

Fiscal Year 2025 (The year ended March 2026) **Year End Business Results**

AMANO

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Fiscal Year 2025 Year End Business Results (April 2025 - March 2026)

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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.

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FY2025: Financial Report

(Millions of yen)

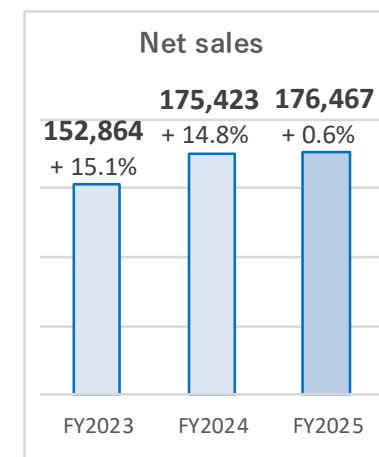
	FY2025 Plan	FY2025 Result	%	FY2024 Result	%	Change Y-o-Y
Net sales	180,000	176,467	100.0%	175,423	100.0%	+ 0.6%
Gross profit	82,600	80,291	45.5%	78,909	45.0%	+ 1.8%
SG&A	58,100	57,740	32.7%	55,869	31.8%	+ 3.3%
Operating profit	24,500	22,551	12.8%	23,040	13.1%	(2.1%)
Operating profit ratio	13.6 %	12.8 %		13.1 %		(0.3Pt)
Ordinary profit	26,000	24,358	13.8%	24,642	14.0%	(1.2%)
Net income attributable to owners of the parent company	18,000	20,146	11.4%	17,828	10.2%	+ 13.0%

FX Rates

US\$140.00
EUR155.00

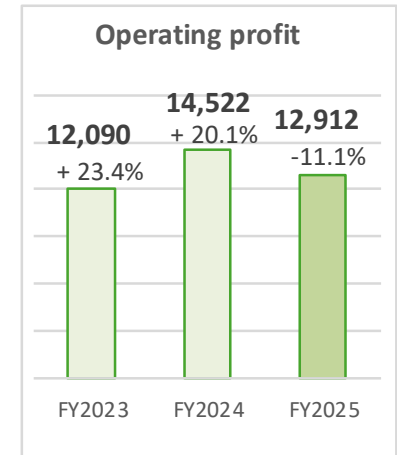
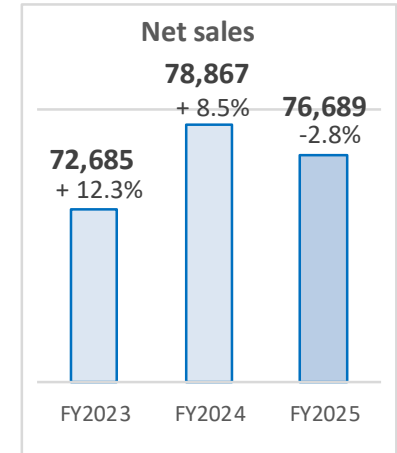
US\$149.78
EUR169.51

US\$152.27
EUR164.38



(Millions of yen)

	FY2025 Plan	FY2025 Result	%	FY2024 Result	%	Change Y-o-Y
Net sales	80,500	76,689	100.0%	78,867	100.0%	(2.8%)
Gross profit	38,400	36,035	47.0%	37,046	47.0%	(2.7%)
SG&A	23,400	23,123	30.2%	22,523	28.6%	+ 2.7%
Operating profit	15,000	12,912	16.8%	14,522	18.4%	(11.1%)
Operating profit ratio	18.6	16.8 %		18.4 %		(1.6Pt)
Ordinary profit	19,500	17,695	23.1%	20,447	25.9%	(13.5%)
Net income	14,500	14,393	18.8%	16,361	20.7%	(12.0%)



	(Millions of yen)					
	FY2025 Plan	FY2025 Result	%	FY2024 Result	%	Change Y-o-Y
Information Systems	41,600	41,631	23.6%	39,953	22.8%	+ 4.2%
Time Management Products	2,400	2,251	1.3%	2,436	1.4%	(7.6%)
Parking Systems	95,100	93,042	52.7%	93,459	53.2%	(0.4%)
Time Information System business	139,100	136,925	77.6%	135,849	77.4%	+ 0.8%
Environmental Systems	26,000	25,557	14.5%	25,306	14.5%	+ 1.0%
Clean Systems	14,900	13,983	7.9%	14,267	8.1%	(2.0%)
Environment System business	40,900	39,541	22.4%	39,574	22.6%	(0.1%)
Grand total	180,000	176,467	100.0%	175,423	100.0%	+ 0.6%
	US\$140.00	US\$149.78		US\$152.27		
FX Rates	EUR155.00	EUR169.51		EUR164.38		

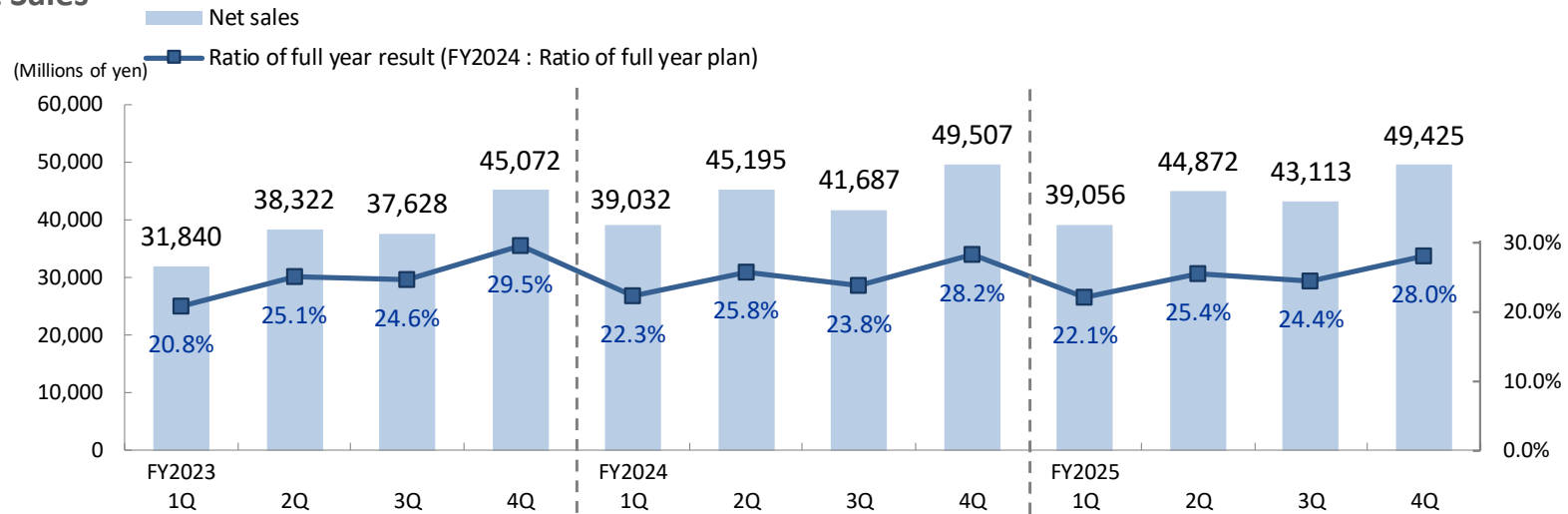
	(Millions of yen)					
	FY2025 Plan	FY2025 Result	%	FY2024 Result	%	Change Y-o-Y
Information Systems	21,100	21,640	28.2%	20,338	25.7%	+ 6.4%
Time Management Products	2,000	1,880	2.5%	1,944	2.5%	(3.3%)
Parking Systems	31,800	26,788	34.9%	31,512	40.0%	(15.0%)
Time Information System business	54,900	50,309	65.6%	53,795	68.2%	(6.5%)
Environmental Systems	20,400	21,322	27.8%	20,068	25.5%	+ 6.3%
Clean Systems	5,200	5,057	6.6%	5,004	6.3%	+ 1.1%
Environment System business	25,600	26,380	34.4%	25,072	31.8%	+ 5.2%
Grand total	80,500	76,689	100.0%	78,867	100.0%	(2.8%)

FY2025: Performance by quarter (Consolidated)

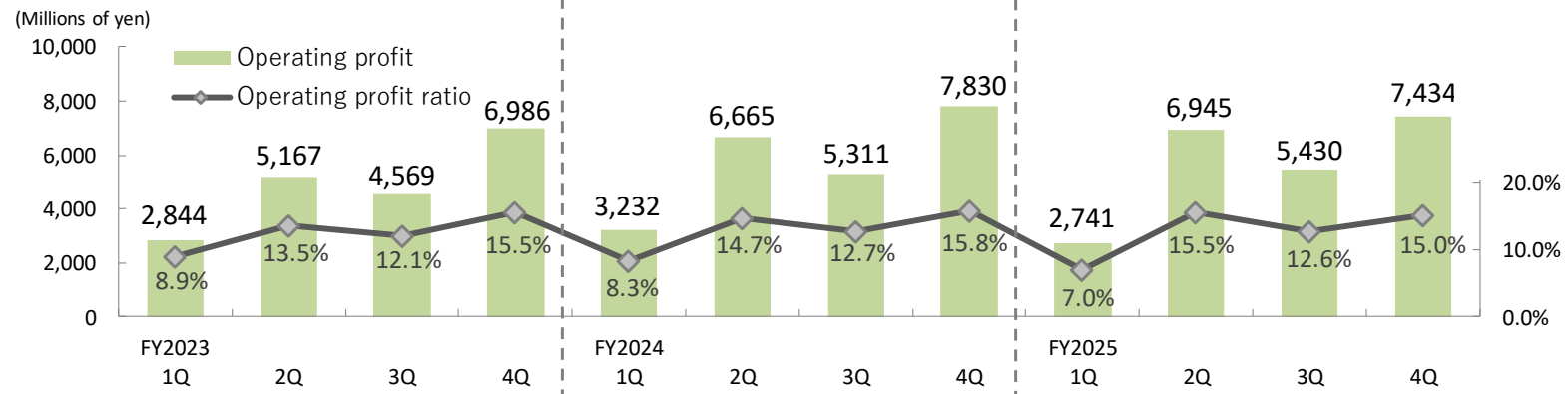
(Millions of yen)

Actual	1Q		2Q		3Q		4Q		FY2025 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	39,056	100.0%	44,872	100.0%	43,113	100.0	49,425	100.0	176,467	100.0%
Gross profit	17,200	44.0%	20,595	45.9%	19,719	45.7	22,776	46.1	80,291	45.5%
SG&A	14,458	37.0%	13,650	30.4%	14,289	33.1	15,341	31.0	57,740	32.7%
Operating profit	2,741	7.0%	6,945	15.5%	5,430	12.6	7,434	15.0	22,551	12.8%
Non-operating income	427	1.1%	630	1.4%	488	1.1	714	1.4	2,260	1.3%
Non-operating expense	137	0.4%	124	0.3%	77	0.2	113	0.2	454	0.3%
Ordinary profit	3,030	7.8%	7,450	16.6%	5,841	13.5	8,035	16.3	24,358	13.8%
Extraordinary profit	122		2		4		1,739		1,868	
Extraordinary loss	9		281		11		101		403	
Net income attributable to owners of the parent company	1,351	3.5%	5,325	11.9%	4,213	9.8	9,255	18.7	20,146	11.4%
FX Rates	US\$151.18 EUR159.29		US\$143.77 EUR165.14		US\$148.41 EUR172.23		US\$155.76 EUR181.37		US\$149.78 EUR169.51	
Business division	1Q		2Q		3Q		4Q		FY2025 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	8,840	22.6%	11,128	24.8%	9,795	22.7	11,866	24.0	41,631	23.6%
Time Management Products	534	1.4%	524	1.2%	541	1.3	651	1.3	2,251	1.3%
Parking Systems	21,153	54.2%	22,473	50.1%	22,742	52.7	26,673	54.0	93,042	52.7%
Time Information System business	30,528	78.2%	34,126	76.1%	33,079	76.7	39,191	79.3	136,925	77.6%
Environmental Systems	5,185	13.2%	6,899	15.3%	6,682	15.5	6,790	13.7	25,557	14.5%
Clean Systems	3,341	8.6%	3,846	8.6%	3,351	7.8	3,443	7.0	13,983	7.9%
Environment System business	8,527	21.8%	10,745	23.9%	10,033	23.3	10,233	20.7	39,541	22.4%
Grand total	39,056	100.0%	44,872	100.0%	43,113	100.0	49,425	100.0	176,467	100.0%

Net Sales



Operating Profit

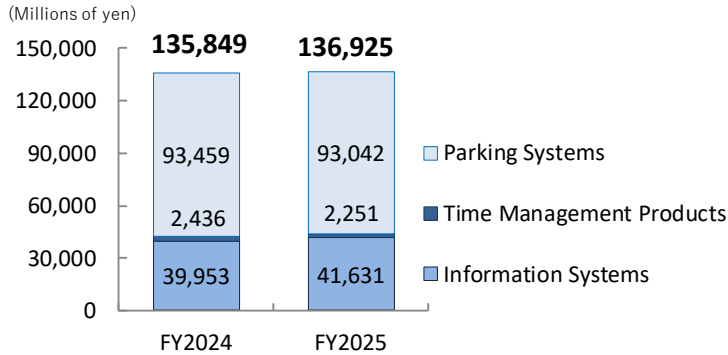


(Millions of yen)

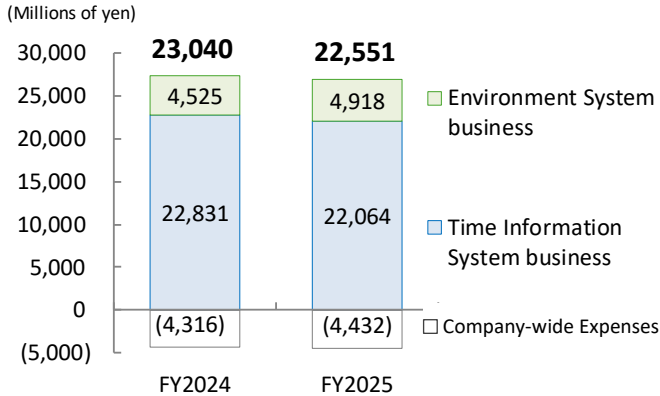
	FY2025 1Q			FY2025 2Q			FY2025 3Q			FY2025 4Q			FY2025 Result			FY2024 Result			Change			
	Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		
Time Information System business	30,528	3,252	10.7%	34,126	6,378	18.7%	33,079	5,191	15.7%	39,191	7,241	18.5%	136,925	22,064	16.1%	135,849	22,831	16.8%	1,076	+ 0.8%	(766)	(3.4%)
Environment System business	8,527	599	7.0%	10,745	1,639	15.3%	10,033	1,244	12.4%	10,233	1,435	14.0%	39,541	4,918	12.4%	39,574	4,525	11.4%	(33)	(0.1%)	393	+ 8.7%
Company-wide Expenses		(1,110)			(1,073)			(1,006)			(1,241)			(4,432)			(4,316)					(115)
Grand total	39,056	2,741	7.0%	44,872	6,945	15.5%	43,113	5,430	12.6%	49,425	7,434	15.0%	176,467	22,551	12.8%	175,423	23,040	13.1%	1,043	+ 0.6%	(488)	(2.1%)

Net Sales

Time Information System business Up 0.8% Y-o-Y



Operating Profit



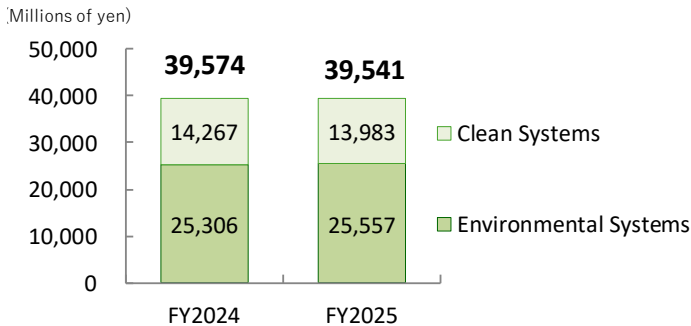
References

Increase / decrease in gross profit margin

FY2024 / FY2025

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

Environment System business Dn 0.1% Y-o-Y



Time Information System business Dn 3.4% Y-o-Y

Environment System business Up 8.7% Y-o-Y

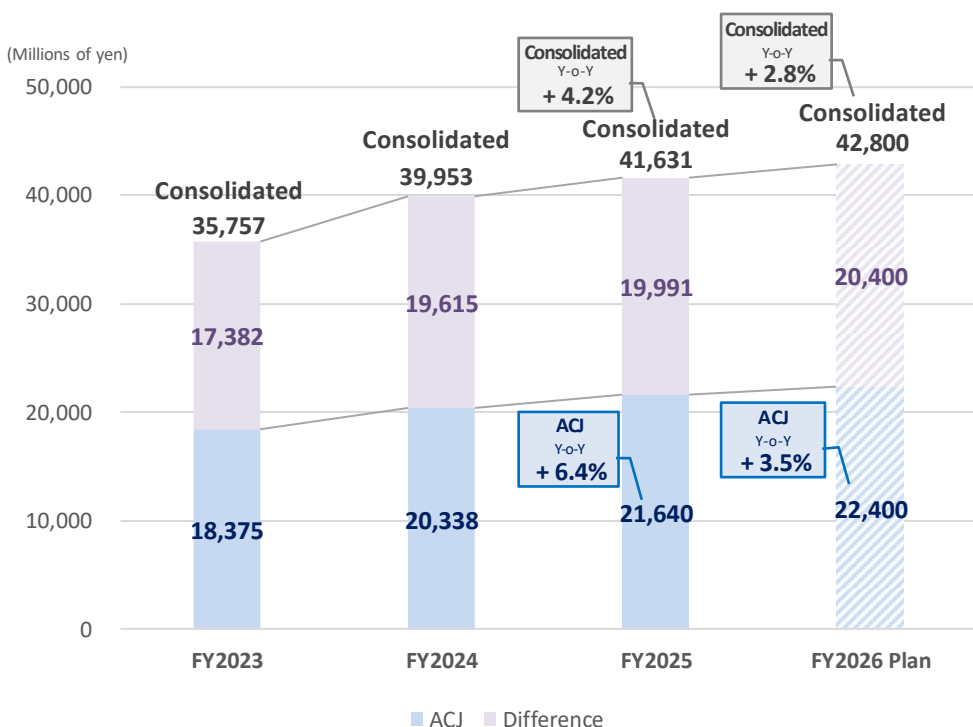
Sales Composition by region

(Millions of yen)

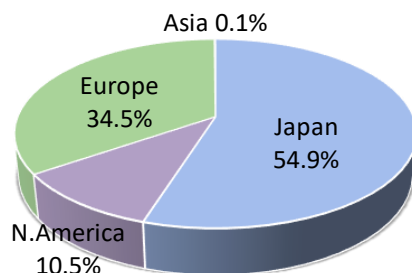
	1Q			2Q			3Q			4Q			FY2025 Result			FY2024 Result			Change			
	Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		
North America	6,476	349	5.4%	6,949	564	8.1%	6,390	374	5.9%	6,671	465	7.0%	26,486	1,752	6.6%	25,239	293	1.2%	1,247	+ 4.9%	1,458	+ 496.2%
Europe	3,784	352	9.3%	4,027	553	13.7%	4,101	706	17.2%	4,921	689	14.0%	16,833	2,300	13.7%	16,196	2,127	13.1%	637	+ 3.9%	172	+ 8.1%
Asia	9,593	466	4.9%	9,700	484	5.0%	10,855	529	4.9%	11,649	713	6.1%	41,797	2,192	5.2%	41,166	2,625	6.4%	630	+ 1.5%	(433)	(16.5%)
Overseas group companies Total	19,854	1,168	5.9%	20,676	1,602	7.7%	21,347	1,607	7.5%	23,239	1,867	8.0%	85,116	6,244	7.3%	82,602	5,046	6.1%	2,514	+ 3.0%	1,197	+ 23.7%
*FX rate:	US\$ 151.18			US\$ 143.77			US\$ 148.41			US\$ 155.76			US\$ 149.78			US\$ 152.27						
	EUR 159.29			EUR 165.14			EUR 172.23			EUR 181.37			EUR 169.51			EUR 164.38						
Domestic Group companies Total	6,009	839	14.0%	6,273	995	15.9%	6,467	994	15.4%	6,846	962	14.1%	25,597	3,792	14.8%	24,054	3,847	16.0%	1,543	+ 6.4%	(55)	(1.4%)
Goodwill Amortization	N. America	11Mil		N. America	10Mil		N. America	10Mil		N. America	11Mil		N. America	44Mil		N. America	45Mil					
	Europe	73Mil		Europe	75Mil		Europe	79Mil		Europe	70Mil		Europe	299Mil		Europe	302Mil					
	Asia	29Mil		Asia	29Mil		Asia	30Mil		Asia	31Mil		Asia	121Mil		Asia	128Mil					

Business Segment Performance and Sales Composition by region

Net sales



Sales Composition by region



Domestic : Sales Higher

- Sales Higher for Software and Hardware (T&A Terminals)
- Amano Business Solutions Corporation Sales increased

Future Initiatives

Further business expansion driven by expanded sales of a new AI-integrated T&A management system

- Sales expansion of the new T&A management system "TimePro-eX"
- Strengthen proposals for industry-specific solutions, including cloud services (medical corp., educational corp. and public sector market including police, etc.)
- Strengthen proposals T&A Terminals (Local government, etc.)

Overseas : Sales Higher

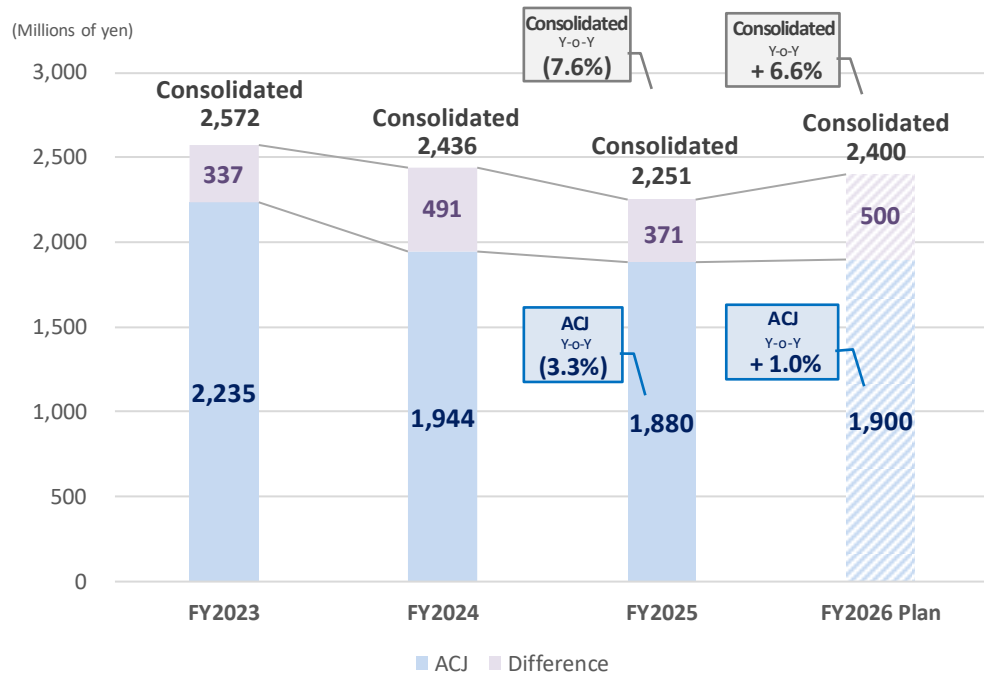
- N. America: Sales Lower at Accu-Time Systems Inc.
- Europe: Sales Higher at Horoquartz, S.A. (exchange rate impact)

Future Initiatives

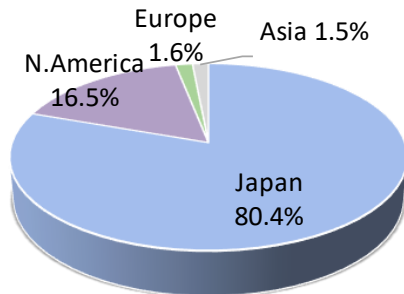
- N. Americas :
Strengthen ties with companies engaged in ERP systems
Promote proposals for new terminals equipped with biometrics
- Europe :
Promote the cross-selling of T&A, HR and Access Control
Promote Cloud Business

Time Management Products

Net sales



Sales Composition by region



Domestic : Sales Lower

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

Future Initiatives

- Expansion of PC-linked time recorders, with the new product TimeP@CK ALEX
- Enhancing paid member services
- Review of strategies for sales partners

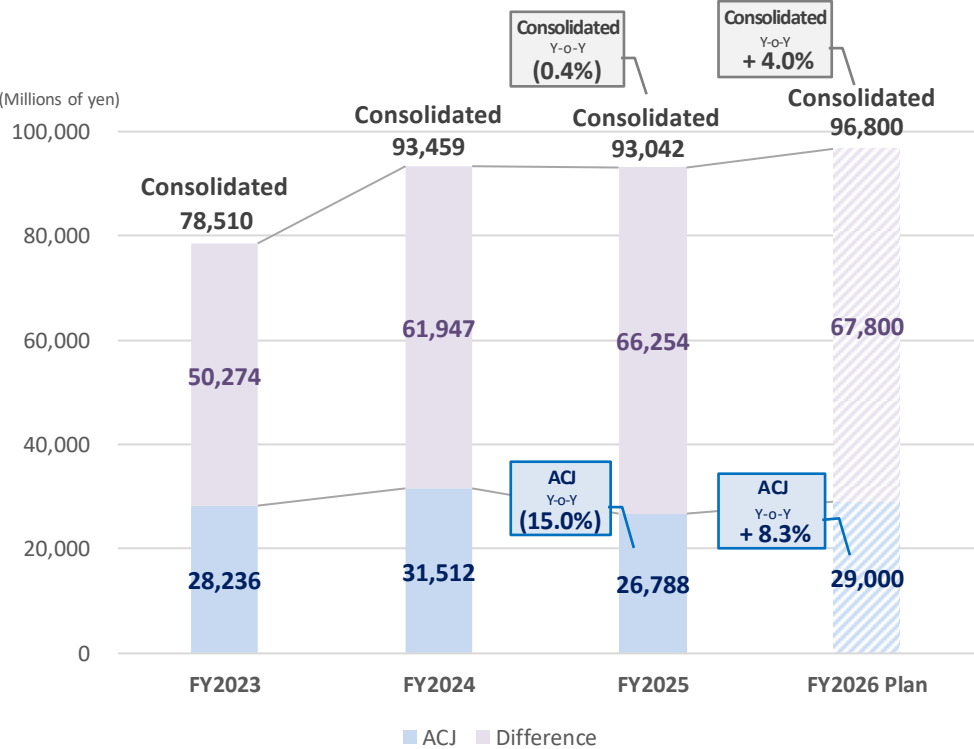
Overseas : Sales Lower

- N. Americas & Asia : Sales Lower

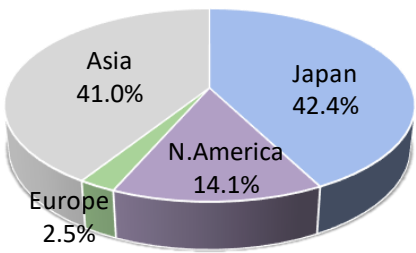
Future Initiatives

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

Net sales



Sales Composition by region



Domestic : Sales Lower

- Sales decreased due to a backlash reduction in demand
- Lower Sales for system equipment & maintenance and supply
- Sales Higher for Bicycle Parking Systems
- Amano Management Service Corporation
- Parking management contract services remained firm

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

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

Overseas : Sales Higher

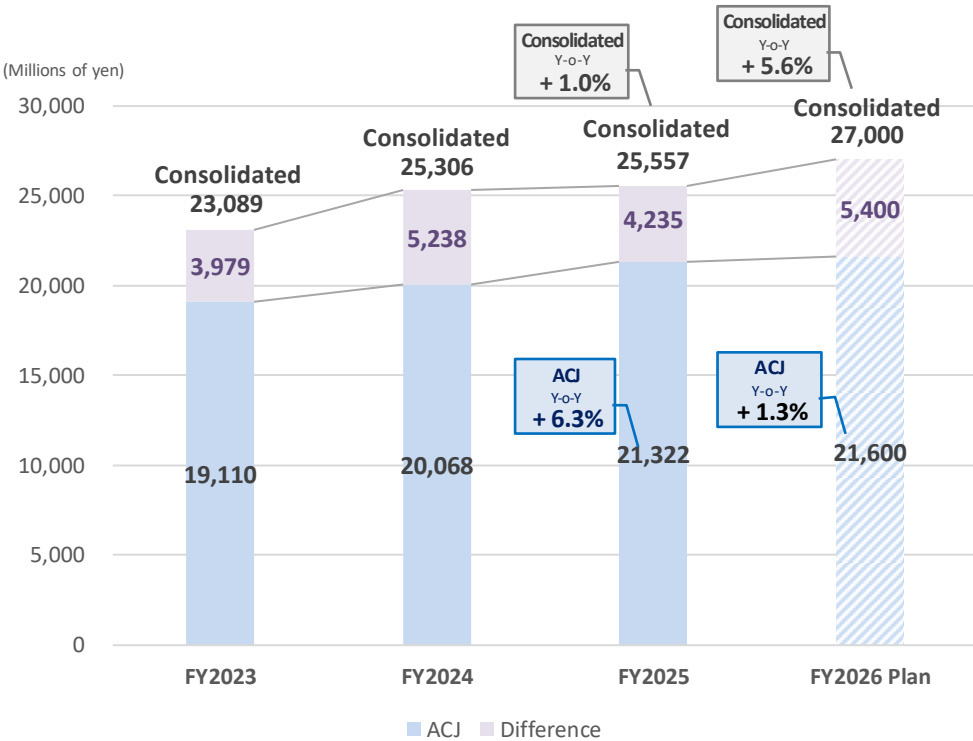
- Amano McGann Inc. of N. America: Sales Increased, and became profitable
- Asia : Sales were Flat at Amano Parking Service Ltd. (HK) (exchange rate impact) , Sales were Higher at Amano Korea

Future Initiatives

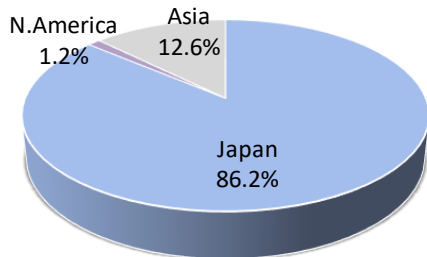
- N . Americas : Expand sales of subscription models
- Europe : Strengthen sales structure and Management contract service business
- Asia : Expand Management contract service business

Environmental Systems

Net sales



Sales Composition by region



Domestic : Sales Higher

- Lower Sales for Standard Dust Collection systems
- Higher Sales for Large-scale systems

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

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

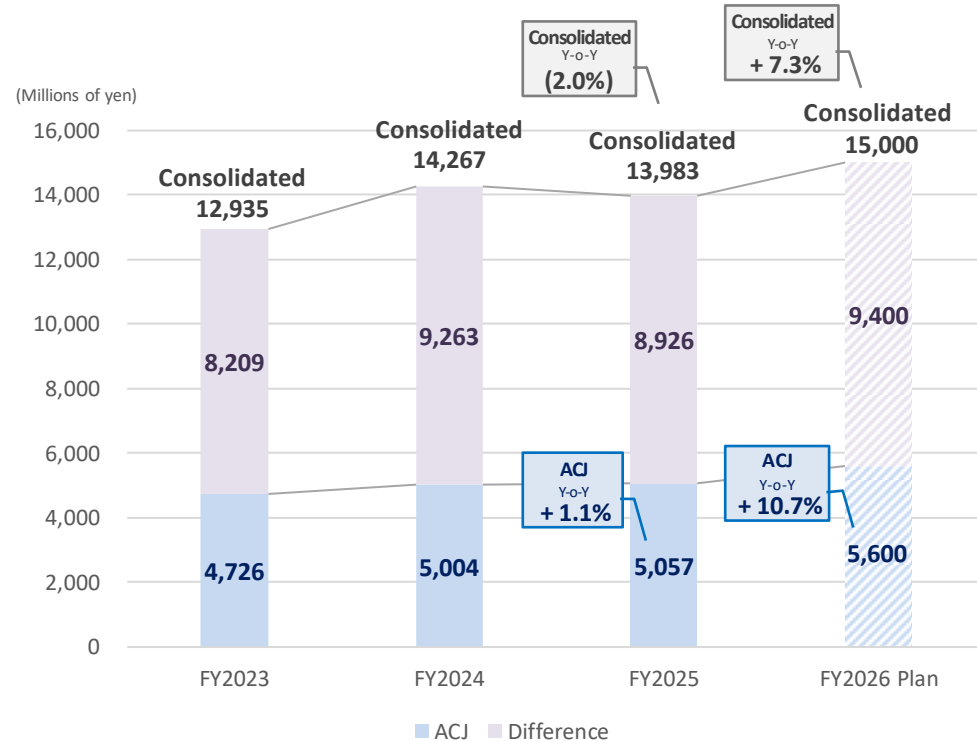
Overseas : Sales Lower

- Asia & N. Americas (Mexico) : Sales Lower

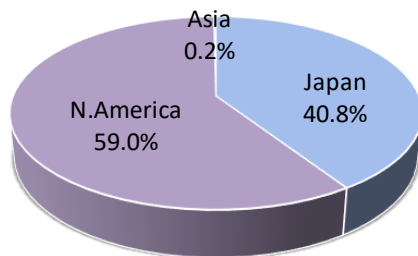
Future Initiatives

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

Net sales



Sales Composition by region



Domestic : Sales Higher

- Sales volume of small robotic scrubber “HAPiiBOT” decreased (A backlash reduction in demand for large-scale projects)
- Higher Sales for Automatic Floor Scrubbers

Future Initiatives Expand the robot market

- Enhance functions of robotic scrubbers
- Strengthen proposals for robot related cloud services (Increase recurring revenue)
- Enhancing proposals for consigned cleaning services with our robots
- New robot sweeper is scheduled for release current year

Overseas : Sales Lower

- N .Americas : Sales Lower at Amano Pioneer Eclipse Corporation

Future Initiatives

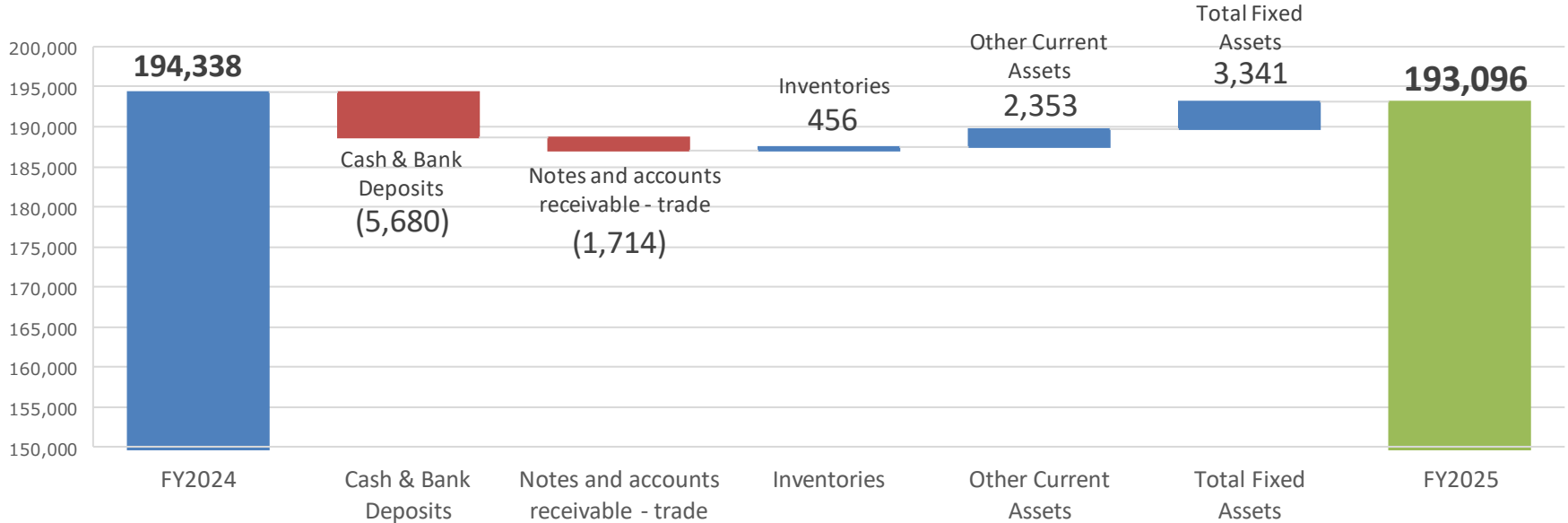
- N .Americas :
 Expand the wood floor sanding business
 Develop new sales channels (Strengthening development in European and Australian markets)

Consolidated Financial Statements

Consolidated Balance Sheet (Assets)

(Millions of yen)

	FY2025 (2026.3.31)	Monthly sales ratio	FY2024 (2025.3.31)	Monthly sales ratio	Change
Assets	193,096	13.2 Months	194,338	13.3 Months	(1,242)
Cash & Bank Deposits	60,786	4.2 Months	66,466	4.5 Months	(5,680)
Notes and accounts receivable - trade	37,096	2.5 Months	38,811	2.7 Months	(1,714)
Inventories	16,089	1.1 Months	15,632	1.1 Months	+ 456
Other Current Assets	9,563	0.7 Months	7,209	0.5 Months	+ 2,353
Total Current Assets	123,535	8.5 Months	128,119	8.8 Months	(4,584)
Total Fixed Assets	69,560	4.8 Months	66,219	4.5 Months	+ 3,341



(Millions of yen)

	FY2025 (2026.3.31)	Monthly sales ratio	FY2024 (2025.3.31)	Monthly sales ratio	Change
Liabilities	53,883	3.7 Months	57,775	4.0 Months	(3,891)
Notes and accounts payable - trade	8,376	0.6 Months	9,391	0.6 Months	(1,014)
Other Current Liabilities	34,602	2.4 Months	37,501	2.6 Months	(2,899)
Total Current Liabilities	42,979	2.9 Months	46,893	3.2 Months	(3,914)
Total Long-term Liabilities	10,904	0.7 Months	10,882	0.7 Months	+ 22
Net Assets	139,212		136,563		+ 2,649
Shareholder's Equity	123,869		124,959		(1,090)
Total accumulated other comprehensive income	14,754		10,969		+ 3,785
Non-Controlling shareholder's interests	588		633		(45)
Total Liabilities & Net Assets	193,096		194,338		(1,242)

(Millions of yen)

	FY2025 Result	FY2024 Result	Change
CF from Operating Activities	24,937	24,672	+ 265
CF from Investing Activities	(6,560)	(4,192)	(2,368)
FCF	18,377	20,480	(2,102)
CF from Financial Activities	(26,177)	(17,361)	(8,815)
Net Increase (decrease) in Cash & Equivalents	(6,985)	4,210	(11,195)
Cash and cash equivalents at end of period	48,873	55,859	(6,986)

	FY2025 Result	FY2024 Result	Change	FY2026 Plan
CAPEX (tangible fixed asset)	9,810	9,787	+ 23	8,371
CAPEX (intangible fixed asset)	902	986	(84)	1,117
CAPEX Total	10,712	10,774	(61)	9,489
Depreciation	9,864	10,280	(416)	9,492

(*) Amano subsidiaries subject to IFRS have applied IFRS 16 "Leases" and subsidiaries subject to US-GAAP have applied ASU 2016-02 "Leases".

The impact is reflected in the CAPEX and Depreciation expenses.

CAPEX and Depreciation expenses excluding the impact are as follows:

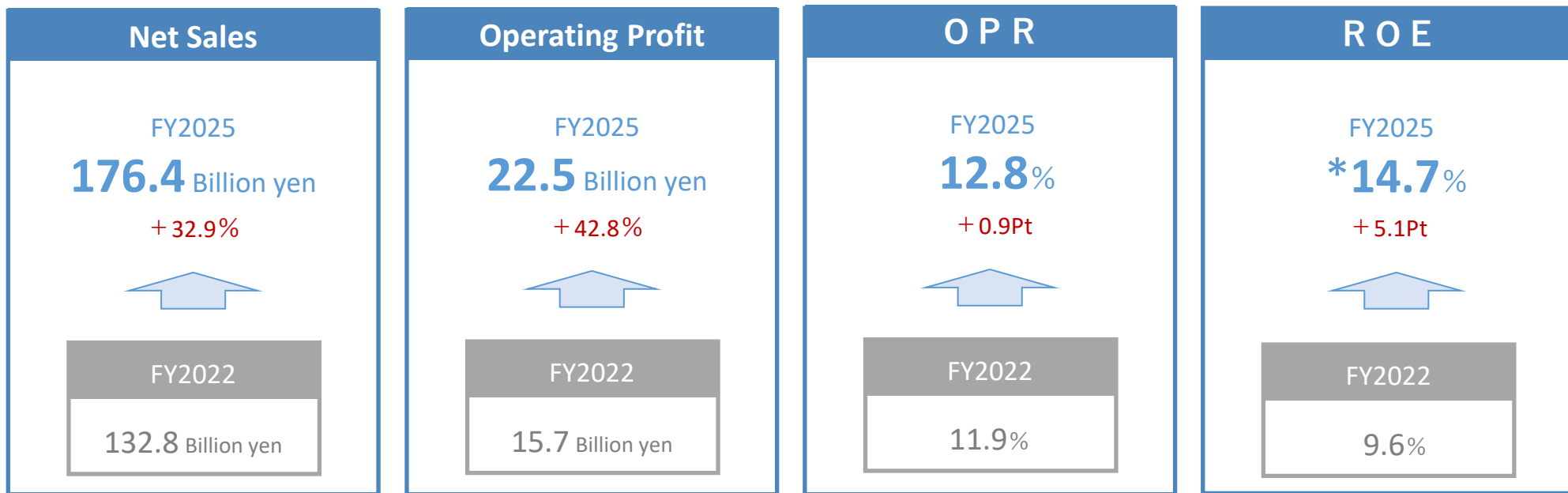
CAPEX (tangible fixed asset)	5,230	4,481	+ 749	4,885
CAPEX (intangible fixed asset)	902	986	(84)	1,117
CAPEX Total	6,133	5,467	+ 665	6,003
Depreciation	4,779	4,271	+ 507	5,208

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

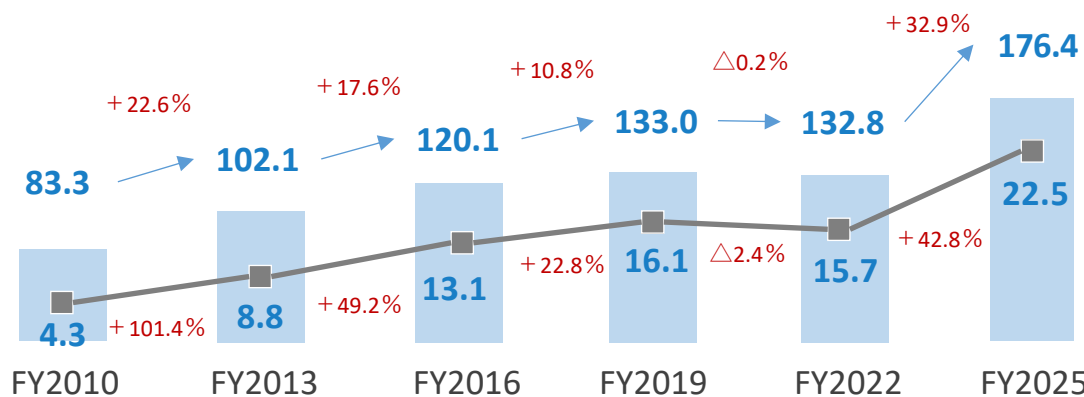
The 10th Medium-Term Business Plan (FY2026-FY2028)

The 5th Stage Towards a 100-year Company

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 • Operating Profit (Billion of yen)

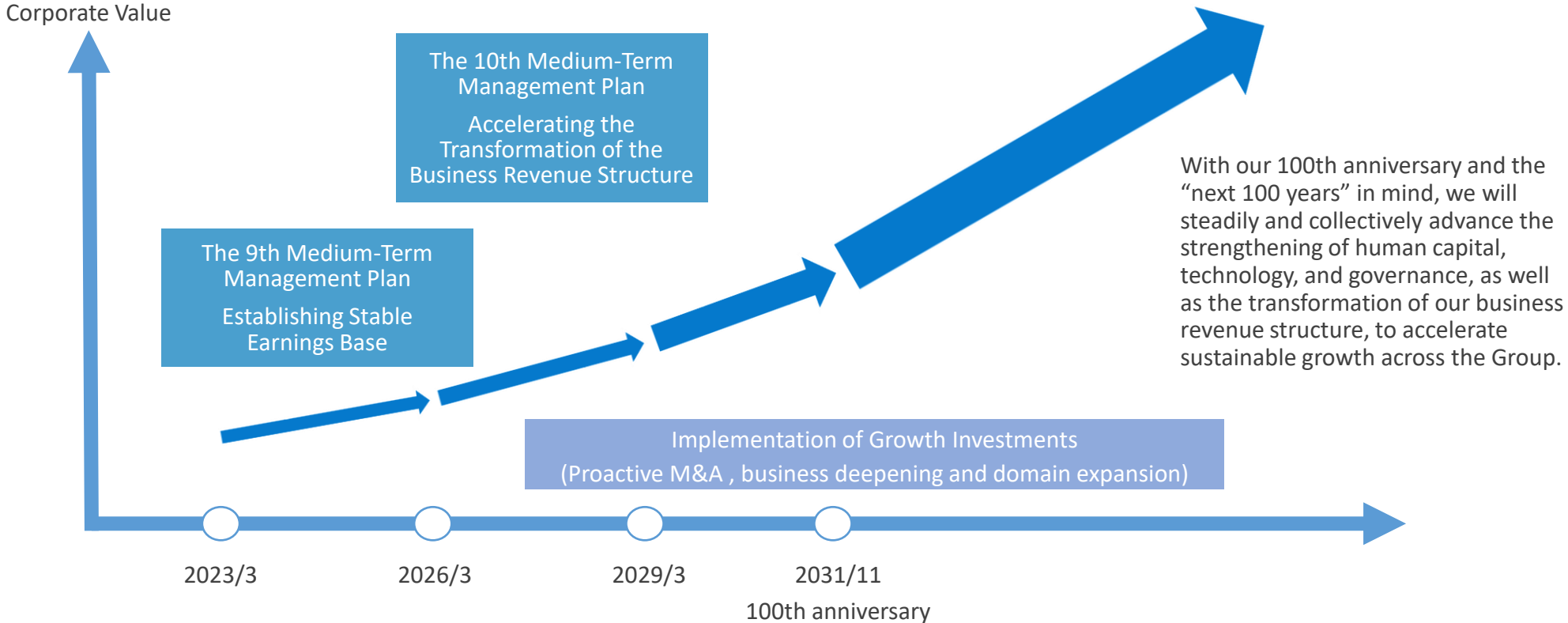
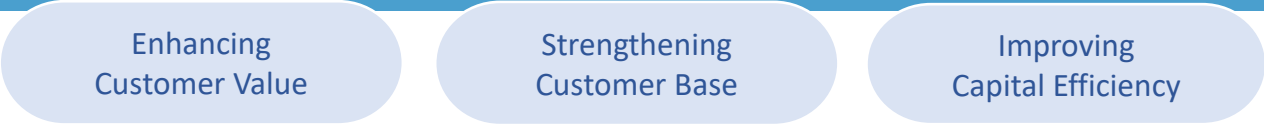
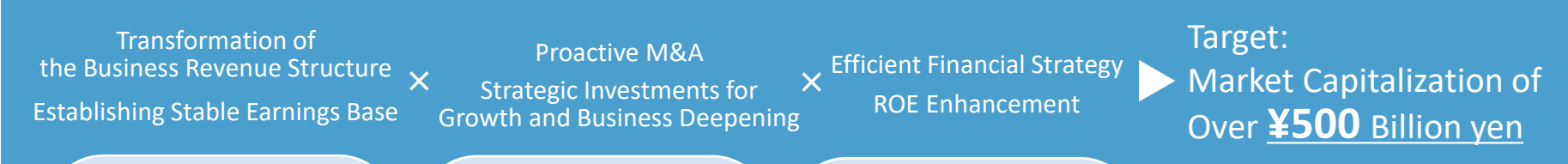


*Include one-off factors, such as gains on the sale of investment securities and tax adjustments arising from the recognition of deferred tax assets.

Long-Term Growth Strategy Framework

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.



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 **200.0Bil**

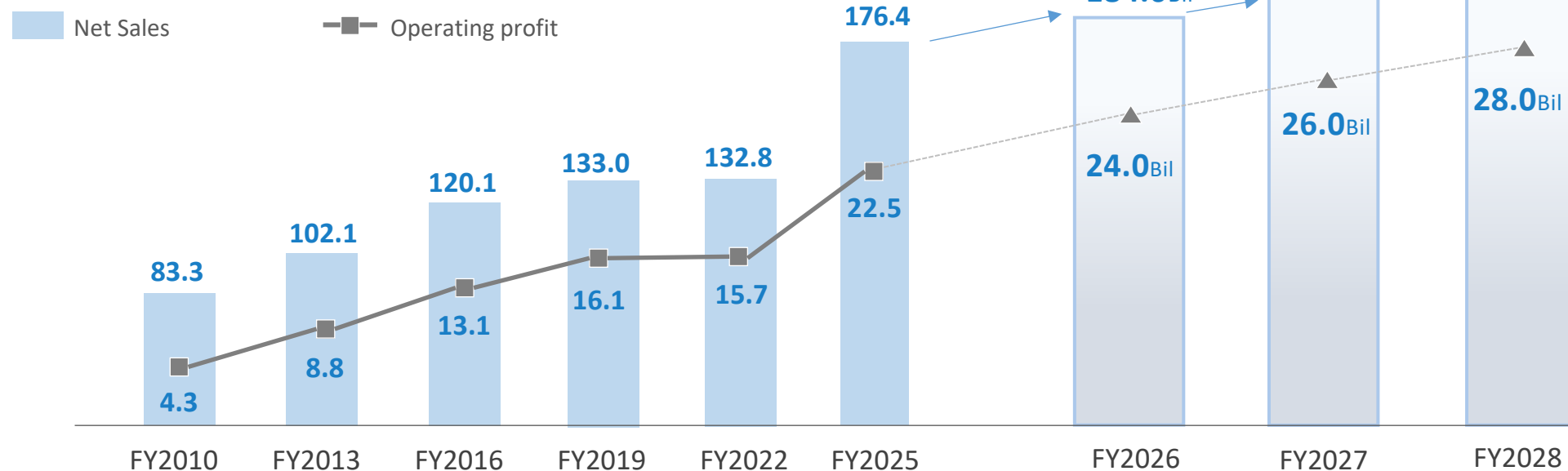
Operating Profit **28.0Bil**

OPR **14%**

ROE **over 14%**

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

Net sales • Operating profit (Billions of yen)



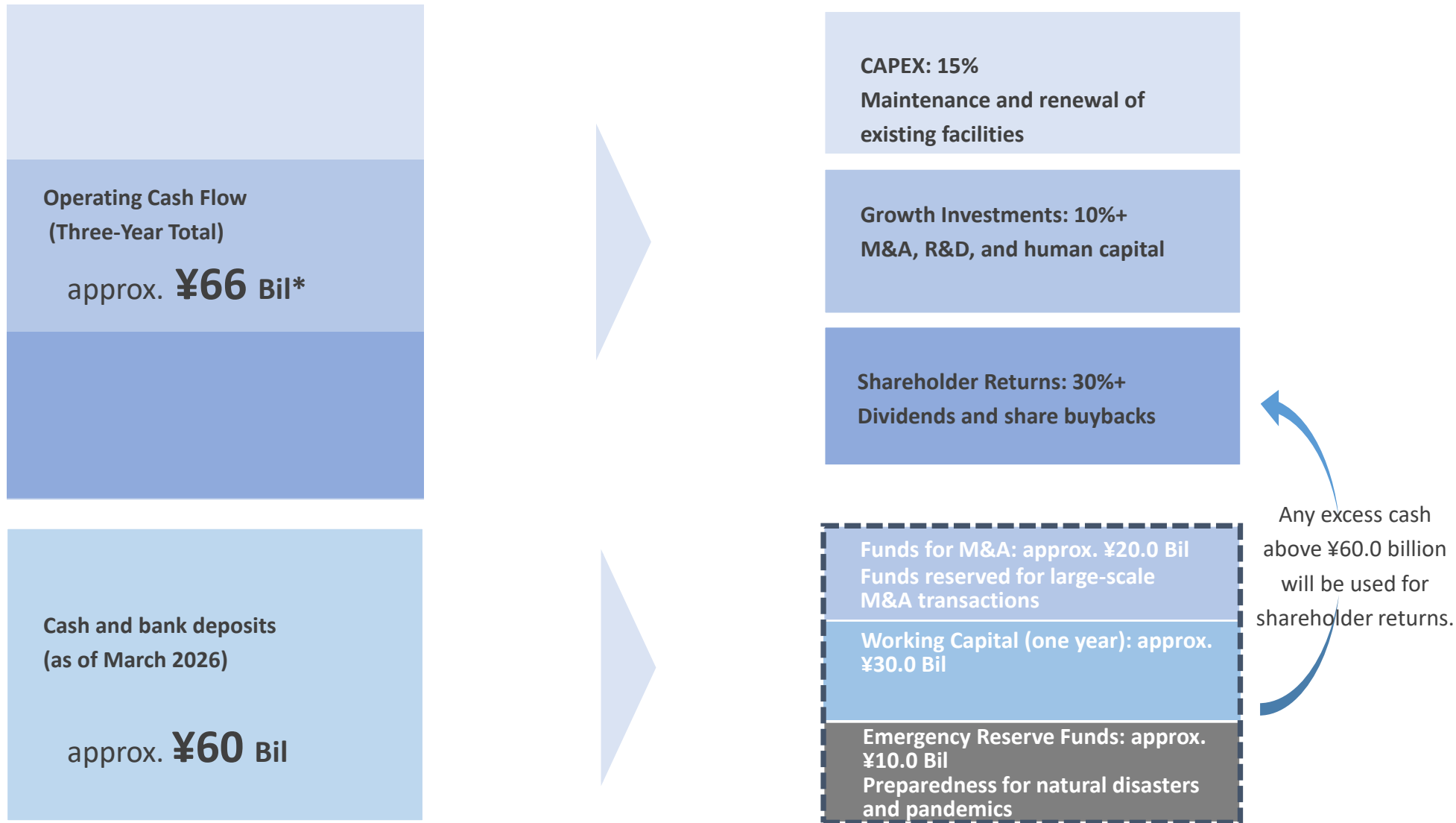
OPR 5.3% 8.6% 11.0% 12.1% 11.9% 12.8% 13.0% 13.5% 14.0%

ROE 4.2% 6.6% 9.5% 9.8% 9.6% 14.7% 13.0% 13.5% 14.0%

Medium-Term
Business Plan



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



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

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

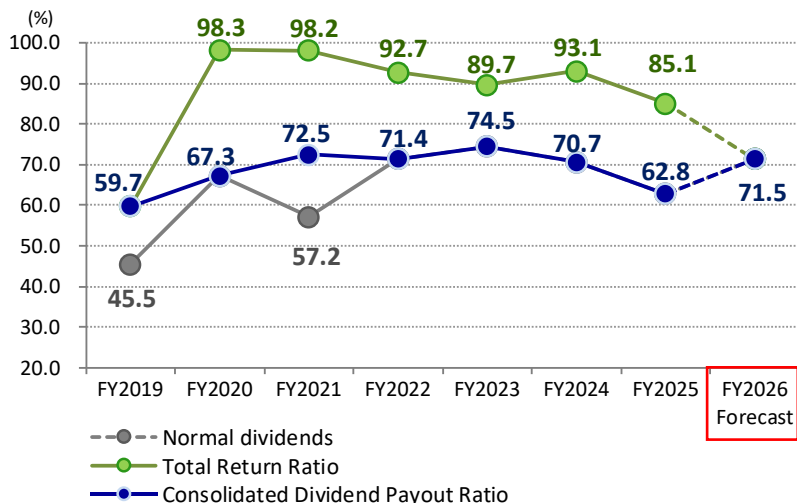
Returns to Shareholders

Dividend Policy

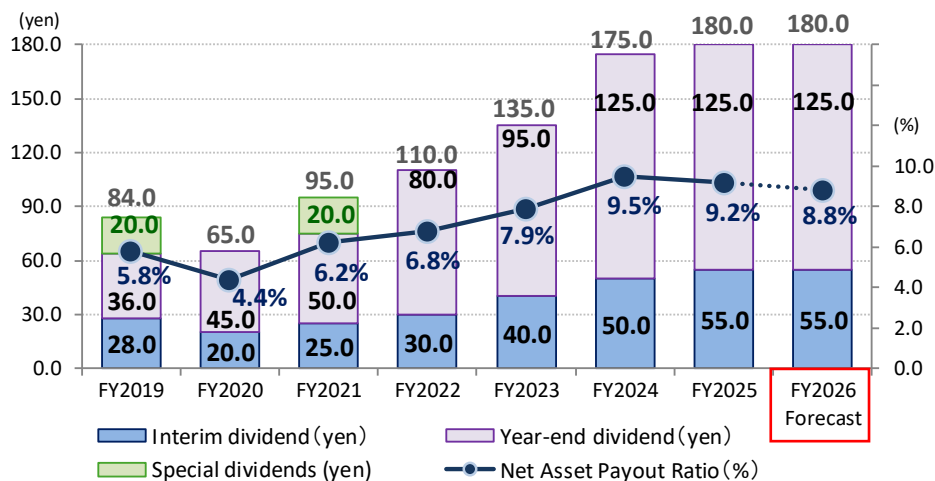
Stable dividends,
performance-based profit distributions
and Flexible share repurchases

- 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

(Millions of yen)

Consolidated Business Plan	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%		13.1%		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 US\$ 155.00 US\$ 155.00
 EUR 180.00 EUR 180.00 EUR 180.00

Business Forecast for FY2026

(Millions of yen)

	FY2026 Plan		Change Y-o-Y	FY2026 1st Half Plan		FY2026 2nd Half Plan		FY2025 Result	
		%			%		%		%
Net sales	184,000	100.0%	+ 4.3%	86,400	100.0%	97,600	100.0%	176,467	100.0%
Gross profit	84,000	45.7%	+ 4.6%	39,200	45.4%	44,800	45.9%	80,291	45.5%
SG&A	60,000	32.6%	+ 3.9%	29,000	33.6%	31,000	31.8%	57,740	32.7%
Operating profit	24,000	13.0%	+ 6.4%	10,200	11.8%	13,800	14.1%	22,551	12.8%
Operating profit ratio	13.0 %			11.8 %		14.1 %		12.8 %	
Ordinary profit	25,600	13.9%	+ 5.1%	10,900	12.6%	14,700	15.1%	24,358	13.8%
Net income attributable to owners of the parent company	17,600	9.6%	(12.6%)	7,400	8.6%	10,200	10.5%	20,146	11.4%
FX Rates	US\$155.00							US\$149.78	
	EUR180.00							EUR169.51	

(Millions of yen)

	FY2026 Plan		Change Y-o-Y	FY2026 1st Half Plan		FY2026 2nd Half Plan		FY2025 Result	
		%			%		%		%
Net sales	80,500	100.0%	+ 5.0%	36,800	100.0%	43,700	100.0%	76,689	100.0%
Gross profit	37,800	47.0%	+ 4.9%	17,000	46.2%	20,800	47.6%	36,035	47.0%
SG&A	24,200	30.1%	+ 4.7%	11,700	31.8%	12,500	28.6%	23,123	30.2%
Operating profit	13,600	16.9%	+ 5.3%	5,300	14.4%	8,300	19.0%	12,912	16.8%
Operating profit ratio	16.9 %			14.4 %		19.0 %		16.8 %	
Ordinary profit	18,300	22.7%	+ 3.4%	8,900	24.2%	9,400	21.5%	17,695	23.1%
Net income	13,700	17.0%	(4.8%)	6,700	18.2%	7,000	16.0%	14,393	18.8%

FY2026: Sales Plan by Business Division (Consolidated)

(Millions of yen)

	FY2026 Plan		Change Y-o-Y	FY2026 1st Half Plan		FY2026 2nd Half Plan		FY2025 Result	
		%			%		%		%
Information Systems	42,800	23.3%	+ 2.8%	19,800	22.9%	23,000	23.6%	41,631	23.6%
Time Management Products	2,400	1.3%	+ 6.6%	1,200	1.4%	1,200	1.2%	2,251	1.3%
Parking Systems	96,800	52.6%	+ 4.0%	45,400	52.6%	51,400	52.7%	93,042	52.7%
Time Information System business	142,000	77.2%	+ 3.7%	66,400	76.9%	75,600	77.5%	136,925	77.6%
Environmental Systems	27,000	14.6%	+ 5.6%	12,500	14.4%	14,500	14.8%	25,557	14.5%
Clean Systems	15,000	8.2%	+ 7.3%	7,500	8.7%	7,500	7.7%	13,983	7.9%
Environment System business	42,000	22.8%	+ 6.2%	20,000	23.1%	22,000	22.5%	39,541	22.4%
Grand total	184,000	100.0%	+ 4.3%	86,400	100.0%	97,600	100.0%	176,467	100.0%
FX Rates	US\$155.00							US\$149.78	
	EUR180.00							EUR169.51	

(Millions of yen)

	FY2026 Plan		Change Y-o-Y	FY2026 1st Half Plan		FY2026 2nd Half Plan		FY2025 Result	
		%			%		%		%
Information Systems	22,400	27.8%	+ 3.5%	10,300	28.0%	12,100	27.7%	21,640	28.2%
Time Management Products	1,900	2.4%	+ 1.0%	900	2.4%	1,000	2.3%	1,880	2.5%
Parking Systems	29,000	36.0%	+ 8.3%	12,800	34.8%	16,200	37.0%	26,788	34.9%
Time Information System business	53,300	66.2%	+ 5.9%	24,000	65.2%	29,300	67.0%	50,309	65.6%
Environmental Systems	21,600	26.8%	+ 1.3%	10,300	28.0%	11,300	25.9%	21,322	27.9%
Clean Systems	5,600	7.0%	+ 10.7%	2,500	6.8%	3,100	7.1%	5,057	6.6%
Environment System business	27,200	33.8%	+ 3.1%	12,800	34.8%	14,400	33.0%	26,380	34.4%
Grand total	80,500	100.0%	+ 5.0%	36,800	100.0%	43,700	100.0%	776,689	100.0%

	Domestic	Overseas
<p>Information Systems</p> <p>Deepening and Expansion of the HR Domain with AI Integration</p>	<ul style="list-style-type: none"> • Sales expansion of the new T&A management system “TimePro-eX” • Strengthen proposals for industry-specific solutions (medical corp., educational corp. and public sector market including police, etc.) 	<ul style="list-style-type: none"> • N.Americas : Strengthen ties with companies engaged in ERP systems • Europe : Promote the cross-selling of T&A, HR and Access Control Exploring expansion into other European regions
<p>Parking Systems</p> <p>Expansion of Data Center-Centric Next-Generation Products and Management Services</p>	<ul style="list-style-type: none"> • Strengthen proposals for Ticketless LPR, Camera-based flapless parking systems, Cashless parking systems, ETCGO, Monthly parking lot management service and Smartphone App Linkage • Promoting 100% maintenance contract rate (expanding content) • Strengthen proposals for management contract services 	<ul style="list-style-type: none"> • N.Americas : Expand sales of subscription models Consideration of expanding Management contract service business • Europe: Strengthen sales structure and Management contract service business • Asia: Expand Management contract service business (Korea, Hong Kong, Malaysia) Exploring expansion into other Asian regions
<p>Clean Systems</p> <p>Cleaning Robots (Expanded Product Lineup) × Cloud Services</p>	<ul style="list-style-type: none"> • Enhancement of cleaning robot, such as elevator integration • Strengthen proposals for robot related cloud services (Increase recurring revenue, Strategic shift towards subscription- based model) • Planned release of a new robot sweeper(FY2026) 	<ul style="list-style-type: none"> • N.Americas: Strengthening development in European and Australian markets • Asia : Continued consideration of deploying cleaning robots
<p>Environmental Systems</p>	<ul style="list-style-type: none"> • Increase proposals for standard dust collection systems • Expand new business domains for large-scale system, thorough improvement of revenue (Promote proposals for strategic growth fields) • Promote proposals for holistic solutions including peripheral devices and remote monitoring services 	<ul style="list-style-type: none"> • Asia : Strengthen production capabilities, along with the sales and services structure Strengthen solution proposals to local companies • North & Central America : Develop business with new customers, sales organization restructuring

: Growth driver

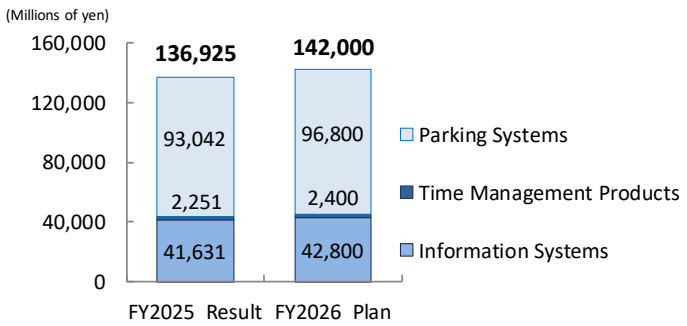
Net Sales & Operating Profit Plans by Segment (Consolidated)

(Millions of yen)

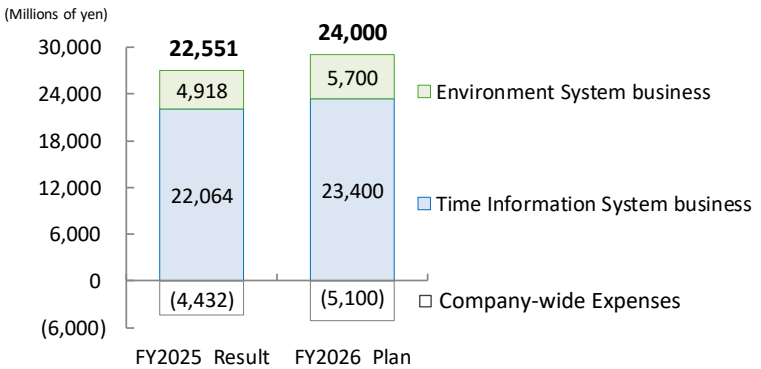
	FY2026 Plan			FY2025 Result			Change Y-O-Y			
	Net sales	Operating profit	Margin	Net sales	Operating profit	Margin	Net sales	Change	Operating profit	Change
Time Information System business	142,000	23,400	16.5%	136,925	22,064	16.1%	5,074	+ 3.7%	1,335	+ 6.1%
Environment System business	42,000	5,700	13.6%	39,541	4,918	12.4%	2,458	+ 6.2%	781	+ 15.9%
Company-wide Expenses		(5,100)			(4,432)				(667)	
Total	184,000	24,000	13.0%	176,467	22,551	12.8%	7,532	+ 4.3%	1,448	+ 6.4%

Net sales

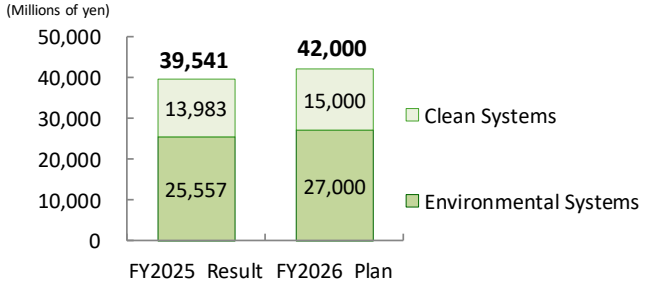
Time Information System business Up 3.7% Y-O-Y



Operating profit



Environment System business Up 6.2% Y-O-Y

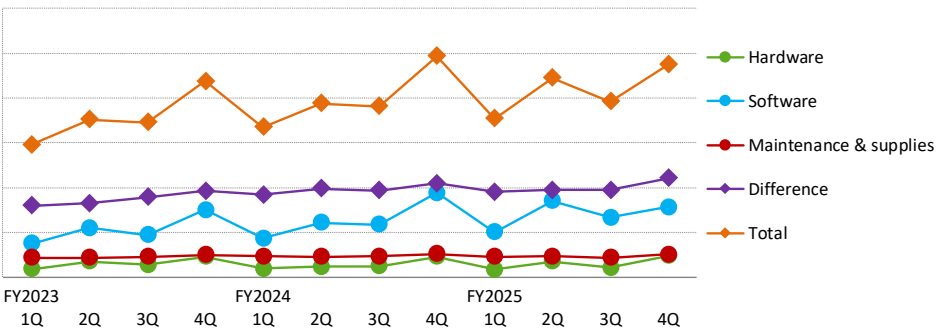


Time Information System business Up 6.1% Y-O-Y

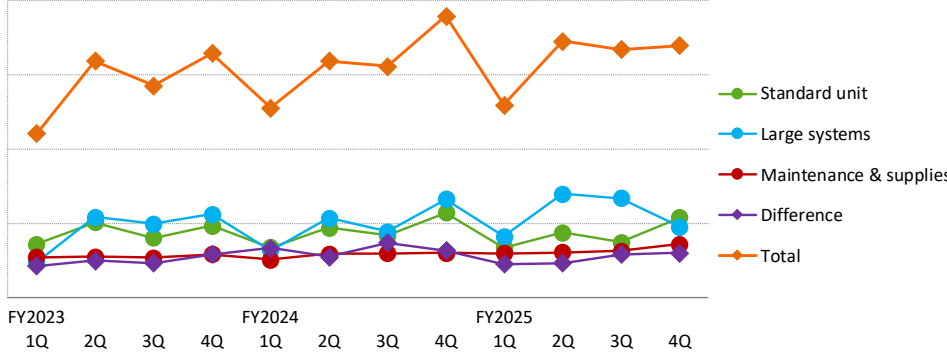
Environment System business Up 15.9% Y-O-Y

Supplementary Material

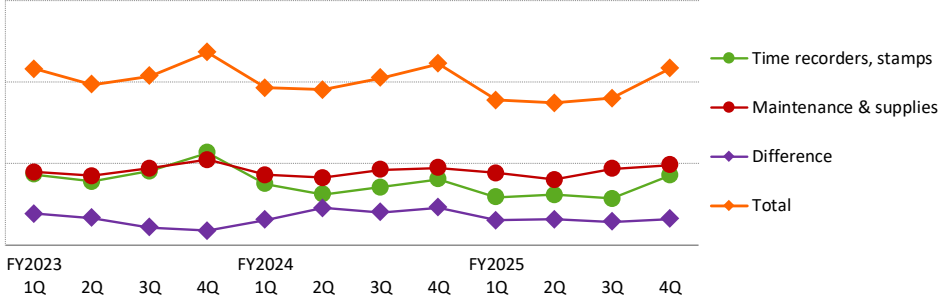
Information Systems



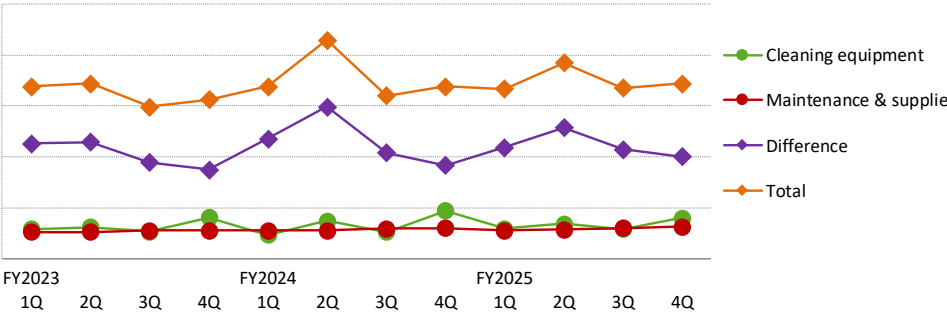
Environmental Systems



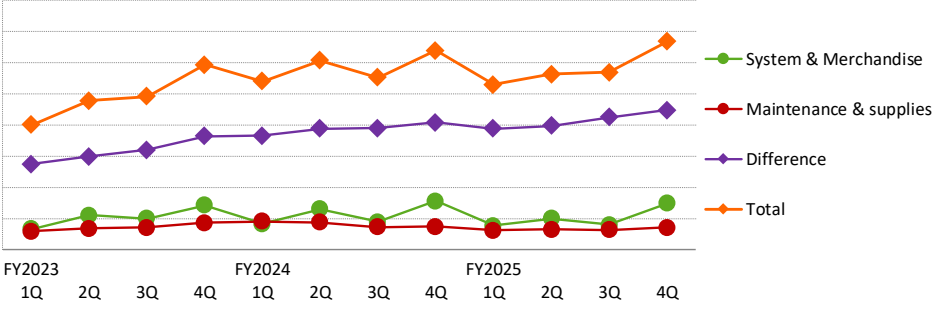
Time Management Products



Clean Systems



Parking Systems



Time & Air
AMANO