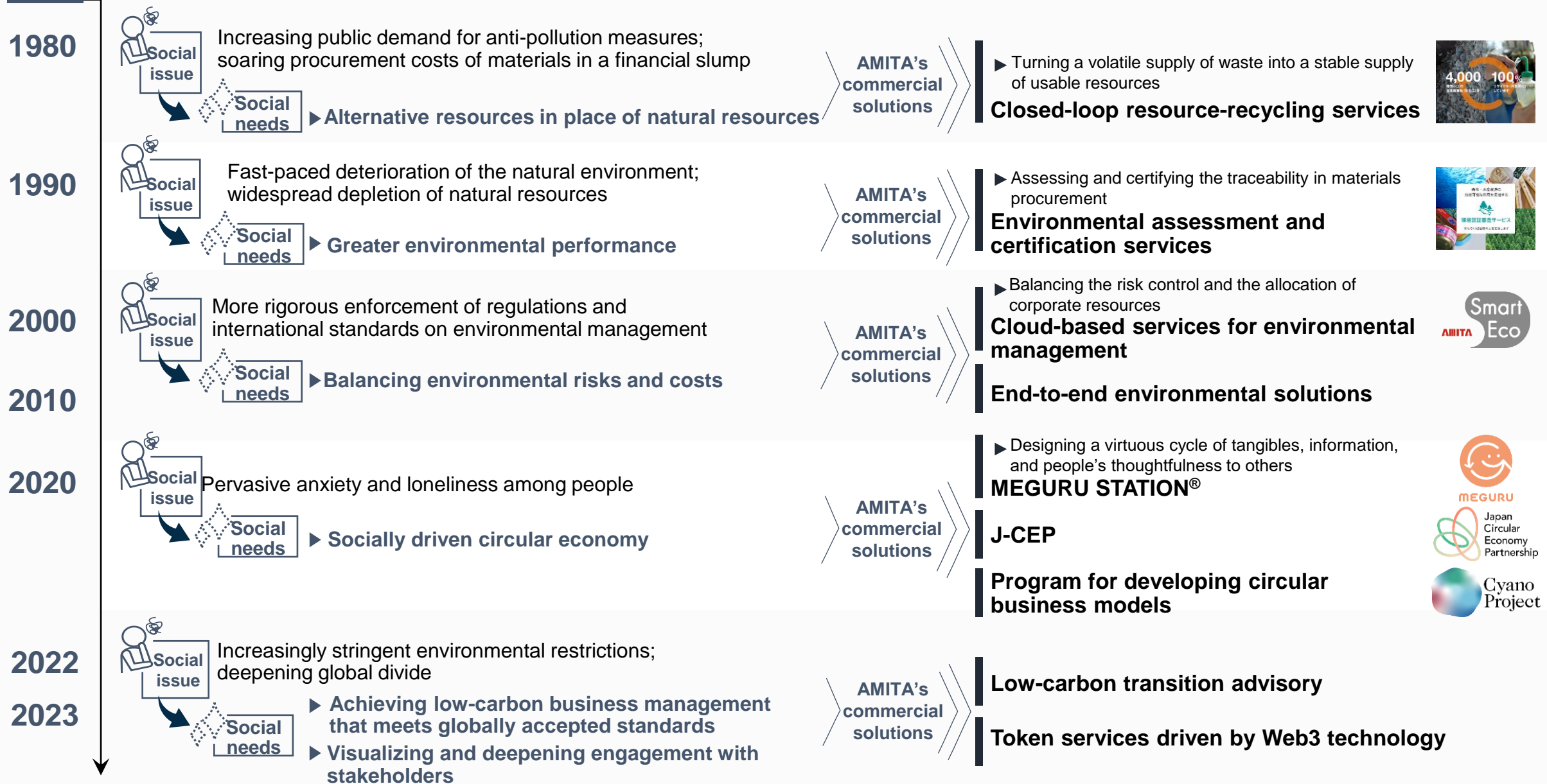
Essence

03

Dynamic balance that maintains stability while constantly changing



AMITA's History of Providing Commercial Solutions to Unmet Social Needs



Uncovering and networking implicit value is key to achieving ecosystem-driven business management

Background

Impact of climate change becoming increasingly serious; financial market becoming responsive to environmental risks

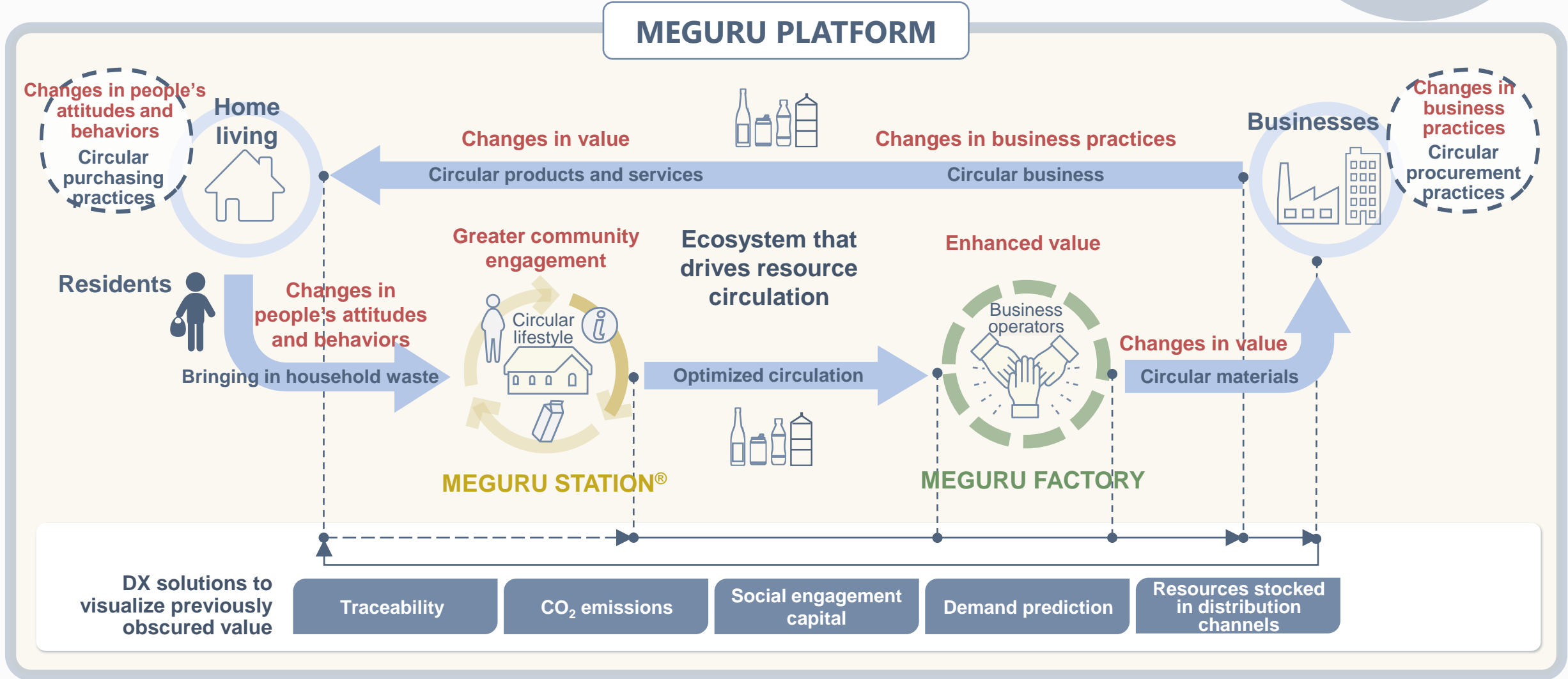
▶▶▶ **Emerging need to uncover and network previously implicit value**



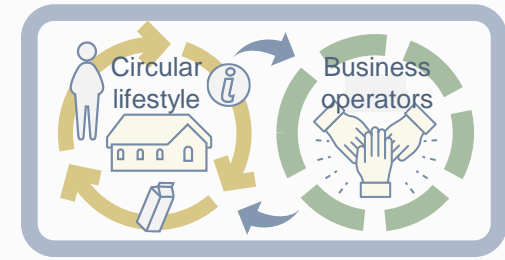
▶▶▶ **AMITA intends to establish the MEGURU PLATFORM as a basis for a circular society.**

MEGURU PLATFORM

brings us closer to an ecosystem society



MEGURU PLATFORM transforms industry and people's everyday lives



Information about residents' resource usage and behaviors enables business operators to:

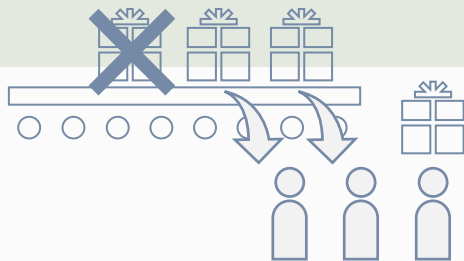
- ▶▶ Predict consumer demand for products and the procurement need for materials to meet the demand.

Product information about ingredients, manufacturing processes, supply-chain CO₂ emissions, method of collecting packages and containers after use, recycling method

- ▶▶ Making traceability information accessible for each product

Transformation

01



Use demand-prediction data to more precisely control production volume

Transformation

02



Locally procure circular materials to reduce supply-chain CO₂ emissions and ensure stable supply of materials

Transformation

03

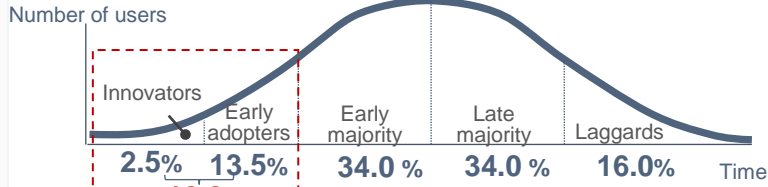


Enable consumers to make socially motivated buying decisions

Road Map from 2021 through 2030

★ Diffusion of Innovation Theory

16% Rule: When the adoption rate of a new product or service reaches 16% among innovators and early adopters, the product or service starts enjoying a broader acceptance among consumers.



Source: "Diffusion of Innovation Theory for Beginners," published by UTokyo Innovation Platform Co., Ltd.



MEGURU STATION®

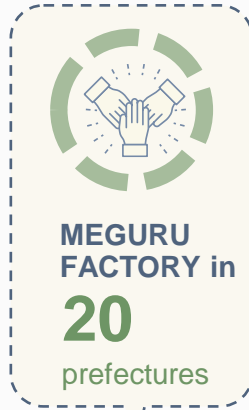
Number of regions served

2 regions 3 regions 5 regions

Number of installations

2 locations 5 locations 50 locations

2021 2022 2023



10,000 locations

2026

Coast-to-coast coverage

50,000 locations

Adoption rate 16%



2030

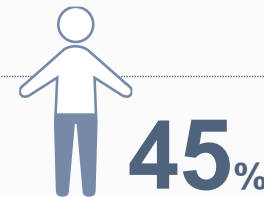
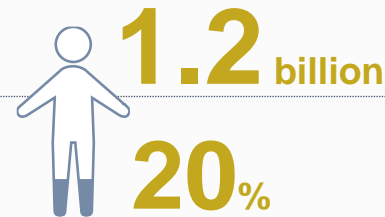
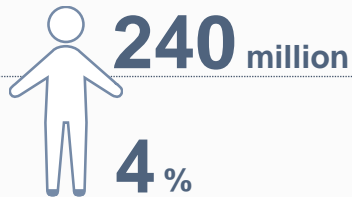
From 2030 onward, MEGURU STATION® will be widely installed all over the country and provide a solid infrastructure for the social impact business.

2033

2036

Total number of users per year

0.6 million



Percentage of population covered

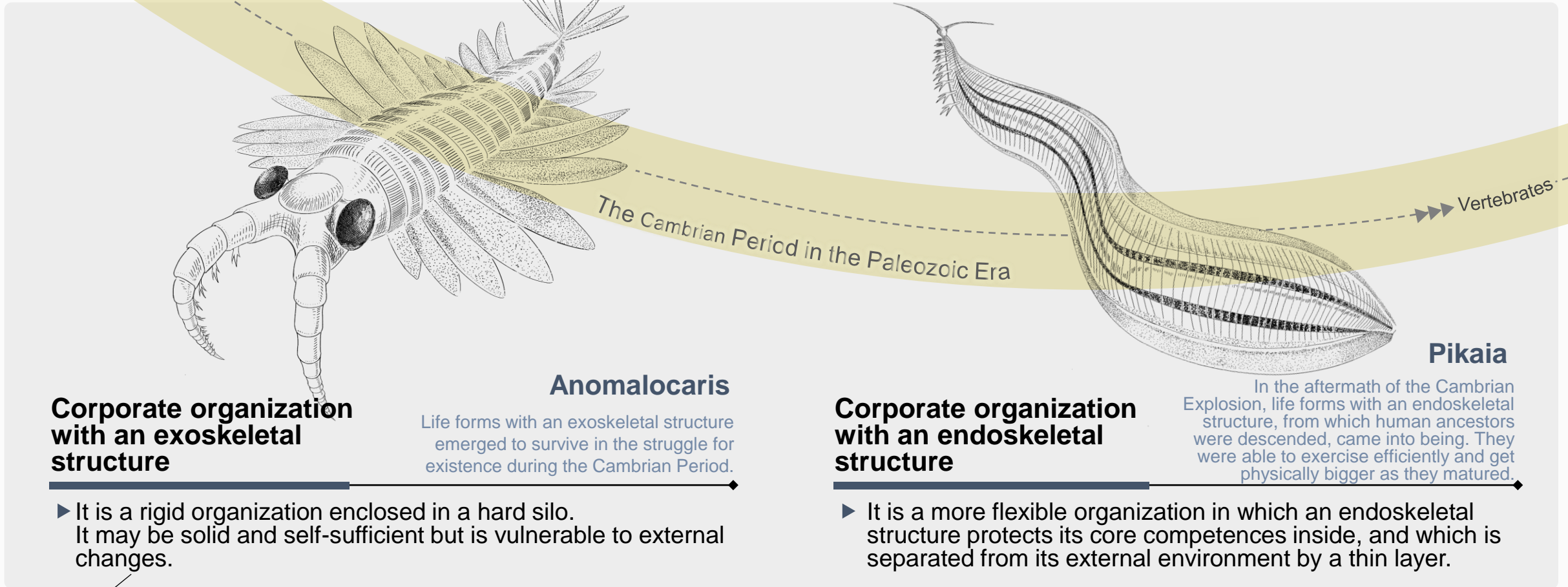
4%

20%

45%

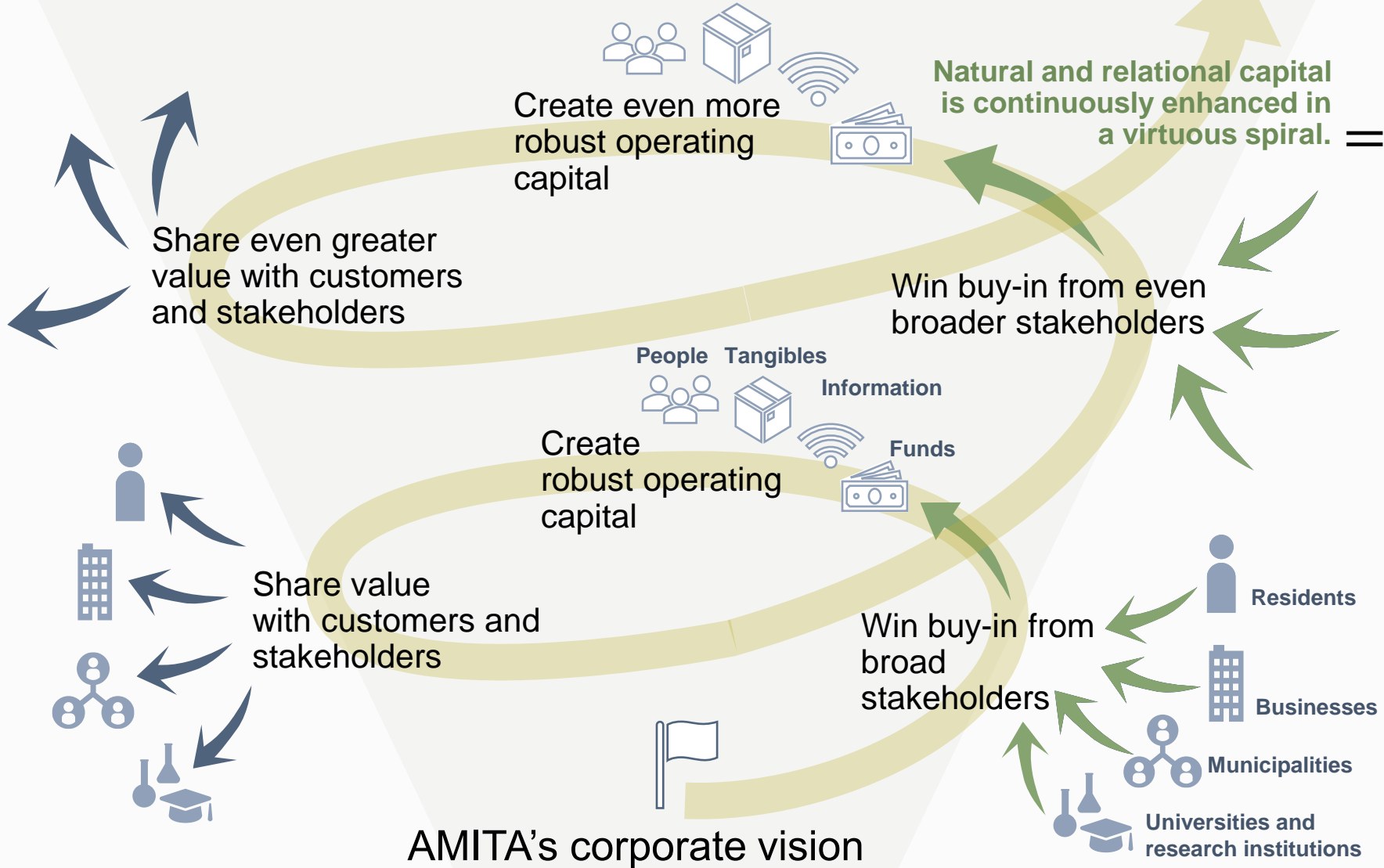
70%

AMITA's Corporate Strategy: Deepen Engagement with Stakeholders



▶▶ AMITA has chosen to have an **endoskeletal corporate structure**, to be able to **engage and work** with external stakeholders and better adapt to fast-changing business environments.

How deeper engagement with our stakeholders increases our operating capital



Natural and relational capital is continuously enhanced in a virtuous spiral.

Deeper engagement with our stakeholders

▶▶▶ When your corporate vision resonates with stakeholders, you can foster engagement with them at a low transaction cost.

AMITA's management style

Reinvest profit in deepening engagement with stakeholders to **increase operating capital**

Organizational Realignment and Change in Leadership Team

January 2023

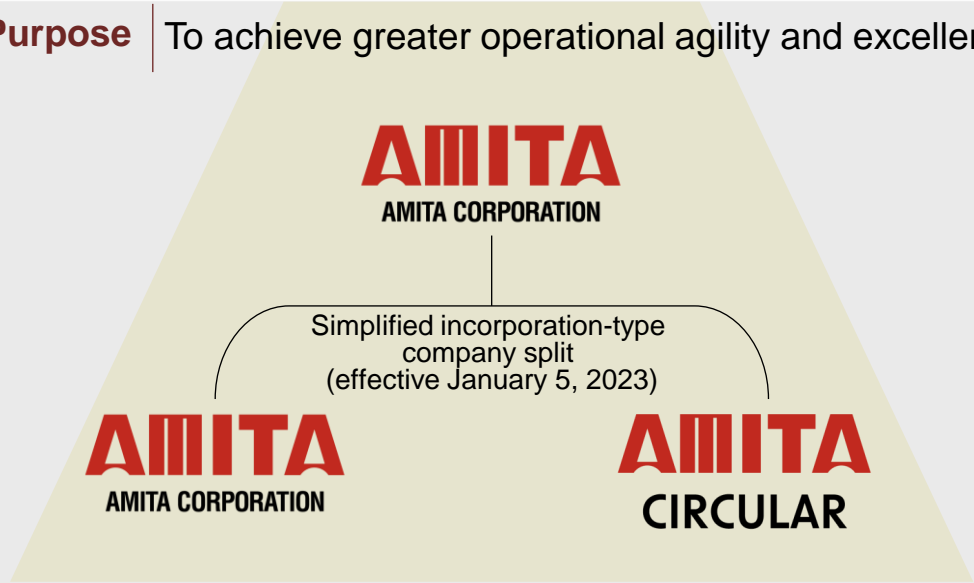
Split an existing operating subsidiary into two entities

Effective March 2023

Established a new leadership team at AMITA HOLDINGS

Purpose To achieve greater operational agility and excellence

Purpose To make the Company's operating foundation more robust and increase the Group's enterprise value



KUMANO Eisuke Chairman and Chief Visionary Officer

- ▶ Develops corporate strategies, business initiatives, and investment plans from a broader perspective to maximize the Group's enterprise value; leads the Group's long-term business development efforts; and nurtures and develops relationships with stakeholders

SUETSUGU Takahide President and Chief Integrated Operations Officer

- ▶ Plays the role of COO and CFO; oversees the Group's day-to-day business operations; develop the Group's quantitative growth strategy; and engages with investors, analysts, and financial institutions

SATO Hiroyuki Vice Chairman and Chief Engagement and Partnerships Officer

- ▶ Cultivates a can-do culture throughout the organization; maintains engagement with external stakeholders; and leads the Group's efforts to continually increase its operating capital

KARAKAMA Shinichi Director and Chief Growth Officer

- ▶ Develop and implement comprehensive business growth strategy based on sound capital policy

OKADA Kenichi Director and Chief Strategy Officer

- ▶ Devise corporate management strategy and develop new business to fulfill unmet social needs

Transition strategy business

- ▶ Assist businesses and municipalities in achieving greater corporate and community sustainability
Operate business outside Japan
- ▶ Operate resource-recycling business outside Japan

Circular materials business

- ▶ Provide end-to-end solutions for sustainable procurement and resource utilization

**In March 2022, the AMITA Group announced
its commitment to pursuing
stakeholder-centric business management.**

**It is a commitment to pursuing the best interests of
society in our business.**

02 Consolidated Financial Results for FY 2022

KARAKAMA Shinichi
Director
AMITA HOLDINGS CO., LTD.

Financial Highlights

While the Group missed its initial guidance for FY 2022 as corporate clients rescheduled the implementation of their ESG initiatives due to fast-changing business environments, we achieved a year-on-year increase in net sales, operating profit, and ordinary profit.

(In millions of yen; amounts rounded down to the nearest million yen)

	FY 2021 results	Initial guidance for FY 2022	FY 2022 results	YoY change (YoY percentage change)	Diff from initial guidance (Percentage diff)
Net sales	5,157	5,248	4,824	— ²	-423 -8.1%
			Based on previous accounting standard ¹ 5,330	+172 +3.3%	
Operating profit	560	803	609	+49 +8.9%	-193 -24.1%
Ordinary profit	629	892	715	+86 +13.7%	-176 -19.8%
Profit attributable to owners of parent	632	604	531	-101 -16.1%	-72 -12.1%

Net sales	Net sales reported for FY 2022 based on the newly adopted Accounting Standard for Revenue Recognition were 4,824 million yen; they would have been up by 172 million yen YoY if reported on the basis of the previous standard. Revenue increase came from the Cyano Project and environmental assessment and certification services, as well as from sales of recycled silicon.
Operating	Operating profit for FY 2022 increased to 609 million yen from the previous year, reflecting an increase in net sales before factoring in the impact of the application of the Accounting Standard for Revenue Recognition.
Ordinary profit	Ordinary profit for FY 2022 increased to 715 million yen, reflecting increases in operating profit and in the share of profit of entities accounted for by using equity method from Malaysian operations (especially from a tax credit for green investment).
Profit	Profit for FY 2022 decreased to 531 million yen, as a reduction in tax expenses associated with the absorption-type merger of subsidiaries that had taken place in the previous year was smaller, which more than offset an increase in ordinary profit.

1. Assuming that the same accounting standard applied to reporting net sales for FY 2021 and FY 2022

2. Effective at the beginning of FY 2022, the Company has adopted the Accounting Standard for Revenue Recognition. YoY change in net sales between FY 2021 and FY 2022 is not provided in the table, as different accounting standards applied to FY 2021 and FY 2022 and thus it would not be an apples-to-apples comparison.

Abbreviated Consolidated Balance Sheet

(In millions of yen; amounts rounded down to the nearest million yen)

		As of December 31, 2021	As of December 31, 2022	YoY change
Assets	Current assets	2,346	2,769	+423
	Non-current assets	2,080	2,054	-26
Total assets		4,427	4,824	+396
Liabilities	Current liabilities	1,312	1,269	-43
	Non-current liabilities	1,660	1,554	-106
	Total liabilities	2,972	2,823	-149
Net assets	Share capital	474	480	+5
	Capital surplus	244	250	+5
	Retained earnings	728	1,225	+496
	Treasury shares	(0)	(0)	-
	Total shareholders' equity	1,448	1,955	+507
	Accumulated other comprehensive income	6	39	+32
	Share acquisition rights	-	6	+6
	Total net assets	1,455	2,001	+546
Total liabilities and net assets		4,427	4,824	+396

Consolidated Statement of Cash Flows

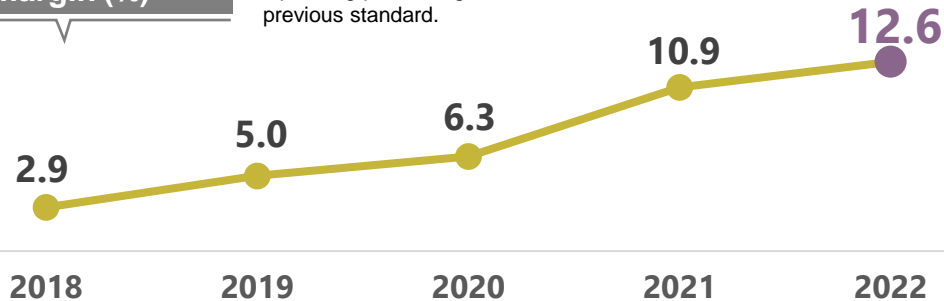
(In millions of yen; amounts rounded down to the nearest million yen)

	FY 2021	FY 2022	YoY change
Net cash provided by operating activities	873	585	-288
Net cash provided by (used in) investing activities	(73)	(69)	+4
Net cash provided by (used in) financing activities	(649)	(142)	+507
Net increase in cash and cash equivalents	154	389	+234
Ending balance of cash and cash equivalents	1,390	1,779	+389

Key Financial Metrics

Operating profit margin (%)

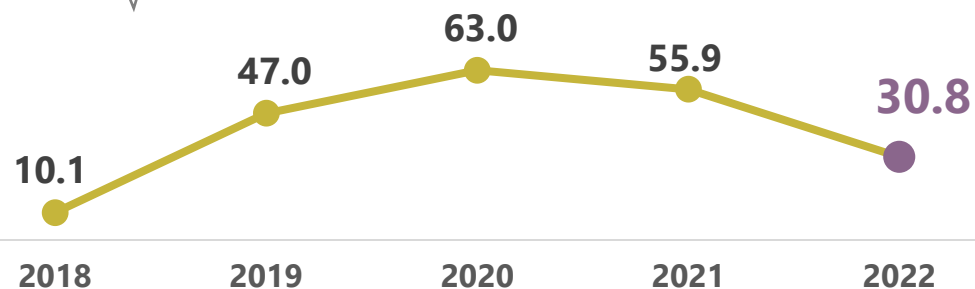
Note: Effective at the beginning of FY 2022, the Company adopted the Accounting Standard for Revenue Recognition. Operating profit margin for FY 2022 would have been 11.4%, based on the previous standard.



FY 2022

- ▶ The application of the Accounting Standard for Revenue Recognition affected the operating profit margin.
- ▶ Gross profit margin was up on revenue from closed-loop recycling, environmental assessment and certification, consulting, and ICT solutions services.
- ▶ Revenue grew from high-margin environmental assessment and certification services, and from consulting services.

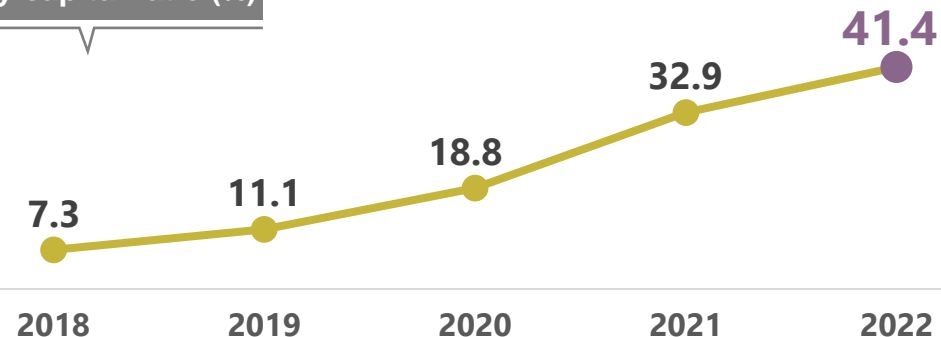
Return on equity (ROE) (%)



FY 2022

- ▶ The posting of profit for the year bolstered retained earnings, which in turn increased equity capital. ROE and ROA for FY 2023 and FY 2024 are projected to decrease as we plan to raise funds through the issuance of share acquisition rights, which will bolster the equity capital level (net assets).

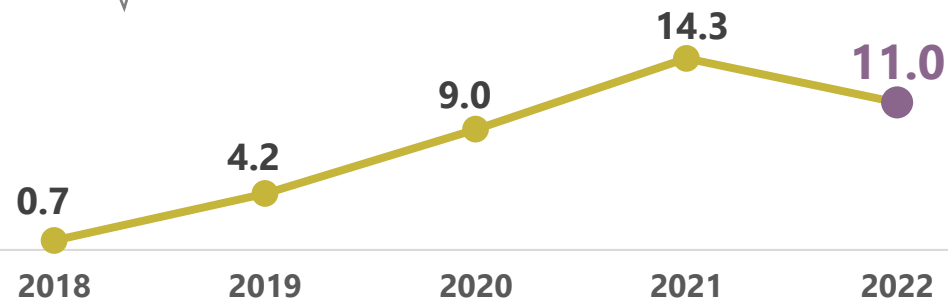
Equity capital ratio (%)



FY 2022

- ▶ Equity capital (net assets) increased.
 - The posting of profit for the year bolstered retained earnings.
 - Raised funds through the issuance of share acquisition rights.

Return on asset (ROA) (%)



Year-End Dividend Policy

Over the next several years, we will invest aggressively in developing and providing integrated new services to meet the growing needs of businesses and municipalities to achieve greater sustainability. During this period, we will return up to 10% of annual profit to shareholders as year-end dividends.

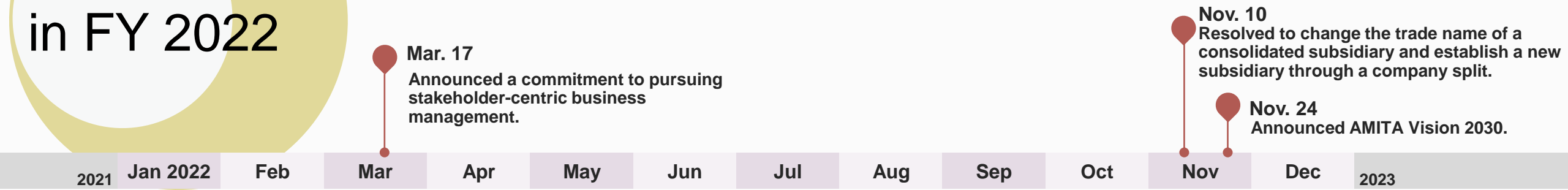
The year-end dividend rate for FY 2022 has been set at **3.00 yen, with a dividend payout ratio of 9.9%**, pending a resolution at the general meeting of shareholders scheduled for March 23, 2023.

	FY 2021	FY 2022
Record date	December 31, 2021	December 31, 2022
Dividend rate	30.00 yen (dividend payout ratio: 5.5%)	3.00 yen (dividend payout ratio: 9.9%) Note: Would be 45.00 yen without a stock split.
Total amount of dividends	35,075,190 yen	52,642,410 yen
Effective date	March 18, 2022	March 24, 2023
Source of dividend payment	Retained earnings carried forward	Retained earnings carried forward

Our Policy on Shareholder Return and Dividend

The AMITA Group's purpose is to achieve a sustainable society in which natural and relational capital will be enhanced in a virtuous circle as society grows. To put this purpose into practice, the Group implements stakeholder-centric business management practices that pursue the collective best interests of shareholders, clients, business partners, employees, and communities. The AMITA Group intends to invest aggressively in developing new business and markets to become more resilient against future risks in an increasingly volatile business environment. This attempt will enable the Group to become more competitive and increase its enterprise value, which will in turn ensure the Group's sustainability for the collective best interests of stakeholders. This attempt will also enable the Group to return profit to stakeholders in the medium and long term. Over the next several years, we will invest aggressively in developing and providing integrated new services to meet the growing needs of businesses and municipalities to achieve greater sustainability. During this period, we will return up to 10% of annual profit to shareholders as year-end dividends. The Group intends to make its financial position well-balanced and make its business foundation more robust, so that the Group will be able to achieve its long-term goal of returning up to 30% of its annual profit to shareholders.

AMITA Group's Financial and Business Achievements in FY 2022



Mar. 17
Announced a commitment to pursuing stakeholder-centric business management.

Nov. 10
Resolved to change the trade name of a consolidated subsidiary and establish a new subsidiary through a company split.

Nov. 24
Announced AMITA Vision 2030.

Financial topics

Jan. 1
Enacted 5-for-1 stock split.

Feb. 14
Announced resumption of dividend payment.

Note: 5-for-1 stock split announced on November 26, 2021.

Aug. 26
Announced 3-for-1 stock split and dividend increase.

Oct. 1
Enacted 3-for-1 stock split.

Dec. 2
Announced issuance of share acquisition rights.

See Topic 01

See Topic 01

See Topic 02

Business topics

Feb. 21
Entered into strategic partnership with MCP Japan Holdings.

Mar. 8
Entered into cooperative business agreement with Sanyu Plant Service.

Mar. 28
Codo Advisory, an AMITA Group company, established.

Jun. 1
Entered into business partnership agreement with the city of Kobe, Hyogo Prefecture.

Oct. 13
Signed MOU with NTT Communications.

Nov. 15
Codo Advisory entered into cooperative business agreement with MUFG Bank and Tokio Marine & Nichido Fire Insurance.

Nov. 18
Signed MOU with Sumitomo Mitsui Trust Bank.

Jan. 7
The first MEGURU STATION® became operational in Tachiarai, Fukuoka Prefecture, under a comprehensive partnership between AMITA and the town.

Initiative to redesign industry
Initiative to redesign community
Corporate initiative

Jun. 10
AMITA and Chiba University verified MEGURU STATION®'s benefits to peoples' well-being.

Jul. Started offering a shorter 32-hour workweek to employees on a trial basis.

Aug. 29
The second MEGURU STATION® became operational in Kobe.

Sep. 17
The second MEGURU STATION® became operational in Tachiarai.

Nov. 22
Signed MOU with Fuyo General Lease.

Enacted a stock split twice during the year to attract more shareholders who support our corporate mission.

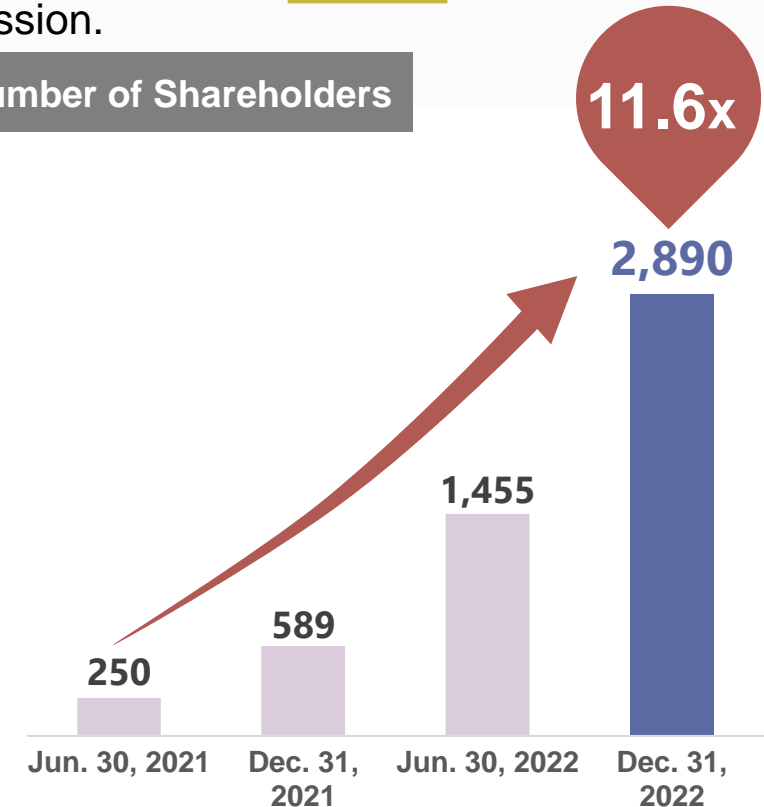
To make it easier to invest in AMITA

- ▶ Increase the stock's liquidity
- ▶ Bring the minimum amount of investment down

	January 2022 before stock split	5-for-1 split January 2022 after first stock split	3-for-1 split October 2022 after second stock split
Total number of issued shares	1,169,424	5,847,120	17,541,360
Total number of authorized shares	2,400,000	12,000,000	36,000,000

We have been attracting more and more shareholders who support our corporate mission.

Number of Shareholders






Issued share acquisition rights

to fund AMITA's Initiative and Commitment to Creating an Ecosystem Society by 2030.

Intended use of raised funds

To develop and provide the MEGURU PLATFORM to nurture two new key growth drivers—
a circular supply chain and a locally networked economy

	Amount to be raised (in millions of yen)
 Use 01 To accelerate expanding the network of MEGURU STATION [®] , which is the centerpiece of MEGURU PLATFORM	1,534
 Use 02 To develop a blockchain-based system that supports the MEGURU PLATFORM	300
 Use 03 To expand the silicon-recycling capacity at the Kitakyushu Sustainable Resource Management Center	450

Issued share acquisition rights

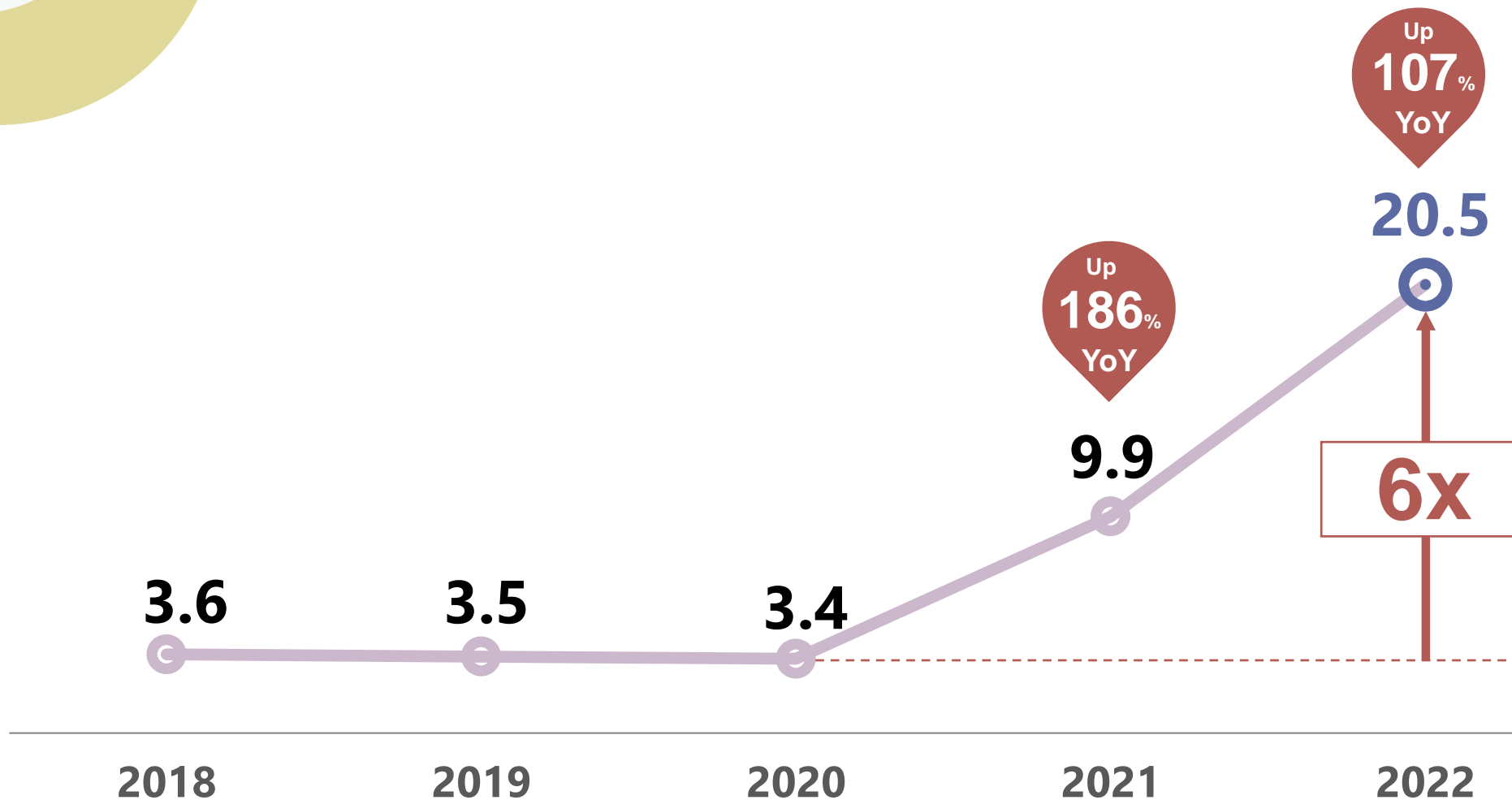
to fund AMITA's Initiative and Commitment to Creating an Ecosystem Society by 2030.

Overview


The first issuance of share acquisition rights with the clauses allowing the Company to revise exercise prices and to set a non-exercisable period		
Allotted party		Mizuho Securities Co., Ltd.
Amount of funds to be raised		2,284 million yen at initial exercise price
Number of share acquisition rights		20,000
Number of potentially dilutive shares and dilution ratio		Number of potentially dilutive shares: 2,000,000 (corresponding to 20,000 voting rights); dilution ratio: 11.41%, obtained by dividing the 20,000 voting rights by a total of 175,335 voting rights as of June 30, 2022, with the stock split of October 1, 2022, taken into consideration
Exercisable period		Two years from December 20, 2022, through December 19, 2024
Exercise price	Initial exercise price	1,149 yen per share, which is equal to 92% of the closing quote of 1,249 yen on December 1, 2022, which was the last trading day before the date of resolution on issuance
	Maximum	None
	Minimum	1,149 yen per share, which is equal to 92% of the closing quote of 1,249 yen of the Company's common stock on December 1, 2022, which was the last trading day before the date of resolution on issuance
	Revising exercise price	The Company may revise the exercise price to the amount equal to 92% of the closing quote of the Company's common stock on the last trading day before each date of exercise request. However, if the revised value falls below the minimum exercise price shown above, the minimum exercise price shall be the exercise price.
Non-exercisable period		The Company may set a non-exercisable period for the allotted party between December 21, 2022, and June 19, 2024.
Option to purchase rights		The Company may purchase remaining share acquisition rights at the issuance price, with an advance notice of two weeks or longer.

Market Capitalization of AMITA HOLDINGS

(In billions of yen; amounts rounded down to the nearest billion yen)



Note: Based on the closing quote of the Company's stock as of the last trading day of December each year.



We intend to raise funds to make the Group's financial foundation more solid and increase the Group's enterprise value. This is part of laying the groundwork for the Business Expansion Phase, scheduled to start in FY 2024.

Business Achievements in FY 2022 and Medium-Term Management Plan

03

for FY 2023-2025

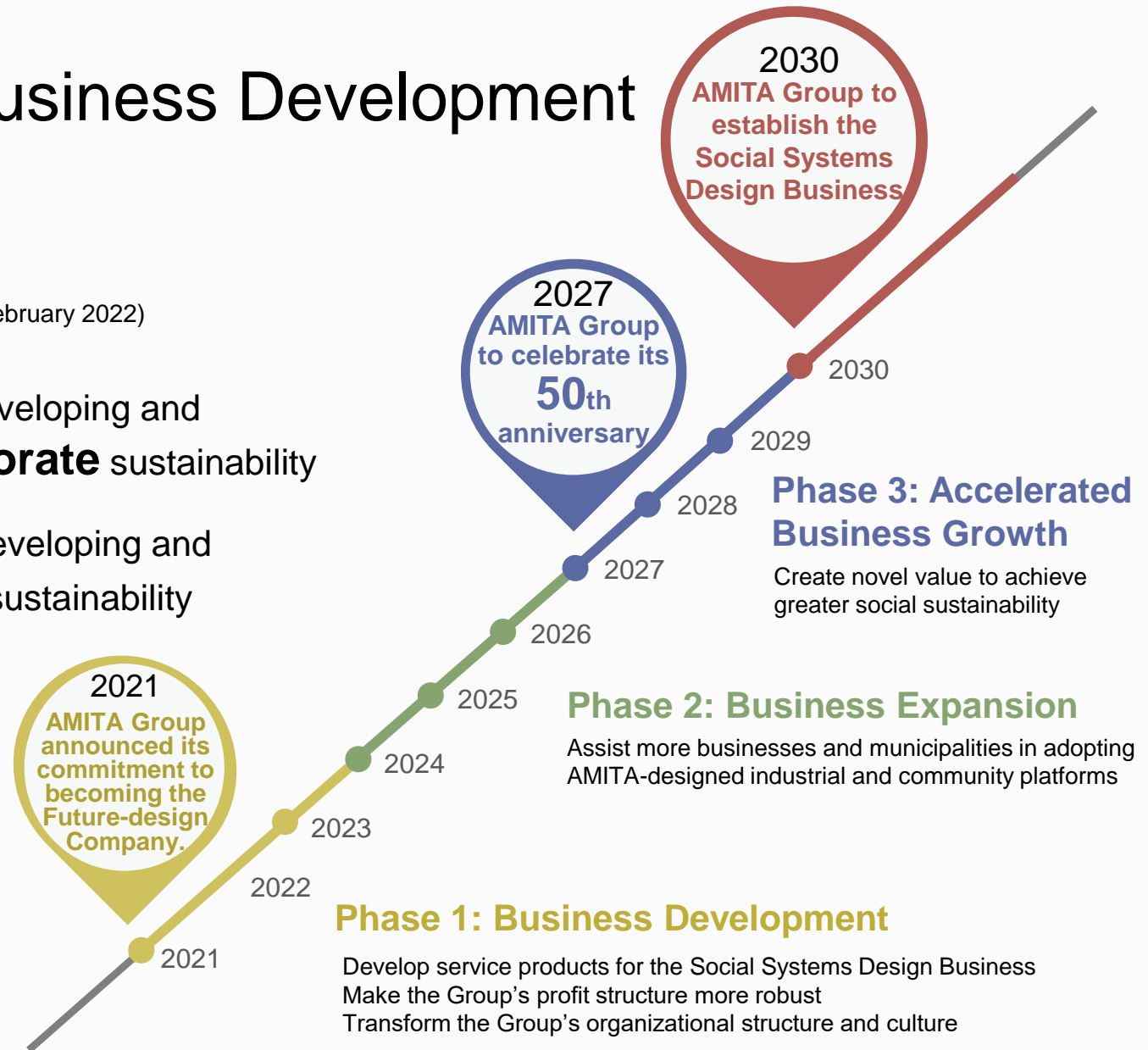
SATO Hiroyuki
President and COO
AMITA HOLDINGS CO., LTD.

FY 2022

The Second Year of Phase 1: Business Development

Key strategic initiatives for FY 2022-2024 (announced February 2022)

1. **Establish business** to assist businesses in developing and implementing a transition strategy for greater **corporate** sustainability
2. **Develop business** to assist municipalities in developing and implementing a strategy for greater **community** sustainability
3. Expand business and invest sensibly in growth categories
4. Make the Group's operating foundation more robust as a basis for implementing Key Initiatives 1, 2, and 3



Business Achievements in FY 2022

Developed and provided a broader range of service products and solutions and aggressively pursued strategic partnerships

Social Systems Design Business

Redesigning industry: Assisting businesses in achieving greater corporate sustainability

- ▶ Consulting on corporate sustainability Revenue from assisting businesses in developing circular business models jumped 78% YoY.
- ▶ Closed-loop resource-recycling services in Japan Revenue remained flat from a slightly reduced volume; profit margin was up as a result of streamlining business processes.
- ▶ Silicon recycling services Revenue was bolstered by industry’s surging demand for semiconductors; ramped up recycling capacity of our plant.
- ▶ Closed-loop resource-recycling services in Malaysia An increase in product shipments and recycling volume of nickels bolstered the bottom line.
- ▶ Environmental assessment and certification services The number of corporate clients increased by 23% YoY, mainly for FSC® CoC certification services.

Redesigning communities: Assisting municipalities in achieving greater community sustainability

- ▶ Operated MEGURU STATION®—a resource-collection site that promotes mutually supportive engagement among community residents—in five locations in three municipalities; AMITA and Chiba University verified its benefits to people’s well-being.

Partnerships: Platforms to promote greater resource circulation and relationship-building

- ▶ Corporate membership of J-CEP*, which drives a circular economy in Japan, increased from 32 at the end of 2021 to 44 a year later; some J-CEP members participated in MEGURU STATION® project in Kobe.
- ▶ Entered into strategic partnerships with eight companies and two municipalities to jointly pursue new business opportunities.
- ▶ Established Codo Advisory, an AMITA Group company tasked with assisting businesses with their low-carbon transition strategy

*J-CEP: Japan Circular Economy Partnership

Revenue was up from assisting clients in fulfilling their growing need to achieve greater corporate sustainability

Background

There has been a growing need among businesses to switch to circular business models in an underlying trend toward a circular economy and carbon neutrality.

Data 01

We won Cyano Project contracts from more corporate clients in FY 2022 than in FY 2021.



Cyano Project

Assisting corporate clients in developing circular business models, designing their prototypes, conducting proof-of-concept field tests, and developing business plans

Project examples

Won **38** project contracts during FY 2022, compared with 24 in FY 2021.

- ▶ Assisted a leading paint manufacturer in developing paint from recycled resources.
- ▶ Submitted five proposed circular business models to a leading heavy industry company.
- ▶ Assisted a leading printing company in collecting and circulating packaging materials.

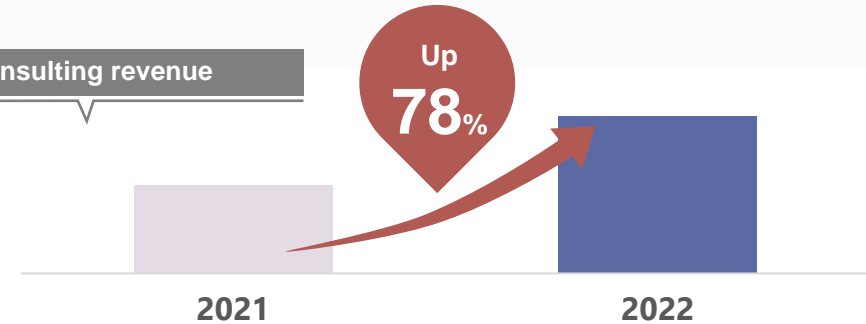
Data 02

Offering more-relevant value bolstered consulting revenue.

Key driver

- ▶ Providing end-to-end assistance and upgraded solutions drove the average per-project revenue up.

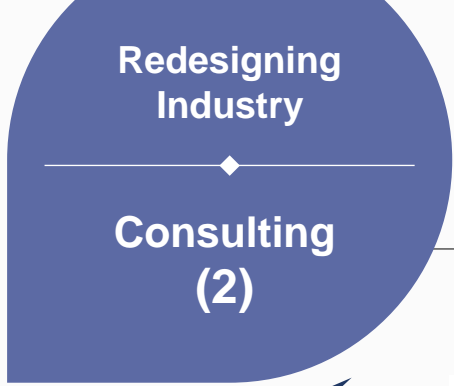
Consulting revenue



Key initiative for FY 2023

- ▶ **Integrate the Cyano Project into other AMITA services and continue to upgrade our solutions**
 (See the next page for details)

Offer the Cyano Project to a wider range of businesses

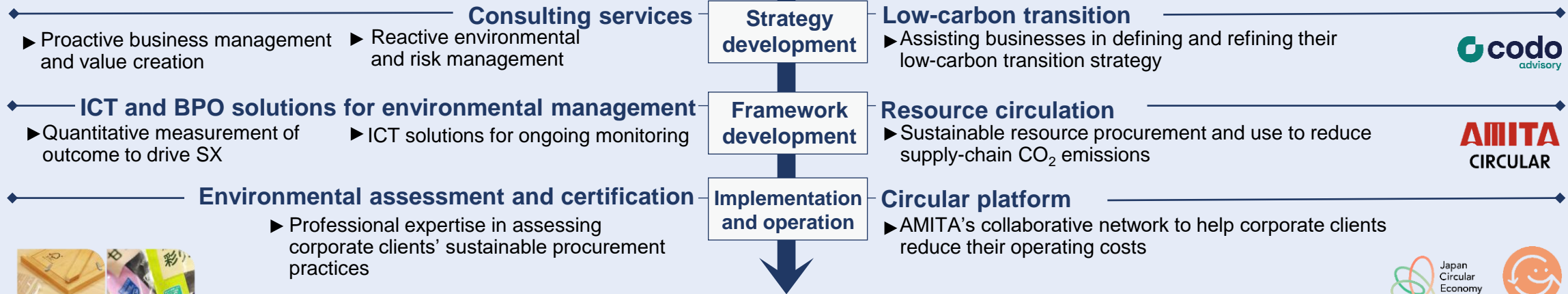


Growing corporate needs for end-to-end assistance—ranging from strategy and framework development through to implementation and operation—continue to drive our consulting business



Cyano Project

AMITA



Facilitating a transition to a circular business model



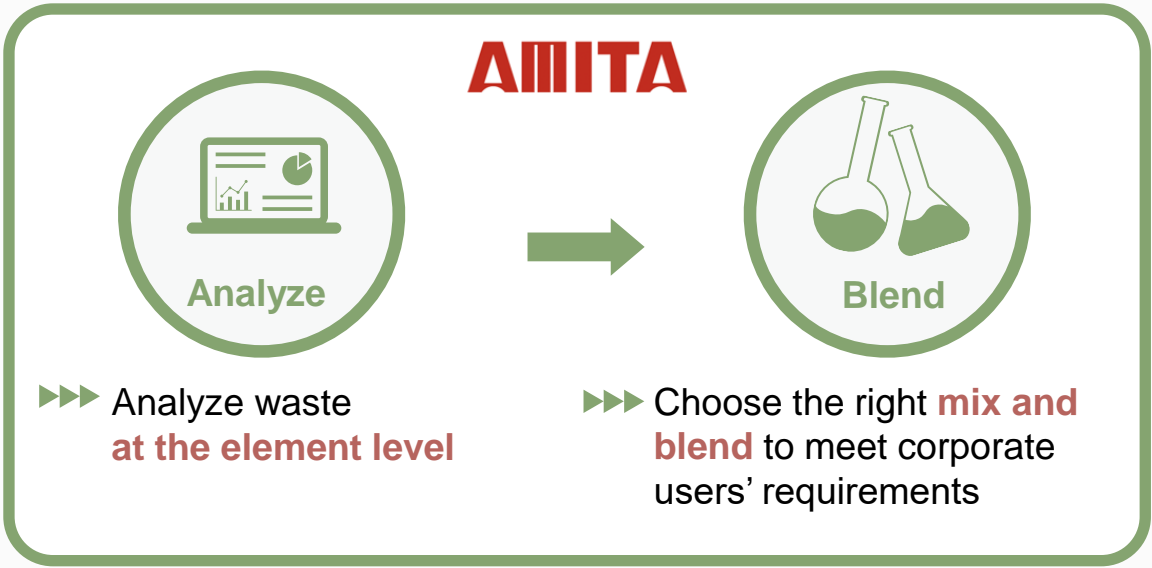
Redesigning Industry
 Closed-loop resource-recycling in Japan (1)

AMITA's proprietary blending technology turns the unpredictable into the predictable by recompiling information to add new value

Corporate source
 Corporate source
 Corporate source
 ⋮

AMITA accepts more than 1,700 types of waste a year.

Industrial waste



Corporate user
 Corporate user
 Corporate user
 ⋮
 ►► Use recycled materials as alternative fuels, cement raw materials and fuels, and raw metal materials

AMITA converts industrial waste of **unpredictable** availability, volume, and properties into usable alternative resources and supplies them to corporate users **consistently**.

This process does not require water or flame.
 ▼
 Low environmental load



Streamlined business processes drove the profit margin up, even from a slightly reduced volume

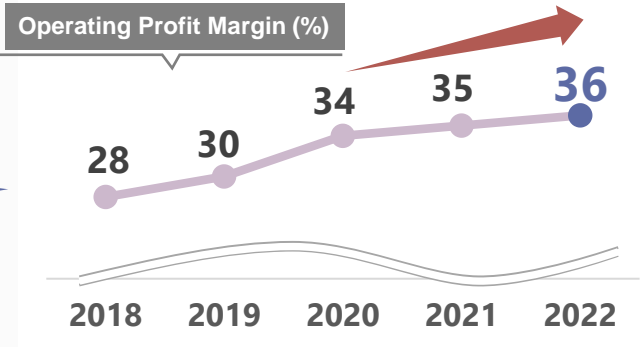
Background

- ▶ Japanese manufacturers cut back their production volume amid the destabilized international situation and surging materials costs.
- ▶ Procurement risks for materials became more evident to businesses.

Data 01 Revenue remained flat and the gross profit margin was up YoY, even though the processed volume was slightly down in our plants.

Key driver

- ▶ Streamlined business processes



Data 02 Industrial demand for recycled resources and their circular use has been growing.

Number of inquiries from potential corporate customers

1.5 to 2x.

An organizational realignment and corporate partnerships drive the evolution of the resource-recycling business into the circular materials business

Overview

January 2023

▶▶ AMITA CIRCULAR CORPORATION
was spun off from AMITA CORPORATION to
achieve greater operational agility and excellence.



What we
will do
next

01. Develop new circular resources and technologies

▶ Develop circular materials

Their wider use is expected to reduce supply-chain CO₂ emissions and help restore ecosystem services.

Project example Produce and provide alternative coals that generate less CO₂ per unit of released energy

▶ Integrate the service with the Cyano Project to assist corporate clients in designing a circular process for their products

02. Pursue business alliance opportunities with more corporate partners

Higher revenue driven by industry's surging demand for semiconductors



Data 01 Industrial needs for recycled silicon have been growing.

- ▶ The volume of silicon slurry generated in the manufacturing of silicon wafers has been growing.

We processed **5%** more silicon slurry in FY 2022 than in FY 2021.

Key initiatives for FY 2023

- ▶ Expand sales channels for recycled silicon globally
 - ▶ Increase capital expenditures for ramping up production capacity
- FY 2024 and beyond
Production capacity to increase by **50%** with the expansion of the silicon-recycling facility scheduled for FY 2023 at Kitakyushu Sustainable Resource Management Center



Keep the production running smoothly and develop value-added products from industrial waste sourced from chip makers

Redesigning Industry
 Closed-loop resource-recycling outside Japan

Our resource-recycling business Growing in Malaysia with profit bolstered by increased shipment volume



AMITA BERJAYA SDN. BHD.

Joint venture established by AMITA's subsidiary in Malaysia and the Malaysia-based BERJAYA Group

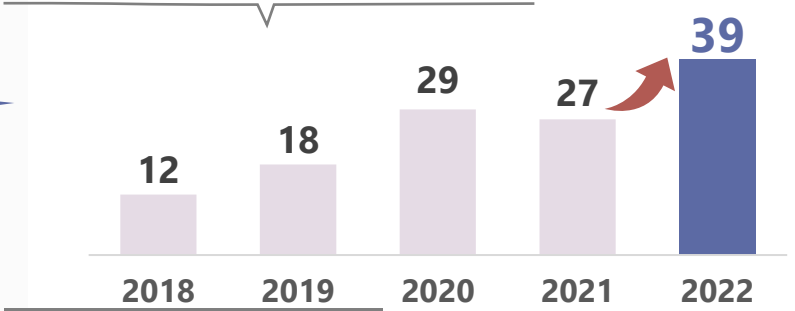
Data 01 AMITA BERJAYA's shipment of recycled materials rose sharply from FY 2021 to FY 2022, partly due to an economic rebound from the COVID-19 pandemic in Malaysia.

▶ The company received a preferential tax credit for green investment sanctioned by the Malaysian government.

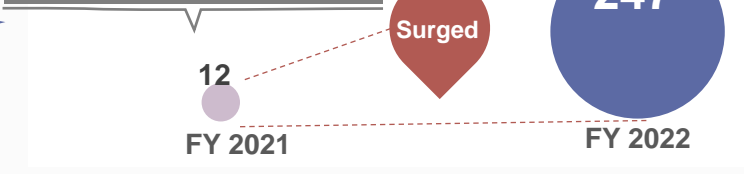
Data 02 AMITA BERJAYA's export of recycled nickel materials to Japan surged.

Key driver
 ▶ Increasing supply of source materials in Malaysia and soaring demand in Japan

AMITA BERJAYA's Shipment of Recycled Materials (in thousands of metric tons)



AMITA BERJAYA's Handling of Recycled Nickel Materials (in metric tons)





Key initiative for FY 2023

- ▶ Expand the corporate customer base for recycled materials in Malaysia; develop new recycled products
- ▶ Devise a business plan for a closed-loop resource-recycling service in Indonesia

Keep the existing business on a solid growth path and extend the social systems design business more widely into the global market

Due to growing corporate sustainability needs, we assessed more businesses for FSC® CoC certification in FY 2022 than in FY 2021

Number of businesses AMITA assessed		FY 2021	FY 2022	AMITA's share of the Japanese market	Number of Businesses AMITA Assessed for FSC® CoC Certification
 Forest certification	▶ FSC® FM	23	23	70%	
	▶ FSC® CoC certification	502	615	31%	
	▶ FSC® project certification	42	47	82%	
 Fishery certification	▶ MSC/ASC CoC certification	156	166	50% (estimated)	
	▶ ASC aquaculture certification	12	13	100%	
	▶ ASC-MSC seaweed certification	1	1	50%	

Topic 01

MSC was recognized as a global indicator for action on biodiversity loss by the UN Biodiversity Conference (COP-15) in December 2022.

- ▶ Acknowledged as an effective and dependable scheme for preserving biodiversity

Key initiatives for FY 2023 and beyond

- ▶ Continually improve the effectiveness of the quality management system

- ▶ Consider starting to provide Global G.A.P. certification services for farm management practices

In a move toward achieving a **nature-positive world** by 2030, industrial needs for the sustainable management of forest and marine resources are expected to remain strong.

Applied DX solutions to streamlining and transforming business processes throughout the organization

Overview

We carried out the **Amitech** project to streamline and transform business processes across the Group.

Major achievements

E-billing system for

- ▶▶▶ creating and sending invoices to customers electronically

Automated journal entries for

- ▶▶▶ accounts receivable and payable

E-workflow for

- ▶▶▶ approving, filing, and managing the receipt and placement of orders

1,454 work hours saved
Operating costs reduced

1,310 work hours saved

2,540 work hours saved
Greater use of teleworking

5,304
work hours saved
a year

Key initiative for FY 2023

- ▶ Achieve even greater efficiency and productivity, mainly in sales administration
- ▶ Make greater use of DX solutions to streamline other business processes, such as operations of our resource-management centers and client services for environmental assessment and certification

Build a workplace environment in which **employees can create greater value for greater profit, while maintaining a 32-hour workweek**

Resource-collection site that promotes mutually supportive engagement among community residents

MEGURU STATION®

01 Promote a mutually supportive community



Assist in caring for and watching over children



Assisting in watching over the elderly; promoting intergenerational engagement



Municipalities

Reduce costs of social security and welfare programs



Businesses

Use information about consumer trends and resource consumption



Residents

Make residents feel more secure

02 Promote resource circulation



Municipalities

Reduce environmental management costs



Businesses

Reduce procurement costs and risks



Residents

Achieve a cleaner living environment and raise eco-consciousness



Collecting sorted household waste



Flea markets for used items, everything-is-free stores

MEGURU STATION®'s benefits to residents' well-being

verified by joint research by AMITA and the Center for Preventive Medical Sciences at Chiba University

Finding: Nursing care costs of **9.2** million yen over six years would be saved on 120 residents who regularly visit MEGURU STATION®.

▶▶▶ Regular users were found to have significantly lower nursing-care risks after 12 months of usage than non-users.

Proposed monetization models



Businesses

Assistance in digital signage advertising
Assistance in collecting used products and containers for recycling



Municipalities

Subsidies or contingency fees in proportion to the extent of resultant reductions in the environmental management and administrative costs in the community

MEGURU STATION® operated in five locations in three municipalities in 2022

Case

Tachiarai, Fukuoka Prefecture

Two
locations in
town

January 2022

MEGURU STATION® became operational in the Hongo school district under a comprehensive partnership between AMITA and the town hall.

September 2022

The second station was set up in the Ozeki school district.



Hongo school district



Ozeki school district

▶▶ Expanded locations into all of the four school districts of Tachiarai by February 2023.

Case

Ikoma, Nara Prefecture

From 2019 to 2020

Proof-of-concept field test

December 2020

MEGURU STATION® became fully operational.

▶▶ Has since been managed by residents.



Case

Kobe, Hyogo Prefecture

Two
locations in
town

November 2021

MEGURU STATION® became operational in Nagata-ku.

▶▶ Many NPOs and businesses assisted in its operation.

June 2022

AMITA signed a contract with the Kobe City Hall.

August 2022

The second resource-collection station was set up in Chuo-ku.

▶▶ Just like the one in Nagata-ku, the station received fact-finding visitors from other municipalities and businesses.



Nagata-ku



Chuo-ku

▶▶ Expanding locations into other parts of the city

Accelerate expanding the stations' geographical coverage

Key
initiatives
for
FY 2023

Develop, implement, and validate a geographical expansion model and an associated business model

▶▶▶ Expand MEGURU STATION® into 50 locations in 5 communities

Topic
01

February 2023

MEGURU STATION® became operational in all four school districts in Tachiarai, Fukuoka Prefecture,
▶ accessible to all Tachiarai residents.

01. Provide greater value

▶▶▶ by working closely with
strategic corporate partners

Approaches

From November
2022 onward

AMITA and Sumitomo Mitsui Trust Bank

Jointly assess the social, environmental, and economic impact of MEGURU STATION®.

- ▶ Objectively and quantitatively verify the benefits of the station
- ▶ Use the findings to drive partnerships with municipalities and businesses

From January
2023 onward

AMITA and BELL Group

Make MEGURU STATION® work with a cloud-based system for inventorying and sharing an emergency stock of food, water, and other necessities.

- ▶ Create a social system for bringing greater safety and security to communities

02. Select a municipality in which to implement and validate a proposed expansion model and business model

- ▶▶▶ Define requirements for an expansion model and implement it in a selected municipality
- ▶▶▶ Validate the effectiveness of the proposed business model and information network

Partnerships

Platform for resource circulation and relationship-building

J-CEP (1)

Cross-industry Alliance Drives a Circular Economy



Japan Circular Economy Partnership



Photo taken at the first J-CEP anniversary gathering

Purpose

Member companies bring information, resources, and value to establish an optimum scheme for resource circulation and create sustainable business models

▶▶▶ Find an optimum solution to a conflict between economic development and environmental protection

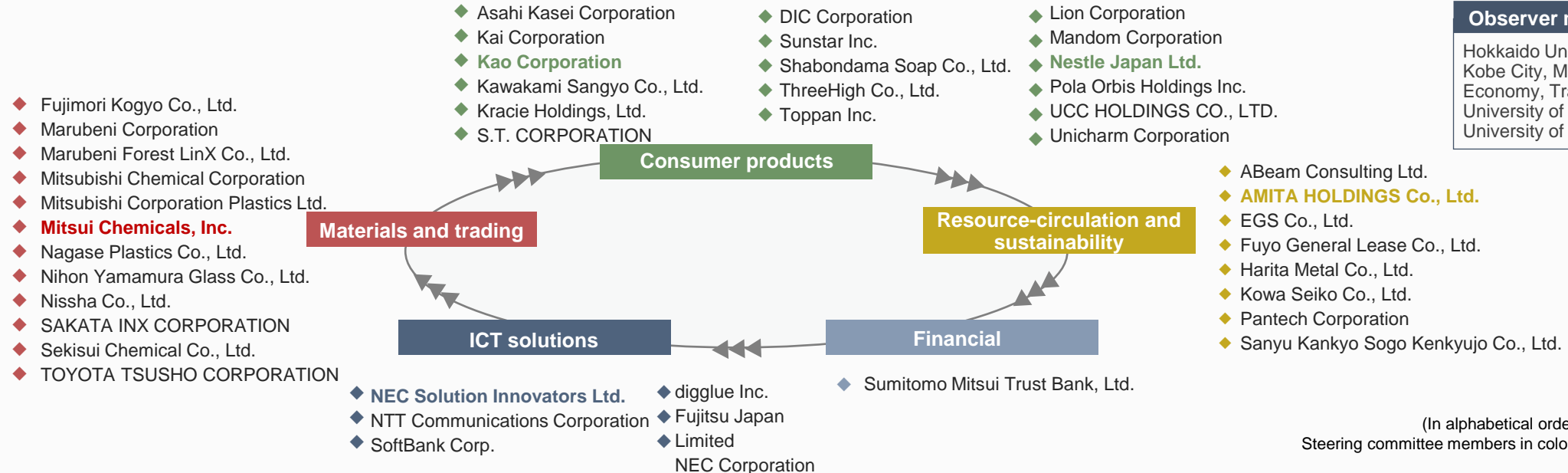
28 corporate members

Established in October 2021

Jumped to

44 corporate members and 6 observer members

As of February 15, 2023



(In alphabetical order)
Steering committee members in colors

Partnerships

Platform for resource circulation and relationship building

J-CEP (2)

J-CEP's Joint PoC Projects Built around MEGURU STATION®

Overview

Carried out joint PoC projects to design a resource circulation scheme and create a community engagement space

Project

01

Collect sorted household plastic waste

Project members: AMITA, Kawakami Sangyo, Mitsui Chemicals, Pantech

- ▶▶▶ Made benches from collected plastic caps and bottles to support Kobe's circular recycling initiative.



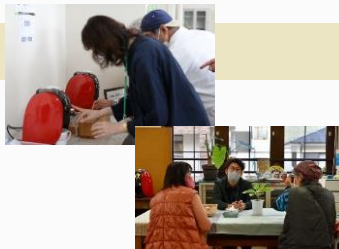
Project

02

Promote a mutually supportive community

Project members: AMITA, Nestle Japan

- ▶▶▶ Offered complementary soft drinks and snack food to visitors to make it a community engagement space.



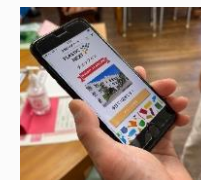
Project

03

Use ICT solutions to encourage more residents to use the station

Project members: AMITA, NEC Solution Innovators

- ▶▶▶ Used QR codes to collect data on the number of residents who used the station and to offer them an incentive program.



Project

04

Conduct a research and development project for horizontal recycling of plastic packages

Project members: AMITA, Lion, Mitsui Chemicals, Sunstar

- ▶▶▶ Recycled used toothbrushes into rulers as a PoC trial for sustainable product designing.



Key initiatives for FY 2023 and beyond

Carry out two PoC projects:

01. Operate a prototype BYOB shop to encourage the reuse of bottles and containers

02. Standardize bottles and containers for daily necessities and verify their recyclability from collection to reuse

J-CEP is promoting a cross-industry circular economy.

Partnerships

Cross-industry collaborations

Expanded the scope and scale of strategic corporate partnerships as part of joint efforts to create an ecosystem society by 2030

▶▶▶ Started accelerating the pace of strategic partnerships in 2022.



Communications and information service

with **NTT Communications Corporation**

Announced October 13, 2022

Use digital technology to visualize environmental-load data gathered from the MEGURU STATION® network



Establish a circular platform for driving resource circulation and encourage behavior change among residents



Financial service

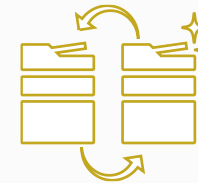
with **Sumitomo Mitsui Trust Bank, Limited**

Announced November 18, 2022

Jointly assess the social, environmental, and economic impact of MEGURU STATION®



Objectively and quantitatively verify the positive benefits of the station to drive partnerships with municipalities and businesses



Leasing service

with **Fuyo General Lease Co., Ltd.**

Announced November 22, 2022

Use a leasing scheme to assist waste-management and recycling service providers in switching to circular business models



Establish a network of businesses to promote a circular economy



Emergency-readiness service

with **BELL Group**
BELL Holdings, Inc. and BELL DATA, Inc.

Announced January 30, 2023

Make the BELL Group's emergency stock management platform and optimization service work with the MEGURU STATION® network



Consider creating a business model that brings greater safety and security to communities

FY 2023 and beyond

AMITA intends to partner with an even broader range of businesses across industry.

Partnerships

Highly specialized joint venture

Integration of environmental and financial solutions

AMITA and MCP Japan jointly established Codo Advisory to assist corporate clients in achieving low-carbon business management

Overview

March 2022

Codo Advisory, Inc. established to assist businesses in defining and refining their low-carbon transition strategy.



Achievement

Codo Advisory became the first Japanese entity to leverage the ACT (Assessing low-Carbon Transition) international initiative

▶ Jointly developed by the French Environment and Energy Management Agency (ADEME) and CDP (Carbon Disclosure Project)



- ▶ ACT
- ▶ The Climate Fresk workshop to raise public awareness of climate change

Codo Advisory has signed up with **10** corporate clients to date.

Partnership

November 2022

Codo Advisory entered into a cooperative business agreement with MUFG Bank and Tokio Marine & Nichido Fire Insurance.

▶▶▶ Intended to jointly assist corporate clients with low-carbon business practices

Key initiative for FY 2023 and beyond

Work with corporate partners and Fukuoka City to **expand its service offerings**

Partnerships

Highly specialized subsidiary

AMIDAO, a wholly owned subsidiary of AMITA HOLDINGS, established to leverage block chain technology and other Web3 solutions

January 2023

Overview

AMIDAO CORPORATION established to design and develop token economy models using Web3 solutions.



Advantages

Uncover implicit social relationships and value in office and commercial complexes

▶▶▶ Help build a community and an infrastructure to resolve social issues

Has adopted a DAO (decentralized autonomous organizational) structure.

▶▶▶ It is a mechanism that attracts skilled talent and robust operating capital to create collective value.

Key initiative for FY 2023 and beyond

Target

▶ Win two contracts to develop token economy models ▶ Revenue: 60 million yen

As a step toward creating an ecosystem society by 2030, leverage technology to enhance social relationships, and work with corporate clients to bring a social innovation to life

Complete the business development phase in FY 2023 and enter the business expansion phase in FY 2024



Key strategic initiatives for FY 2023-2025

① Build the **MEGURU PLATFORM** as a basis for achieving AMITA Vision 2030

- 1) Accelerate the geographical expansion of MEGURU STATION® and establish a business model around it
- 2) Use digital technology to develop, implement, and monetize an information platform
- 3) Work with businesses, municipalities, and universities to establish a circular industrial ecosystem, including MEGURU FACTORIES

② Provide **Circular Design** solutions to maximize the Group's profitability

- 1) Accelerate assisting businesses with their transition strategy to meet circular social needs, including nature-positive goals, carbon neutrality, and circular economy
- 2) Expand silicon-recycling capacity at AMITA's Kitakyushu Sustainable Resource Management Center to promote a circular approach in the chip industry
- 3) Achieve greater profitability by capturing a greater share of customer wallet and increase the average customer spend
- 4) Expand AMITA's business in Malaysia; develop new markets in other fast-growing Asian countries

③ Establish forward-looking and industry-leading **ecosystem-driven business management** before celebrating the Group's 50th anniversary in 2027

- 1) Split existing subsidiaries and establish new ones to achieve greater agility in corporate decision-making and develop next-general leadership
- 2) Switch to a shorter 32-hour workweek to provide employees with a greater opportunity to assist others and create more value
- 3) Increase robust operating capital, including human, financial, and relational capital, necessary to achieve AMITA Vision 2030, by partnering with a broader range of businesses, municipalities, and universities

Meet aggressive but attainable targets to live up to the expectations of society, as well as those of the business and financial communities

MTMP updated for FY 2023-2025

(In millions of yen; amounts rounded down to the nearest million yen)

	FY 2022 (results)	FY 2023 target	FY 2024 target	FY 2025 target
Net sales	4,824	5,283	6,010	8,400
Operating profit	609	774	1,040	2,100
Ordinary profit	715	887	1,230	2,300
Profit	531	620	860	1,600
Operating profit margin	12.6%	14.7%	17.3%	25.0%

FY 2023

- ▶ There has been a growing corporate need to switch to circular business models amid surging materials and energy costs. Increase operating profit by 20% YoY to 774 million yen with an operating profit margin of 14.7% by leveraging the Cyano Project to assist businesses with their transition strategy and meet their needs for circular design
- ▶ Make advance investment in accelerating the geographical expansion of MEGURU STATION® and establishing a business model around it

FY 2024

- ▶ Achieve an operating profit of 1.0 plus billion yen and an even higher operating profit margin by expanding the legacy business and achieving greater profitability in new business ventures

FY 2025

- ▶ Establish the MEGURU PLATFORM to promote partnership-driven business, which will enable us to expand the scope and scale of business and achieve a much higher level of revenue and profit than the previous year

To foster a corporate culture that places a higher priority on employees' relationship-building efforts, We offer employees a shorter 32-hour workweek and an across-the-board pay raise

Launched company-wide in January 2023

Shorter but more productive workweek

Purpose

Encourage employees to have quality off time and produce greater collective value at work

Approach

01. Use DX solutions to streamline business processes, add more value to work, and achieve greater productivity
02. Lead to a cohesive team with greater collective output

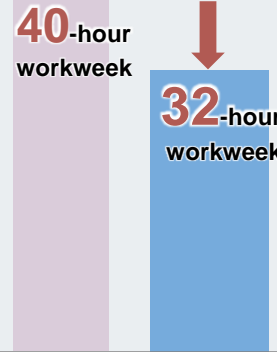
Achievement

The combination with other programs to improve employees' well-being has produced even greater results.

	FY 2020	FY 2021	FY 2022 (on a trial basis)
Number of applications for subsidies for self-learning and cultural enlightenment ¹		83	174
Number of applications ² for paid leave for community programs	9	30	55

Increased applications

Shorter and more productive workweek

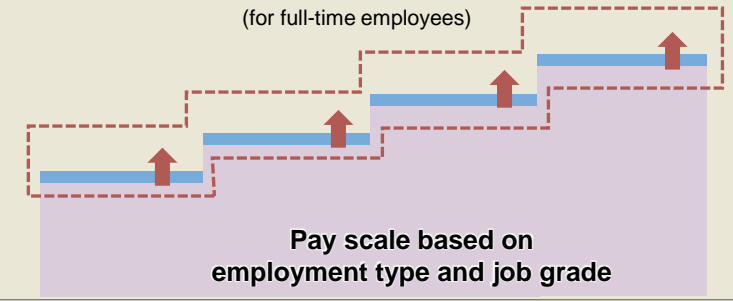


From January 2023 onward

Pay raise

Across-the-board pay raise

An average raise of 6.5% (for full-time employees)



Purpose

Encourage employees to come to work without any concern about their everyday lives amid soaring prices of consumer goods and services

Approach

Update the pay scale for all employees, including temporary employees

- ▶ An average raise of 6.5% for full-time employees; an average raise of 7.8% for temporary employees

▶▶▶ Employees have been found to take advantage of the new company policy that promotes a better work-life balance.

In FY 2022, the AMITA Group took a bold first step toward implementing ecosystem-driven business management practices.

As a next step, we intend to have deeper engagement with an even wider range of stakeholders in FY 2023 as part of our efforts to achieve AMITA Vision 2030.

Join us in this challenging but exciting endeavor
to create an ecosystem society.

For inquiries, send emails to
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