

Summary Financial Statements (Consolidated)
for Fiscal Year 2025 (Year Ended March 31, 2026) (Japan GAAP)

April 27, 2026

Company name: Amano Corporation Listed on: TSE
Securities code: 6436 URL <https://www.amano.co.jp/en>
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Scheduled date for Ordinary General Meeting of Shareholders: June 29, 2026

Scheduled date for filing of securities report: June 24, 2026

Scheduled date for start of dividend payments: June 30, 2026

Supplementary explanation materials prepared for financial results: Yes

Briefing held on financial results: Yes (for institutional investors and analysts)

(Amounts less than 1 million yen are rounded down)

1. Business results for fiscal year 2025 (April 1, 2025 to March 31, 2026)

(1) Operating results

(Percentages represent year on year changes)

	Net sales		Operating profit		Ordinary profit		Net income attributable to owners of the parent company	
	Millions of yen	(% change)	Millions of yen	(% change)	Millions of yen	(% change)	Millions of yen	(% change)
FY 2025 (year ended March 2026)	176,467	0.6	22,551	(2.1)	24,358	(1.2)	20,146	13.0
FY 2024 (year ended March 2025)	175,423	14.8	23,040	17.7	24,642	18.2	17,828	35.7

Note: Comprehensive income FY 2025 (year ended March 2026): ¥ 24,060 million (15.6%)

FY 2024 (year ended March 2025): ¥ 20,813 million (7.3%)

	Net income per share	Diluted net income per share	Ratio of net income to equity capital	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
FY 2025 (year ended March 2026)	286.34	—	14.7	12.6	12.8
FY 2024 (year ended March 2025)	249.91	—	13.5	13.0	13.1

Reference: Equity in earnings of affiliates FY 2025 (year ended March 2026): ¥ 271 million

FY 2024 (year ended March 2025): ¥ 208 million

(2) Financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
FY 2025 (year ended March 2026)	193,096	139,212	71.8	2,001.48
FY 2024 (year ended March 2025)	194,338	136,563	69.9	1,906.85

Reference: Equity capital FY 2025 (year ended March 2026): ¥ 138,623 million

FY 2024 (year ended March 2025): ¥ 135,929 million

(3) Cash flows

	Cash flow from operating activities	Cash flow from investing activities	Cash flow from financing activities	Cash and cash equivalents at end of year
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
FY 2025 (year ended March 2026)	24,937	(6,560)	(26,177)	48,873
FY 2024 (year ended March 2025)	24,672	(4,192)	(17,361)	55,859

2. Dividends

	Annual dividends					Total dividend amount (Year)	Payout ratio (Consolidated)	Ratio of dividend to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Year-end	Total			
FY 2024 (year ended March 2025)	—	50.00	—	125.00	175.00	12,601	70.7	9.5
FY 2025 (year ended March 2026)	—	55.00	—	125.00	180.00	12,655	62.8	9.2
FY 2026 (year ending March 2026) (est.)	—	55.00	—	125.00	180.00		71.5	

3. Forecast earnings for fiscal year 2026 (April 1, 2026 to March 31, 2027)

(Percentages represent year on year changes)

	Net sales		Operating profit		Ordinary profit		Net income attributable to owners of the parent company		Net income per share Yen
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	
First half	86,400	2.9	10,200	5.3	10,900	4.0	7,400	10.8	106.84
Full year	184,000	4.3	24,000	6.4	25,600	5.1	17,600	(12.6)	254.11

Notes

(1) Significant changes among subsidiaries during the fiscal year under review : None
(i.e. changes among specific subsidiaries resulting in a change in the scope of consolidation)

(2) Changes to accounting policy, changes to accounting forecasts, and restatements

[1] Changes arising from revision of accounting standards : None

[2] Changes to accounting policy other than those in [1] above : None

[3] Changes to accounting forecasts : None

[4] Restatements : None

(3) Number of shares issued and outstanding (common stock)

[1] Number of shares issued and outstanding at the end of the period (including treasury stock)

As of March 31, 2026	71,106,129 shares	As of March 31, 2025	76,657,829 shares
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[2] Number of shares of treasury stock at the end of the period

As of March 31, 2026	1,845,386 shares	As of March 31, 2025	5,373,192 shares
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[3] Average number of shares outstanding

As of March 31, 2026	70,357,710 shares	As of March 31, 2025	71,339,401 shares
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Note: The number of shares of treasury stock as of March 31, 2026, includes Amano's shares held by the Director's Compensation BIP Trust and the Employee Stock Ownership Plan (J-ESOP).

(697,819 shares as of Mar. 31, 2026 and 721,481 shares as of March 31, 2025 respectively)

In addition, these Company's shares are included in the treasury stock which is deducted in calculating the average number of shares outstanding.

Reference: Non-consolidated results

1. Business results for fiscal year 2025 (April 1, 2025 to March 31, 2026)

(1) Operating results

(Percentages represent year on year changes)

	Net sales		Operating profit		Ordinary profit		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
FY 2025 (year ended March 2026)	76,689	(2.8)	12,912	(11.1)	17,695	(13.5)	14,393	(12.0)
FY 2024 (year ended March 2025)	78,867	8.5	14,522	20.1	20,447	27.9	16,361	53.1

	Net income per share		Diluted net income per share	
	Yen		Yen	
FY 2025 (year ended March 2026)	204.58		—	
FY 2024 (year ended March 2025)	229.34		—	

(2) Financial position

	Total assets		Net assets		Equity ratio		Net assets per share	
	Millions of yen		Millions of yen		%		Yen	
FY 2025 (year ended March 2026)	125,091		106,060		84.8		1,531.33	
FY 2024 (year ended March 2025)	134,091		112,271		83.7		1,574.97	

Reference: Equity capital

FY 2025 (year ended March 2026): ¥ 106,060 million

FY 2024 (year ended March 2025): ¥ 112,271 million

2. Forecast earnings for fiscal year 2026 (April 1, 2026 to March 31, 2027)

(Percentages represent year on year changes)

	Net sales		Operating profit		Ordinary profit		Net income		Net income per share Yen
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	
First half	36,800	1.9	5,300	1.4	8,900	1.1	6,700	0.3	96.74
Full year	80,500	5.0	13,600	5.3	18,300	3.4	13,700	(4.8)	197.80

Note: Summary Financial Statements are not subject to auditing by a certified public accountant or auditing firm.

Note: Explanation concerning appropriate use of the earnings forecast, and other matters to note

Caution regarding forward-looking statements

Earnings forecasts and other forward-looking statements contained in this document are based on information available at the time of this document's preparation and on certain assumptions that are deemed to be reasonable. A variety of factors could cause actual results to differ significantly from the forecasts.

Obtaining supplementary financial results materials and information on the scheduled financial results briefing

Supplementary financial results materials are disclosed on the Amano's website on the same day as the date of this document. Also, a financial results briefing for institutional investors and analysts is scheduled for Tuesday, April 28, 2026. The financial results materials to be distributed at this briefing are due to be on the Amano's website immediately on the same day.

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1. Summary of Business Results

(1) Summary of Business Results for This Fiscal Year

During the fiscal year under review, the Japanese economy is considered to continue its moderate recovery trend, supported by capital expenditures by companies to save labor and manpower. On the other hand, the economic outlook remains uncertain due to factors such as escalating tensions in the Middle East, trends in U.S. trade policy, and the stagnation of the Chinese economy.

Under this business environment, in our "9th Medium-Term Business Plan" that started in April 2023, we, the Amano Group, have set forth the management concept of "The 4th Stage Towards a 100-year Company-Initiatives for a Paradigm Shift Leading to Sustainable Management" in which we have promoted DX (digital transformation) in each business field and have executed strategic investments in software-based assets, IoT, AI, etc., and further enhance our competitive advantage in terms of profitability. Furthermore, we have proactively worked to solve social issues.

During the fiscal year under review, Amano recorded net sales of ¥176,467 million, up by 0.6% year on year. Operating profit decreased by 2.1% to ¥22,551 million, ordinary profit went down by 1.2% to ¥24,358 million, and net income attributable to owners of the parent company increased by 13.0% to ¥20,146 million.

(Main factors behind the business results)

- (i) At the non-consolidated Amano, software sales in Information Systems continued to grow due to system replacement by various companies aimed at improving operational efficiency, etc. Environmental Systems sales increased due to strong sales of large-scale systems. On the other hand, Parking Systems sales decreased due to a backlash reduction from the special demand for new banknotes in the previous fiscal year.
- (ii) In domestic group companies, the parking management contract services business and the cloud service business for T&A sales grew.
- (iii) In overseas markets, Parking Systems sales increased in North America and became profitable due to the effect of new products. In Europe, Information Systems sales in France performed steadily, with increases in both revenue and profit. In Asia, Parking Systems sales in Hong Kong remained flat, partly due to the impact of foreign exchange rates, and Parking Systems sales in South Korea increased as demand recovered following the easing of political turmoil at the end of 2024.
- (iv) Net income attributable to owners of the parent increased due to the recognition of gains on the sale of investment securities resulting from the reduction of policy-held shares and the recognition of deferred tax assets resulting from improved performance at U.S. group companies.

The following is a breakdown of sales by business division.

Category		FY 2024 (April 1, 2024– March 31, 2025)		FY 2025 (April 1, 2025– March 31, 2026)		Change	
		Amount	Ratio (%)	Amount	Ratio (%)	Amount	%
Time Information System business:							
Information Systems		39,953	22.8	41,631	23.6	1,678	4.2
Time Management Products		2,436	1.4	2,251	1.3	(184)	(7.6)
Parking Systems		93,459	53.2	93,042	52.7	(417)	(0.4)
Subtotal		135,849	77.4	136,925	77.6	1,076	0.8
Environment System business:							
Environmental Systems		25,306	14.5	25,557	14.5	251	1.0
Clean Systems		14,267	8.1	13,983	7.9	(284)	(2.0)
Subtotal		39,574	22.6	39,541	22.4	(33)	(0.1)
Total		175,423	100.0	176,467	100.0	1,043	0.6

Time Information System business

The sales in this business totaled ¥136,925 million, up by ¥1,076 million (up 0.8%) year on year. The following is a breakdown of sales by business division.

- Information Systems ¥41,631 million (up 4.2% year on year)

Domestic sales for the current term were as follows. For non-consolidated Amano, software sales increased by ¥1,132 million (8.8%) due to the promotion of software update proposals, hardware sales increased by ¥263 million (9.6%), and sales generated by maintenance contracts and supplies services decreased by ¥93 million (2.0%). Cloud services deployed by Amano Business Solutions Corporation steadily grew and sales increased. Overall overseas sales increased by ¥446 million (2.4%). Accu-Time Systems, Inc.'s sales in North America decreased, while Horoquartz S.A.'s sales in Europe increased.

- Time Management Products ¥2,251 million (down 7.6% year on year)

Domestic sales for the current term decreased by ¥64 million (3.3%) as the sales of standard time recorders and PC-linked time recorders decreased compared with the previous fiscal year. Overall overseas sales decreased by ¥108 million (19.7%) as sales in Europe, North America and Asia decreased.

- Parking Systems ¥93,042 million (down 0.4% year on year)

Domestic sales for the current term were as follows. For non-consolidated Amano, parking system equipment sales decreased by ¥2,094 million (11.4%), and sales generated by maintenance contracts and supplies services decreased by ¥2,593 million (20.0%) due to the backlash reduction from the special demand for new banknotes in the previous fiscal year. Sales of the parking management contract service business operated by Amano Management Service continued to increase steadily, and the number of parking sites under management increased by 33,000 (4.2%) from the end of the previous fiscal year due to continued investment. Overall overseas sales increased by ¥3,708 million (7.4%). Amano McGann, Inc.'s sales in North America increased and in Asia, the sales of the parking management contract service business in Korea. The sales increased in Hong Kong on a local currency basis, but decreased in Japanese yen basis due to impacts of foreign exchange rates.

Environment System business

The sales in this business totaled ¥39,541 million, down by ¥33 million (down 0.1%) year on year. The following is a breakdown of sales by the business division.

- Environmental Systems ¥25,557 million (up 1.0% year on year)

During the current term for non-consolidated Amano, sales of standard dust collectors decreased by ¥431 million (6.0%). On the other hand, sales of large-scale systems increased by ¥1,180 million (15.0%), and sales generated by maintenance contracts and supplies services increased by ¥518 million (11.2%). Overall overseas sales decreased by ¥1,316 million (27.2%) as sales in North America and Asia decreased.

- Clean Systems ¥13,983 million (down 2.0% year on year)

During the current term for non-consolidated Amano, sales of cleaning equipment decreased by ¥14 million (0.5%), and sales generated by maintenance contracts and supplies services increased by ¥67 million (2.9%). Overall overseas sales decreased by ¥359 million (4.2%) as Amano Pioneer Eclipse Corporation's sales in North America decreased.

Reference information

Information by area

(Millions of yen)

	Net sales				Operating profit			
	FY 2024 (year ended March 2025)	FY 2025 (year ended March 2026)	Change	Percentage change (%)	FY 2024 (year ended March 2025)	FY 2025 (year ended March 2026)	Change	Percentage change (%)
Japan	93,916	92,483	(1,432)	(1.5)	22,260	20,642	(1,617)	(7.3)
Other Asia	41,166	41,797	630	1.5	2,625	2,192	(433)	(16.5)
North America	25,239	26,486	1,247	4.9	293	1,752	1,458	496.2
Europe	16,196	16,833	637	3.9	2,127	2,300	172	8.1
Total	176,518	177,599	1,081	0.6	27,307	26,887	(420)	(1.5)
Eliminations/ Corporate	(1,094)	(1,132)	—	—	(4,267)	(4,336)	—	—
Consolidated	175,423	176,467	1,043	0.6	23,040	22,551	(488)	(2.1)

Notes: 1. The national and regional demarcations are based on the degree of geographical proximity.

2. Major countries and territories included in areas other than Japan:

- (1) Other Asia: Singapore, Thailand, Malaysia, Indonesia, South Korea, China, Philippines, and Vietnam
- (2) North America: United States, Canada, and Mexico
- (3) Europe: France, Belgium, and Spain

Overseas sales

(Millions of yen)

	Overseas sales				Proportion of consolidated net sales accounted for by overseas sales (%)		
	FY 2024 (year ended March 2025)	FY 2025 (year ended March 2026)	Change	Percentage change (%)	FY 2024 (year ended March 2025)	FY 2025 (year ended March 2026)	Change
Other Asia	41,293	41,689	396	1.0	23.5	23.6	0.1
North America	23,598	25,285	1,686	7.1	13.4	14.3	0.9
Europe	15,577	16,615	1,037	6.7	8.9	9.4	0.5
Other regions	1,853	1,158	(694)	(37.5)	1.1	0.7	(0.4)
Total	82,322	84,748	2,426	2.9	46.9	48.0	1.1
Consolidated net sales	175,423	176,467					

Notes: 1. The national and regional demarcations are based on the degree of geographical proximity.

2. Major countries and territories included in areas other than Japan:

- (1) Other Asia: Singapore, Thailand, Malaysia, Indonesia, South Korea, China, Philippines, and Vietnam
- (2) North America: United States and Canada
- (3) Europe: France, Belgium, and Spain
- (4) Other regions: Central and South America

3. Overseas sales comprise sales by Amano and its consolidated subsidiaries to countries and regions other than Japan.

(2) Summary of Financial Condition for This Fiscal Year

(i) Assets, liabilities, and net assets

Total assets amounted to ¥193,096 million (down ¥1,242 million from the previous consolidated fiscal year-end).

- Current assets: a decrease of ¥4,584 million due to decreases in cash and bank deposits, and notes and accounts receivable-trade and contract assets, etc.
- Fixed assets: an increase of ¥3,341 million due to an increase in software, etc.

Total liabilities amounted to ¥53,883 million (down ¥3,891 million from the previous consolidated fiscal year-end).

- Current liabilities: a decrease of ¥3,914 million due to decreases in accrued income taxes and lease liabilities, etc.
- Long-term liabilities: an increase of ¥22 million due to an increase in lease liabilities, etc.

Net assets amounted to ¥139,212 million (up ¥2,649 million from the previous consolidated fiscal year-end).

- Shareholders' equity: a decrease of ¥1,090 million due to dividends paid, acquisition of treasury stock and cancellation of treasury stock, etc.
- Accumulated other comprehensive income: an increase of ¥3,785 million due to an increase in foreign currency translation adjustments, etc.

(3) Summary of Cash Flows for This Fiscal Year

Consolidated cash and cash equivalents decreased by ¥6,985 million from the previous fiscal year-end to a total of ¥48,873 million as of March 31, 2026. The status of each type of cash flow at year-end and the underlying factors are as follows.

Net cash provided by operating activities totaled ¥24,937 million (an increase in income of ¥265 million year on year).

•Main income factors:

Posting of income before income taxes amounting to ¥25,823 million, posting of depreciation and amortization amounting to ¥10,649 million, and posting of decrease in trade notes and accounts receivable and contract assets amounting to ¥2,211 million.

•Main expenditure factors:

Posting of income taxes paid amounting to ¥8,791 million, posting of gain on sale of investment securities amounting to ¥1,853 million, and posting of interest and dividend revenue amounting to ¥1,255 million.

Net cash used in investing activities totaled -¥6,560 million (an increase in cash outflow of ¥2,368 million year on year).

•Main income factors:

Posting of proceeds from withdrawal of time deposits amounting to ¥8,705 million, posting of proceeds from sale of investment securities amounting to ¥2,334 million, and posting of proceeds from redemption of securities proceeds amounting to ¥1,850 million.

•Main expenditure factors:

Posting of increase in time deposits amounting to ¥8,878 million, posting of payment for purchase of tangible fixed assets amounting to ¥5,225 million, and posting of payment for acquisition of intangible fixed assets amounting to ¥3,901 million.

Net cash used in financing activities amounted to -¥26,177 million (an increase in cash outflow of ¥8,815 million year on year).

•Main income factors:

Posting of proceeds from sale and leaseback amounting to ¥2,418 million.

•Main expenditure factors:

Posting of dividends paid amounting to ¥12,911 million, posting of payment for acquisition of treasury stock amounting to ¥8,393 million, and posting of repayments of lease liabilities amounting to ¥6,947 million.

(4) Future Outlook

With regard to the outlook for the Japanese economy in the next fiscal year, while corporate capital investment aimed at labor and manpower savings is expected to remain robust and the trend of gradual economic recovery is likely to continue, the business environment surrounding companies is expected to remain uncertain due to factors such as rising geopolitical risks—including tensions in the Middle East—and the resulting increase in various costs, as well as growing uncertainty surrounding U.S. trade policy.

Amid this business environment, Amano and our group companies have set "The 5th Stage Towards a 100-year Company (2031) -Accelerating Corporate Transformation to Achieve Sustainable Management-" as our management concept and work to address key issues in the "10th Medium-Term Business Plan".

The details of the plan are available on the Amano's website.

(<https://www.amano.co.jp/en/ir/managementpolicy/plan/>)

(5) Basic Policy on Distribution of Profits and Payment of Dividends for This Fiscal Year and the Next

Amano places great importance on our policy of paying dividends to shareholders. Our fundamental policy to return profits to shareholders is to continue to make stable ordinary dividend payments, make appropriate performance-based distributions. We maintained a dividend payout ratio over 40% on a consolidated basis, a total return ratio over 55%, and a net asset payout ratio over 2.5%. However, we are revising the policy as follows to further enhance shareholder returns.

Stable dividends + Performance-based profit distributions + Flexible share repurchases

(i) Consolidated Dividend Payout Ratio: Target above 60.0%

(ii) Total Return Ratio: Target above 70.0%

(iii) Net Asset Payout Ratio (DOE): Lower limit of 2.5%

In line with this policy, taking into account our current-year operations results, we plan to pay a year-end dividend of ¥125 per share, and the annual per-share dividend for this fiscal year will be ¥180 (including ¥55 per share paid as the interim dividend), an increase of ¥5 from the annual per share dividend of ¥175 for the previous fiscal year.

In addition, the Board of Directors approved a resolution regarding the acquisition of treasury stock (*1) on January 30, 2026, and the acquisition of treasury stock was completed (*2) on February 2, 2026.

For more details of this matter, please visit the Amano's website.

*1 (https://www.amano.co.jp/en/ir/dl/news/2026/20260130_1.pdf)

*2 (https://www.amano.co.jp/en/ir/dl/news/2026/20260130_2.pdf)

As a result, the consolidated dividend payout ratio will be 62.8%, the total return ratio will be 85.1%, and the net asset payout ratio will be 9.2%.

With regard to the dividend for the next fiscal year ending March 31, 2027, in line with our "Basic Policy on Distribution of Profits" and in view of our outlook for the next fiscal year, we currently maintain an annual per share dividend of ¥180 (with an interim dividend of ¥55 and a year-end dividend of ¥125).

Retained earnings will be earmarked to fund effective investment aimed at the fundamental enhancement of the capacity to conduct our business operations. This will include the expansion and strengthening of existing business fields, strategic investment in growth fields, and spending on research and development, as well as the rationalization of production plants and equipment for the purpose of reducing costs and further improving product quality, etc.

2. Business Policies

(1) Basic Management Policy

Amano's management philosophy is to create new values and contribute to the realization of a safe, comfortable and a wholesome society in the fields of "People & Time" and "People & Air."

Under this management philosophy and based on an optimal governance structure that responds to changes in the business environment, we will strive to maximize corporate value by ensuring sustained growth through the creation of new businesses and markets with a medium-to long-term global perspective, in addition to expanding our existing businesses. Furthermore, we aim to become a company that has the trust and high regard of all the stakeholders including customers, business partner companies, shareholders, employees and local communities by constantly returning a fair profit earned through business activities.

(2) Medium-long Term Business Strategy

Amano have formulated the "10th Medium-Term Business Plan" for the three-year period from April 2026 to March 2029.

The details of the plan are available on the Amano's website.

(<https://www.amano.co.jp/en/ir/managementpolicy/plan/>)

[1] Basic policies

In the "10th Medium-Term Business Plan", we have set "The 5th Stage Towards a 100-year Company (2031) - Accelerating Corporate Transformation to Achieve Sustainable Management-" as our management concept.

Starting as a hardware manufacturer, we have evolved into a company that provides comprehensive solutions by expanding our business scope to include software, cloud services, contract services, and data services in response to changing market needs and technological innovations. Moving forward, we view the rapid advancement of AI and data technologies, the acceleration of geopolitical shifts, and changing standards in the global market as opportunities for growth. To further drive the transition to a "business structure centered on data and AI" across all our operations, we will strengthen strategic investments in software assets, data infrastructure, and IoT and AI platforms. At the same time, we will work to strengthen and advance our management infrastructure, while also addressing social challenges such as human capital management, responsible procurement, environmental impact reduction, and decarbonization. As a member of the global business community, we aim to continuously enhance our corporate value.

Under this policy, we will expand our business performance based on the three growth drivers + One, aiming to achieve sales of ¥200,000 million, operating profit of ¥28,000 million, operating profit margin (OPR) of 14%, and ROE of over 14% in the fiscal year ending March 31, 2029, the final year of this plan.

Expansion of business performance based on the three growth drivers + One in the "10th Medium-Term Business Plan."

- (i) Information Systems: Deepening and Expansion of the HR Domain with AI Integration
 - (ii) Parking Systems: Expansion of Data Center-Centric Next-Generation Products and Management Services
 - (iii) Clean Systems: Cleaning robots (Expanded Product Lineup) × Cloud Services
- + One: Expansion of Existing Businesses into New Overseas Markets and Regions

[2] Numerical targets

(Major assumptions of the numerical targets)

- (i) Information Systems at non-consolidated Amano is expected to remain steady, driven primarily by the public sector in the context of work-style reform initiatives, and growth is projected to continue through expanded sales of new products released in December 2025. Additionally, for parking systems, the decline following the surge in demand caused by the introduction of new banknotes has run its course, and the company anticipates improved performance by addressing market needs for digital transformation (DX), such as cashless and camera-based parking management and ETCGO. Environmental Systems will continue to be driven by large scale systems, and we anticipate a recovery in demand for standard dust collection systems starting in the second half of this fiscal year. In the Clean Systems, we plan to expand our lineup and enhance the functionality of our cleaning robots, and we expect earnings to grow through strengthened sales of cleaning robots.
- (ii) The domestic and overseas parking management contract services business will further drive the Amano Group overall performance as a growth driver.
- (iii) Steady performance in North America and Europe is anticipated, given the business environment in these key markets.
- (iv) The cross-shareholdings divested in the previous period, while our policy is to continue to reduce them, have only been reflected as completed divestments.
- (v) We are currently investigating the impact of the escalating tensions in the Middle East and will revise our financial projections as appropriate once the effects become clear.

(Millions of yen)

	FY 2026 (year ending March 2027)		FY 2027 (year ending March 2028)		FY 2028 (year ending March 2029)	
	Amount	YoY (%)	Amount	YoY (%)	Amount	YoY (%)
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

3. Basic Approach to the Selection of Accounting Standards

We have not determined a specific date for the adoption of IFRS; however, to prepare for the future adoption, we will undertake the preparations and examinations that are presently possible, and at the same time we will continue to collect and study international accounting information.

4. Consolidated Financial Statements and Primary Explanatory Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	FY 2024 (as of March 31, 2025)	FY 2025 (as of March 31, 2026)
Assets		
Current assets		
Cash and bank deposits	66,466	60,786
Notes and accounts receivable—trade and contract assets	38,811	37,096
Lease receivables	1,943	2,121
Marketable securities	1,355	900
Merchandise and finished goods	5,768	5,508
Work in process	889	832
Raw materials and supplies	8,973	9,748
Other current assets	4,477	7,066
Allowance for doubtful accounts	(567)	(525)
Total current assets	128,119	123,535
Fixed assets		
Tangible fixed assets		
Buildings and structures	29,902	29,545
Accumulated depreciation	(21,651)	(21,423)
Buildings and structures (net)	8,250	8,122
Machinery and vehicles	8,598	9,285
Accumulated depreciation	(7,488)	(7,682)
Machinery and vehicles (net)	1,110	1,603
Tools, furniture and fixtures	19,053	20,548
Accumulated depreciation	(15,669)	(16,427)
Tools, furniture and fixtures (net)	3,383	4,121
Land	5,753	5,760
Lease assets	25,140	23,742
Accumulated depreciation	(12,041)	(11,514)
Lease assets (net)	13,099	12,228
Construction in progress	771	444
Total tangible fixed assets	32,368	32,281
Intangible fixed assets		
Goodwill	1,468	1,071
Software	3,458	5,448
Software in progress	2,451	2,681
Other	2,131	1,821
Total intangible fixed assets	9,509	11,023
Investments and other assets		
Investment securities	17,097	17,377
Claims in bankruptcy and similar claims	498	659
Fixed leasehold deposits	1,938	2,072
Net defined benefit assets	131	694
Deferred tax assets	2,246	3,072
Other	2,929	2,996
Allowance for doubtful accounts	(501)	(617)
Total investments and other assets	24,340	26,256
Total fixed assets	66,219	69,560
Total assets	194,338	193,096

(Millions of yen)

	FY 2024 (as of March 31, 2025)	FY 2025 (as of March 31, 2026)
Liabilities		
Current liabilities		
Notes and accounts payable—trade	7,770	7,066
Electronically recorded obligations	1,620	1,310
Short-term bank loans	871	708
Lease liabilities	6,399	5,236
Accrued income taxes	5,616	4,144
Accrued bonuses	3,500	2,816
Accrued officers' bonuses	230	156
Other current liabilities	20,884	21,540
Total current liabilities	46,893	42,979
Long-term liabilities		
Lease liabilities	8,057	8,736
Deferred tax liabilities	31	24
Net defined benefit liabilities	1,483	647
Provision for stock benefit	534	637
Provision for directors' stock benefit	281	387
Asset retirement obligations	35	14
Other long-term liabilities	457	457
Total long-term liabilities	10,882	10,904
Total liabilities	57,775	53,883
Net assets		
Shareholders' equity		
Common stock	18,239	18,239
Capital surplus	19,293	19,293
Retained earnings	101,851	92,827
Treasury stock	(14,424)	(6,491)
Total shareholders' equity	124,959	123,869
Accumulated other comprehensive income		
Net unrealized gains (losses) on available- for-sale securities	4,689	5,326
Foreign currency translation adjustments	6,165	8,381
Remeasurements of defined benefit plans	115	1,046
Total accumulated other comprehensive income	10,969	14,754
Non-controlling shareholders' interests	633	588
Total net assets	136,563	139,212
Total liabilities and net assets	194,338	193,096

(2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income
Consolidated Statements of Income

(Millions of yen)

	FY 2024 (April 1, 2024- March 31, 2025)	FY 2025 (April 1, 2025- March 31, 2026)
Net sales	175,423	176,467
Cost of sales	96,514	96,175
Gross profit	78,909	80,291
Selling, general and administrative expenses		
Selling expenses	51,443	53,150
General and administrative expenses	4,426	4,589
Total selling, general and administrative expenses	55,869	57,740
Operating profit	23,040	22,551
Non-operating profit		
Interest income	900	866
Dividend income	343	389
Insurance dividend income	200	165
Insurance income	103	202
Equity in earnings of affiliates	208	271
Other	376	365
Total non-operating profit	2,133	2,260
Non-operating expenses		
Interest expenses	324	247
Loss on foreign exchange	71	38
Other	134	168
Total non-operating expenses	530	454
Ordinary profit	24,642	24,358
Extraordinary income		
Gain on sale of fixed assets	12	15
Gain on sale of investment securities	1,231	1,853
Total extraordinary income	1,244	1,868
Extraordinary losses		
Loss on disposal of fixed assets	53	348
Loss on sale of fixed assets	0	0
Loss on valuation of investment securities	146	-
Loss on valuation of inventories	-	55
Litigation settlement	9	-
Other	3	-
Total extraordinary losses	212	403
Income before income taxes	25,674	25,823
Income taxes	7,869	7,051
Deferred income taxes	(201)	(1,470)
Total income taxes	7,668	5,581
Net income	18,006	20,241
Net income attributable to non-controlling shareholders	177	95
Net income attributable to owners of the parent company	17,828	20,146

Consolidated Statements of Comprehensive Income

(Millions of yen)

	FY 2024 (April 1, 2024- March 31, 2025)	FY 2025 (April 1, 2025- March 31, 2026)
Net income	18,006	20,241
Other comprehensive income		
Net unrealized gains (losses) on available-for-sale securities	(49)	635
Foreign currency translation adjustment	2,974	2,248
Remeasurements of defined benefit plans	(116)	931
Share of other comprehensive income of associates accounted for using equity method	(0)	2
Total other comprehensive income	2,807	3,818
Comprehensive income	20,813	24,060
(Breakdown)		
Comprehensive income attributable to owners of the parent company	20,572	23,931
Comprehensive income attributable to non-controlling shareholders	241	128

(3) Consolidated Statement of Changes in Shareholders' Equity

FY 2024 (April 1, 2024–March 31, 2025)

(Millions of yen)

	Net assets				
	Shareholders' equity	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at the beginning of the year	18,239	19,293	94,510	(12,668)	119,374
Changes during the year					
Dividends from surplus			(10,488)		(10,488)
Net income attributable to owners of the parent company			17,828		17,828
Purchase of treasury stock				(1,955)	(1,955)
Disposal of treasury stock				199	199
Cancellation of treasury stock					—
Retained earnings transferred to capital surplus					—
Net changes in items other than shareholders' equity					
Total changes during the year	—	—	7,340	(1,755)	5,584
Balance at year end	18,239	19,293	101,851	(14,424)	124,959

	Accumulated other comprehensive income				Non-controlling shareholders' interests	Total net assets
	Net unrealized gains (losses) on available-for-sale securities	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the beginning of the year	4,740	3,253	231	8,226	502	128,103
Changes during the year						
Dividends from surplus						(10,488)
Net income attributable to owners of the parent company						17,828
Purchase of treasury stock						(1,955)
Disposal of treasury stock						199
Cancellation of treasury stock						—
Retained earnings transferred to capital surplus						—
Net changes in items other than shareholders' equity	(51)	2,911	(116)	2,743	131	2,875
Total changes during the year	(51)	2,911	(116)	2,743	131	8,459
Balance at year end	4,689	6,165	115	10,969	633	136,563

FY 2025 (April 1, 2025–March 31, 2026)

(Millions of yen)

	Net assets				
	Shareholders' equity	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at the beginning of the year	18,239	19,293	101,851	(14,424)	124,959
Changes during the year					
Dividends from surplus			(12,911)		(12,911)
Net income attributable to owners of the parent company			20,146		20,146
Purchase of treasury stock				(8,393)	(8,393)
Disposal of treasury stock				68	68
Cancellation of treasury stock		(16,257)		16,257	—
Retained earnings transferred to capital surplus		16,257	(16,257)		—
Net changes in items other than shareholders' equity					
Total changes during the year	—	—	(9,023)	7,932	(1,090)
Balance at year end	18,239	19,293	92,827	(6,491)	123,869

	Accumulated other comprehensive income				Non-controlling shareholders' interests	Total net assets
	Net unrealized gains (losses) on available-for-sale securities	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the beginning of the year	4,689	6,165	115	10,969	633	136,563
Changes during the year						
Dividends from surplus						(12,911)
Net income attributable to owners of the parent company						20,146
Purchase of treasury stock						(8,393)
Disposal of treasury stock						68
Cancellation of treasury stock						—
Retained earnings transferred to capital surplus						—
Net changes in items other than shareholders' equity	637	2,216	931	3,785	(45)	3,739
Total changes during the year	637	2,216	931	3,785	(45)	2,649
Balance at year end	5,326	8,381	1,046	14,754	588	139,212

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	FY 2024 (April 1, 2024- March 31, 2025)	FY 2025 (April 1, 2025- March 31, 2026)
Cash flows from operating activities		
Income before income taxes	25,674	25,823
Depreciation and amortization	11,013	10,649
Amortization of goodwill	476	465
Increase (decrease) in net defined benefit liabilities	(359)	(87)
Increase (decrease) in provision for stock benefit	180	171
Increase (decrease) in provision for directors' stock benefit	113	105
Increase (decrease) in allowance for doubtful accounts	172	47
Interest and dividend revenue	(1,244)	(1,255)
Equity in (earnings) losses of affiliates	(208)	(271)
Interest expenses	324	247
Foreign currency translation loss (gain)	79	(30)
Loss (gain) on sale of fixed assets	(12)	(15)
Loss on disposal of fixed assets	53	348
Loss (gain) on sale of investment securities	(1,231)	(1,853)
Loss (gain) on valuation of investment securities	146	-
Loss on valuation of inventories	-	55
(Increase) decrease in trade notes and accounts receivable and contract assets	(1,762)	2,211
Decrease (increase) in lease receivables	(321)	(144)
(Increase) decrease in inventories	352	(351)
Increase (decrease) in trade payables	(4,292)	(1,065)
Increase (decrease) in other current liabilities	1,327	543
Other	(373)	(3,161)
Subtotal	30,108	32,433
Receipts from interest and dividends	1,378	1,382
Interest paid	(324)	(248)
Income taxes paid	(6,535)	(8,791)
Income taxes refunded	46	162
Net cash provided by operating activities	24,672	24,937
Cash flows from investing activities		
Payment for acquisition of securities	(950)	(450)
Proceeds from redemption of securities	3,050	1,850
Payment for purchase of tangible fixed assets	(4,557)	(5,225)
Proceeds from sale of tangible fixed assets	37	36
Payments for retirement of property, plant and equipment	-	(275)
Payment for acquisition of intangible fixed assets	(2,889)	(3,901)
Payment for acquisition of subsidiary shares involving change to the scope of consolidation	(1,707)	(609)
Proceeds from sale of investment securities	1,826	2,334
Increase in time deposits	(9,941)	(8,878)
Proceeds from withdrawal of time deposits	10,748	8,705
Other	191	(146)
Net cash used in investing activities	(4,192)	(6,560)

(Millions of yen)

	FY 2024 (April 1, 2024- March 31, 2025)	FY 2025 (April 1, 2025- March 31, 2026)
Cash flows from financing activities		
Increase in short-term loans payable	908	671
Repayment for short-term bank loans	(94)	(839)
Payment for acquisition of treasury stock	(1,955)	(8,393)
Repayments of lease liabilities	(7,869)	(6,947)
Proceeds from sale and leaseback	2,247	2,418
Dividends paid	(10,488)	(12,911)
Payment of dividends to non-controlling shareholders	(110)	(174)
Cash flows from financing activities	(17,361)	(26,177)
Effect of exchange rate changes on cash and cash equivalents	1,091	814
Net increase (decrease) in cash and cash equivalents	4,210	(6,985)
Cash and cash equivalents at the beginning of the year	51,648	55,859
Cash and cash equivalents at end of period	55,859	48,873

(5) Notes to Consolidated Financial Statements
Notes on Regarding the Premise of a Going Concern
None

Additional Information

Directors' Compensation BIP Trust and Employee Stock Ownership Plan (J-ESOP)

In Amano Corporation and some of our subsidiaries, for the purpose of enhancing the motivation to contribute to the improvement of medium-to long-term business performance and to increase corporate value, we have adopted the Directors' Compensation BIP Trust system for directors (excluding outside directors and expatriates) and operating officers (excluding expatriates). We have also adopted the Employee Stock Ownership Plan (J-ESOP) system for employees who meet the prescribed requirements.

[1] Outline of the system

Under the system, a trust is established with funds contributed by Amano Corporation as a source, and shares of Amano Corporation are acquired by the trust, and the shares are granted to the eligible persons.

Furthermore, this BIP Trust period has been extended for the same period accordingly after partial revision, with the launch of the "9th Medium-Term Business Plan" in April 2023.

Under the Directors' Compensation BIP Trust, in accordance with the share distribution rules and based on points granted according to the attainment level of numerical targets related to their positions and management indicators, shares of Amano Corporation are provided by the trust to directors and operating officers.

Under the Employee Stock Ownership Plan (J-ESOP), in accordance with the share distribution rules and based on points granted according to their positions and operating performance, etc., shares of Amano Corporation are provided by the trust to employees who meet certain requirements.

[2] Shares of Amano Corporation that remain in the trust

Shares of Amano Corporation that remain in the trust are recorded as treasury stock in the net assets section at the book value of the trust (excluding incidental expenses).

Book value of the treasury stock and the number of shares

As of the current fiscal year end: ¥1,999 million, 697,819 shares

In addition, the Board of Directors approved a resolution regarding the continuance and partial revision of the Directors' Compensation BIP Trust on April 27, 2026. The detail of this matter is available on the Amano's website. (https://www.amano.co.jp/en/ir/dl/news/2026/20260427_2.pdf)

Notes on Segment Information

1. Outline of Reporting Segments

The reporting segments are defined as those business units which constitute Amano and from which separate financial information can be obtained. The reporting segments are periodically reviewed by Amano's highest decision-making body to determine the allocation of management resources and evaluate financial results.

Amano maintains several business units at its head office, separated into product and service types. The role of these business units is to formulate and implement domestic business strategies for similar types of products and services. In overseas business, meanwhile, local subsidiaries in each region develop strategies in their respective business fields in cooperation with the relevant business unit at the head office and carry out business activities in accordance with such strategy.

Based on the above, Amano divides its business into two segments, from which separate financial information can be obtained on a consolidated basis: the Time Information System business and the Environment System business. The operating results of these two segments are periodically reviewed by Amano's highest decision-making body to determine the allocation of management resources and evaluate financial results.

As described above, Amano's reporting segments consist of the Time Information System business and the Environment System business.

The Time Information System business and the Environment System business manufacture and sell the following products:

Business segment	Sales category	Principal products
Time Information System business	Information Systems	Time & Attendance (T&A), Human Resource (HR) systems, payroll information systems, access control, proximity IC card solutions, system time recorders, T&A and HR and payroll ASP services, time distribution and authentication services (digital time stamps)
	Time Management Products	PC-linked time recorders, online time recorders, computerized time recorders, standard electronic time recorders, electronic time stamps, patrol recorders
	Parking Systems	Automatic fee settlement systems, access control systems, parking lot management systems, bicycle parking lot management systems, automatic time registers, parking tower management systems, Internet-based parking guidance systems, parking management contract services business
Environment System business	Environmental Systems	Industrial vacuum cleaners, standard dust collection systems, mist collectors, fume collectors, large scale dust collection systems, high-temperature hazardous-gas removal systems, pneumatic powder conveyance systems, environmental equipment monitoring/maintenance support systems, deodorization systems
	Clean Systems	Commercial vacuum cleaners, automatic floor scrubbers, robotic floor scrubbers, road and industrial sweepers, high-speed burnishers, polisher chemical products, supplies and accessories, wooden floor sanding machines, consigned janitorial management services, electrolytic water cleaning systems, alkaline electrolytic water industrial cleaning systems

2. Methodology for Determining Net Sales, Profit/Loss, Assets, Liabilities, and Other Line Item Amounts by Reporting Segment

The accounting methods of the reported business segments are in accordance with the accounting policies adopted to prepare the consolidated financial statements.

Profits for the reporting segments are reported at the operating profit level.

Intersegment internal earnings and transfers are based on prevailing market prices.

3. Information by Reporting Segment Regarding Net Sales, Profit/Loss, Assets, Liabilities, and Other Line Item Amounts

FY 2024 (April 1, 2024–March 31, 2025)

(Millions of yen)

	Reporting segments			Adjustments (Note 1)	Amounts reported in consolidated financial statements (Note 2)
	Time Information System business	Environment System business	Total		
Net sales					
To customers	135,849	39,574	175,423	—	175,423
Intersegment	—	—	—	—	—
Total	135,849	39,574	175,423	—	175,423
Segment profit (loss)	22,831	4,525	27,356	(4,316)	23,040
Segment assets	100,271	32,316	132,588	61,750	194,338
Other items					
Depreciation and amortization	9,664	869	10,533	480	11,013
Investments in affiliates accounted for using the equity method	2,486	—	2,486	—	2,486
Increases in tangible and intangible fixed assets	11,316	1,000	12,316	304	12,620

Notes: 1. Details of the adjustments are as follows.

- (1) The ¥4,316 million adjustment in segment profit indicates company-wide expenses not allocated to the reporting segments. Company-wide expenses consist mainly of general and administrative expenses that do not belong to any of the reporting segments.
- (2) The ¥61,750 million adjustment in segment assets indicates company-wide assets not allocated to the reporting segments. Company-wide assets consist mainly of assets and others associated with the administration function that do not belong to any of the reporting segments.

2. Segment profit is reconciled with operating profit in the consolidated statement of income.

FY 2025 (April 1, 2025–March 31, 2026)

(Millions of yen)

	Reporting segments			Adjustments (Note 1)	Amounts reported in consolidated financial statements (Note 2)
	Time Information System business	Environment System business	Total		
Net sales					
To customers	136,925	39,541	176,467	—	176,467
Intersegment	—	—	—	—	—
Total	136,925	39,541	176,467	—	176,467
Segment profit (loss)	22,064	4,918	26,983	(4,432)	22,551
Segment assets	107,011	33,024	140,036	53,059	193,096
Other items					
Depreciation and amortization	9,205	955	10,161	488	10,649
Investments in affiliates accounted for using the equity method	2,625	—	2,625	—	2,625
Increases in tangible and intangible fixed assets	12,138	976	13,115	591	13,706

Notes: 1. Details of the adjustments are as follows.

- (1) The ¥4,432 million adjustment in segment profit indicates company-wide expenses not allocated to the reporting segments. Company-wide expenses consist mainly of general and administrative expenses that do not belong to any of the reporting segments.
- (2) The ¥53,059 million adjustment in segment assets indicates company-wide assets not allocated to the reporting segments. Company-wide assets consist mainly of assets and others associated with the administration function that do not belong to any of the reporting segments.

2. Segment profit is reconciled with operating profit in the consolidated statement of income.

Notes on Per-share Data

	FY 2024 (April 1, 2024– March 31, 2025)	FY 2025 (April 1, 2025– March 31, 2026)
Net assets per share (Yen)	1,906.85	2,001.48
Net income per share (Yen)	249.91	286.34

- Note: 1. Details for the diluted net income per share are not stated, because there are no potential shares.
2. The net income per share is calculated on the following basis.

Item	FY 2024 (April 1, 2024– March 31, 2025)	FY 2025 (April 1, 2025– March 31, 2026)
Net income per share		
Net income attributable to owners of the parent company (Millions of yen)	17,828	20,146
Amount not attributed to common stockholders (Millions of yen)	—	—
Net income for common stock attributable to owners of the parent company (Millions of yen)	17,828	20,146
Average number of shares of common stock outstanding (Shares)	71,339,401	70,357,710

3. The net assets per share are calculated on the following basis.

Item	FY 2024 (as of March 31, 2025)	FY 2025 (as of March 31, 2026)
Total net assets (Millions of yen)	136,563	139,212
Amount to be deducted from total net assets (Millions of yen)	633	588
(of which, non-controlling shareholders' interests) (Millions of yen)	(633)	(588)
Net assets at the end of year attributable to common stock (Millions of yen)	135,929	138,623
Number of shares of common stock outstanding at year end used to calculate net assets per share (Shares)	71,284,637	69,260,743

4. Shares remaining in trust of the Director's Compensation BIP Trust and the Employee Stock Ownership Plan (J-ESOP) recognized in shareholders' equity as treasury stock are included in treasury stock to be deducted in the calculation of the average number of shares outstanding over the period to calculate net income per share and also included in treasury stock to be deducted in the calculation of the number of shares of treasury stock at the end of the period to calculate net assets per share. The average number of shares of such treasury stock outstanding over the period that was deducted to calculate net income per share was 750,575 shares for the previous fiscal year and 708,050 for the fiscal year under review. The number of shares of treasury stock at the end of the period that was deducted to calculate net assets per share was 721,481 shares for the previous fiscal year and 697,819 for the fiscal year under review.

Notes on Significant Subsequent Events

None

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