

FY 2025: 1st Quarter Report

(Fiscal Year ending March 2026)



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FY 2025 1st Quarter Report

(Apr. 2025 ~ Jun. 2025)

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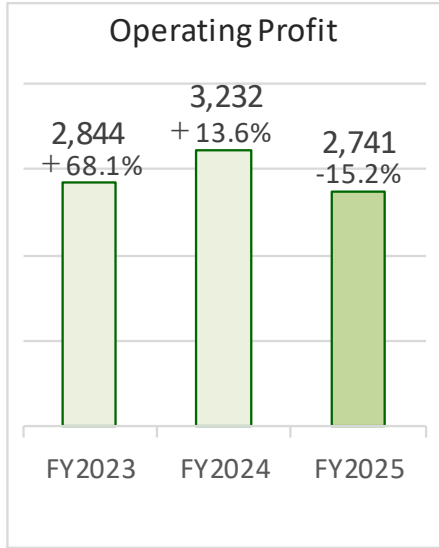
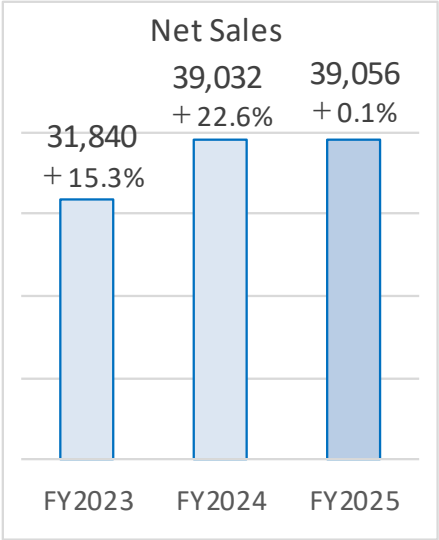
The prospect of operating performance or forecast compiled by Amano is based on the current information available, and it includes potential risks or uncertainties. Please note that actual operating performance may change substantially from what is described here as a result of various changing factors.

FY 2025: 1st Quarter Accumulated Results

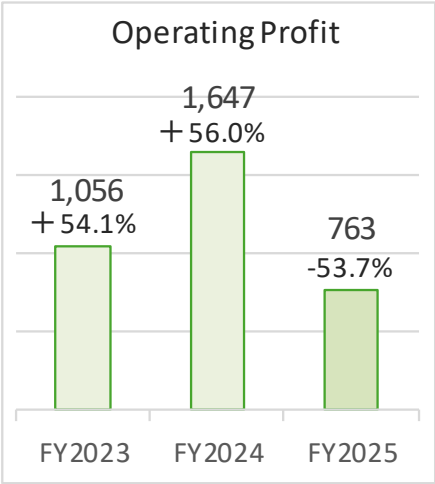
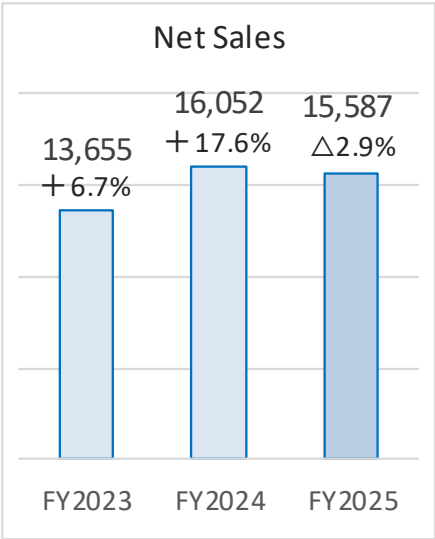
FY 2025 1st Quarter Accumulated Results (Consolidated)

(Millions of yen)

	FY2025 1st Half Plan	FY2025 1Q Result	%	FY2024 1Q Result	%	Change Y-o-Y
Net sales	85,800	39,056	100.0%	39,032	100.0%	+ 0.1 %
Gross profit	38,700	17,200	44.0%	17,088	43.8%	+ 0.7 %
SG&A	28,400	14,458	37.0%	13,856	35.5%	+ 4.4 %
Operating profit	10,300	2,741	7.0%	3,232	8.3%	- 15.2 %
Operating profit Ratio	12.0%	7.0%		8.3%		- 1.3 Pt
Ordinary profit	10,900	3,030	7.8%	3,642	9.3%	- 16.8 %
Net income attributable to owners of the parent company	7,200	1,351	3.5%	1,600	4.1%	- 15.5 %
FX Rates	US\$140.00 EUR155.00	US\$151.18 EUR159.29		US\$149.89 EUR162.17		



	(Millions of yen)					
	FY2025 1st Half Plan	FY2025 1Q Result	%	FY2024 1Q Result	%	Change Y-o-Y
Net sales	36,900	15,587	100.0%	16,052	100.0%	- 2.9 %
Gross profit	17,100	6,905	44.3%	7,387	46.0%	- 6.5 %
SG&A	10,900	6,141	39.4%	5,739	35.8%	+ 7.0 %
Operating profit	6,200	763	4.9%	1,647	10.3%	- 53.7 %
Operating profit Ratio	16.8%	4.9%		10.3%		- 5.4 Pt
Ordinary profit	9,300	3,962	25.4%	6,273	39.1%	- 36.8 %
Net income	7,000	2,991	19.2%	4,680	29.2%	- 36.1 %



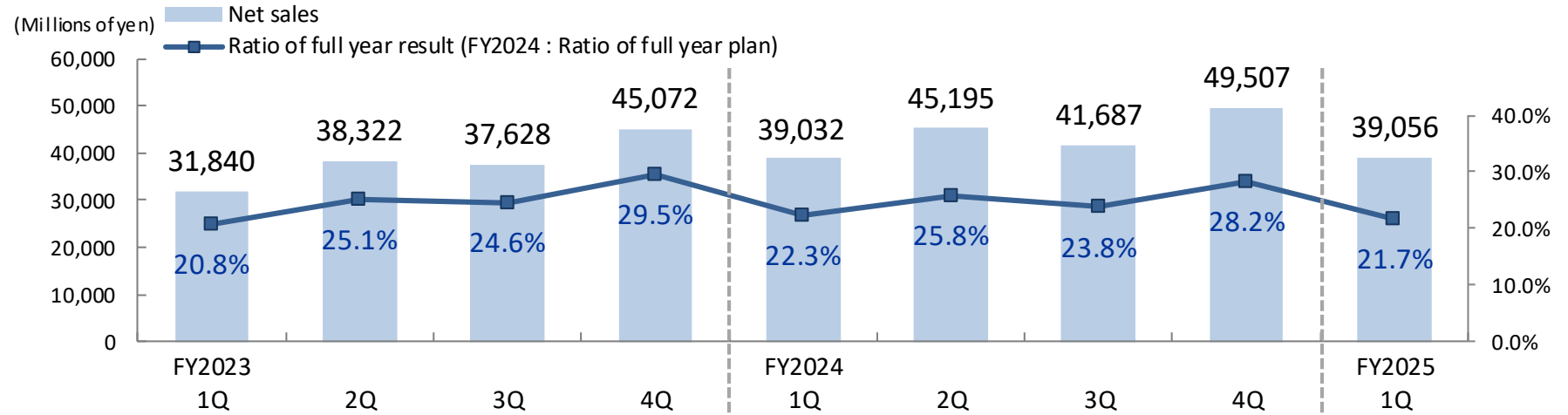
FY 2025: 1st Quarter Sales by Business Division (Consolidated)

	(Millions of yen)					
	FY2025 1st Half Plan	FY2025 1Q Result	%	FY2024 1Q Result	%	Change Y-o-Y
Information Systems	18,700	8,840	22.6%	8,376	21.4%	+ 5.5 %
Time Management Products	1,100	534	1.4%	579	1.5%	- 7.7 %
Parking Systems	46,300	21,153	54.2%	21,572	55.3%	- 1.9 %
Time Information System business	66,100	30,528	78.2%	30,528	78.2%	- 0.0 %
Environmental Systems	11,800	5,185	13.2%	5,117	13.1%	+ 1.3 %
Clean Systems	7,900	3,341	8.6%	3,386	8.7%	- 1.3 %
Environment System business	19,700	8,527	21.8%	8,503	21.8%	+ 0.3 %
Grand total	85,800	39,056	100.0%	39,032	100.0%	+ 0.1 %
FX Rates	US\$140.00 EUR155.00	US\$151.18 EUR159.29		US\$149.89 EUR162.17		

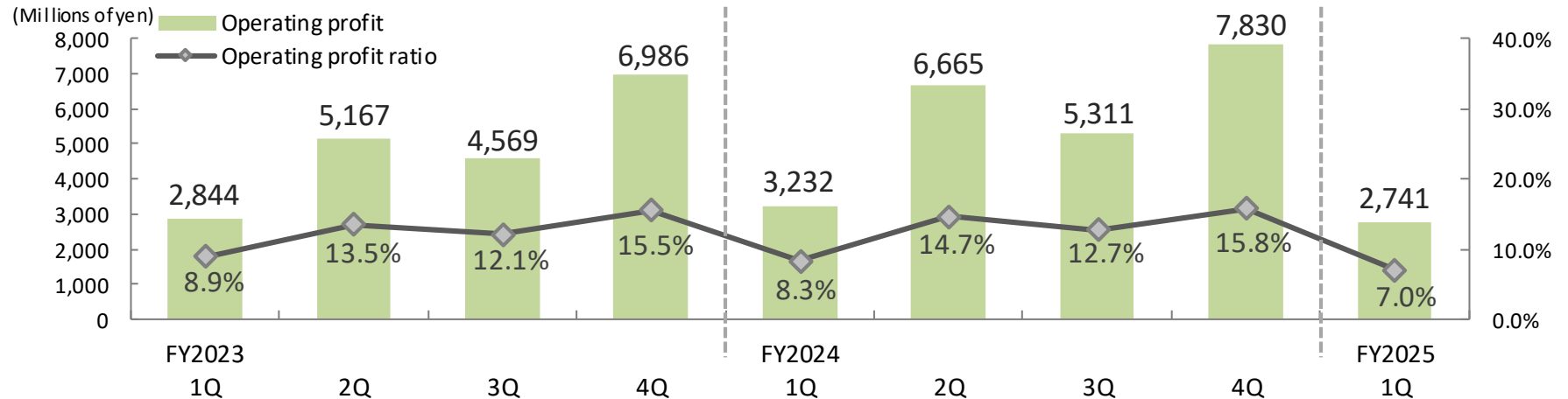
FY 2025: 1st Quarter Sales by Business Division (ACJ)

	(Millions of yen)					
	FY2025 1st Half Plan	FY2025 1Q Result	%	FY2024 1Q Result	%	Change Y-o-Y
Information Systems	8,800	4,078	26.2%	3,781	23.6%	+ 7.9 %
Time Management Products	900	443	2.8%	486	3.0%	- 8.8 %
Parking Systems	15,500	5,636	36.2%	6,988	43.5%	- 19.3 %
Time Information System business	25,200	10,158	65.2%	11,255	70.1%	- 9.7 %
Environmental Systems	9,200	4,273	27.4%	3,766	23.5%	+ 13.4 %
Clean Systems	2,500	1,156	7.4%	1,030	6.4%	+ 12.3 %
Environment System business	11,700	5,429	34.8%	4,796	29.9%	+ 13.2 %
Grand total	36,900	15,587	100.0%	16,052	100.0%	- 2.9 %

Net sales



Operating profit



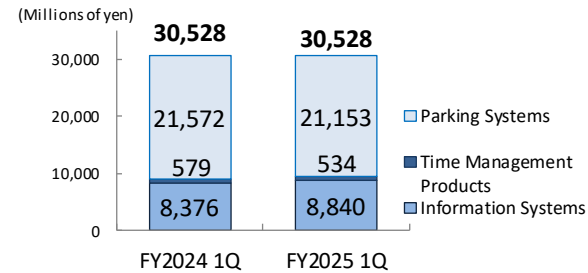
Sales and Operating Profit by Business Segment (Consolidated)

(Millions of yen)

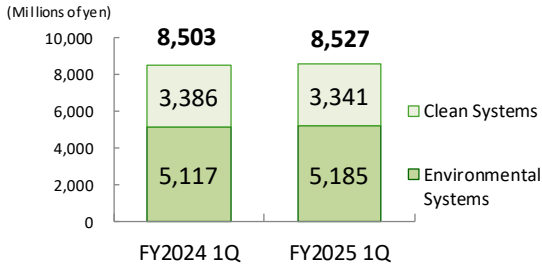
	FY2025 1Q Result			FY2024 1Q Result			Change Y-o-Y			
	Net sales	Operating profit		Net sales	Operating profit		Net sales		Operating profit	
Time Information System business	30,528	3,252	10.7%	30,528	3,727	12.2%	(0)	-0.0%	(474)	-12.7%
Environment System business	8,527	599	7.0%	8,503	567	6.7%	23	+0.3%	31	+5.6%
Company-wide Expenses		(1,110)			(1,062)				(48)	
Grand total	39,056	2,741	7.0%	39,032	3,232	8.3%	23	+0.1%	(491)	-15.2%

Net sales

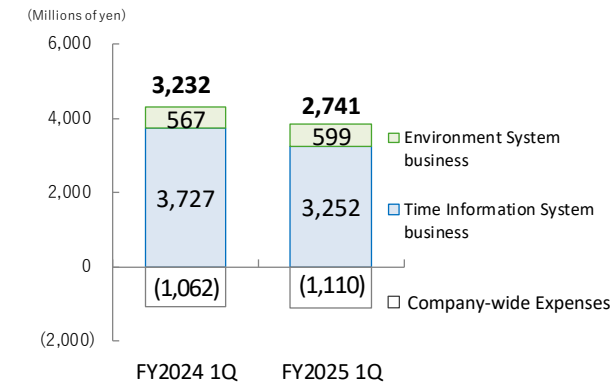
Time Information System business Dn 0.0%



Environment System business Up 0.3%



Operating profit



Time Information System business Dn 12.7 %

Environment System business Up 5.6 %

References Increase / decrease in gross profit margin

①FY2024 1Q/FY2025 1Q

	Consolidated	ACJ
Information Systems	➡	⬇
Time Management Products	⬆	⬇
Parking Systems	⬇	⬇
Environmental Systems	⬆	⬆
Clean Systems	⬆	⬆

②FY2024/FY2025 1Q

	Consolidated	ACJ
Information Systems	⬇	⬇
Time Management Products	⬆	⬇
Parking Systems	⬇	⬇
Environmental Systems	⬆	⬇
Clean Systems	⬆	⬇

Group Company Performance (by region)

(Millions of yen)

	Net Sales			Operating profit				
	FY2025 1Q Result	FY2024 1Q Result	Change Y-o-Y	FY2025 1Q Result	FY2024 1Q Result	Change Y-o-Y		
North America	6,476	6,041	+ 7.2 %	349	5.4%	-123	- 2.0%	—
Europe	3,784	3,942	- 4.0 %	352	9.3%	410	10.4%	- 14.1 %
Asia	9,593	9,612	- 0.2 %	466	4.9%	588	6.1%	- 20.7 %
Overseas Group Companies Total	19,854	19,597	+ 1.3 %	1,168	5.9%	876	4.5%	+ 33.3 %
FX Rates	US\$151.18 EUR159.29	US\$149.89 EUR162.17						
Domestic Group Companies Total	6,009	5,721	+ 5.0 %	839	14.0%	823	14.4%	+ 1.9 %

* Goodwill Amortization :

N.America	11 million yen	11 million yen
Europe	73 million yen	74 million yen
Asia	29 million yen	32 million yen
ACJ	—	—

Forecast for the FY2025 1st Half

	FY2025			FY2025			FY2025			FY2024		
	1st Half Plan			1Q Result			2Q Plan ^(*)			1st Half Result		
		%	Change Y-o-Y		%			%			%	
Net sales	85,800	100.0%	+ 1.9 %	39,056	100.0%		46,744	100.0%		84,228	100.0%	
Gross profit	38,700	45.1%	+ 3.7 %	17,200	44.0%		21,500	46.0%		37,323	44.3%	
SG&A	28,400	33.1%	+ 3.6 %	14,458	37.0%		13,942	29.8%		27,425	32.6%	
Operating profit	10,300	12.0%	+ 4.1 %	2,741	7.0%		7,559	16.2%		9,897	11.8%	
Operating profit Ratio	12.0	%		7.0	%		16.2	%		11.8	%	
Ordinary profit	10,900	12.7%	+ 3.5 %	3,030	7.8%		7,870	16.8%		10,534	12.5%	
Net income attributable to owners of the parent company	7,200	8.4%	+ 0.5 %	1,351	3.5%		5,849	12.5%		7,161	8.5%	
FX Rates	US\$140.00 EUR155.00			US\$151.18 EUR159.29			US\$154.08 EUR166.13					

(*)The plan for FY2025 2Q Plan is shown as “1st Half Plan minus 1Q Result”

(Millions of yen)

							(Millions of yen)		
	FY2025		Change Y-o-Y	FY2025		FY2025	FY2024		
	1st Half Plan	%		1Q Result	%	2Q Plan ^(*)	1st Half Result	%	
Net sales	36,900	100.0%	+ 1.0 %	15,587	100.0%	21,313	36,540	100.0%	
Gross profit	17,100	46.3%	+ 1.5 %	6,905	44.3%	10,195	16,840	46.1%	
SG&A	10,900	29.5%	+ 1.4 %	6,141	39.4%	4,759	10,747	29.4%	
Operating profit	6,200	16.8%	+ 1.8 %	763	4.9%	5,437	6,092	16.7%	
Operating profit Ratio	16.8	%		4.9	%	25.5	16.7	%	
Ordinary profit	9,300	25.2%	- 13.6 %	3,962	25.4%	5,338	10,766	29.5%	
Net income	7,000	19.0%	- 18.9 %	2,991	19.2%	4,009	8,635	23.6%	

Sales Forecast for the FY2025 1st Half by Business Division (Consolidated)

										(Millions of yen)		
	FY2025		Change Y-o-Y	FY2025		FY2025	%	FY2025		FY2024		%
	1st Half Plan	%		1Q Result	%			2Q Plan ^(*)	%	1st Half Result	%	
Information Systems	18,700	21.8%	+ 3.5 %	8,840	22.6%	9,860	21.1%	18,069	21.5%			
Time Management Products	1,100	1.3%	- 4.5 %	534	1.4%	566	1.2%	1,152	1.4%			
Parking Systems	46,300	53.9%	+ 1.0 %	21,153	54.2%	25,147	53.8%	45,832	54.3%			
Time Information System business	66,100	77.0%	+ 1.6 %	30,528	78.2%	35,572	76.1%	65,054	77.2%			
Environmental Systems	11,800	13.8%	+ 2.7 %	5,185	13.2%	6,615	14.1%	11,493	13.7%			
Clean Systems	7,900	9.2%	+ 2.9 %	3,341	8.6%	4,559	9.8%	7,680	9.1%			
Environment System business	19,700	23.0%	+ 2.7 %	8,527	21.8%	11,173	23.9%	19,173	22.8%			
Grand total	85,800	100.0%	+ 1.9 %	39,056	100.0%	46,744	100.0%	84,228	100.0%			
FX Rates	US\$140.00 EUR155.00			US\$151.18 EUR159.29				US\$154.08 EUR166.13				

Sales Forecast for the FY2025 1st Half by Business Division (ACJ)

	(Millions of yen)									
	FY2025		Change Y-o-Y	FY2025		FY2025		FY2024		
	1st Half Plan	%		1Q Result	%	2Q Plan ^(*)	%	1st Half Result	%	
Information Systems	8,800	23.8%	+ 3.3 %	4,078	26.2%	4,722	22.2%	8,522	23.3%	
Time Management Products	900	2.4%	- 2.4 %	443	2.8%	457	2.1%	921	2.5%	
Parking Systems	15,500	42.1%	- 1.4 %	5,636	36.2%	9,864	46.3%	15,725	43.1%	
Time Information System business	25,200	68.3%	+ 0.1 %	10,158	65.2%	15,042	70.6%	25,169	68.9%	
Environmental Systems	9,200	24.9%	+ 1.8 %	4,273	27.4%	4,927	23.1%	9,034	24.7%	
Clean Systems	2,500	6.8%	+ 7.0 %	1,156	7.4%	1,344	6.3%	2,335	6.4%	
Environment System business	11,700	31.7%	+ 2.9 %	5,429	34.8%	6,271	29.4%	11,370	31.1%	
Grand total	36,900	100.0%	+ 1.0 %	15,587	100.0%	21,313	100.0%	36,540	100.0%	

The 9th Medium-Term Business Plan (FY2023～FY2025)

The 4th Stage Towards a 100-year Company

The 9th Medium-Term Business Plan (FY2023~FY2025)
The 4th Stage Towards a 100-year Company

Commitment to a Paradigm Shift
Leading to Sustainable Management

不易

流行

Evolution
built on Tradition

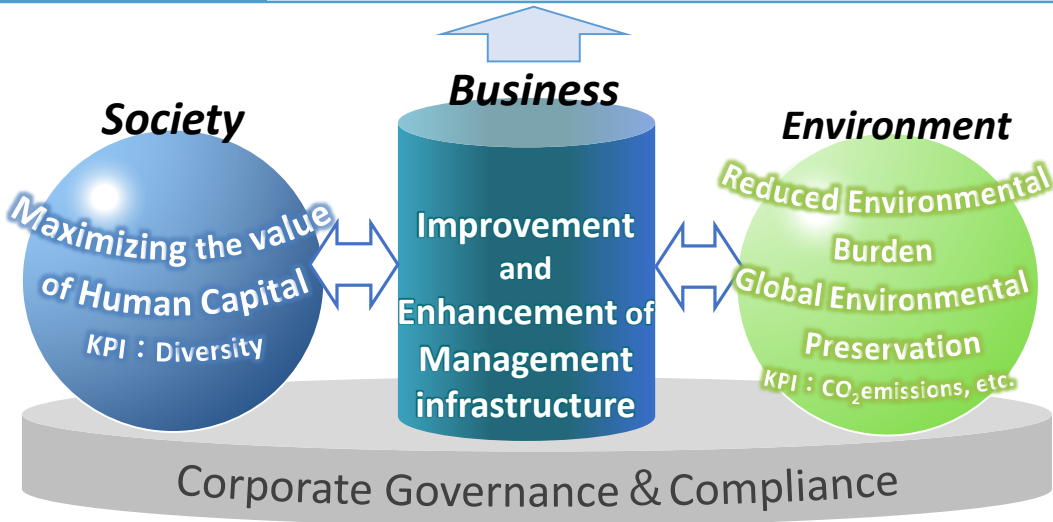
Numerical Targets(Consolidated) for FY2025	Sales : 180Bil	Operating Profit : 24.5Bil	OPR : 13%	ROE : 12%
Original Plan	Sales : 160Bil	Operating Profit : 21Bil	OPR : 13%	ROE : 12%

Expand business performance through Three growth drivers

(1) Information Systems : Software plus cloud services

(2) Parking Systems : Proposals centric to the Data center for Systems and Management Services

(3) Clean Systems : Robot plus cloud service proposals

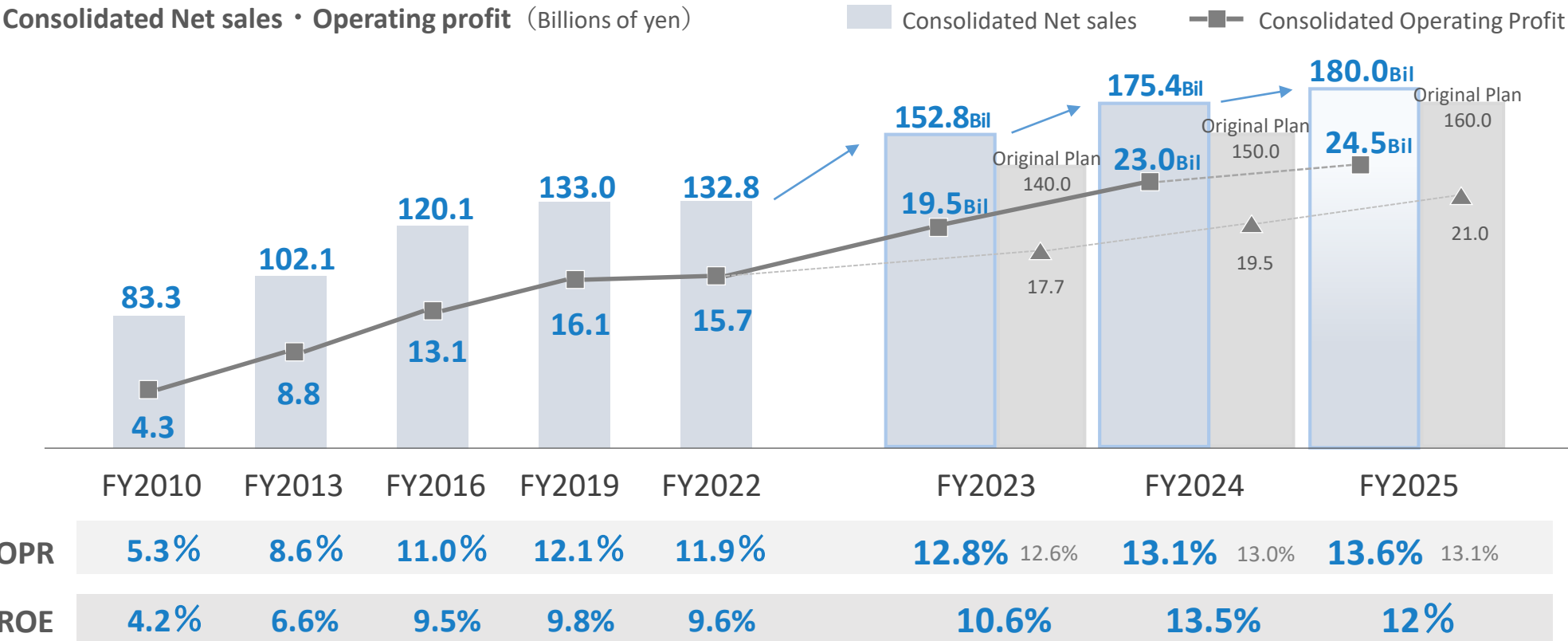


Engineers For Time & Air

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

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

Consolidated Net sales • Operating profit (Billions of yen)



FY2025 Domestic vs Overseas

Net sales 60 : 40

Operating Profit

75 : 25

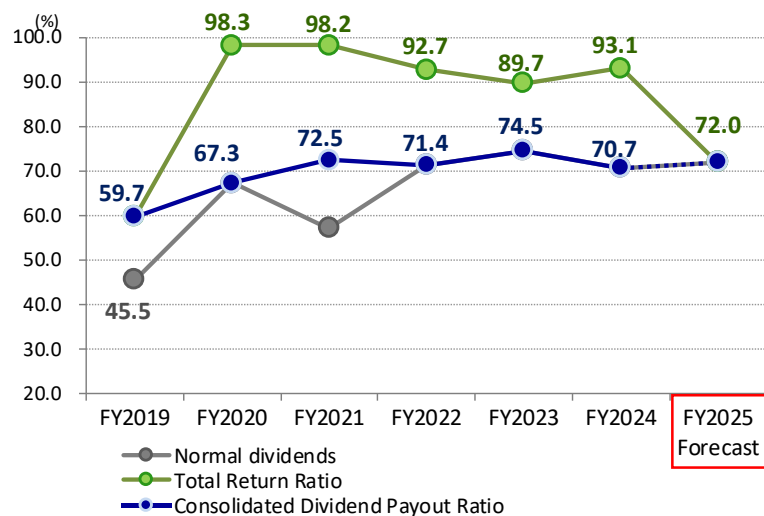
Returns to Shareholders

Dividend Policy

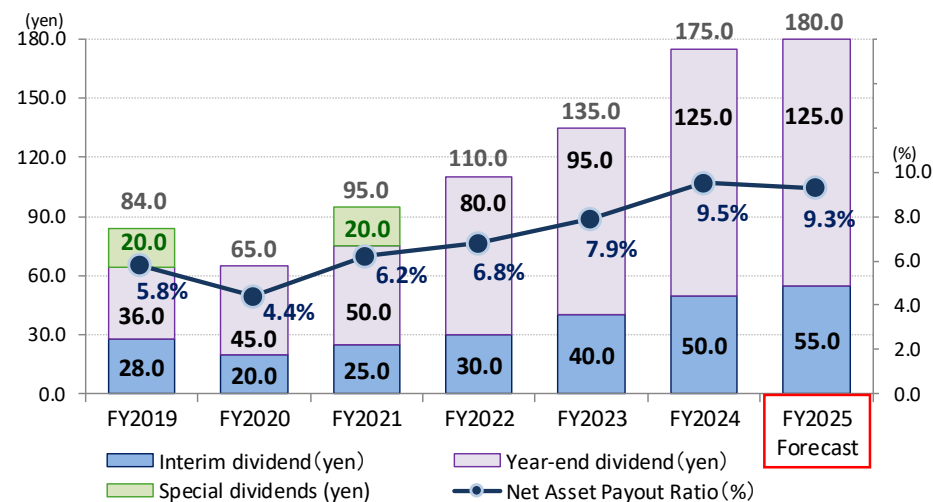
Stable dividends +
Performance based incentives

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

Consolidated Dividend Payout Ratio and Total Return Ratio



Dividend per Share and Consolidated Net Asset Payout Ratio



The acquisition of treasury stock

Appropriately exercised with discretion and agility

Acquisition period	Apr 27 - Sep 30, 2021	Apr 27 - Aug 31, 2022	Apr 27 - Aug 31, 2023	Apr 26 - Jul 31, 2024	Apr 25 - Jul 31, 2025
Total	750,000 shares	993,900 shares	795,100 shares	495,700 shares	900,000 shares
Total	2,151 Million yen	2,477 Million yen	2,363 Million yen	1,949 Million yen	4,000 Million yen

The cancellation of treasury stock

Class of shares to be cancelled	Number of shares to be cancelled	Scheduled date of cancellation	Total number of shares outstanding after cancellation
Common stock of AMANO Corporation	5,551,700 shares (upper limit) 7.24% of the total number of shares outstanding (before cancellation)	Aug 8, 2025	71,106,129 shares (planned)

Consolidated Business Plan

(Millions of yen)

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

Consolidated Sales Plan

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

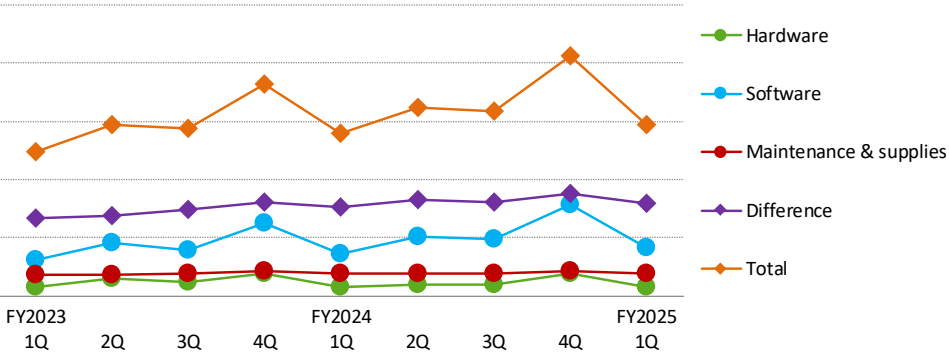
*FX Rates:
US\$ 141.20
EUR 153.14

US\$ 152.27
EUR 164.38

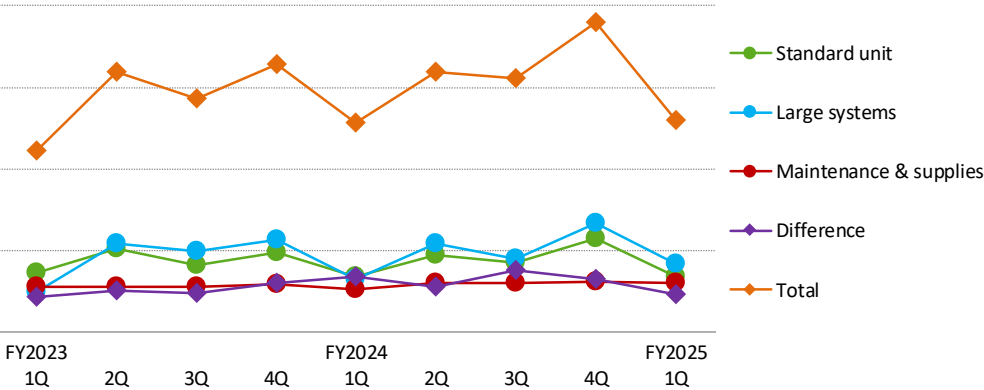
US\$ 140.00
EUR 155.00

Supplementary Information

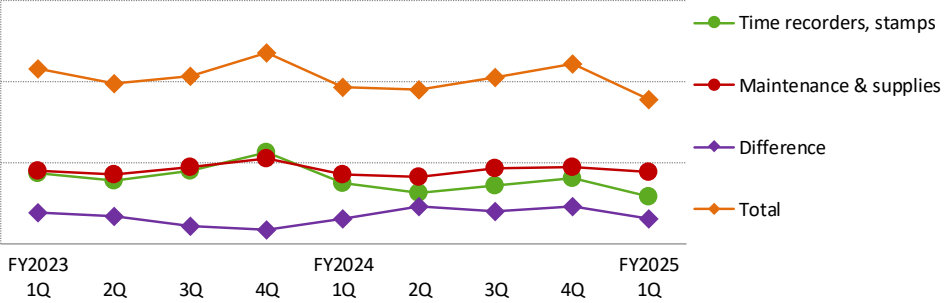
Information Systems



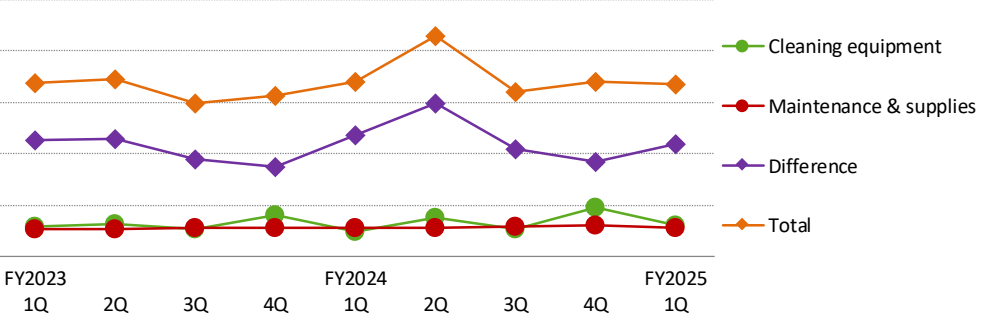
Environmental Systems



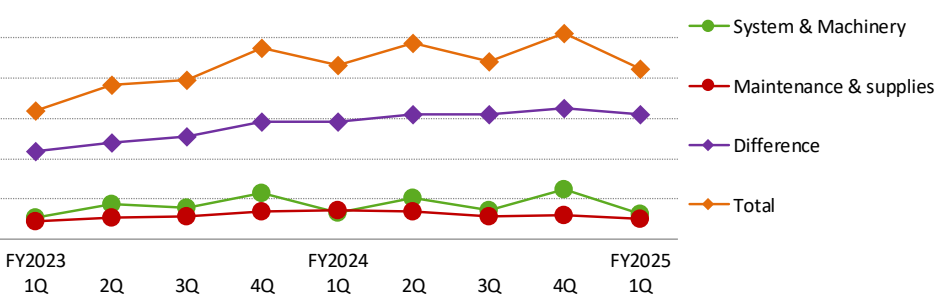
Time Management Products



Clean Systems



Parking Systems



Time & Air
AMANO