

3rd Quarter Report for FY2025

(Fiscal Year ending March 2026)



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FY 2025 3rd Quarter Report

(Apr. 2025 - Dec. 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: 3rd Quarter Accumulated Results

(Millions of yen)

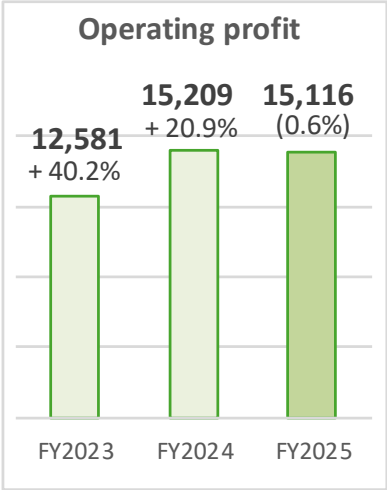
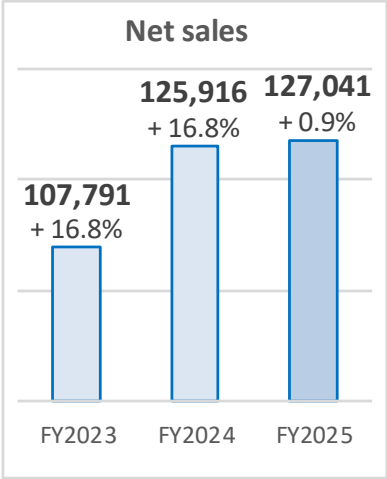
	FY2025 Plan	FY2025 3Q Total	%	FY2024 3Q Total	%	Change YoY
Net sales	180,000	127,041	100.0%	125,916	100.0%	+ 0.9%
Gross profit	82,600	57,515	45.3%	55,925	44.4%	+ 2.8%
SG&A	58,100	42,398	33.4%	40,715	32.3%	+ 4.1%
Operating profit	24,500	15,116	11.9%	15,209	12.1%	(0.6%)
Operating profit ratio	13.6 %	11.9 %		12.1 %		(0.2Pt)
Ordinary profit	26,000	16,322	12.8%	16,332	13.0%	(0.1%)
Net income attributable to owners of the parent company	18,000	10,891	8.6%	12,187	9.7%	(10.6%)

FX Rates

US\$140.00
EUR155.00

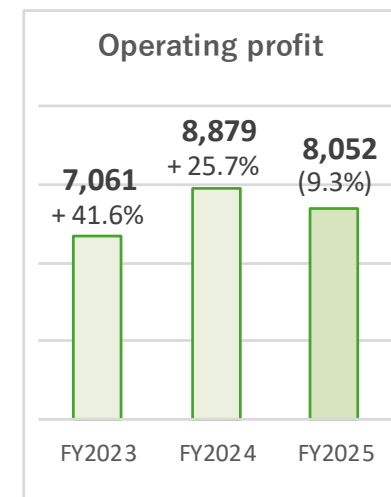
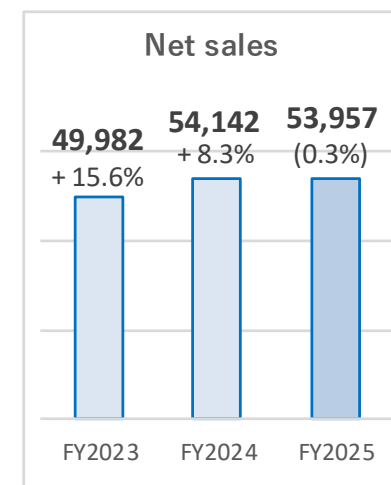
US\$147.79
EUR165.55

US\$151.63
EUR164.63



(Millions of yen)

	FY2025 Plan	FY2025 3Q Total	%	FY2024 3Q Total	%	Change YoY
Net sales	80,500	53,957	100.0%	54,142	100.0%	(0.3%)
Gross profit	38,400	25,188	46.7%	25,026	46.2%	+ 0.6%
SG&A	23,400	17,136	31.8%	16,147	29.8%	+ 6.1%
Operating profit	15,000	8,052	14.9%	8,879	16.4%	(9.3%)
Operating profit ratio	18.6 %	14.9 %		16.4 %		(1.5Pt)
Ordinary profit	19,500	11,904	22.1%	13,924	25.7%	(14.5%)
Net income	14,500	8,721	16.2%	11,759	21.7%	(25.8%)



	(Millions of yen)					
	FY2025 Plan	FY2025 3Q Total	%	FY2024 3Q Total	%	Change YoY
Information Systems	41,600	29,765	23.4%	27,610	21.9%	+ 7.8%
Time Management Products	2,400	1,600	1.3%	1,767	1.4%	(9.5%)
Parking Systems	95,100	66,368	52.2%	67,928	54.0%	(2.3%)
Time Information System business	139,100	97,734	76.9%	97,306	77.3%	+ 0.4%
Environmental Systems	26,000	18,767	14.8%	17,726	14.1%	+ 5.9%
Clean Systems	14,900	10,539	8.3%	10,882	8.6%	(3.2%)
Environment System business	40,900	29,307	23.1%	28,609	22.7%	+ 2.4%
Grand total	180,000	127,041	100.0%	125,916	100.0%	+ 0.9%
FX Rates	US\$140.00	US\$147.79		US\$151.63		
	EUR155.00	EUR165.55		EUR164.63		

	(Millions of yen)					
	FY2025 Plan	FY2025 3Q Total	%	FY2024 3Q Total	%	Change YoY
Information Systems	21,100	15,283	28.3%	13,231	24.4%	+ 15.5%
Time Management Products	2,000	1,327	2.5%	1,414	2.6%	(6.2%)
Parking Systems	31,800	17,984	33.3%	22,267	41.2%	(19.2%)
Time Information System business	54,900	34,595	64.1%	36,913	68.2%	(6.3%)
Environmental Systems	20,400	15,742	29.2%	13,773	25.4%	+ 14.3%
Clean Systems	5,200	3,620	6.7%	3,456	6.4%	+ 4.7%
Environment System business	25,600	19,362	35.9%	17,229	31.8%	+ 12.4%
Grand total	80,500	53,957	100.0%	54,142	100.0%	(0.3%)

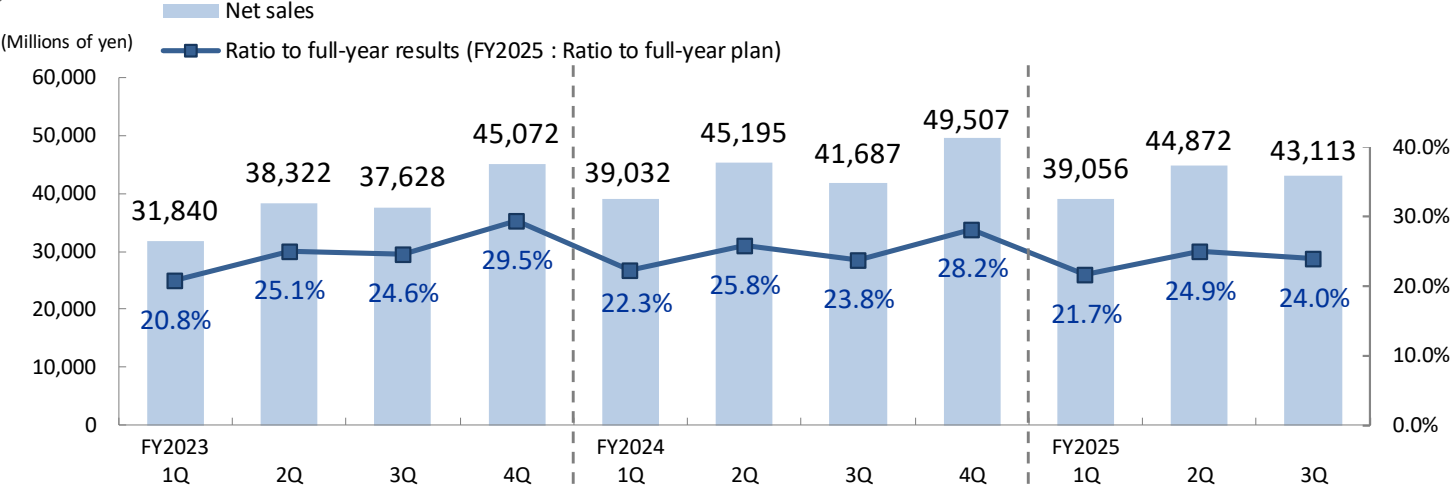
(Millions of yen)

Actual	1Q		2Q		3Q		FY2025 3Q Total	
	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	39,056	100.0 %	44,872	100.0 %	43,113	100.0 %	127,041	100.0 %
Gross profit	17,200	44.0 %	20,595	45.9 %	19,719	45.7 %	57,515	45.3 %
SG&A	14,458	37.0 %	13,650	30.4 %	14,289	33.1 %	42,398	33.4 %
Operating profit	2,741	7.0 %	6,945	15.5 %	5,430	12.6 %	15,116	11.9 %
Non-operating income	427	1.1 %	630	1.4 %	488	1.1 %	1,545	1.2 %
Non-operating expense	137	0.4 %	124	0.3 %	77	0.2 %	340	0.3 %
Ordinary profit	3,030	7.8 %	7,450	16.6 %	5,841	13.5 %	16,322	12.8 %
Extraordinary profit	122		2		4		129	
Extraordinary loss	9		281		11		302	
Net income attributable to owners of the parent company	1,351	3.5 %	5,325	11.9 %	4,213	9.8 %	10,891	8.6 %

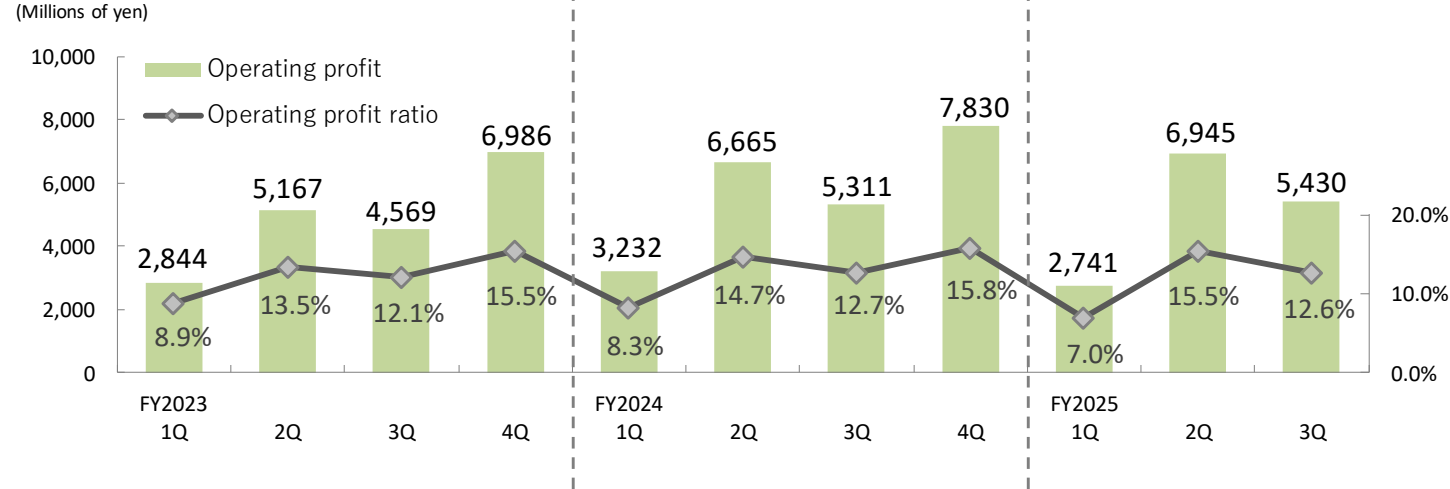
FX Rates	US\$151.18	US\$143.77	US\$148.41	US\$147.79
	EUR159.29	EUR165.14	EUR172.23	EUR165.55

Business division	1Q		2Q		3Q		FY2025 3Q Total	
	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	8,840	22.6 %	11,128	24.8 %	9,795	22.7 %	29,765	23.4 %
Time Management Products	534	1.4 %	524	1.2 %	541	1.3 %	1,600	1.3 %
Parking Systems	21,153	54.2 %	22,473	50.1 %	22,742	52.7 %	66,368	52.2 %
Time Information System business	30,528	78.2 %	34,126	76.1 %	33,079	76.7 %	97,734	76.9 %
Environmental Systems	5,185	13.2 %	6,899	15.3 %	6,682	15.5 %	18,767	14.8 %
Clean Systems	3,341	8.6 %	3,846	8.6 %	3,351	7.8 %	10,539	8.3 %
Environment System business	8,527	21.8 %	10,745	23.9 %	10,033	23.3 %	29,307	23.1 %
Grand total	39,056	100.0 %	44,872	100.0 %	43,113	100.0 %	127,041	100.0 %

Net sales



Operating profit



Sales and Operating Profit by Business Segment (Consolidated)

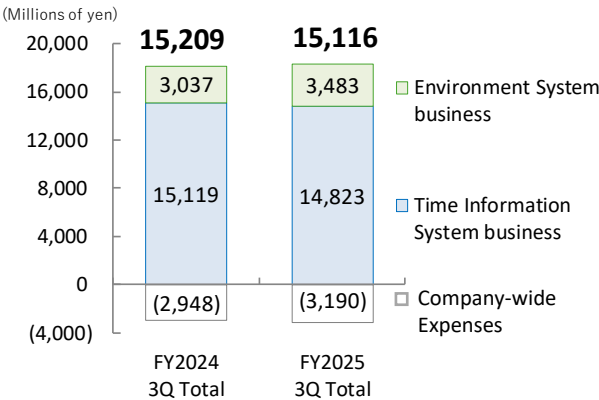
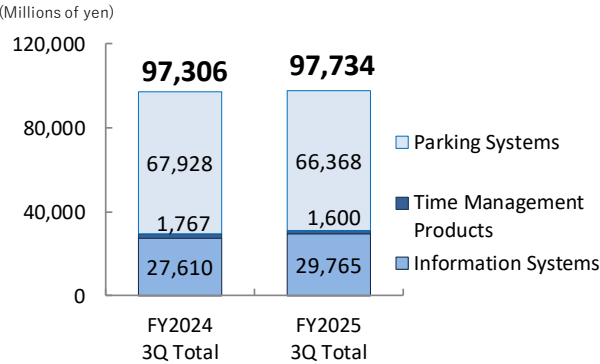
(Millions of yen)

	FY2025 1Q			FY2025 2Q			FY2025 3Q			FY2025 3Q Total			FY2024 3Q Total			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	
Time Information System business	30,528	3,252	10.7%	34,126	6,378	18.7%	33,079	5,191	15.7%	97,734	14,823	15.2%	97,306	15,119	15.5%	427	+ 0.4%	(296) (2.0%)
Environment System business	8,527	599	7.0%	10,745	1,639	15.3%	10,033	1,244	12.4%	29,307	3,483	11.9%	28,609	3,037	10.6%	697	+ 2.4%	445 + 14.7%
Company-wide Expenses		(1,110)			(1,073)			(1,006)			(3,190)			(2,948)				(242)
Grand total	39,056	2,741	7.0%	44,872	6,945	15.5%	43,113	5,430	12.6%	127,041	15,116	11.9%	125,916	15,209	12.1%	1,125	+ 0.9%	(92) (0.6%)

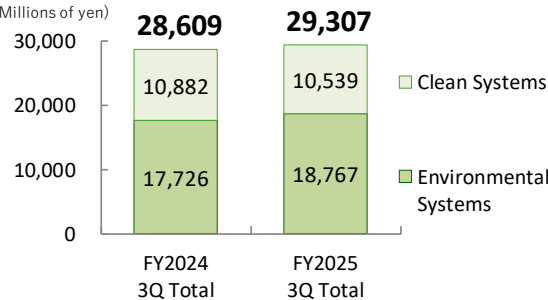
Net sales

Operating profit

Time Information System business Up 0.4% YoY



Environment System business Up 2.4% YoY



Time Information System business Dn 2.0% YoY
Environment System business Up 14.7% YoY

【References】

Increase / decrease in Gross Profit Margin

(1) FY2024 3Q Total / FY2025 3Q Total

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

(2) FY2024 / FY2025 3Q Total

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

(Millions of yen)																			
	1Q			2Q			3Q			FY2025 3Q Total			FY2024 3Q Total			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		
North America	6,476	349	5.4 %	6,949	564	8.1 %	6,390	374	5.9 %	19,815	1,287	6.5 %	19,265	248	1.3 %	550	+ 2.9%	1,039	+ 418.6%
Europe	3,784	352	9.3 %	4,027	553	13.7 %	4,101	706	17.2 %	11,912	1,611	13.6 %	11,955	1,542	12.9 %	(42)	(0.4%)	68	+ 4.5%
Asia	9,593	466	4.9 %	9,700	484	5.0 %	10,855	529	4.9 %	30,148	1,479	4.9 %	30,086	1,949	6.5 %	61	+ 0.2%	(470)	(24.1%)
Overseas group companies Total	19,854	1,168	5.9 %	20,676	1,602	7.7 %	21,347	1,607	7.5 %	61,877	4,377	7.1 %	61,307	3,739	6.1 %	569	+ 0.9%	638	+ 17.1%
*FX rate:	US\$	151.18		US\$	143.77		US\$	148.41		US\$	147.79		US\$	151.63					
	EUR	159.29		EUR	165.14		EUR	172.23		EUR	165.55		EUR	164.63					
Domestic Group companies Total	6,009	839	14.0 %	6,273	995	15.9 %	6,467	994	15.4 %	18,751	2,830	15.1 %	17,765	2,910	16.4 %	986	+ 5.6%	(80)	(2.7%)
Goodwill Amortization	N. America	11Mil		N. America	10Mil		N. America	10Mil		N. America	32Mil		N. America	33Mil					
	Europe	73Mil		Europe	75Mil		Europe	79Mil		Europe	228Mil		Europe	227Mil					
	Asia	29Mil		Asia	29Mil		Asia	30Mil		Asia	90Mil		Asia	97Mil					
	ACJ	—		ACJ	—		ACJ	—		ACJ	—		ACJ	—					

Forecast for FY2025

*The Remaining Plan for FY2025 4Q is shown as FY2025 Plan minus FY2025 3Q Total Results

(Millions of yen)

	FY2025 Plan	%	Change YoY	FY2025 3Q Total Results	%	FY2025 Plan Remaining for 4Q	%	FY2024 Results	%
Net sales	180,000	100.0%	+ 2.6%	127,041	100.0%	52,959	100.0%	175,423	100.0%
Gross profit	82,600	45.9%	+ 4.7%	57,515	45.3%	25,085	47.4%	78,909	45.0%
SG&A	58,100	32.3%	+ 4.0%	42,398	33.4%	15,702	29.6%	55,869	31.8%
Operating profit	24,500	13.6%	+ 6.3%	15,116	11.9%	9,384	17.7%	23,040	13.1%
Operating profit ratio	13.6 %			11.9 %		17.7 %		13.1 %	
Ordinary profit	26,000	14.4%	+ 5.5%	16,322	12.8%	9,678	18.3%	24,642	14.0%
Net income attributable to owners of the parent company	18,000	10.0%	+ 1.0%	10,891	8.6%	7,109	13.4%	17,828	10.2%
FX Rates	US\$140.00 EUR155.00			US\$147.79 EUR165.55				US\$152.27 EUR164.38	

*The Remaining Plan for FY2025 4Q is shown as FY2025 Plan minus FY2025 3Q Total Results

(Millions of yen)

	FY2025 Plan	%	Change YoY	FY2025 3Q Total Results	%	FY2025 Plan Remaining for 4Q	%	FY2024 Results	%
Net sales	80,500	100.0%	+ 2.1%	53,957	100.0%	26,543	100.0%	78,867	100.0%
Gross profit	38,400	47.7%	+ 3.7%	25,188	46.7%	13,212	49.8%	37,046	47.0%
SG&A	23,400	29.1%	+ 3.9%	17,136	31.8%	6,264	23.6%	22,523	28.6%
Operating profit	15,000	18.6%	+ 3.3%	8,052	14.9%	6,948	26.2%	14,522	18.4%
Operating profit ratio	18.6 %			14.9 %		26.2 %		18.4 %	
Ordinary profit	19,500	24.2%	(4.6%)	11,904	22.1%	7,596	28.6%	20,447	25.9%
Net income	14,500	18.0%	(11.4%)	8,721	16.2%	5,779	21.8%	16,361	20.7%

*The Remaining Plan for FY2025 4Q is shown as FY2025 Plan minus FY2025 3Q Total Results

(Millions of yen)

	FY2025 Plan			Change YoY	FY2025 3Q Total Results			FY2025 Plan Remaining for 4Q			FY2024 Results		
		%				%			%			%	
Information Systems	41,600	23.1%	+ 4.1%		29,765	23.4%		11,835	22.3%		39,953	22.8%	
Time Management Products	2,400	1.3%	(1.5%)		1,600	1.3%		800	1.5%		2,436	1.4%	
Parking Systems	95,100	52.9%	+ 1.8%		66,368	52.2%		28,732	54.3%		93,459	53.2%	
Time Information System business	139,100	77.3%	+ 2.4%		97,734	76.9%		41,366	78.1%		135,849	77.4%	
Environmental Systems	26,000	14.4%	+ 2.7%		18,767	14.8%		7,233	13.7%		25,306	14.5%	
Clean Systems	14,900	8.3%	+ 4.4%		10,539	8.3%		4,361	8.2%		14,267	8.1%	
Environment System business	40,900	22.7%	+ 3.3%		29,307	23.1%		11,593	21.9%		39,574	22.6%	
Grand total	180,000	100.0%	+ 2.6%		127,041	100.0%		52,959	100.0%		175,423	100.0%	
FX Rates					US\$140.00			US\$147.79			US\$152.27		
					EUR155.00			EUR165.55			EUR164.38		

*The Remaining Plan for FY2025 4Q is shown as FY2025 Plan minus FY2025 3Q Total Results

(Millions of yen)

	FY2025 Plan			Change YoY	FY2025 3Q Total Results		FY2025 Plan Remaining for 4Q		FY2024 Results	
		%				%		%		%
Information Systems	21,100	26.2%	+ 3.7%		15,283	28.3%	5,817	21.9%	20,338	25.8%
Time Management Products	2,000	2.5%	+ 2.9%		1,327	2.5%	673	2.5%	1,944	2.5%
Parking Systems	31,800	39.5%	+ 0.9%		17,984	33.3%	13,816	52.1%	31,512	39.9%
Time Information System business	54,900	68.2%	+ 2.1%		34,595	64.1%	20,305	76.5%	53,795	68.2%
Environmental Systems	20,400	25.3%	+ 1.7%		15,742	29.2%	4,658	17.5%	20,068	25.5%
Clean Systems	5,200	6.5%	+ 3.9%		3,620	6.7%	1,580	6.0%	5,004	6.3%
Environment System business	25,600	31.8%	+ 2.1%		19,362	35.9%	6,238	23.5%	25,072	31.8%
Grand total	80,500	100.0%	+ 2.1%		53,957	100.0%	26,543	100.0%	78,867	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

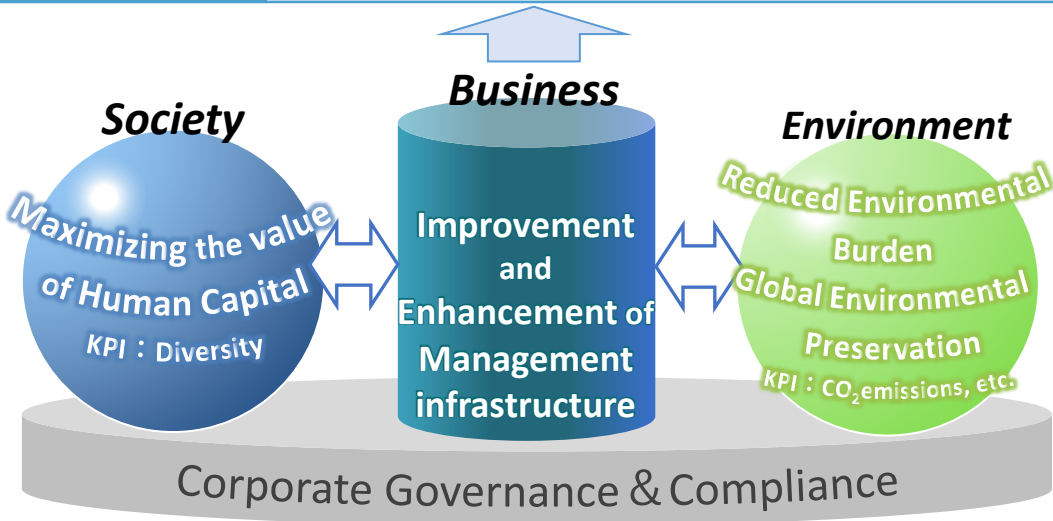
Numerical Targets(Consolidated) for FY2025	Sales : 180Bil	Operating Profit : 24.5Bil	OPR : 13%	ROE : 12%
Original Plan	Sales : 160Bil	Operating Profit : 21Bil	OPR : 13%	ROE : 12%

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

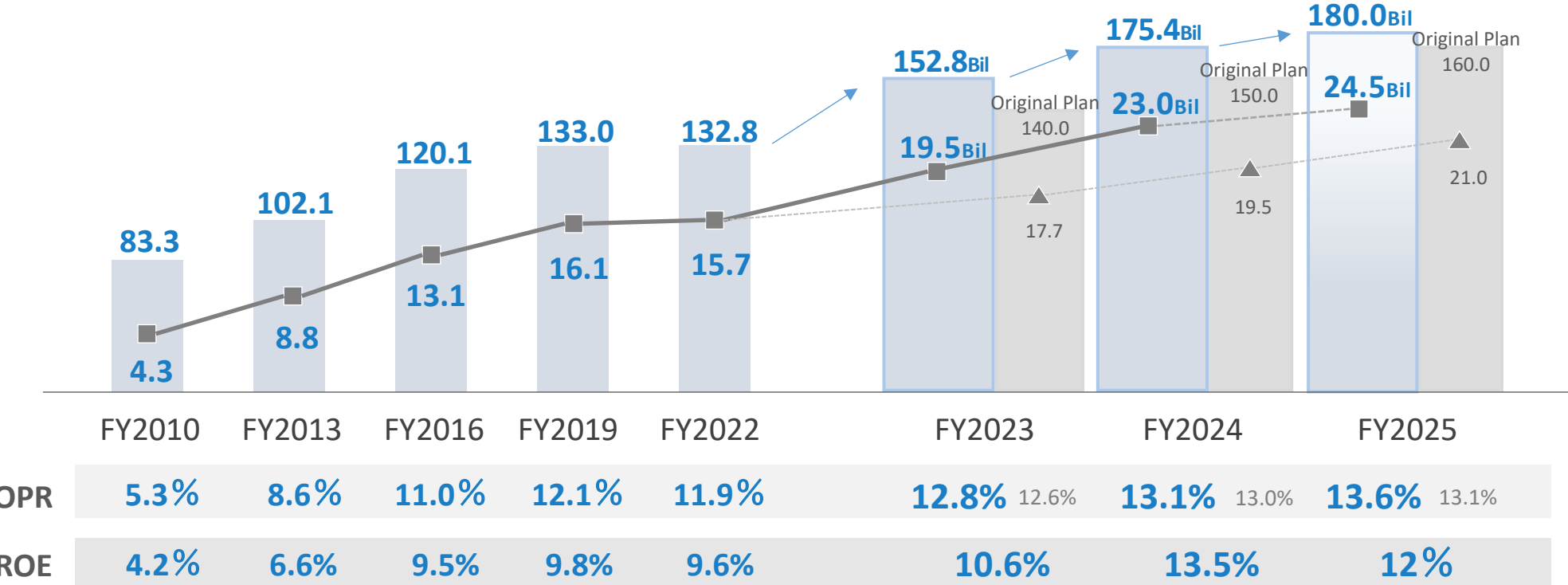


Engineers For Time & Air

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) Consolidated Net sales Consolidated Operating Profit



FY2025 Domestic vs Overseas

Net sales **60 : 40**

Operating Profit

75 : 25

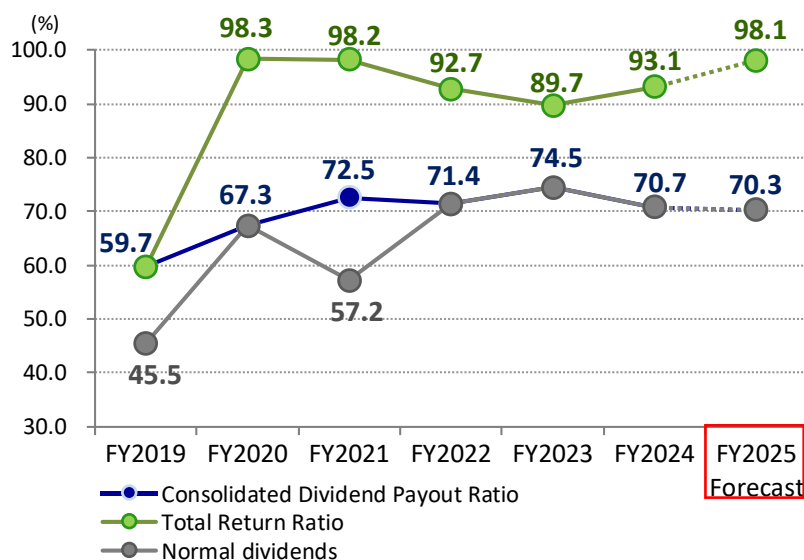
Returns to Shareholders

Dividend Policy

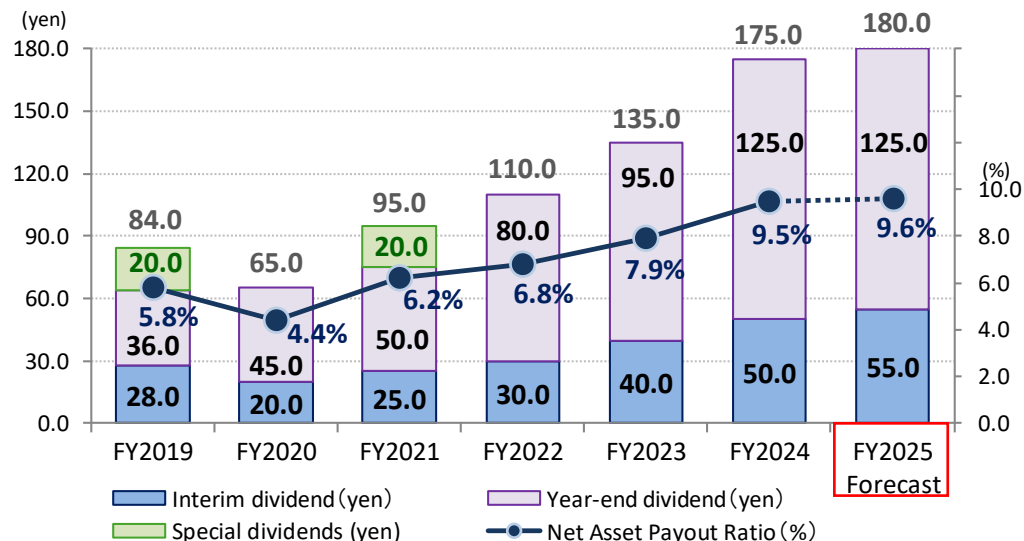
Stable dividends +
Performance based incentives

- 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 - Sep, 2021	Apr - Aug, 2022	Apr - Aug, 2023	Apr - Jul, 2024	Apr - Jul, 2025	Feb - Mar, 2026
Total	750,000 shares	993,900 shares	795,100 shares	495,700 shares	900,000 shares	1,147,000 shares (max)
Total	2,151 Million yen	2,477 Million yen	2,363 Million yen	1,949 Million yen	3,901 Million yen	5,000 Million yen (max)

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

Numerical Targets for FY2023-FY2025 (Consolidated)

(Millions of yen)

Business Plan

	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%

Sales Plan

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%	+ 3.4%
Grand total	152,864	100.0%	+ 15.1%	175,423	100.0%	+ 14.8%	160,000	100.0%	180,000	100.0%	+ 2.6%

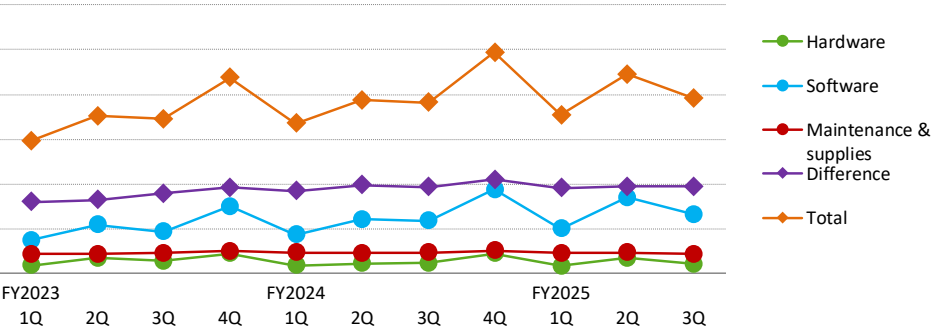
*FX Rates:
US\$ 141.20
EUR 153.14

US\$ 152.27
EUR 164.38

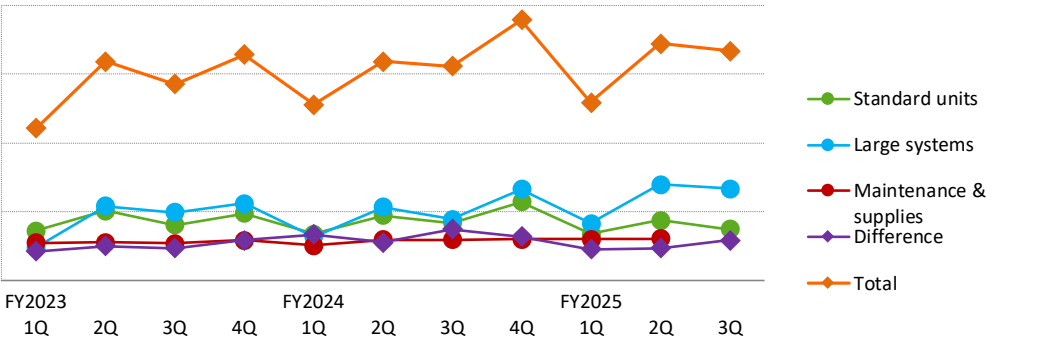
US\$ 140.00
EUR 155.00

Supplementary Information

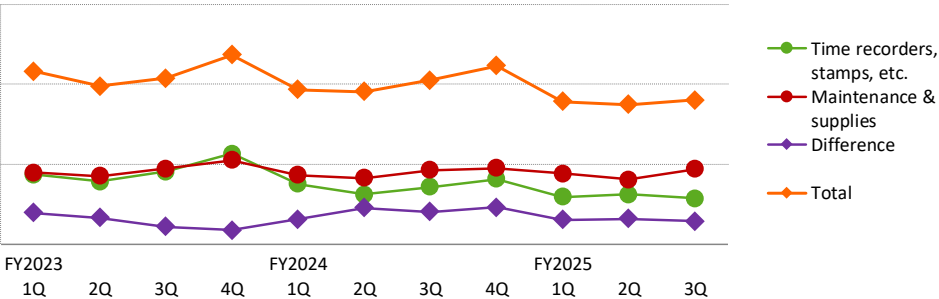
Information Systems



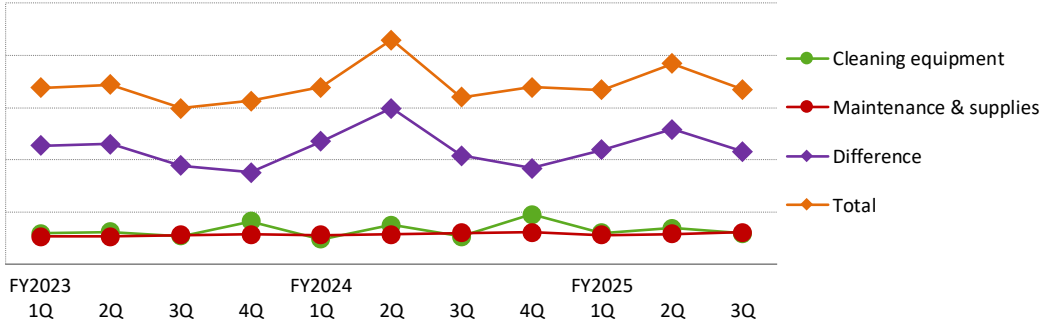
Environmental Systems



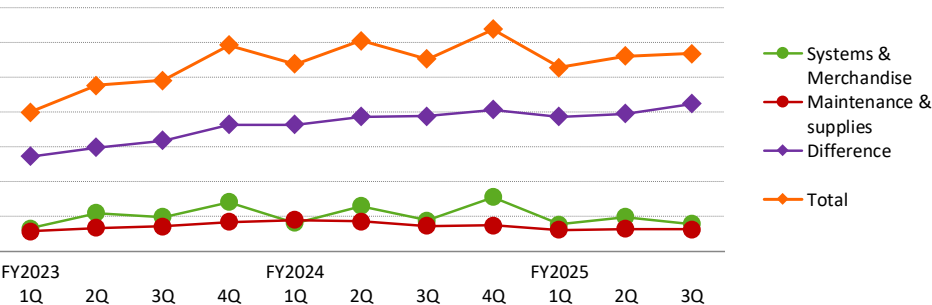
Time Management Products



Clean Systems



Parking Systems



Time & Air
AMANO