

FY 2026: 1st Quarter Report

(Fiscal Year ending March 2027)



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FY 2026 1st Quarter Report

(Apr. 2026 ~ Jun. 2026)

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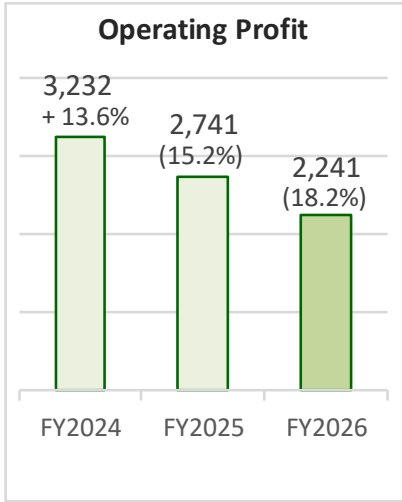
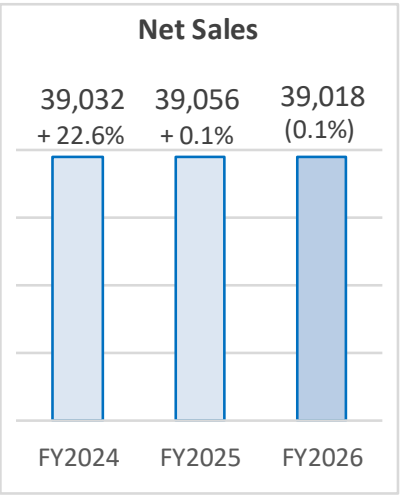
The prospect of operating performance or forecast complied by Amano is based on the current information available, and it includes potential risks or uncertainties. Please note that actual operating performance may change substantially from what is described here as a result of various changing factors.

FY 2026: 1st Quarter Accumulated Results

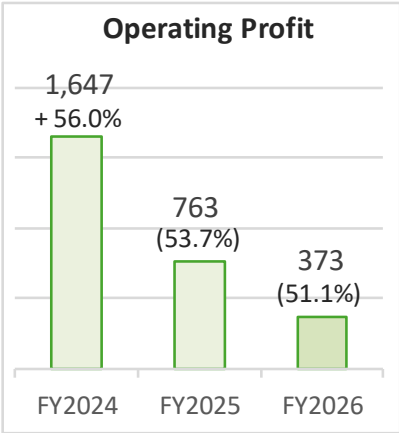
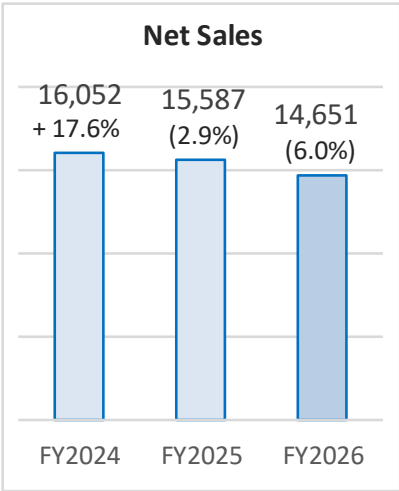
FY 2026 1st Quarter Accumulated Results (Consolidated)

(Millions of yen)

	FY2026 1st Half Plan	FY2026 1Q Result	%	FY2025 1Q Result	%	Change Y-o-Y
Net sales	86,400	39,018	100.0%	39,056	100.0%	- 0.1 %
Gross profit	39,200	17,204	44.1%	17,200	44.0%	+ 0.0 %
SG&A	29,000	14,963	38.3%	14,458	37.0%	+ 3.5 %
Operating profit	10,200	2,241	5.7%	2,741	7.0%	- 18.2 %
Operating profit Ratio	11.8 %	5.7 %		7.0 %		- 1.3 Pt
Ordinary profit	10,900	2,660	6.8%	3,030	7.8%	- 12.2 %
Net income attributable to owners of the parent company	7,400	819	2.1%	1,351	3.5%	- 39.4 %
FX Rates	US\$155.00 EUR180.00	US\$156.47 EUR183.51		US\$151.18 EUR159.29		



	(Millions of yen)					
	FY2026 1st Half Plan	FY2026 1Q Result	%	FY2025 1Q Result	%	Change Y-o-Y
Net sales	36,800	14,651	100.0%	15,587	100.0%	- 6.0 %
Gross profit	17,000	6,473	44.2%	6,905	44.3%	- 6.3 %
SG&A	11,700	6,100	41.6%	6,141	39.4%	- 0.7 %
Operating profit	5,300	373	2.5%	763	4.9%	- 51.1 %
Operating profit Ratio	14.4 %	2.5 %		4.9 %		- 2.4 Pt
Ordinary profit	8,900	3,805	26.0%	3,962	25.4%	- 4.0 %
Net income	6,700	2,758	18.8%	2,991	19.2%	- 7.8 %

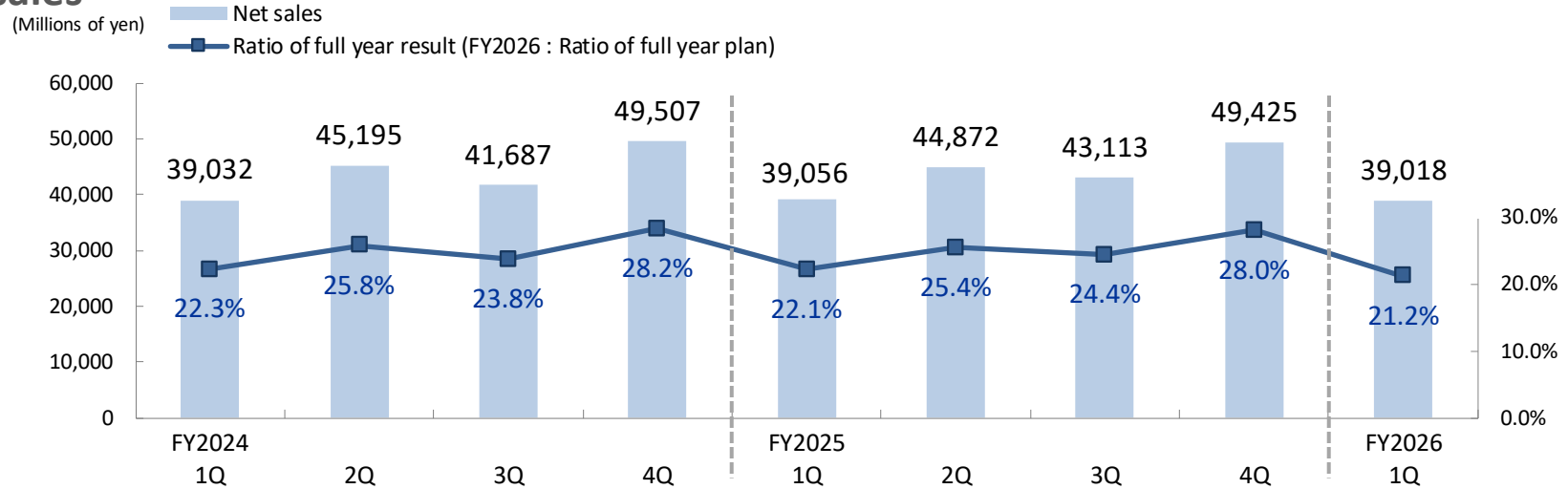


FY 2026 1st Quarter Sales by Business Division (Consolidated)

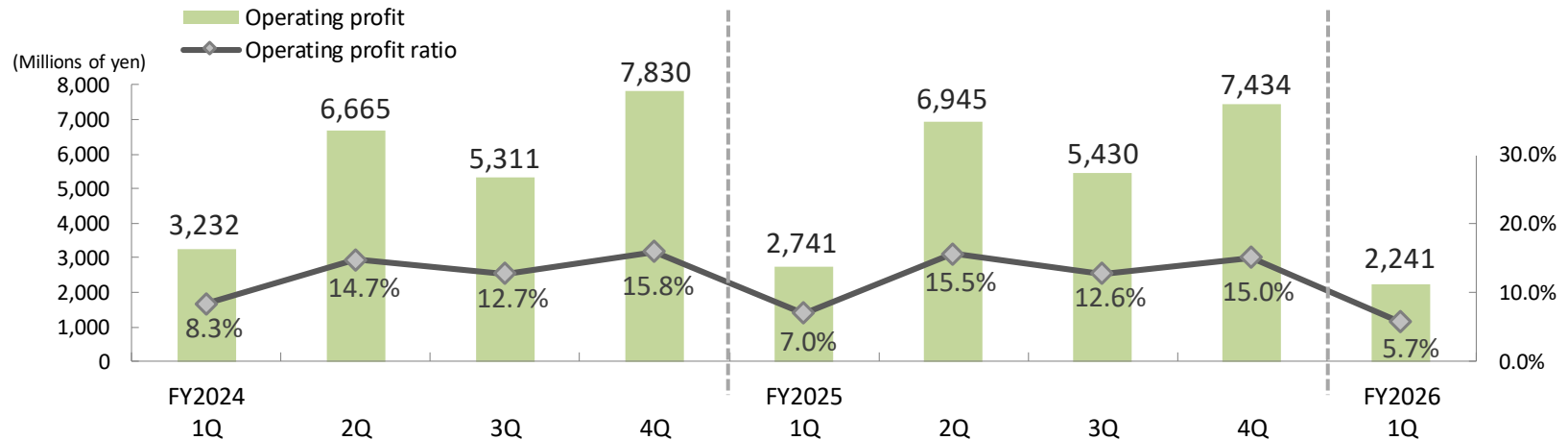
	(Millions of yen)					
	FY2026 1st Half Plan	FY2026 1Q Result	%	FY2025 1Q Result	%	Change Y-o-Y
Information Systems	19,800	9,066	23.2%	8,840	22.6%	+ 2.6 %
Time Management Products	1,200	528	1.4%	534	1.4%	- 1.3 %
Parking Systems	45,400	21,450	55.0%	21,153	54.2%	+ 1.4 %
Time Information System business	66,400	31,045	79.6%	30,528	78.2%	+ 1.7 %
Environmental Systems	12,500	4,666	11.9%	5,185	13.2%	- 10.0 %
Clean Systems	7,500	3,306	8.5%	3,341	8.6%	- 1.1 %
Environment System business	20,000	7,973	20.4%	8,527	21.8%	- 6.5 %
Grand total	86,400	39,018	100.0%	39,056	100.0%	- 0.1 %
FX Rates	US\$155.00 EUR180.00	US\$156.47 EUR183.51		US\$151.18 EUR159.29		

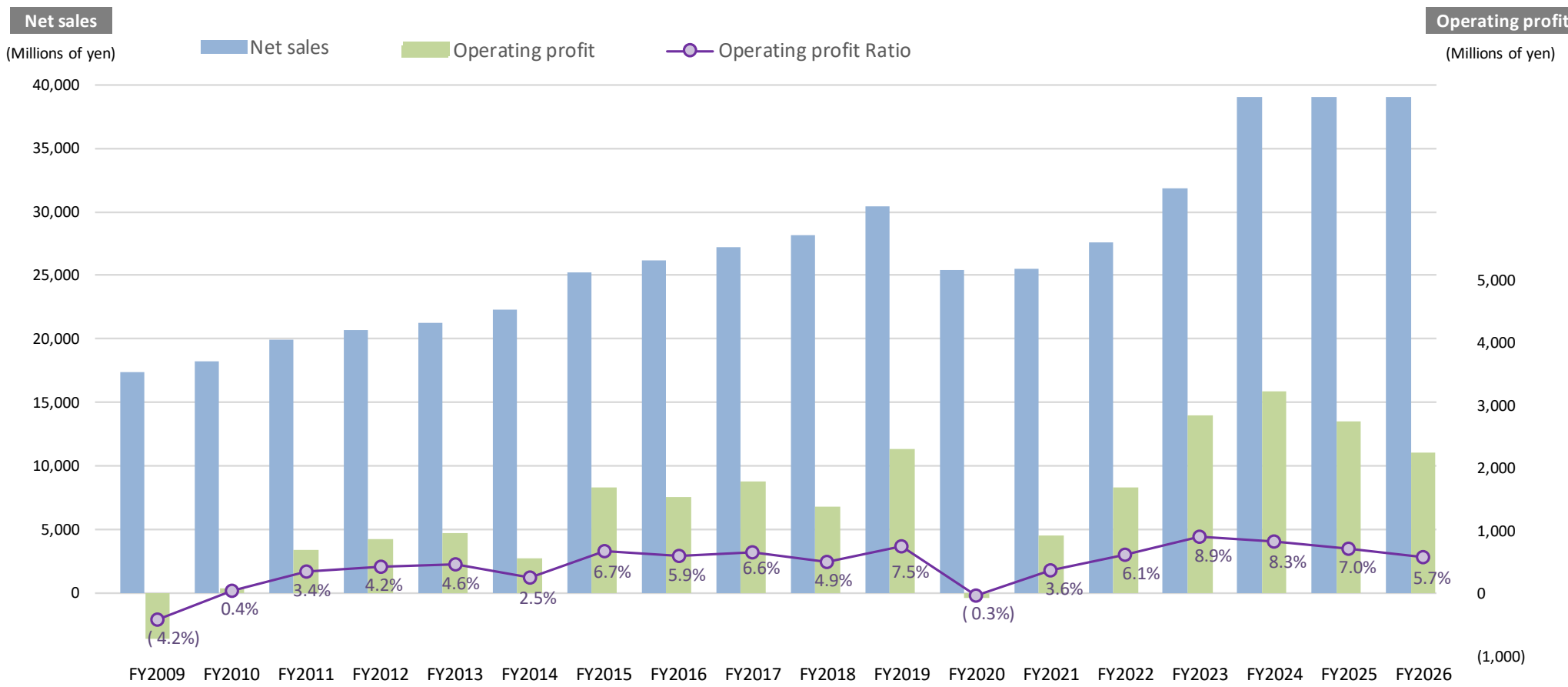
	(Millions of yen)					
	FY2026 1st Half Plan	FY2026 1Q Result	%	FY2025 1Q Result	%	Change Y-o-Y
Information Systems	10,300	3,929	26.8%	4,078	26.2%	- 3.6 %
Time Management Products	900	419	2.9%	443	2.8%	- 5.3 %
Parking Systems	12,800	5,351	36.5%	5,636	36.2%	- 5.1 %
Time Information System business	24,000	9,701	66.2%	10,158	65.2%	- 4.5 %
Environmental Systems	10,300	3,869	26.4%	4,273	27.4%	- 9.5 %
Clean Systems	2,500	1,080	7.4%	1,156	7.4%	- 6.5 %
Environment System business	12,800	4,949	33.8%	5,429	34.8%	- 8.8 %
Grand total	36,800	14,651	100.0%	15,587	100.0%	- 6.0 %

Net sales



Operating profit





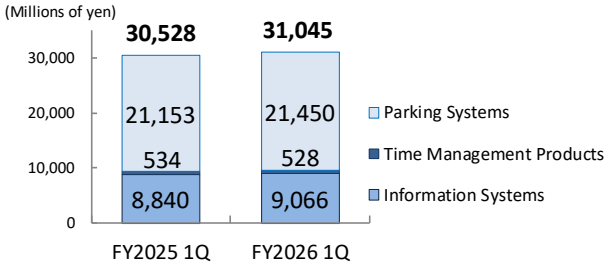
Sales and Operating Profit by Business Segment (Consolidated)

(Millions of yen)

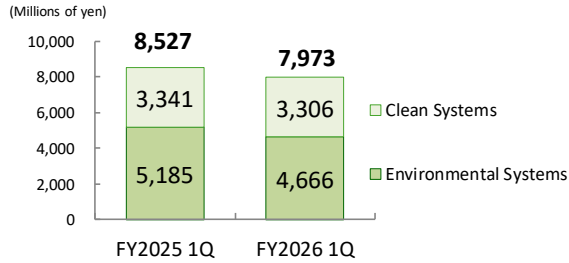
	FY2026 1Q Result			FY2025 1Q Result			Change Y-o-Y			
	Net sales	Operating profit		Net sales	Operating profit		Net sales		Operating profit	
Time Information System business	31,045	2,988	9.6%	30,528	3,252	10.7%	516	+1.7%	(263)	-8.1%
Environment System business	7,973	473	5.9%	8,527	599	7.0%	(554)	-6.5%	(126)	-21.0%
Company-wide Expenses		(1,220)			(1,110)				(109)	
Grand total	39,018	2,241	5.7%	39,056	2,741	7.0%	(37)	-0.1%	(499)	-18.2%

Net sales

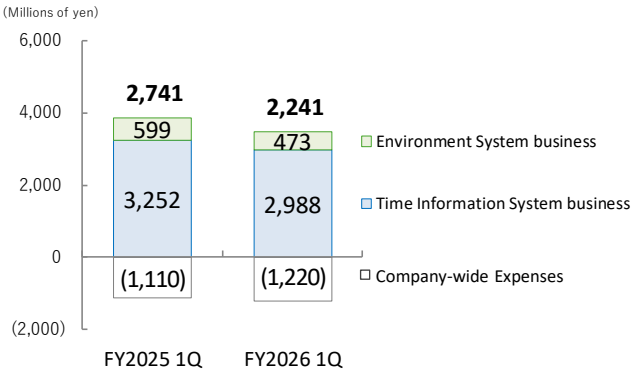
Time Information System business Up 1.7%



Environment System business Dn 6.5%



Operating profit



Time Information System business	Dn	8.1 %
Environment System business	Dn	21.0 %

References

Increase / decrease in gross profit margin

① FY2025 1Q/FY2026 1Q

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

② FY2025/FY2026 1Q

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

(Millions of yen)

	Net Sales			Operating profit				
	FY2026 1Q Result	FY2025 1Q Result	Change Y-o-Y	FY2026 1Q Result		FY2025 1Q Result		Change Y-o-Y
North America	6,189	6,476	- 4.4 %	155	2.5%	349	5.4%	-55.5 %
Europe	4,385	3,784	+ 15.9 %	588	13.4%	352	9.3%	+ 66.8 %
Asia	9,929	9,593	+ 3.5 %	347	3.5%	466	4.9%	-25.5 %
Overseas Group Companies Total	20,504	19,854	+ 3.3 %	1,091	5.3%	1,168	5.9%	-6.6 %
FX Rates	US\$156.47 EUR183.51	US\$151.18 EUR159.29						
Domestic Group Companies Total	6,549	6,009	+ 9.0 %	878	13.4%	839	14.0%	+ 4.6 %

* Goodwill Amortization :

N.America	11 million yen	11 million yen
Europe	71 million yen	73 million yen
Asia	30 million yen	29 million yen
ACJ	—	—

Forecast for the FY2026 1st Half

Forecast for the FY2026 1st Half (Consolidated)

(*)The plan for FY2026 2Q Plan is shown as “1st Half Plan minus 1Q Result”

(Millions of yen)

	FY2026 1st Half Plan		Change Y-o-Y	FY2026 1Q Result		FY2026 2Q Plan ^(*)		FY2025 1st Half Result	
		%			%		%		%
Net sales	86,400	100.0%	+ 2.9 %	39,018	100.0%	47,382	100.0%	83,928	100.0%
Gross profit	39,200	45.4%	+ 3.7 %	17,204	44.1%	21,996	46.4%	37,796	45.0%
SG&A	29,000	33.6%	+ 3.2 %	14,963	38.3%	14,037	29.6%	28,109	33.5%
Operating profit	10,200	11.8%	+ 5.3 %	2,241	5.7%	7,959	16.8%	9,686	11.5%
Operating profit Ratio	11.8 %			5.7 %		16.8 %		11.5 %	
Ordinary profit	10,900	12.6%	+ 4.0 %	2,660	6.8%	8,240	17.4%	10,481	12.5%
Net income attributable to owners of the parent company	7,400	8.6%	+ 10.8 %	819	2.1%	6,581	13.9%	6,677	8.0%
FX Rates	US\$155.00 EUR180.00			US\$156.47 EUR183.51			US\$147.48 EUR162.22		

	(Millions of yen)								
	FY2026 1st Half Plan		Change Y-o-Y	FY2026 1Q Result		FY2026 2Q Plan ^(*)		FY2025 1st Half Result	
		%			%		%		%
Net sales	36,800	100.0%	+ 1.9 %	14,651	100.0%	22,149	100.0%	36,125	100.0%
Gross profit	17,000	46.2%	+ 1.7 %	6,473	44.2%	10,527	47.5%	16,717	46.3%
SG&A	11,700	31.8%	+ 1.8 %	6,100	41.6%	5,600	25.3%	11,487	31.8%
Operating profit	5,300	14.4%	+ 1.4 %	373	2.5%	4,927	22.2%	5,229	14.5%
Operating profit Ratio	14.4	%		2.5	%	22.2	%	14.5	%
Ordinary profit	8,900	24.2%	+ 1.0 %	3,805	26.0%	5,095	23.0%	8,807	24.4%
Net income	6,700	18.2%	+ 4.2 %	2,758	18.8%	3,942	17.8%	6,428	17.8%

Sales Forecast for the FY2026 1st Half by Business Division (Consolidated)

(Millions of yen)

	FY2026 1st Half Plan	%	Change Y-o-Y	FY2026 1Q Result	%	FY2026 2Q Plan ^(*)	%	FY2025 1st Half Result	%
Information Systems	19,800	22.9%	- 0.9 %	9,066	23.2%	10,734	22.7%	19,969	23.8%
Time Management Products	1,200	1.4%	+ 13.3 %	528	1.4%	672	1.4%	1,058	1.3%
Parking Systems	45,400	52.6%	+ 4.1 %	21,450	55.0%	23,950	50.5%	43,626	51.9%
Time Information System business	66,400	76.9%	+ 2.7 %	31,045	79.6%	35,355	74.6%	64,655	77.0%
Environmental Systems	12,500	14.4%	+ 3.4 %	4,666	11.9%	7,834	16.5%	12,084	14.4%
Clean Systems	7,500	8.7%	+ 4.3 %	3,306	8.5%	4,194	8.9%	7,188	8.6%
Environment System business	20,000	23.1%	+ 3.8 %	7,973	20.4%	12,027	25.4%	19,273	23.0%
Grand total	86,400	100.0%	+ 2.9 %	39,018	100.0%	47,382	100.0%	83,928	100.0%
FX Rates	US\$155.00 EUR180.00			US\$156.47 EUR183.51			US\$147.48 EUR162.22		

Sales Forecast for the FY2026 1st Half by Business Division (ACJ)

(Millions of yen)

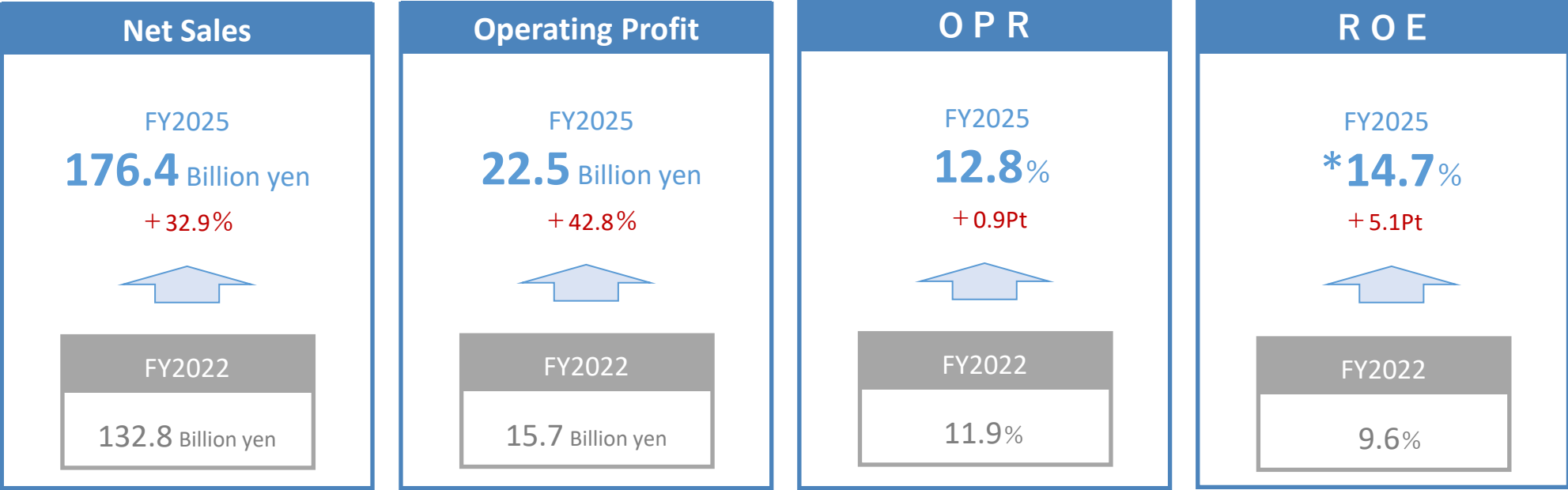
	FY2026 1st Half Plan	%	Change Y-o-Y	FY2026 1Q Result	%	FY2026 2Q Plan ^(*)	%	FY2025 1st Half Result	%
Information Systems	10,300	28.0%	- 0.5 %	3,929	26.8%	6,371	28.8%	10,352	28.7%
Time Management Products	900	2.4%	+ 3.2 %	419	2.9%	481	2.2%	872	2.4%
Parking Systems	12,800	34.8%	+ 4.5 %	5,351	36.5%	7,449	33.6%	12,245	33.9%
Time Information System business	24,000	65.2%	+ 2.3 %	9,701	66.2%	14,299	64.6%	23,470	65.0%
Environmental Systems	10,300	28.0%	+ 0.7 %	3,869	26.4%	6,431	29.0%	10,231	28.3%
Clean Systems	2,500	6.8%	+ 3.2 %	1,080	7.4%	1,420	6.4%	2,423	6.7%
Environment System business	12,800	34.8%	+ 1.1 %	4,949	33.8%	7,851	35.4%	12,654	35.0%
Grand total	36,800	100.0%	+ 1.9 %	14,651	100.0%	22,149	100.0%	36,125	100.0%

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

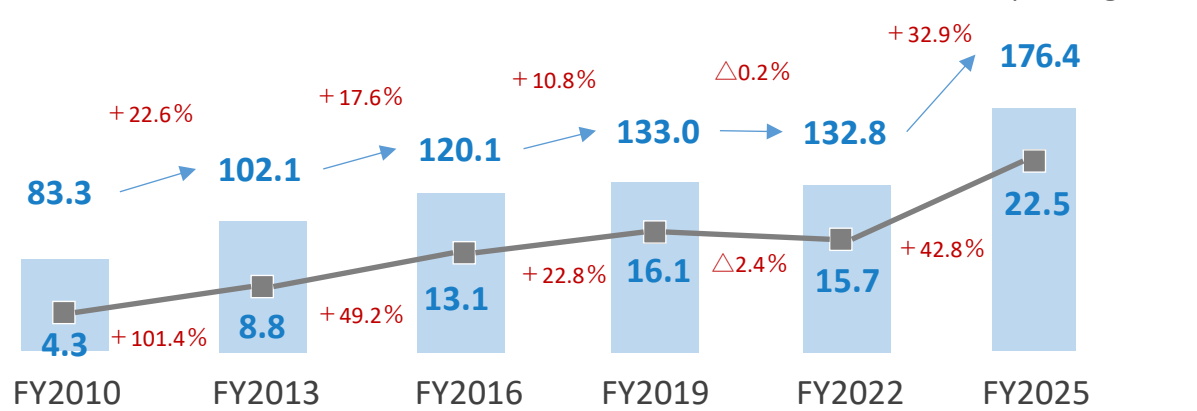
The 5th Stage Towards a 100-year Company

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.



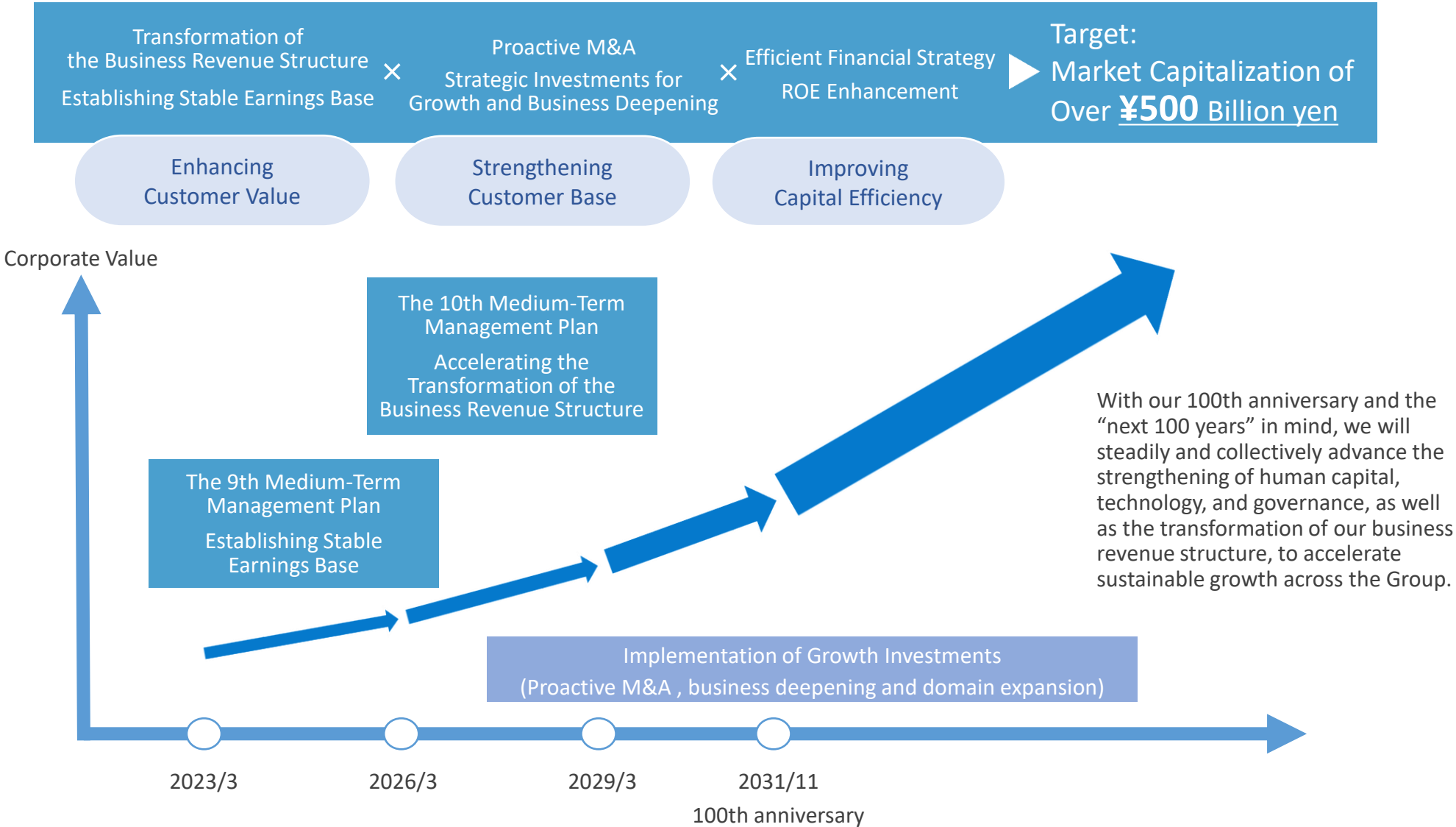
Net Sales・Operating Profit (Billion of yen)



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

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**

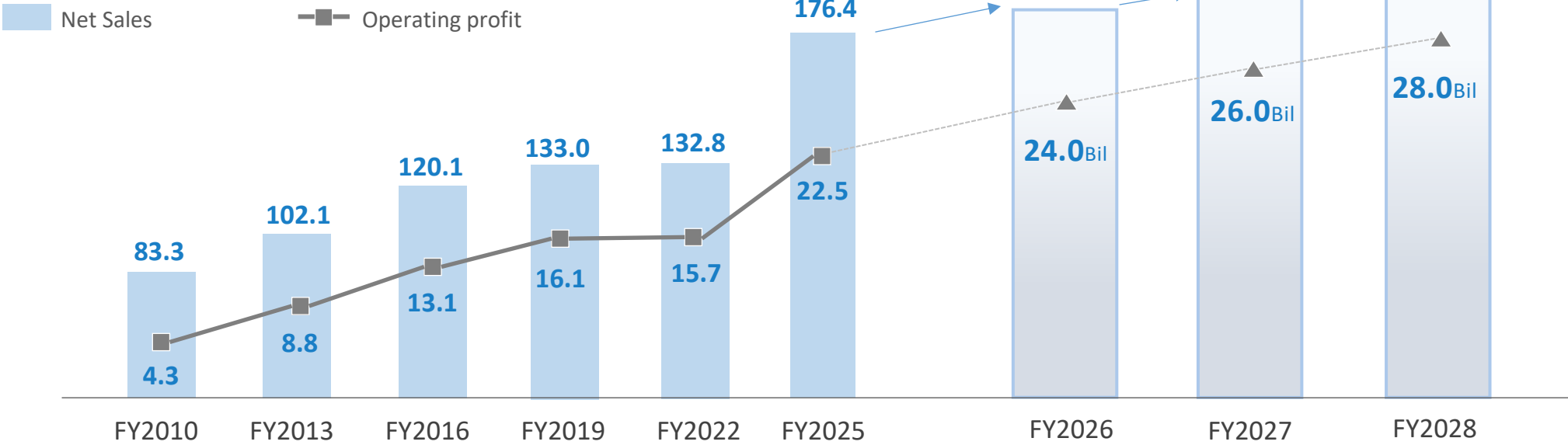
Operating Profit **28.0Bil**

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

The 5th

The 6th

The 7th

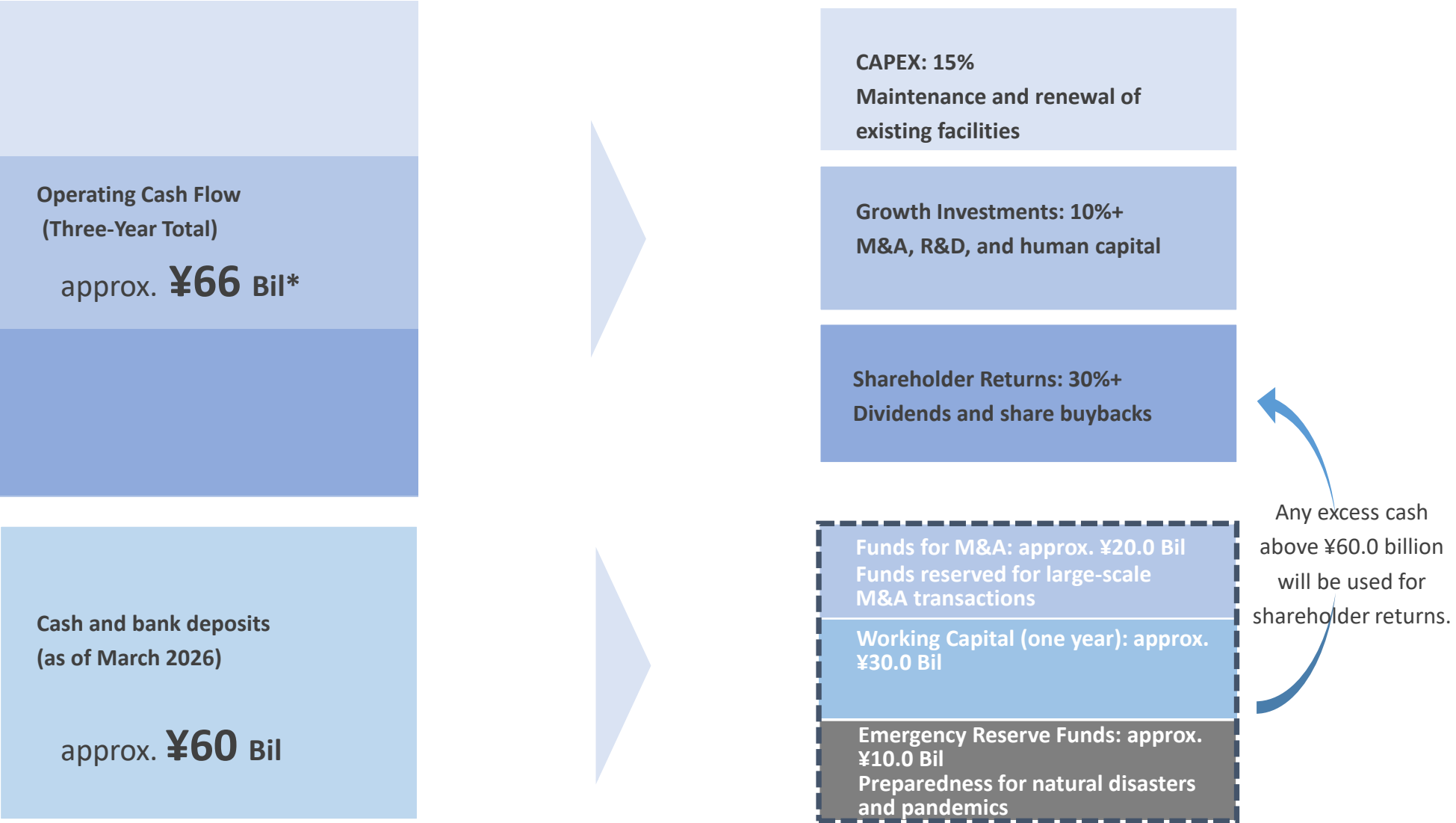
The 8th

The 9th

The 10th Medium-Term Business Plan

Cash Allocation Policy [FY2026 – FY2028]

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

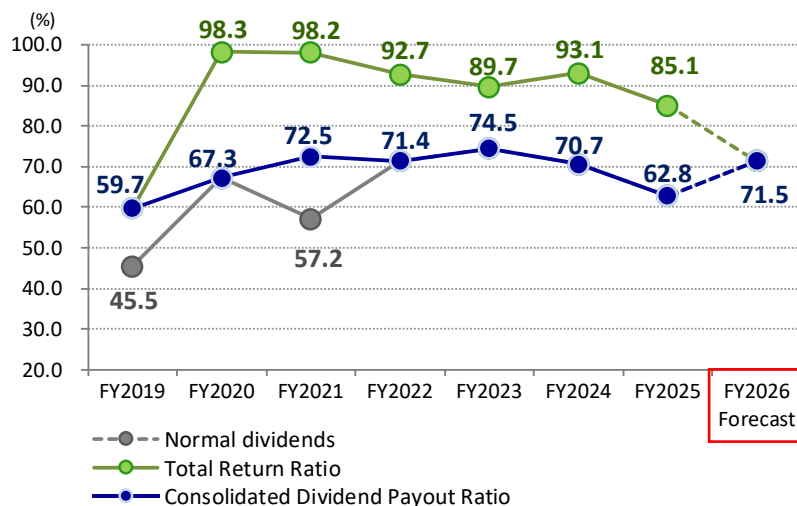
Returns to Shareholders

Dividend Policy

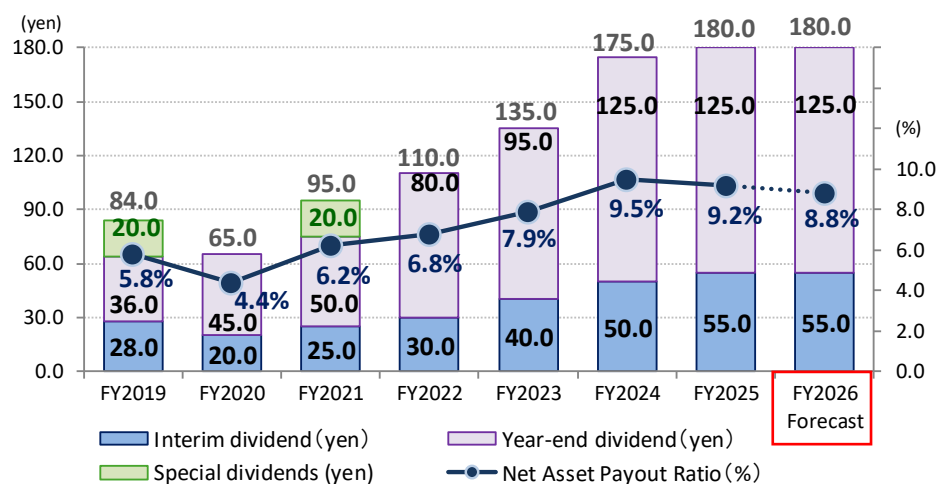
Stable dividends,
performance-based profit distributions
and Flexible share repurchases

- 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

Numerical Targets for FY2026-FY2028

(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
EUR 180.00

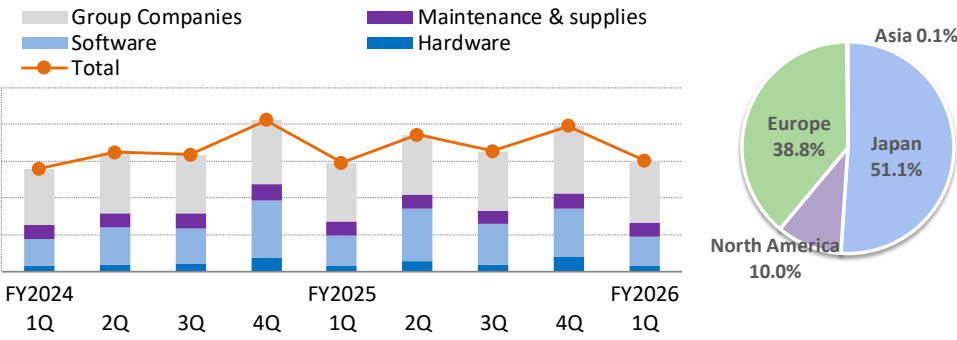
US\$ 155.00
EUR 180.00

US\$ 155.00
EUR 180.00

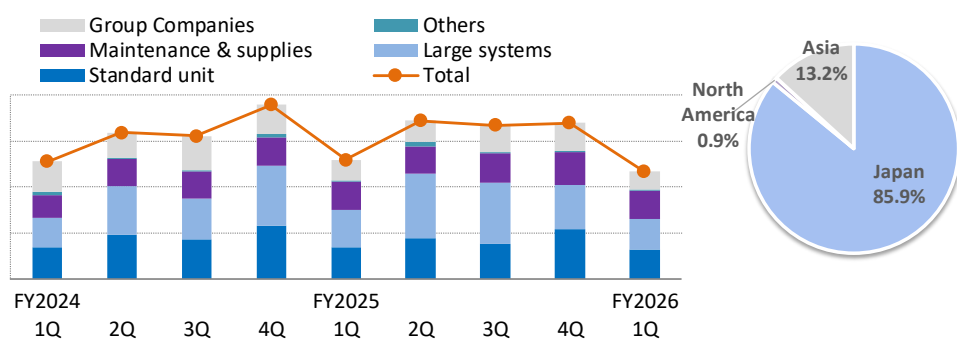
Supplementary Information

Sales by Product Category | Sales Composition by Region

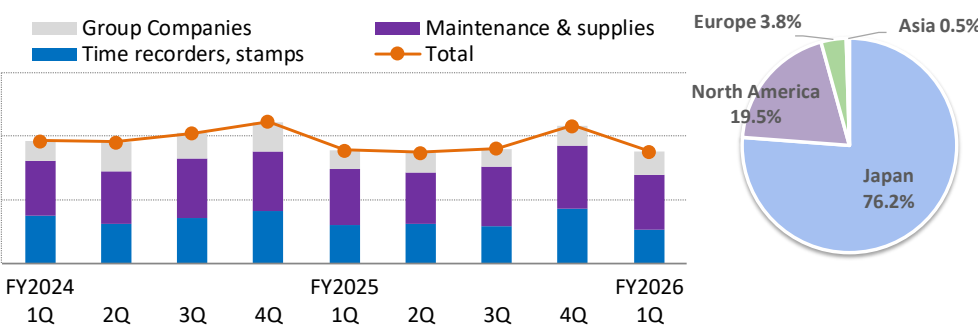
Information Systems



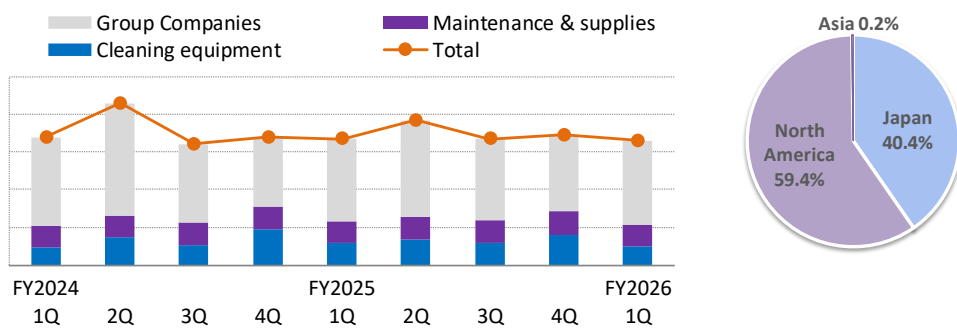
Environmental Systems



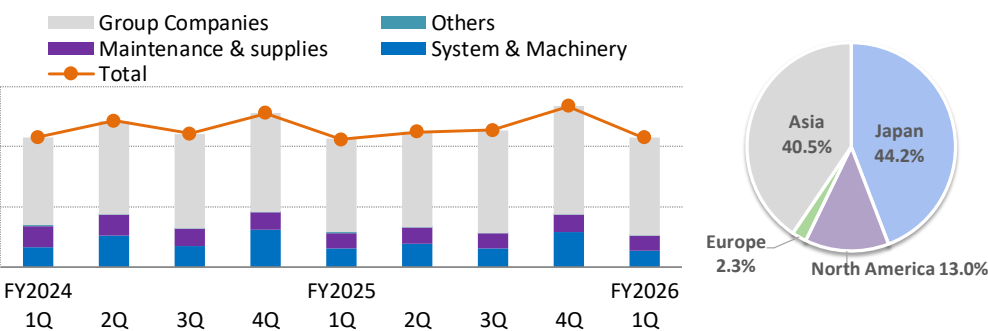
Time Management Products



Clean Systems



Parking Systems



Sales Change by Business Segment and Region | Gross Profit Margin Change

Year-on-Year Change (FY2025 1Q vs. FY2026 1Q)						(Millions of yen)
	Information Systems	Time Management Products	Parking Systems	Environmental Systems	Clean Systems	Grand total
ACJ	(148) ↓	(24) ↓	(285) ↑	(404) ↑	(76) ↑	(937) →
Domestic Group Total	144 ↓	— —	360 ↓	36 ↓	(8) ↑	532 ↓
Japan Total	(4) ↓	(24) ↓	75 ↓	(368) ↑	(84) ↑	(405) ↓
North America	(155) ↑	6 ↓	(157) ↑	(25) ↑	43 ↓	(287) →
Europe	540 ↑	9 ↓	52 ↑	— —	— —	601 ↑
Asia	(2) ↑	(6) ↑	425 ↑	(92) ↓	1 ↑	325 ↓
Overseas Group Total	382 ↑	10 ↓	320 ↑	(117) ↓	44 ↓	639 ↑
Grand Total	378 ↓	(14) ↓	395 ↑	(485) ↑	(40) ↑	234 →

* Totals are simple sums.
* Amounts represent changes in net sales, and arrows represent changes in gross profit margin. (↑ Increase ↓ Decrease → Flat)

Time & Air
AMANO