The 10th Medium-Term Business Plan

（FY2026～FY2028）

The 5th Stage Towards a 100-year Company (2031)

AMANO

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Review of the 9th Medium-Term Business Plan

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Performance exceeded the initial plan, driven by the combined effects of a weaker yen and exceptional domestic demand in Japan.
Although the operating margin did not meet the revised plan, targets under the initial plan formulated in FY2022, including ROE, were achieved, thereby resulting in a solid financial base.

Net Sales

FY2025
176.4 Billion yen
＋32.9％

FY2022
132.8 Billion yen

Operating Profit

FY2025
22.5 Billion yen
＋42.8％

FY2022
15.7 Billion yen

O P R

FY2025
12.8％
＋0.9Pt

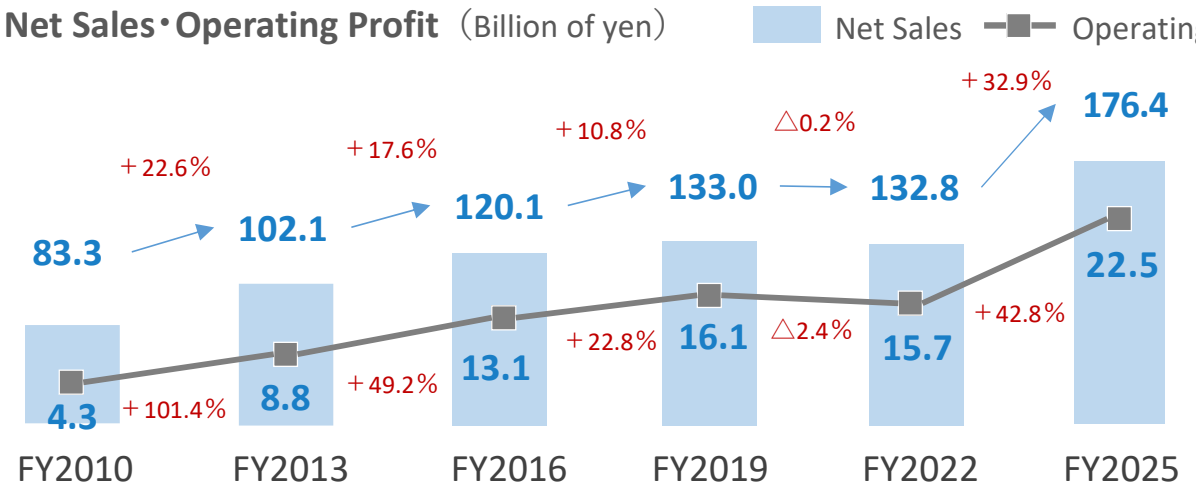
FY2022
11.9％

R O E

FY2025
***14.7**％
＋5.1Pt

FY2022
9.6％

Net Sales・Operating Profit（Billion of yen）



*Include one-off factors, such as gains on the sale of investment securities and tax adjustments arising from the recognition of deferred tax assets.

Review of the 9th Medium-Term Business Plan

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Expand business performance through Three growth drivers

(1) Information Systems : Software plus cloud services	・Sales domains were expanded through industry-specific solution proposals. (medical corp., educational corp., police and public sector market, etc.) ・"HR Solutions Optimized for the AI Era" Launch of the New Time and Attendance(T&A) software, TimePro-eX. (Dec. 2025)
(2) Parking Systems : Proposals centric to the Data center for Systems and Management Services	・Launch of data center–integrated new products. (Ticketless LPR, Camera-based flapless parking systems, ETCGO and Integration with smartphone apps) ・Sales Expansion of the parking data center service, ParkingWeb. ・Expansion of parking management contract services in domestic and overseas. (Japan, South Korea, Hong Kong)
(3) Clean Systems : Robot plus cloud service proposals	・Strengthened proposals for the cleaning robot, HAPiiBOT. (factories, transportation facilities, food supermarkets, etc.) (Increase recurring revenue, Strategic shift towards subscription-based model) ・Enhancement of cleaning robot. (Conversion to lithium-ion batteries、Collaboration with security system, etc.) ・Continued development of a new cleaning robot. (scheduled for release in FY2026)

Figures to be finalized

Society

○Targets for Diversity（as of Mar. 2026）
- Female manager ratio：5%
- Manager ratio among female employees：10%
- Male childcare rate：50%

※Disclosure planned in the Securities Report (June 2026)

Figures to be finalized

Environ-ment

○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

※Disclosure planned in the Integrated Report during FY2026

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

Long-Term Growth Strategy Framework

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Management Principle

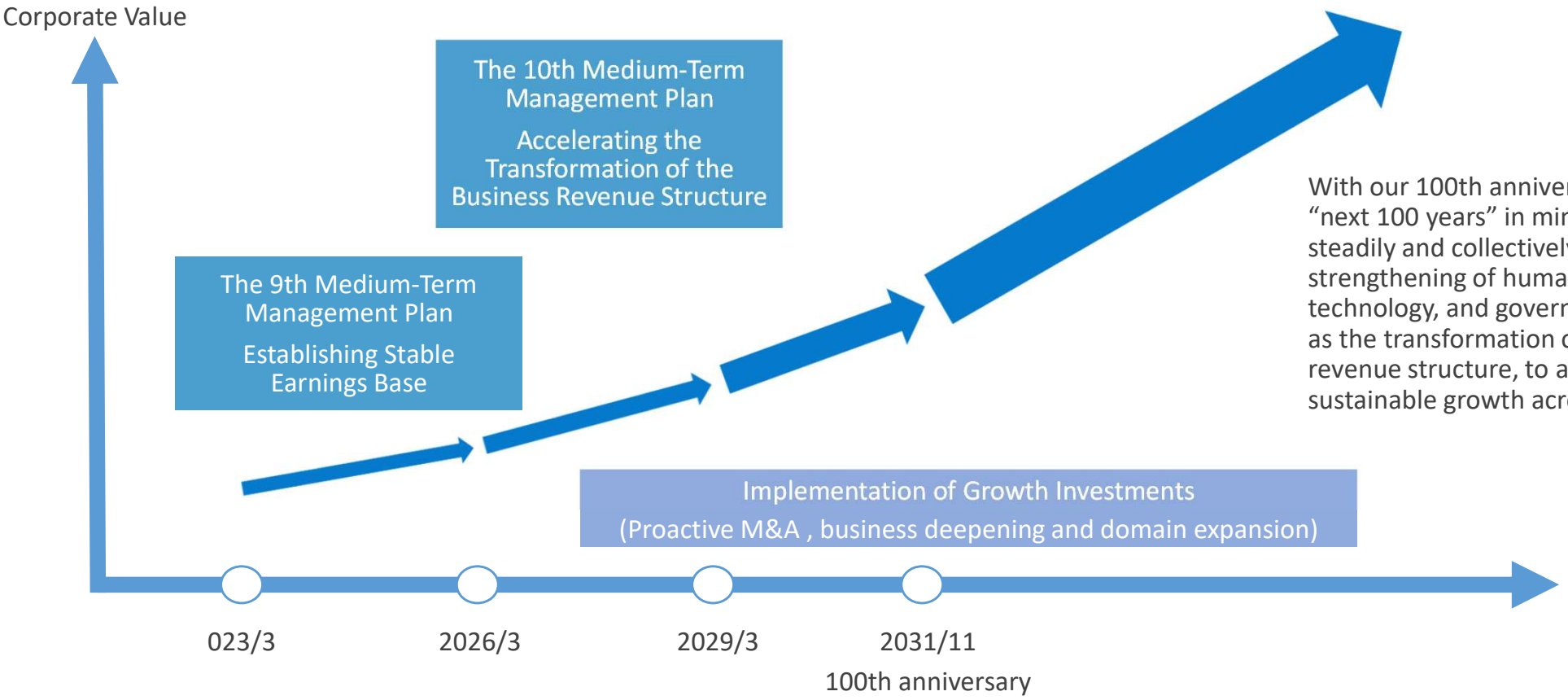
In the field of “People & **Time**” and “People & **Air**”, Amano will create new values and contribute to the realization of a safe, comfortable and a wholesome society.

Transformation of the Business Revenue Structure
Establishing Stable Earnings Base
×
Proactive M&A
Strategic Investments for Growth and Business Deepening
×
Efficient Financial Strategy
ROE Enhancement
▶
Target:
Market Capitalization of Over **¥500** Billion yen

Enhancing Customer Value

Strengthening Customer Base

Improving Capital Efficiency



With our 100th anniversary and the “next 100 years” in mind, we will steadily and collectively advance the strengthening of human capital, technology, and governance, as well as the transformation of our business revenue structure, to accelerate sustainable growth across the Group.

Medium-Term Business Plan Concept

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The 10th Medium-Term Business Plan (FY2026～FY2028)

The 5th Stage Towards a 100-year Company (2031)

Accelerating Corporate Transformation to Achieve Sustainable Management

Expand business performance through the continued execution of three core growth drivers + One

(1) Information Systems：Deepening and Expansion of the HR Domain with AI Integration

(2) Parking Systems：Expansion of Data Center–Centric Next-Generation Products and Management Services

(3) Clean Systems：Cleaning Robots (Expanded Product Lineup) × Cloud Services

＋One：Expansion of Existing Businesses into New Overseas Markets and Regions

Delivering the future of Time and Air

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

Numerical Targets(Consolidated) for FY2028

Net Sales	**200.0**Bil
Operating Profit	**28.0**Bil
OPR	**14**%
ROE	over **14**%

Numerical Targets for FY2026-2028

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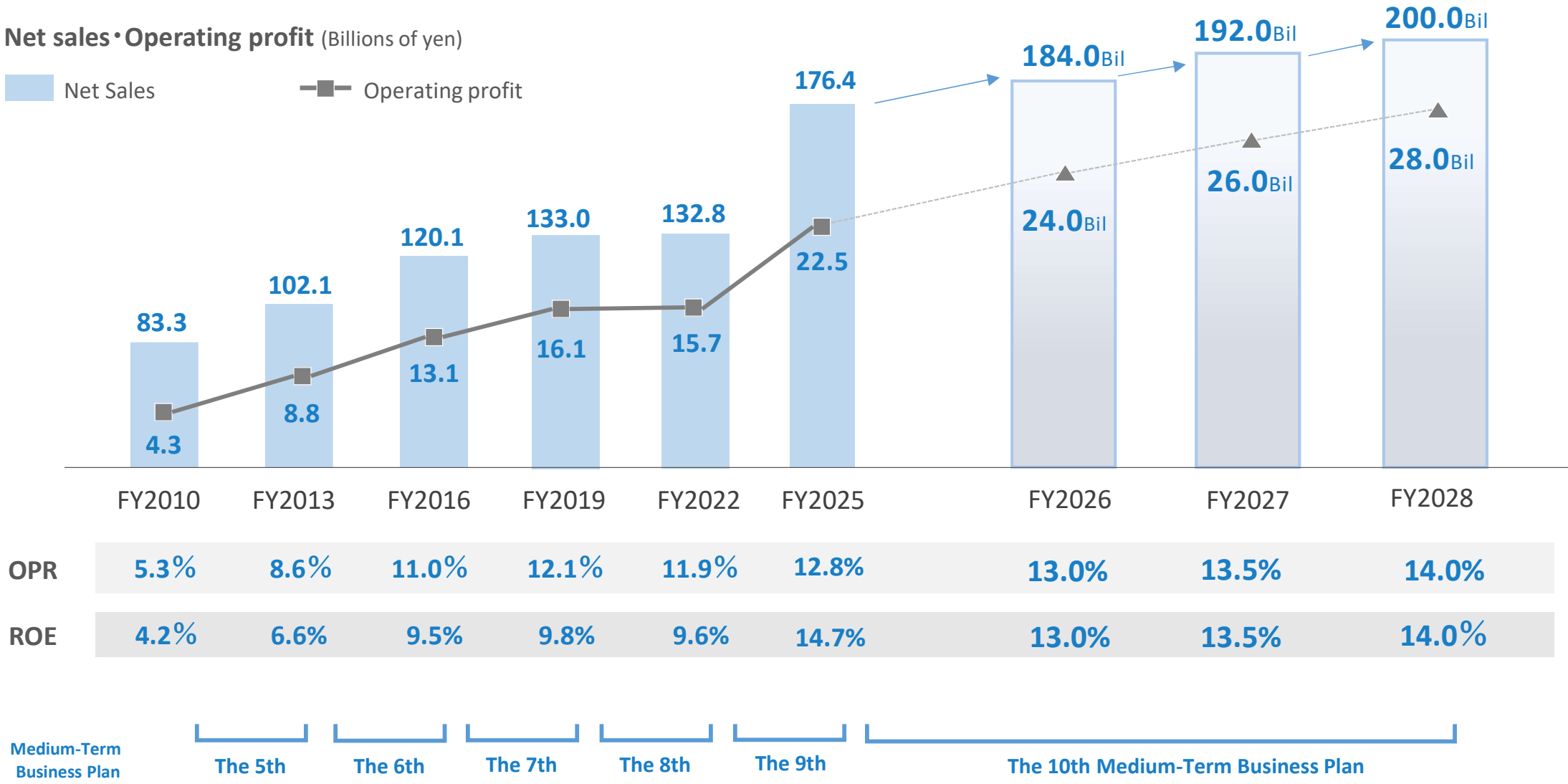
Numerical Targets： Average annual sales growth of 5%
Highly efficient management with ROE of over 14%



Numerical Targets for FY2026-2028

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Consolidated Business Plan

(Millions of yen)

	FY2026 Plan		FY2027 Plan		FY2028 Plan	
	Amount	Change	Amount	Change	Amount	Change
Net sales	184,000	+ 4.3%	192,000	+ 4.3%	200,000	+ 4.2%
Operating profit	24,000	+ 6.4%	26,000	+ 8.3%	28,000	+ 7.7%
Operating profit ratio	13.0%		13.5%		14.0%	
Ordinary profit	25,600	+ 5.1%	27,400	+ 7.0%	29,200	+ 6.6%
Net income attributable to owners of the parent company	17,600	(12.6%)	18,800	+ 6.8%	20,000	+ 6.4%

Consolidated Sales Plan

	FY2026 Plan			FY2027 Plan			FY2028 Plan		
	Amount		Change	Amount		Change	Amount		Change
Information Systems	42,800	23.3%	+ 2.8%	44,600	23.2%	+ 4.2%	46,500	23.3%	+ 4.3%
Time Management Products	2,400	1.3%	+ 6.6%	2,400	1.3%	0%	2,400	1.2%	0%
Parking Systems	96,800	52.6%	+ 4.0%	100,900	52.5%	+ 4.2%	105,100	52.5%	+ 4.2%
Time Information System business	142,000	77.2%	+ 3.7%	147,900	77.0%	+ 4.2%	154,000	77.0%	+ 4.1%
Environmental Systems	27,000	14.6%	+ 5.6%	28,300	14.8%	+ 4.8%	29,400	14.7%	+ 3.9%
Clean Systems	15,000	8.2%	+ 7.3%	15,800	8.2%	+ 5.3%	16,600	8.3%	+ 5.1%
Environment System business	42,000	22.8%	+ 6.2%	44,100	23.0%	+ 5.0%	46,000	23.0%	+ 4.3%
Grand total	184,000	100.0%	+ 4.3%	192,000	100.0%	+ 4.3%	200,000	100.0%	+ 4.2%
*FX Rates:	US$ 155.00 EUR 180.00			US$ 155.00 EUR 180.00			US$ 155.00 EUR 180.00		

Amano's Sustainable Initiatives

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In the fields of "People and Time" and "People and Air," we develop businesses and products that support the realization of a sustainable society.

Information Systems/ Time Management products

- HR Solutions Centered on T&A Management Systems

T&A systems integrated with AI supporting corporate compliance, appropriate work practices, employee well-being, and productivity improvement.

- Access Control System

Automated access control supports labor efficiency and safe, secure workplaces, contributing to enhanced security and sustainable operations for our customers.

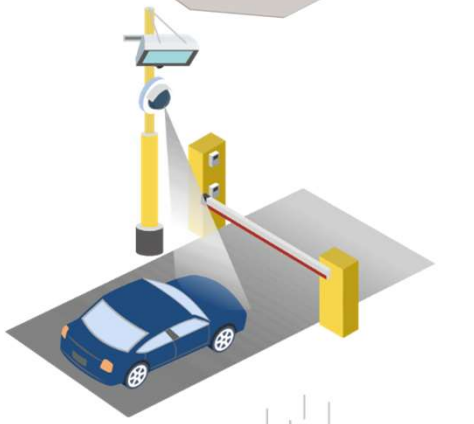
Parking Systems

- Ticketless LPR, Camera-based Flapless Parking Systems and ETCGO

Enhancing convenience for drivers and improving operational efficiency for parking operators while improving traffic flow, we contribute to reduced environmental impact.

- LPR Access Control System (Factories, Logistics Centers, etc.)

Automated visualization and management of vehicle flow improves operational efficiency, helping prevent accidents and strengthen security.



Environmental Systems

- Dust Collection Systems, Mist Collectors and Deodorizing Equipment

By addressing dust, mist, and odors in the work environment, we contribute to improvements in quality, safety, and employee well-being.

- Pneumatic Conveyors (Automotive-related, chemical, food, recycling, and related markets)

Controlling material dispersion and contamination risks improves labor efficiency, quality, productivity, and workplace safety.

Clean Systems

- Cleaning Robot

By leveraging autonomous driving technologies and image-based AI, we help address labor shortages while maintaining comfortable and safe environments.

- Wooden Floor Sanding Machines (Wood Floor Sanding for Homes in EU and NA)

Through the restoration and extended lifespan of wooden floors, we promote the effective use of assets and contribute to the conservation of global resources.

Amano's Sustainable Initiatives

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Business Foundation

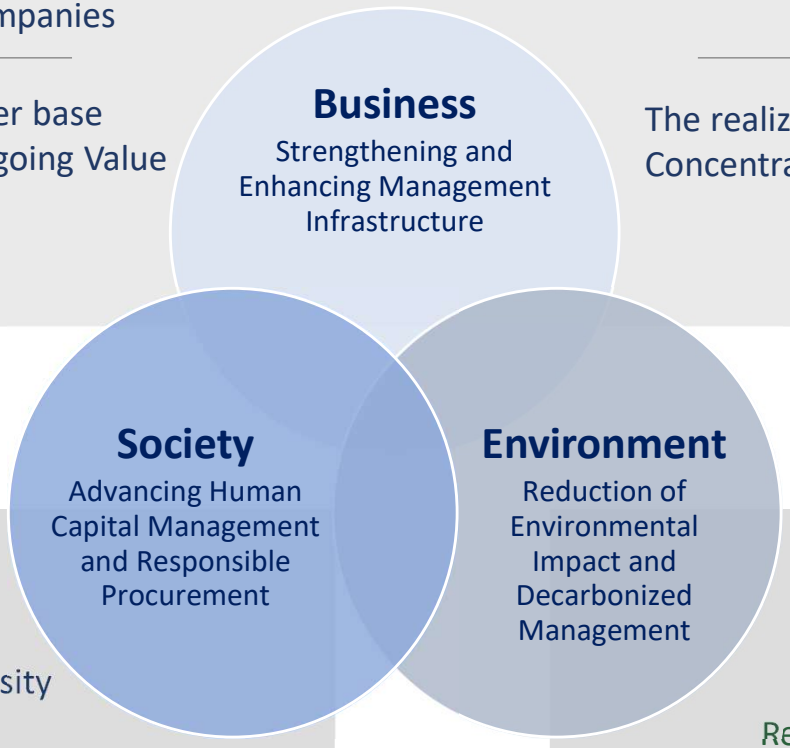
Deepening and Expanding Business Domains through AI and Robotics
Co-creation with partners Companies

Maintain and expand customer base
Enhancing the Delivery of Ongoing Value

Operational Foundation

Group-wide Standardization and Optimization of Operational Workflows

The realization of efficient cash management
Concentrated investment in growth drivers



Customer Base

Creating a Workplace for Diversity

Building Resilience for Mid- to Long-Term Changes (Human Capital and Organizational Strengthening)

Response to Human Capital Visualization

Strengthening Supply Chain Management

Financial Base

Realization of Carbon Neutrality

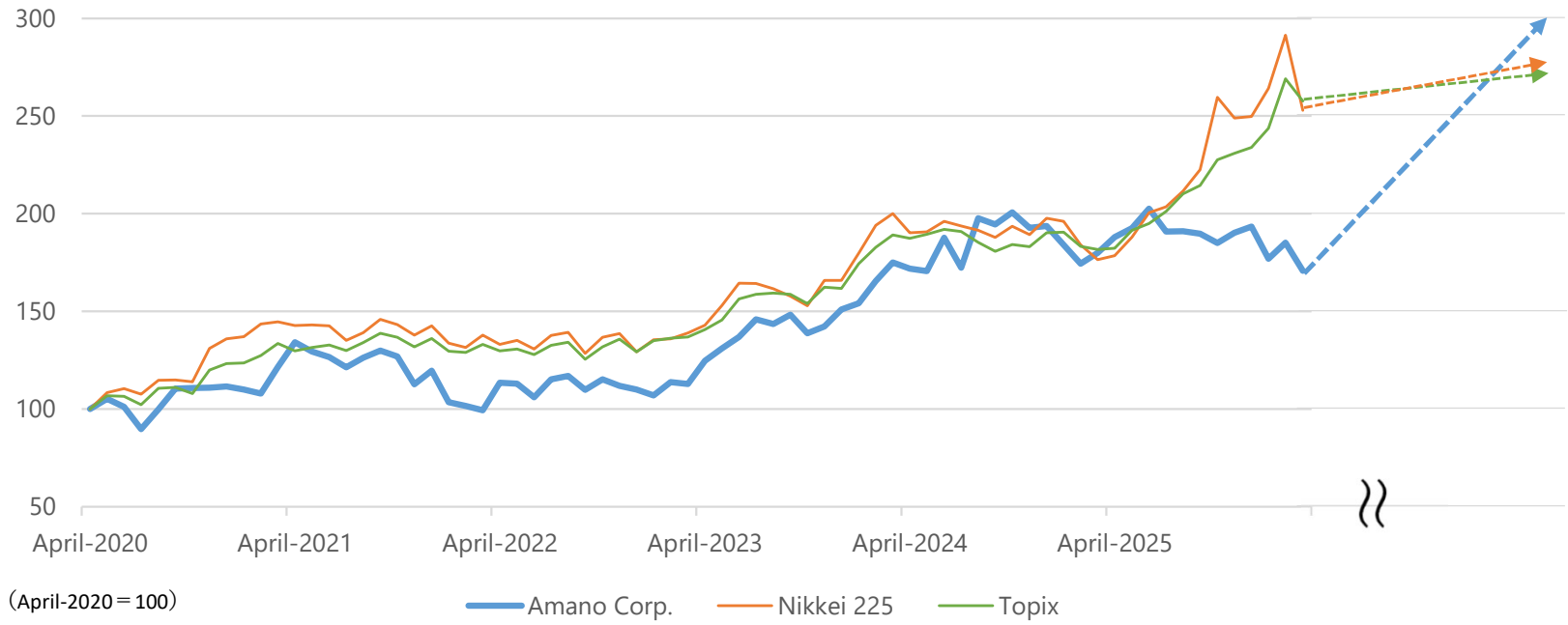
Initiatives Toward a Circular Economy

Environmentally Responsible Products

Note: For details of "Society" and "Environment" targets and initiatives, please refer to the Sustainability and Materiality pages on Amano's website.

Cost of Capital and Share Price

Share Price Performance



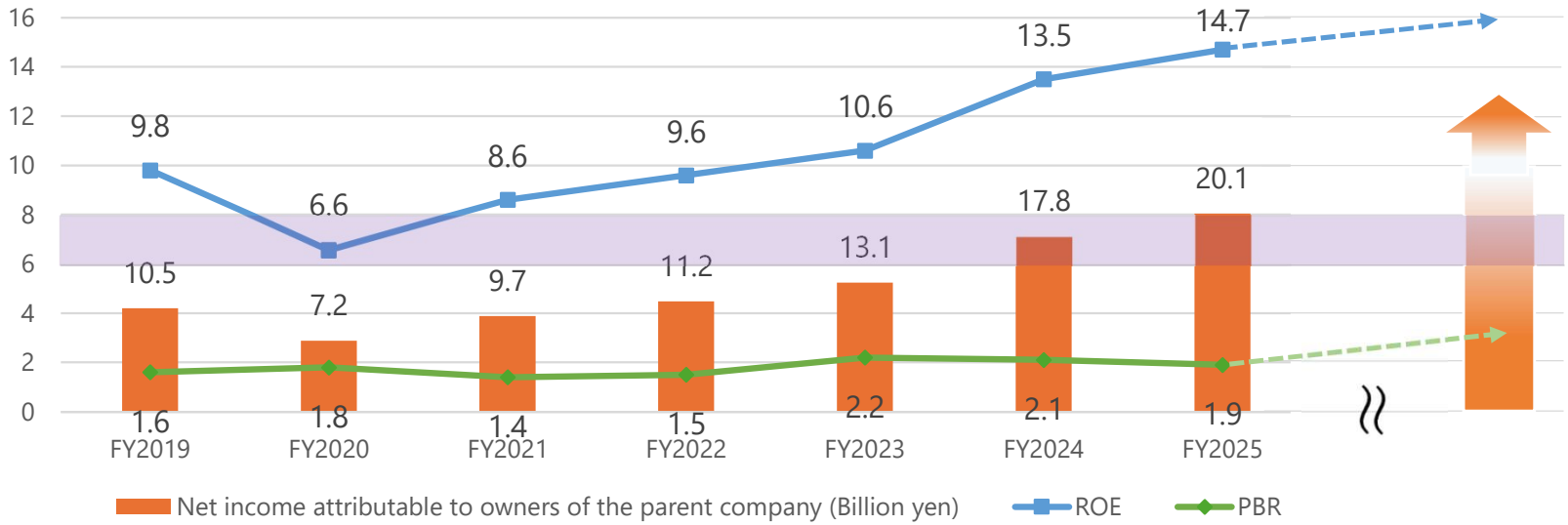
Target:
Market Capitalization of Over ¥500 Billion

From 2025 onward, the company has underperformed the Nikkei 225 and TOPIX.

Going forward, we aim to outperform the Nikkei 225 and TOPIX and achieve a market capitalization exceeding ¥500 billion.

ROE/PBR Performance

Cost of Equity: 6%–8%



Target:
ROE above 15%

Over the past five years, ROE has consistently exceeded the cost of equity (approximately 6–8%).

We aim to further increase ROE to an even higher level going forward.

Cash Allocation Policy

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Strengthening Growth Investments and Shareholder Returns Through Profit-Driven Cash Generation

Operating Cash Flow (Three-Year Total)

approx. **¥66 Bil***

Cash and bank deposits (as of March 2026)

approx. **¥60 Bil**

*Note: Operating cash flow excluding the impact of IFRS 16 and U.S. GAAP ASU 2016-02.

CAPEX: 15%
Maintenance and renewal of existing facilities

Growth Investments: 10%+
M&A, R&D, and human capital

Shareholder Returns: 30%+
Dividends and share buybacks

Funds for M&A: approx. ¥20.0 Bil
Funds reserved for large-scale M&A transactions

Working Capital (one year): approx. ¥30.0 Bil

Emergency Reserve Funds: approx. ¥10.0 Bil
Preparedness for natural disasters and pandemics

Any excess cash above ¥60.0 billion will be used for shareholder returns.

Note: Maintain cash and bank deposits of approx. ¥60 billion

Returns to Shareholders

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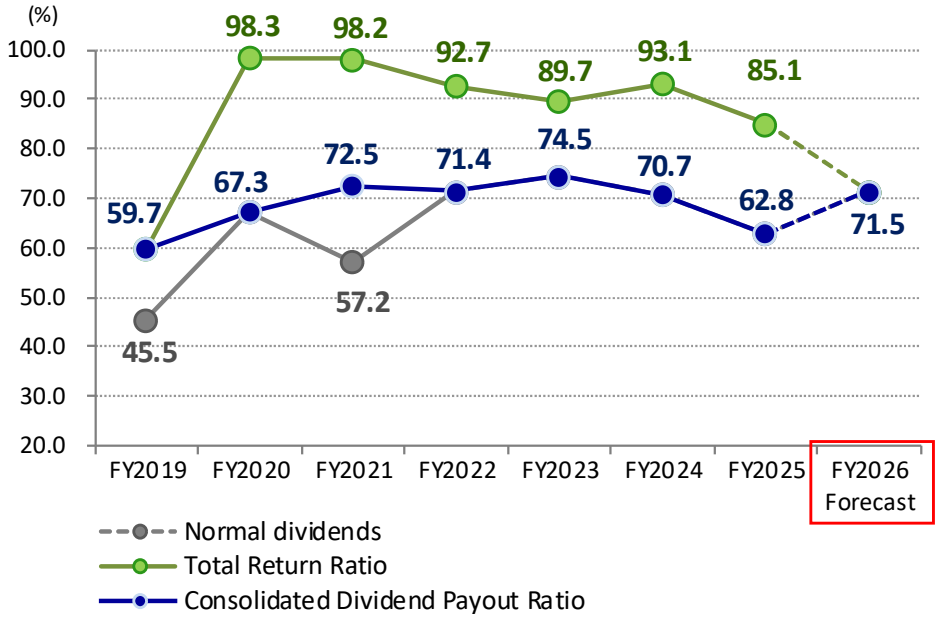
Dividend Policy

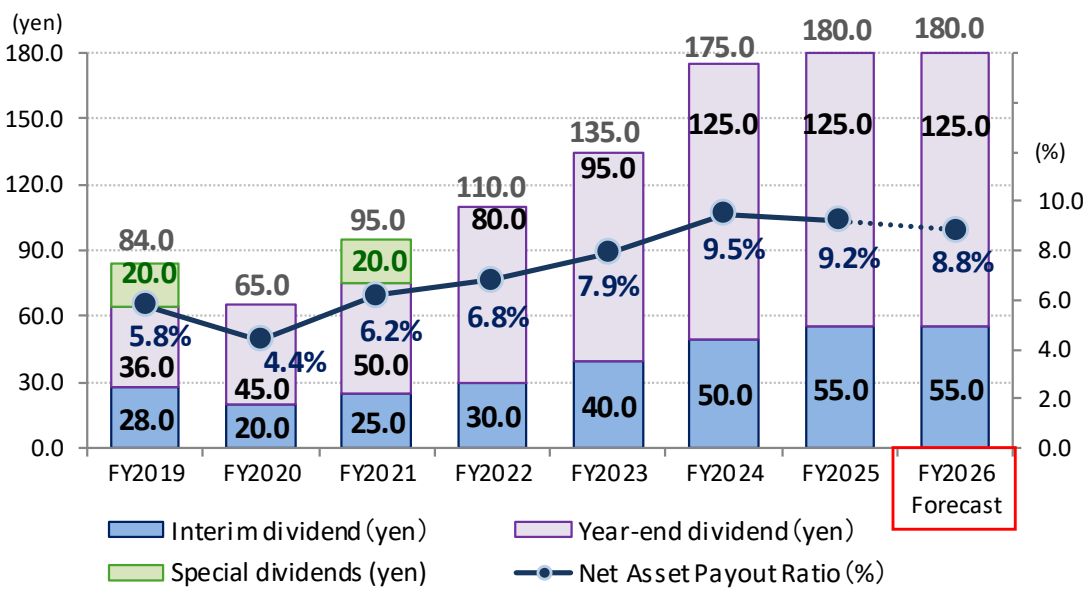
Stable dividends, performance-based profit distributions and Flexible share repurchases

- Consolidated Dividend Payout Ratio：Target above 60.0%
- Total Return Ratio：Target above 70.0%
- Net Asset Payout Ratio：Lower limit of 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	Apr - Sep, 2021	Apr - Aug, 2022	Apr - Aug, 2023	Apr - Jul, 2024	Apr - Jul, 2025	Feb, 2026
Total	750,000 shares	993,900 shares	795,100 shares	495,700 shares	900,000 shares	1,147,000 shares
Total	2,151 Million yen	2,477 Million yen	2,363 Million yen	1,949 Million yen	3,901 Million yen	4,489 Million yen

The cancellation of treasury stock

Class of shares cancelled	Number of shares cancelled	Date of cancellation	Total number of shares outstanding after cancellation
Common stock of AMANO Corporation	5,551,700 shares 7.24% of the total number of shares outstanding (before cancellation)	Aug 8, 2025	71,106,129 shares

Time & Air

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