Second Quarter Report for FY 2026

AMANO

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Summary of Financial Results for 2Q of the FY2026 ending March 31, 2027

(April 2026 - September 2026)

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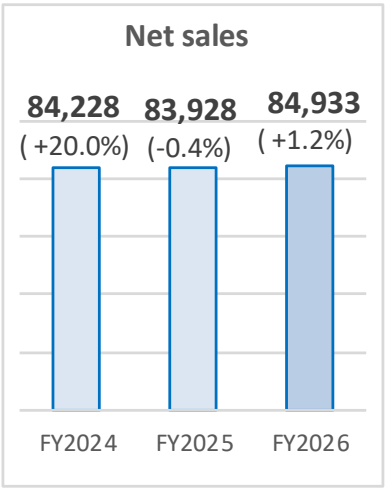
The prospect of operating performance or forecast complied by Amano is based on the current information available, and it includes potential risks or uncertainties. Please note that actual operating performance may change substantially from what is described here as a result of various changing factors.

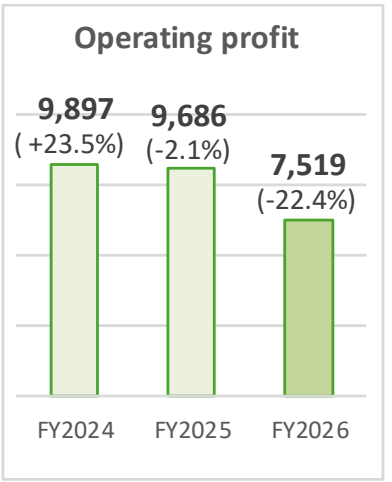
FY2026: 1st Half Report

FY2026: 1st Half Accumulated Results (Consolidated)

(Millions of yen)

	FY2026 1st Half Plan	FY2026 1st Half	%	FY2025 1st Half	%	Change Y-o-Y
Net sales	86,400	84,933	100.0%	83,928	100.0%	+ 1.2 %
Gross profit	39,200	37,341	44.0%	37,796	45.0%	-1.2 %
SG&A	29,000	29,821	35.1%	28,109	33.5%	+ 6.1 %
Operating profit	10,200	7,519	8.9%	9,686	11.5%	-22.4 %
Operating profit ratio	11.8 %	8.9 %		11.5 %		-2.6 Pt
Ordinary profit	10,900	8,375	9.9%	10,481	12.5%	-20.1 %
Net income attributable to owners of the parent company	7,400	4,979	5.9%	6,677	8.0%	-25.4 %
FX Rates	US$155.00 EUR180.00	US$158.61 EUR184.83		US$147.48 EUR162.22		



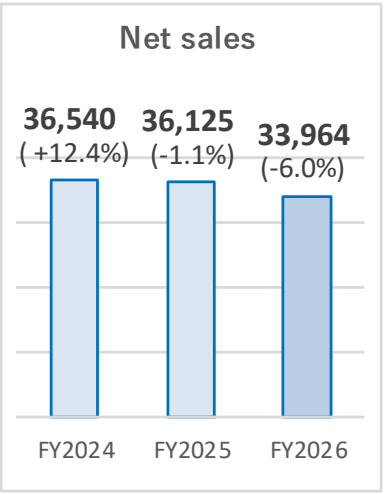


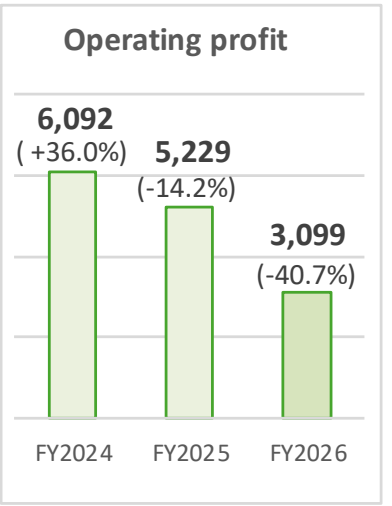
FY2026: 1st Half Accumulated Results (ACJ*)

*ACJ : Amano Corporation Japan

(Millions of yen)

	FY2026 1st Half Plan	FY2026 1st Half	%	FY2025 1st Half	%	Change Y-o-Y
Net sales	36,800	33,964	100.0%	36,125	100.0%	-6.0 %
Gross profit	17,000	14,770	43.5%	16,717	46.3%	-11.6 %
SG&A	11,700	11,671	34.4%	11,487	31.8%	+ 1.6 %
Operating profit	5,300	3,099	9.1%	5,229	14.5%	-40.7 %
Operating profit ratio	14.4 %	9.1 %		14.5 %		-5.4 Pt
Ordinary profit	8,900	6,709	19.8%	8,807	24.4%	-23.8 %
Net income	6,700	4,911	14.5%	6,428	17.8%	-23.6 %





FY2026: 1st Half Accumulated Results Sales by business division (Consolidated)

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(Millions of yen)

	FY2026 1st Half Plan	FY2026 1st Half	%	FY2025 1st Half	%	Change Y-o-Y
Information Systems	19,800	19,201	22.6%	19,969	23.8%	-3.9%
Time Management Products	1,200	1,022	1.2%	1,058	1.3%	-3.5%
Parking Systems	45,400	45,989	54.2%	43,626	51.9%	+5.4%
Time Information System business	66,400	66,212	78.0%	64,655	77.0%	+2.4%
Environmental Systems	12,500	11,279	13.2%	12,084	14.4%	-6.7%
Clean Systems	7,500	7,440	8.8%	7,188	8.6%	+3.5%
Environment System business	20,000	18,720	22.0%	19,273	23.0%	-2.9%
Grand total	86,400	84,933	100.0%	83,928	100.0%	+1.2%
FX Rates	US$155.00 EUR180.00	US$158.61 EUR184.83		US$147.48 EUR162.22		

FY2026: 1st Half Accumulated Results Sales by business division (ACJ)

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(Millions of yen)

	FY2026 1st Half Plan	FY2026 1st Half	%	FY2025 1st Half	%	Change Y-o-Y
Information Systems	10,300	8,587	25.3%	10,352	28.7%	-17.0%
Time Management Products	900	848	2.5%	872	2.4%	-2.7%
Parking Systems	12,800	12,520	36.8%	12,245	33.9%	+2.2%
Time Information System business	24,000	21,957	64.6%	23,470	65.0%	-6.4%
Environmental Systems	10,300	9,686	28.6%	10,231	28.3%	-5.3%
Clean Systems	2,500	2,319	6.8%	2,423	6.7%	-4.3%
Environment System business	12,800	12,006	35.4%	12,654	35.0%	-5.1%
Grand total	36,800	33,964	100.0%	36,125	100.0%	-6.0%

FY2026: Performance by quarter (Consolidated)

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(Millions of yen)

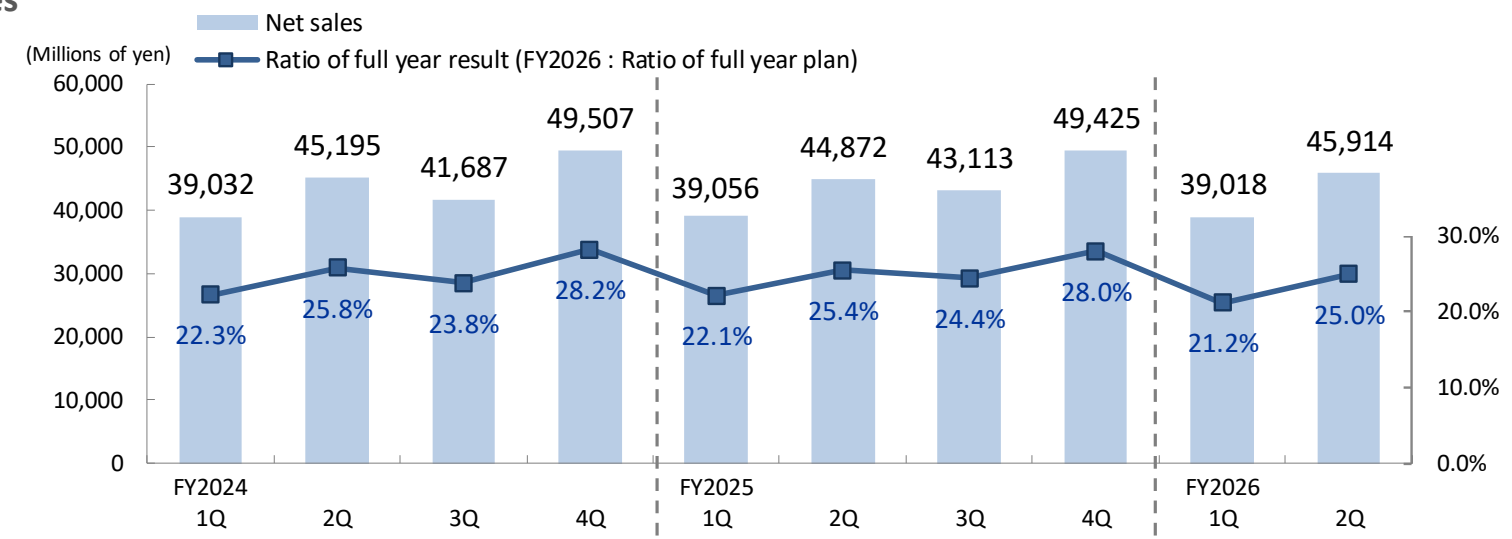
Actual	1Q		2Q		FY2026 1st Half	
	Amount	%	Amount	%	Amount	%
Net sales	39,018	100.0%	45,914	100.0%	84,933	100.0%
Gross profit	17,204	44.1%	20,136	43.9%	37,341	44.0%
SG&A	14,963	38.3%	14,858	32.4%	29,821	35.1%
Operating profit	2,241	5.7%	5,278	11.5%	7,519	8.9%
Non-operating income	515	1.3%	547	1.2%	1,063	1.3%
Non-operating expense	96	0.2%	111	0.2%	208	0.2%
Ordinary profit	2,660	6.8%	5,714	12.4%	8,375	9.9%
Extraordinary profit	2		5		8	
Extraordinary loss	70		15		85	
Net income attributable to owners of the parent company	819	2.1%	4,160	9.1%	4,979	5.9%
FX Rates	US$156.47 EUR183.51		US$160.74 EUR186.15		US$158.61 EUR184.83	

Business division	1Q		2Q		FY2026 1st Half	
	Amount	%	Amount	%	Amount	%
Information Systems	9,066	23.2%	10,134	22.1%	19,201	22.6%
Time Management Products	528	1.4%	493	1.1%	1,022	1.2%
Parking Systems	21,450	55.0%	24,539	53.4%	45,989	54.2%
Time Information System business	31,045	79.6%	35,167	76.6%	66,212	78.0%
Environmental Systems	4,666	11.9%	6,612	14.4%	11,279	13.2%
Clean Systems	3,306	8.5%	4,134	9.0%	7,440	8.8%
Environment System business	7,973	20.4%	10,747	23.4%	18,720	22.0%
Grand total	39,018	100.0%	45,914	100.0%	84,933	100.0%

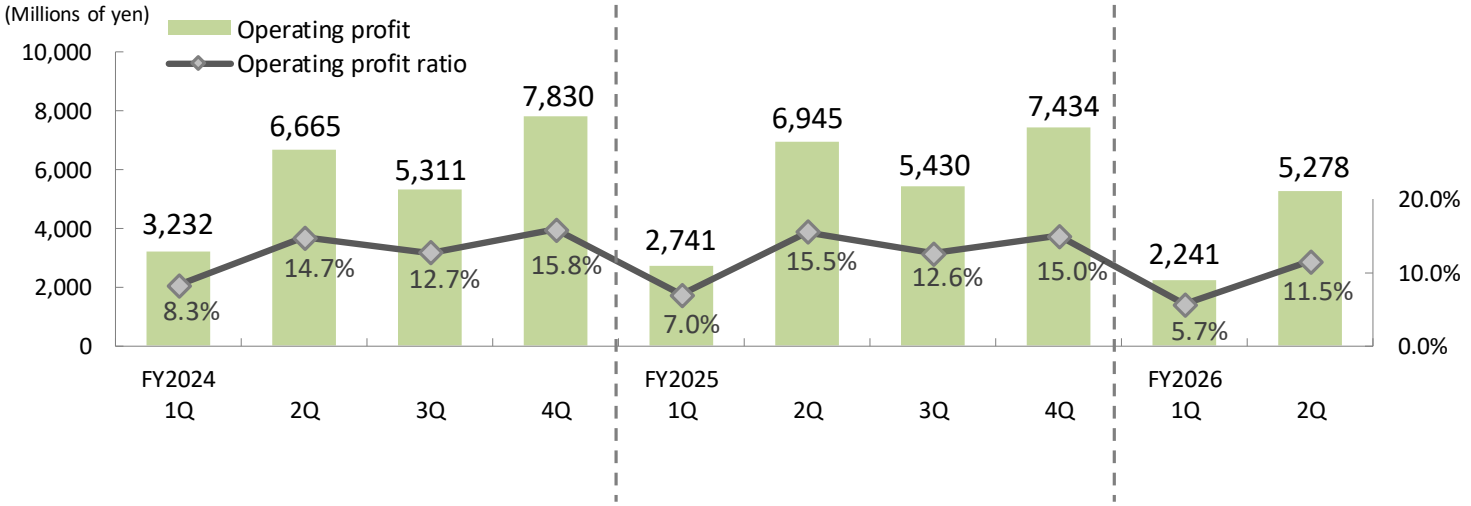
FY2026: Quarterly Sales and Operating Profit Trends (Consolidated)

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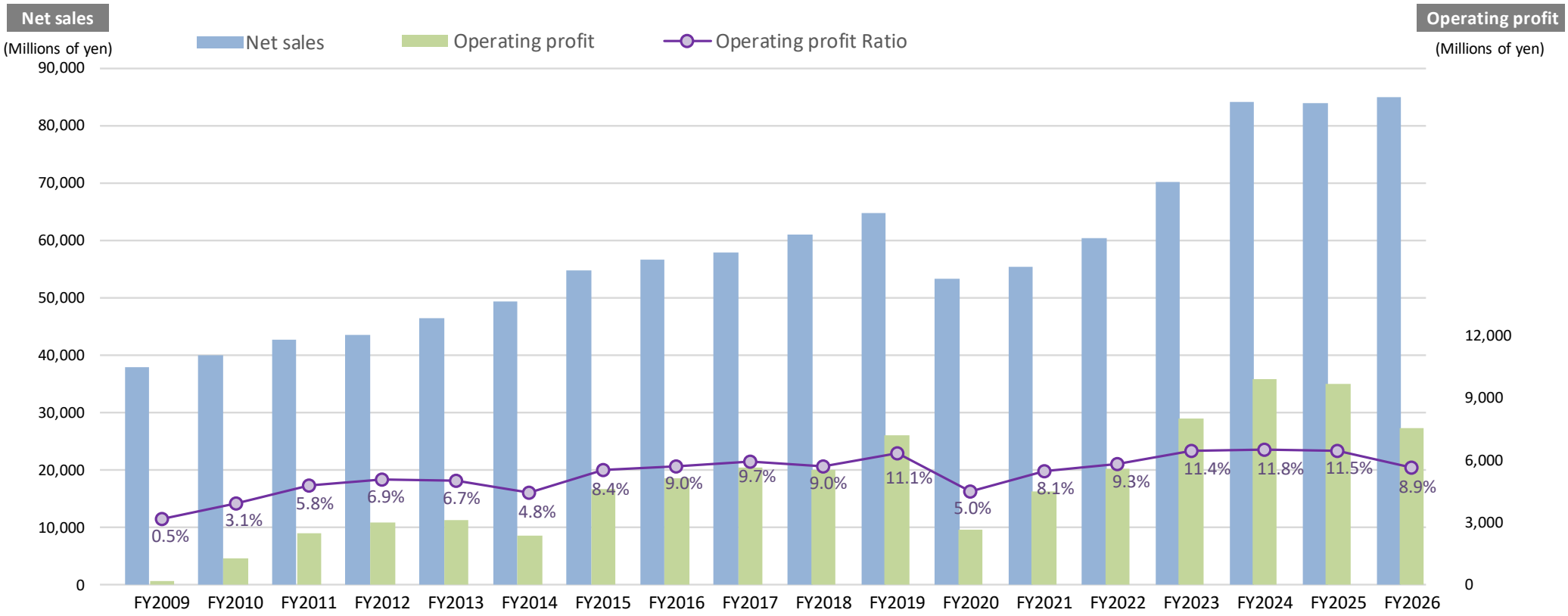
Net Sales



Operating Profit



2Q Net Sales and Operating Profit Trend (Consolidated)



Sales & Operating Profit by Business Segment (Consolidated)

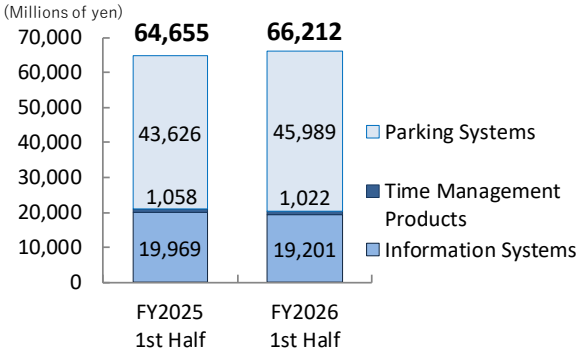
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(Millions of yen)

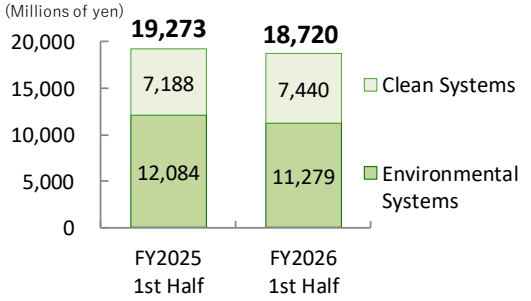
	FY2026 1Q		FY2026 2Q		FY2026 1st Half		FY2025 1st Half		Change	
	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit
Time Information System business	31,045	2,988 9.6%	35,167	4,980 14.2%	66,212	7,969 12.0%	64,655	9,631 14.9%	1,557 + 2.4%	(1,662) -17.3%
Environment System business	7,973	473 5.9%	10,747	1,430 13.3%	18,720	1,903 10.2%	19,273	2,239 11.6%	(552) -2.9%	(335) -15.0%
Company-wide Expenses		(1,220)		(1,132)		(2,353)		(2,183)		(169)
Grand total	39,018	2,241 5.7%	45,914	5,278 11.5%	84,933	7,519 8.9%	83,928	9,686 11.5%	1,004 + 1.2%	(2,166) -22.4%

■ Net Sales

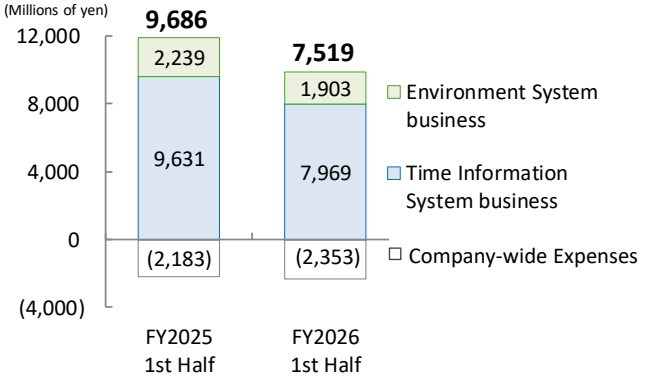
Time Information System business Up 2.4% Y-o-Y



Environment System business Dn 2.9% Y-o-Y



■ Operating Profit



Time Information System business	**Dn 17.3% Y-o-Y**
Environment System business	**Dn 15.0% Y-o-Y**

【References】

Increase / decrease in gross profit margin

(1) FY2025 1st Half / FY2026 1st Half

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

(2) FY2025 / FY2026 1st Half

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

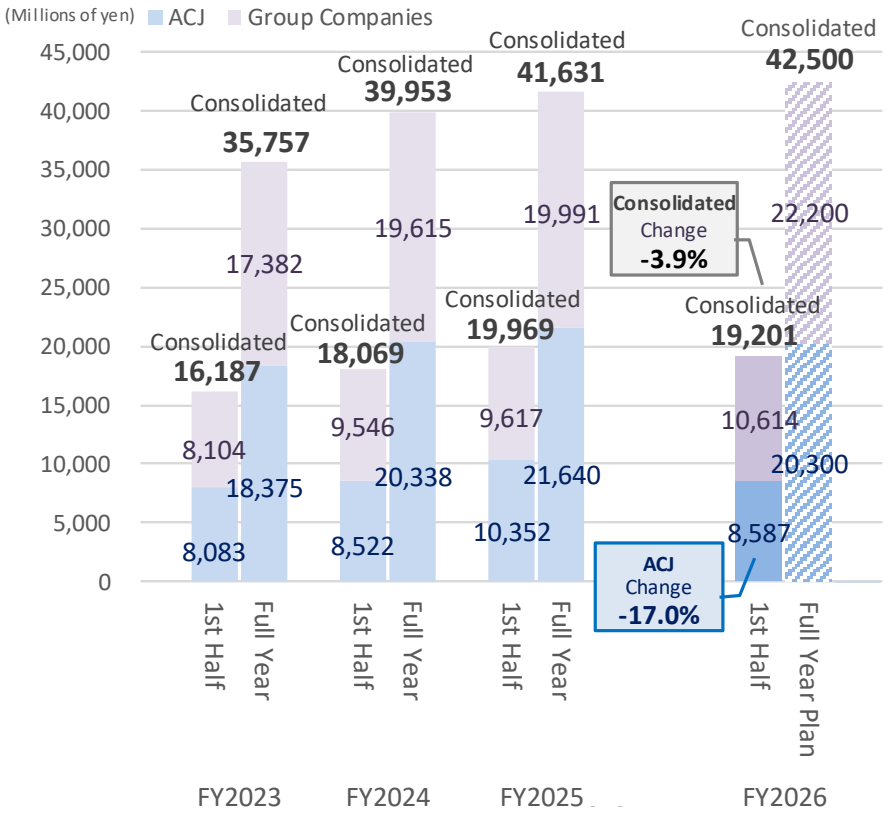
Sales composition by region

(Millions of yen)

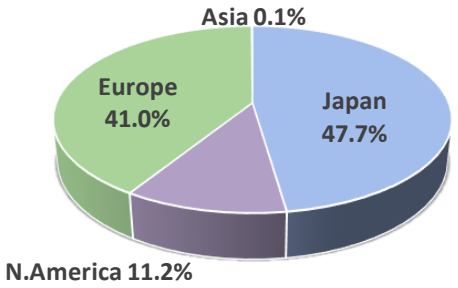
	1Q			2Q			FY2026 1st Half			FY2025 1st Half			Change			
	Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales	Operating profit		Net sales		Operating profit	
North America	6,189	155	2.5 %	7,211	374	5.2 %	13,400	529	3.9 %	13,425	913	6.8 %	(24)	-0.2%	(383)	-42.0%
Europe	4,385	588	13.4 %	4,584	717	15.6 %	8,969	1,305	14.6 %	7,811	905	11.6 %	1,157	+14.8%	399	+44.1%
Asia	9,929	347	3.5 %	10,834	469	4.3 %	20,763	816	3.9 %	19,293	950	4.9 %	1,470	+7.6%	(134)	-14.2%
Overseas group companies Total	20,504	1,091	5.3 %	22,630	1,560	6.9 %	43,134	2,651	6.1 %	40,530	2,770	6.8 %	2,604	+6.4%	(119)	-4.3%
*FX rate:	US$ 156.47 EUR 183.51			US$ 160.74 EUR 186.15			US$ 158.61 EUR 184.83			US$ 147.48 EUR 162.22						
Domestic Group companies Total	6,549	878	13.4 %	6,800	1,055	15.5 %	13,350	1,934	14.5 %	12,283	1,835	14.9 %	1,066	+8.7%	98	+5.4%
Goodwill Amortization	N. America 11Mil Europe 71Mil Asia 30Mil ACJ -			N. America 11Mil Europe 72Mil Asia 30Mil ACJ -			N. America 23Mil Europe 144Mil Asia 61Mil ACJ -			N. America 21Mil Europe 149Mil Asia 59Mil ACJ -						

Business Segment Performance and Sales Composition by region

Net sales



Sales Composition by region



Domestic : Sales Lower

- Sales Lower 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"
  Enhancing AI functionality
- 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.)

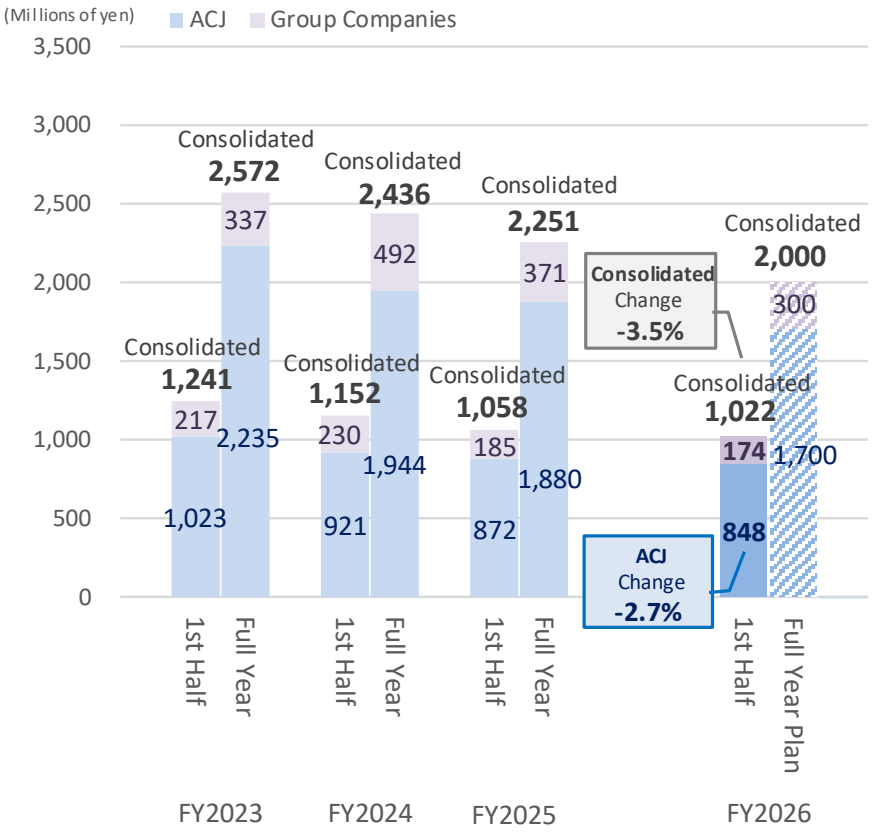
Overseas : Sales Higher

- N. America: Sales Lower at Accu-Time Systems Inc.
- Europe: Sales Higher at Horoquartz, S.A

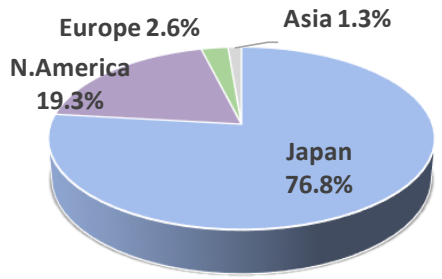
Future Initiatives

- 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

Net sales



Sales Composition by region



Domestic : Sales Lower

・Lower Sales for the Standard Time Recorders,
Higher Sales for the 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

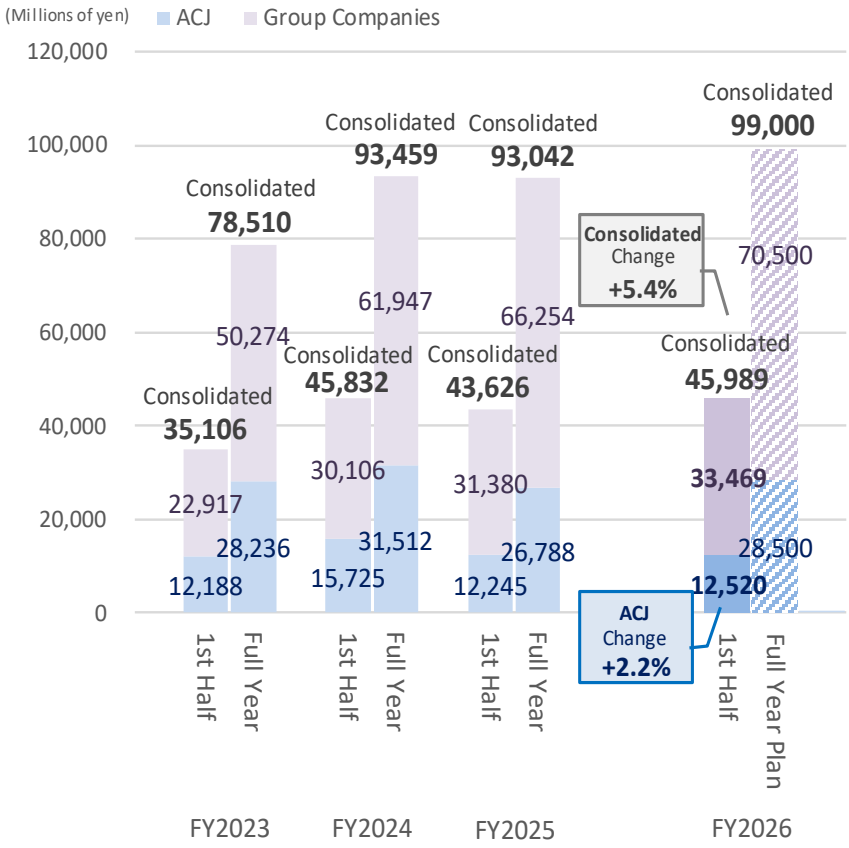
Overseas : Sales Higher

・N. Americas & Europe：Sales Higher
Asia : Sales Lower

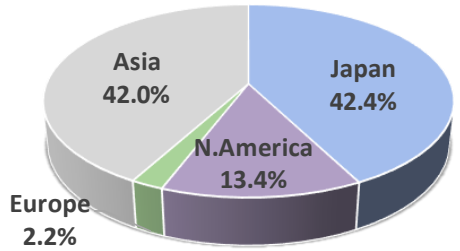
Future Initiatives

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

Net sales



Sales Composition by region



Domestic : Sales Higher

- Demand remains on a recovery trend
  Higher Sales for system equipment, Lower Sales for 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

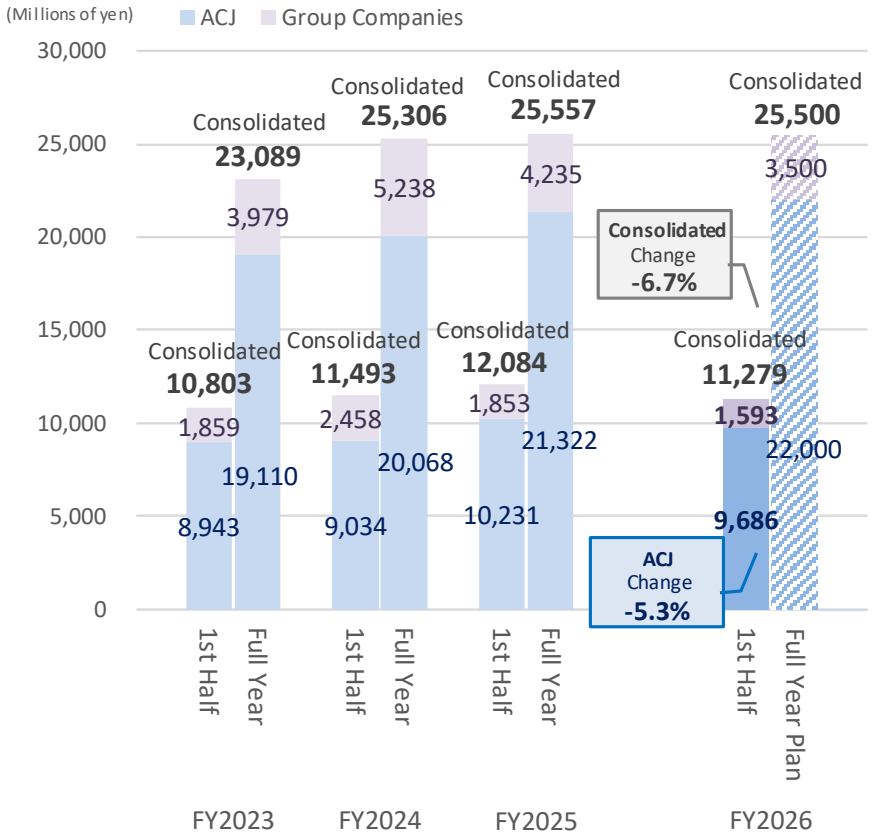
Overseas : Sales Higher

- Amano McGann Inc. of N. America: Sales decreased
- Asia : Sales were down at Amano Parking Service Ltd. (HK)
  Sales were Higher at Amano Korea Corporation

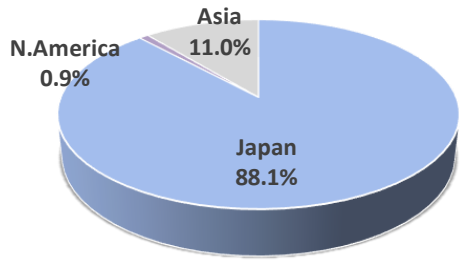
Future Initiatives

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

Net sales



Sales Composition by region



Domestic : Sales Lower

- Lower Sales for Standard Dust Collection systems
- Lower 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

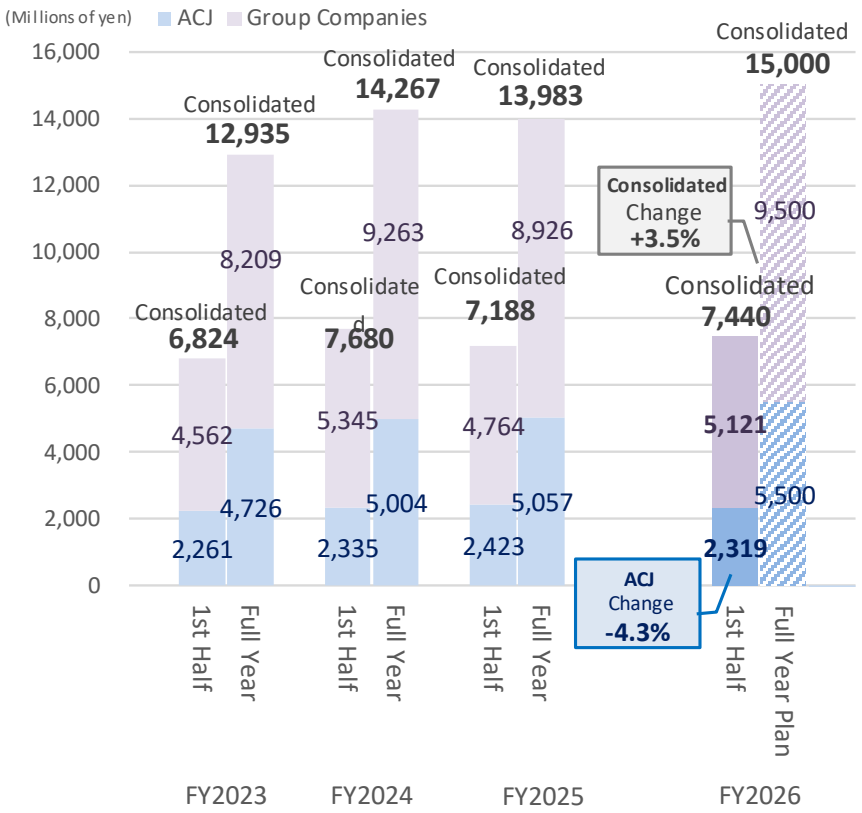
Overseas : Sales Lower

- Asia & N. Americas : Sales Lower

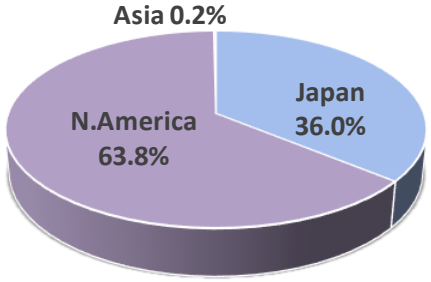
Future Initiatives

- 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 Lower

- Sales volume of robotic scrubber “HAPiiBOT” decreased
- Sales Flat 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)
- Sales expansion of the new robot sweeper “RAPiiTT”
- Enhancing proposals for consigned cleaning services with our robots

Overseas : Sales Higher

- N. Americas : Sales Higher at Amano Pioneer Eclipse Corporation (exchange rate impact)

Future Initiatives

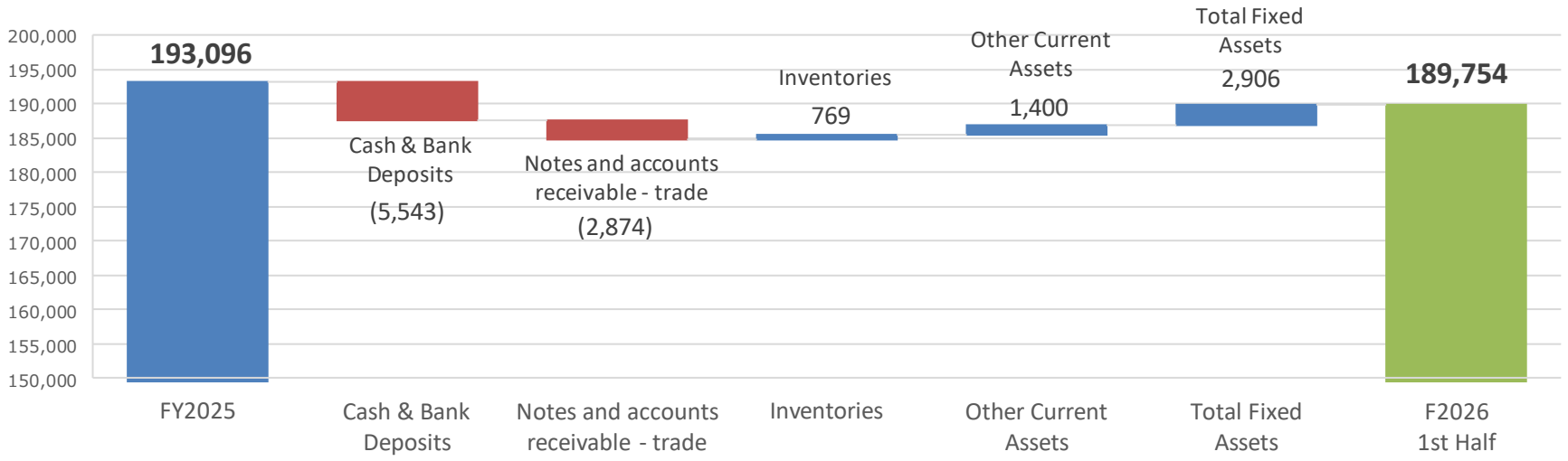
- N. Americas :
  Expand the wood floor sanding business
  Develop new sales channels (Strengthening development in European and Australian markets)

Consolidated Financial Statements

Consolidated Balance Sheet (Assets)

(Millions of yen)

	FY2026 1st Half 26.9.30	Monthly sales ratio	FY2025 26.3.31	Monthly sales ratio	Change
Assets	**189,754**	**13.6 Months**	**193,096**	**13.2 Months**	**- 3,341**
Cash & Bank Deposits	55,242	3.9 Months	60,786	4.2 Months	- 5,543
Notes and accounts receivable - trade	34,222	2.4 Months	37,096	2.5 Months	- 2,874
Inventories	16,859	1.2 Months	16,089	1.1 Months	+ 769
Other Current Assets	10,963	0.8 Months	9,563	0.7 Months	+ 1,400
Total Current Assets	**117,287**	**8.4 Months**	**123,535**	**8.5 Months**	**- 6,247**
Total Fixed Assets	**72,466**	**5.2 Months**	**69,560**	**4.8 Months**	**+ 2,906**



Consolidated Balance Sheets (Liabilities and Net Assets)

(Millions of yen)

	FY2026 1st Half 26.9.30	Monthly sales ratio	FY2025 26.3.31	Monthly sales ratio	Change
Liabilities	**53,563**	**3.8 Months**	**53,883**	**3.7 Months**	**- 319**
Notes and accounts payable - trade	7,539	0.5 Months	8,376	0.6 Months	- 836
Other Current Liabilities	34,367	2.5 Months	34,602	2.4 Months	- 234
Total Current Liabilities	**41,907**	**3.0 Months**	**42,979**	**2.9 Months**	**- 1,071**
Total Long-term Liabilities	**11,656**	**0.8 Months**	**10,904**	**0.7 Months**	**+ 751**
Net Assets	**136,190**		**139,212**		**- 3,021**
Shareholder's Equity	119,787		123,869		- 4,081
Total accumulated other comprehensive income	16,000		14,754		+ 1,245
Non-Controlling shareholder's interests	**402**		**588**		**- 185**
Total Liabilities & Net Assets	**189,754**		**193,096**		**- 3,341**

Consolidated Statements of Cash Flows / Capital Expenditures and Depreciation

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(Millions of yen)

	FY2026 1st Half	FY2025 1st Half	Change
CF from operating activities	10,040	11,021	- 981
CF from investing activities	(7,902)	(4,631)	- 3,270
FCF	2,137	6,389	- 4,252
CF from financial activities	(11,476)	(15,420)	+ 3,943
Net Increase (decrease) in cash & cash equivalents	(9,054)	(9,695)	+ 641
Cash and cash equivalents at end of period	39,819	46,163	- 6,344

	FY2026 1st Half	FY2025 1st Half	Change	FY2026 Plan
CAPEX（tangible fixed asset）	6,193	3,642	+ 2,550	8,372
CAPEX（intangible fixed asset）	757	396	+ 360	1,117
CAPEX Total	**6,950**	**4,039**	**+ 2,910**	**9,489**
Depreciation	4,812	4,938	- 126	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）	3,546	2,505	+ 1,040	4,885
CAPEX（intangible fixed asset）	757	396	+ 360	1,117
CAPEX Total	**4,303**	**2,902**	**+ 1,401**	**6,003**
Depreciation	2,666	2,237	+ 429	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

Review of the 9th Medium-Term Business Plan

AMANO

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

FY2025
176.4 Billion yen
＋32.9%

FY2022
132.8 Billion yen

Operating Profit

FY2025
22.5 Billion yen
＋42.8%

FY2022
15.7 Billion yen

O P R

FY2025
12.8%
＋0.9Pt

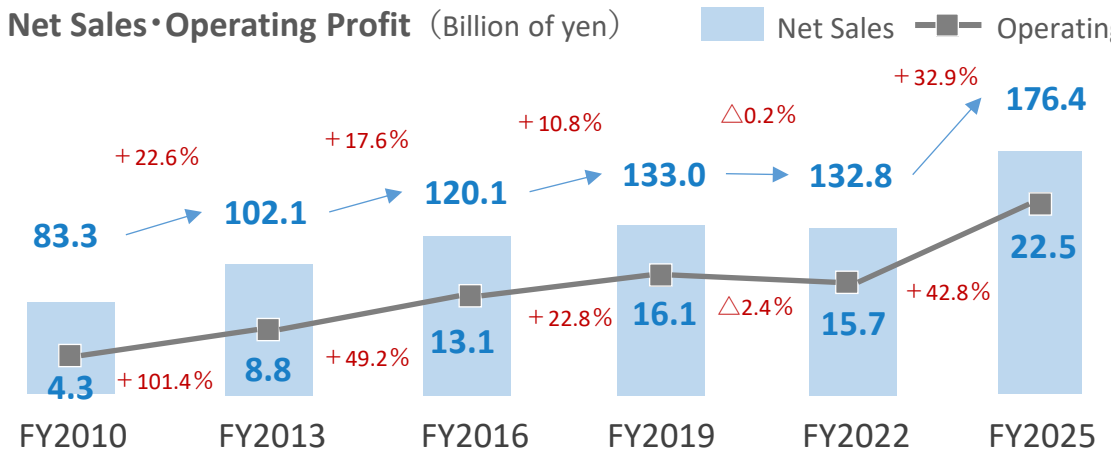
FY2022
11.9%

R O E

FY2025
***14.7**%
＋5.1Pt

FY2022
9.6%

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

AMANO

Management Principle

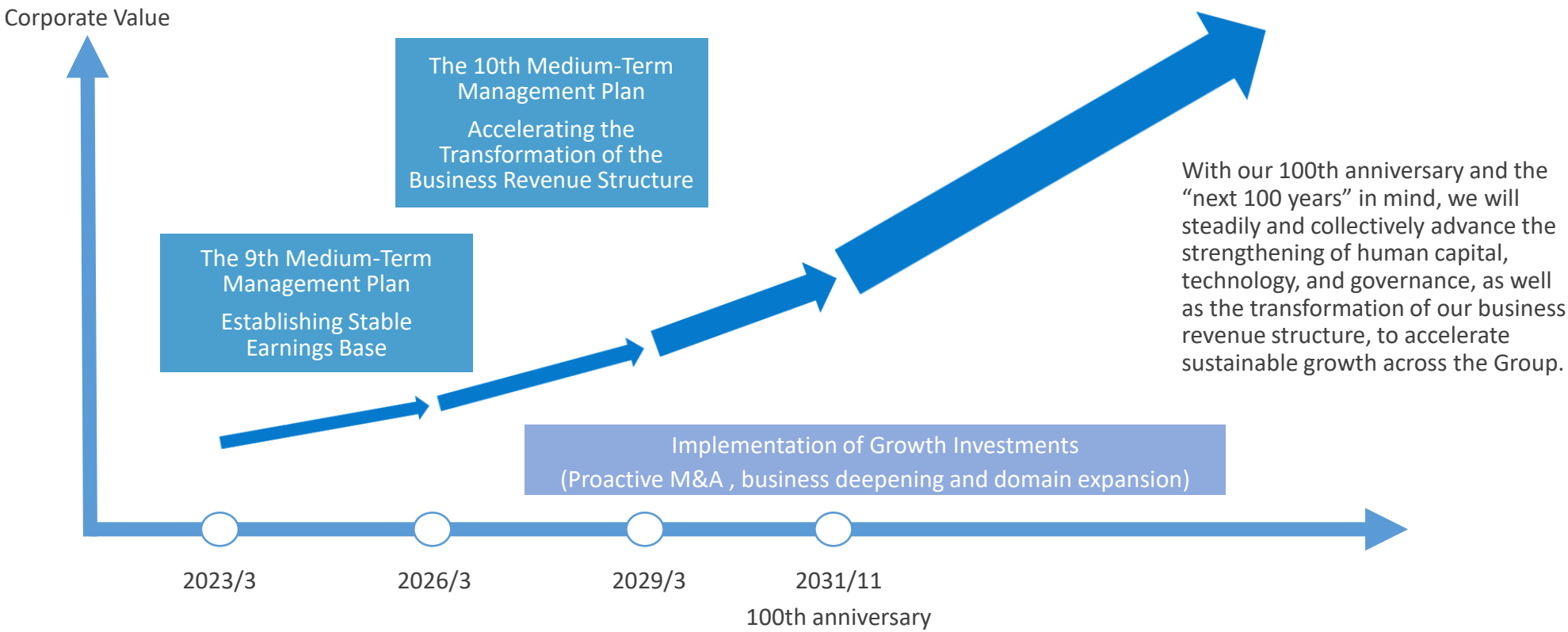
In the field of "People & **Time**" and "People & **Air**", Amano will create new values and contribute to the realization of a safe, comfortable and a wholesome society.

Transformation of the Business Revenue Structure
Establishing Stable Earnings Base
×
Proactive M&A
Strategic Investments for Growth and Business Deepening
×
Efficient Financial Strategy
ROE Enhancement
▶
Target:
Market Capitalization of Over **¥500** Billion yen

Enhancing Customer Value

Strengthening Customer Base

Improving Capital Efficiency



With our 100th anniversary and the "next 100 years" in mind, we will steadily and collectively advance the strengthening of human capital, technology, and governance, as well as the transformation of our business revenue structure, to accelerate sustainable growth across the Group.

AMANO

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.

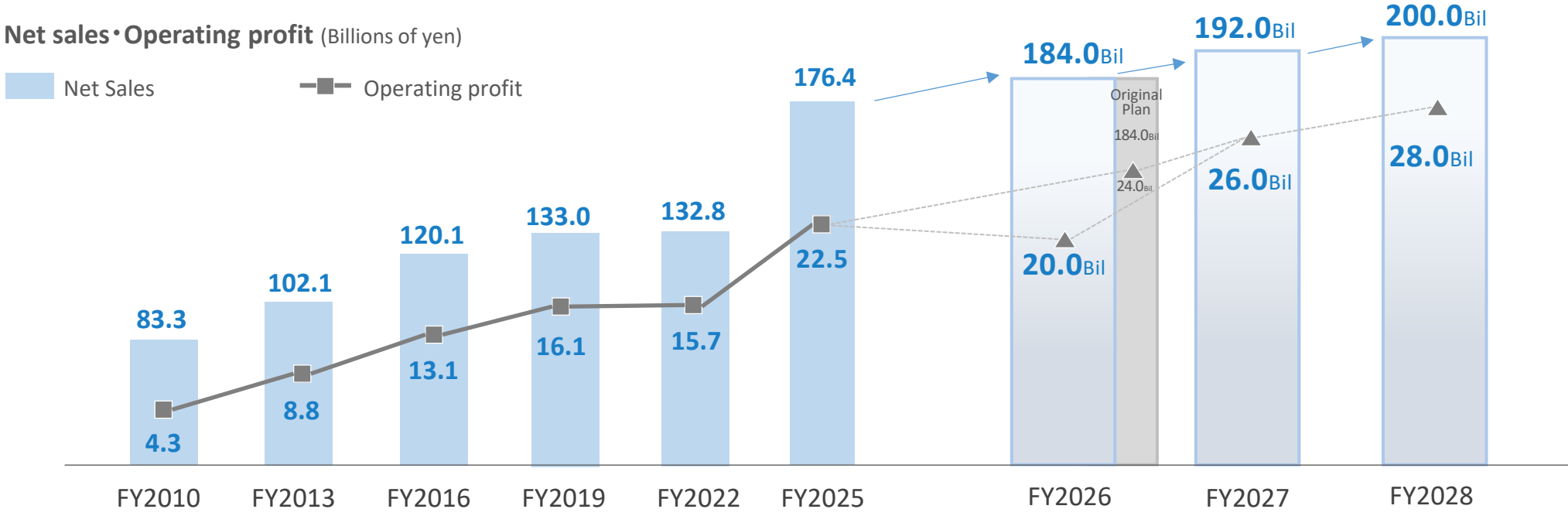
Numerical Targets(Consolidated) for FY2028

Net Sales	**200.0**Bil
Operating Profit	**28.0**Bil
OPR	**14**%
ROE	over **14**%

Numerical Targets for FY2026-2028

AMANO

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



	FY2010	FY2013	FY2016	FY2019	FY2022	FY2025	FY2026		FY2027	FY2028
OPR	5.3％	8.6％	11.0％	12.1％	11.9％	12.8％	10.9％	13.0%	13.5％	14.0％
ROE	4.2％	6.6％	9.5％	9.8％	9.6％	14.7％	11.0％	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

*Numerical targets for FY2027 and beyond will be reviewed based on FY2026 performance.

Cash Allocation Policy ［FY2026－FY2028］

AMANO

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

Operating Cash Flow (Three-Year Total)

approx. **¥66 Bil***

Cash and bank deposits (as of March 2026)

approx. **¥60 Bil**

CAPEX: 15%
Maintenance and renewal of existing facilities

Growth Investments: 10%+
M&A, R&D, and human capital

Shareholder Returns: 30%+
Dividends and share buybacks

Funds for M&A: approx. ¥20.0 Bil
Funds reserved for large-scale M&A transactions

Working Capital (one year): approx. ¥30.0 Bil

Emergency Reserve Funds: approx. ¥10.0 Bil
Preparedness for natural disasters and pandemics

Any excess cash above ¥60.0 billion will be used for shareholder returns.

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

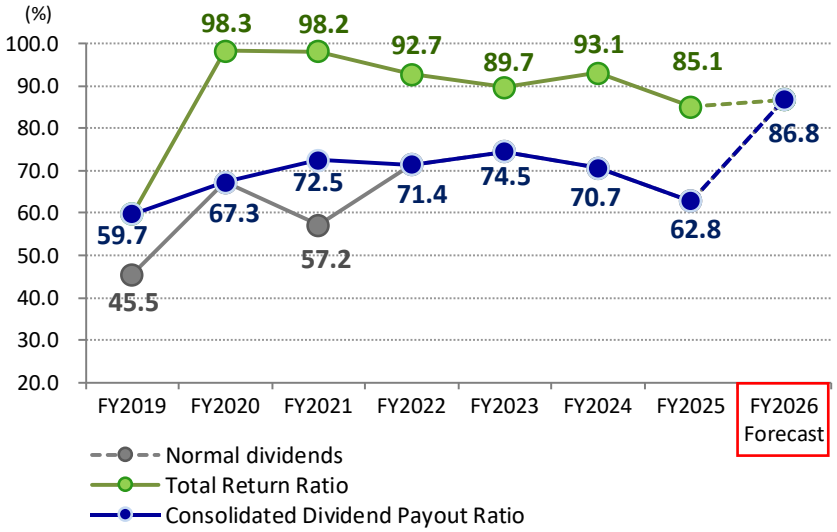
Note: Maintain cash and bank deposits of approx. ¥60 billion

Dividend Policy

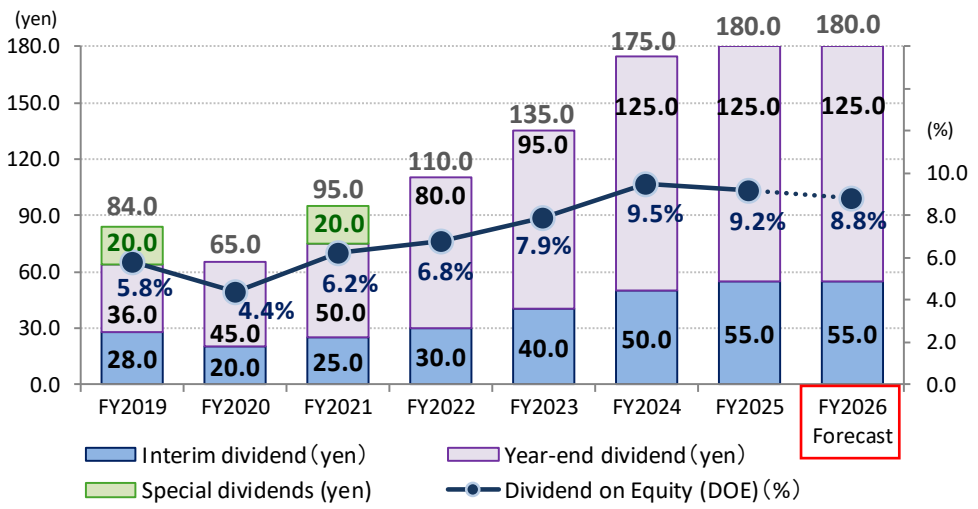
Stable dividends, performance-based profit distributions and Flexible share repurchases

- Consolidated Dividend Payout Ratio：Target above 60.0%
- Total Return Ratio：Target above 70.0%
- Dividend on Equity (DOE) ：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

AMANO

(Millions of yen)

Consolidated Business Plan

	FY2026 Original Plan	FY2026 Revised Plan		MTBP FY2027 Plan		MTBP FY2028 Plan	
	Amount	Amount	Change	Amount	Change	Amount	Change
Net sales	184,000	184,000	+ 4.3%	192,000	+ 4.3%	200,000	+ 4.2%
Operating profit	24,000	20,000	(11.3%)	26,000	+ 30.0%	28,000	+ 7.7%
Operating profit ratio	13.0%	10.9%		13.5%		14.0%	
Ordinary profit	25,600	21,500	(11.7%)	27,400	+ 27.4%	29,200	+ 6.6%
Net income attributable to owners of the parent company	17,600	14,500	(28.0%)	18,800	+ 29.7%	20,000	+ 6.4%

Consolidated Sales Plan

	FY2026 Original Plan		FY2026 Revised Plan			MTBP FY2027 Plan			MTBP FY2028 Plan		
	Amount		Amount		Change	Amount		Change	Amount		Change
Information Systems	42,800	23.3%	42,500	23.1%	+ 2.1%	44,600	23.2%	+ 4.9%	46,500	23.3%	+ 4.3%
Time Management Products	2,400	1.3%	2,000	1.1%	-11.2%	2,400	1.3%	+ 20.0%	2,400	1.2%	0%
Parking Systems	96,800	52.6%	99,000	53.8%	+ 6.4%	100,900	52.5%	+ 1.9%	105,100	52.5%	+ 4.2%
Time Information System business	142,000	77.2%	143,500	78.0%	+ 4.8%	147,900	77.0%	+ 3.1%	154,000	77.0%	+ 4.1%
Environmental Systems	27,000	14.6%	25,500	13.8%	-0.2%	28,300	14.8%	+ 11.0%	29,400	14.7%	+ 3.9%
Clean Systems	15,000	8.2%	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%	40,500	22.0%	+ 2.4%	44,100	23.0%	+ 8.9%	46,000	23.0%	+ 4.3%
Grand total	184,000	100.0%	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			US$ 155.00 EUR 180.00		

Business Forecast for FY2026

Business Forecast for the Full FY2026 (Consolidated)

AMANO

*The Plan Remaining for FY2026 2nd Half is shown as FY2026 Plan minus 1st Half Result

(Millions of yen)

	FY2026 Revised Plan	%	Change Y-o-Y	FY2026 1st Half Result	%	FY2026 Plan Remaining for 2nd Half	%	FY2025 Result	%
Net sales	184,000	100.0%	+ 4.3 %	84,933	100.0%	99,067	100.0%	176,467	100.0%
Gross profit	81,560	44.3%	+ 1.5 %	37,341	44.0%	44,219	44.6%	80,291	45.5%
SG&A	61,500	33.4%	+ 6.5 %	29,821	35.1%	31,679	32.0%	57,740	32.7%
Operating profit	20,000	10.9%	△ 11.3 %	7,519	8.9%	12,481	12.6%	22,551	12.8%
Operating profit ratio	10.9 %			8.9 %		12.6 %		12.8 %	
Ordinary profit	21,500	11.7%	△ 11.7 %	8,375	9.9%	13,125	13.2%	24,358	13.8%
Net income attributable to owners of the parent company	14,500	7.9%	△ 28.0 %	4,979	5.9%	9,521	9.6%	20,146	11.4%
FX Rates	US$155.00 EUR180.00			US$158.61 EUR184.83				US$149.78 EUR169.51	

Business Forecast for the Full FY2026 (ACJ)

AMANO

*The Plan Remaining for FY2026 2nd Half is shown as FY2026 Plan minus 1st Half Result

(Millions of yen)

	FY2026 Revised Plan	%	Change Y-o-Y	FY2026 1st Half Result	%	FY2026 Plan Remaining for 2nd Half	%	FY2025 Result	%
Net sales	78,000	100.0%	+ 1.7 %	33,964	100.0%	44,036	100.0%	76,689	100.0%
Gross profit	34,300	44.0%	- 4.8 %	14,770	43.5%	19,530	44.4%	36,035	47.0%
SG&A	24,300	31.2%	+ 5.1 %	11,671	34.4%	12,629	28.7%	23,123	30.2%
Operating profit	10,000	12.8%	- 22.6 %	3,099	9.1%	6,901	15.7%	12,912	16.8%
Operating profit ratio	12.8 %			9.1 %		15.7 %		16.8 %	
Ordinary profit	14,700	18.8%	- 16.9 %	6,709	19.8%	7,991	18.1%	17,695	23.1%
Net income	10,500	13.5%	- 27.1 %	4,911	14.5%	5,589	12.7%	14,393	18.8%

Sales Forecast for the Full FY2026 by Business Division (Consolidated)

AMANO

*The Plan Remaining for FY2026 2nd Half is shown as FY2026 Plan minus 1st Half Result

(Millions of yen)

	FY2026 Revised Plan	%	Change Y-o-Y	FY2026 1st Half Result	%	FY2026 Plan Remaining for 2nd	%	FY2025 Result	%
Information Systems	42,500	23.1%	+ 2.1 %	19,201	22.6%	23,299	23.5%	41,631	23.6%
Time Management Products	2,000	1.1%	-11.2 %	1,022	1.2%	978	1.0%	2,251	1.3%
Parking Systems	99,000	52.8%	+ 6.4 %	45,989	54.0%	53,011	53.5%	93,042	52.6%
Time Information System business	143,500	78.0%	+ 4.8 %	66,212	78.0%	77,288	78.0%	136,925	77.6%
Environmental Systems	25,500	13.8%	-0.2 %	11,279	13.3%	14,221	14.4%	25,557	14.6%
Clean Systems	15,000	8.2%	+ 7.3 %	7,440	8.8%	7,560	7.6%	13,983	7.9%
Environment System business	40,500	22.0%	+ 2.4 %	18,720	22.0%	21,780	22.0%	39,541	22.4%
Grand total	184,000	100.0%	+ 4.3 %	84,933	100.0%	99,067	100.0%	176,467	100.0%
FX Rates	US$155.00 EUR180.00			US$158.61 EUR184.83				US$149.78 EUR169.51	

Sales Forecast for the Full FY2026 by Business Division (ACJ)

AMANO

*The Plan Remaining for FY2026 2nd Half is shown as FY2026 Plan minus 1st Half Result

(Millions of yen)

	FY2026 Revised Plan	%	Change Y-o-Y	FY2026 1st Half Result	%	FY2026 Plan Remaining for 2nd	%	FY2025 Result	%
Information Systems	20,300	26.0%	-6.2 %	8,587	25.3%	11,713	26.6%	21,640	28.2%
Time Management Products	1,700	2.2%	-9.6 %	848	2.5%	852	1.9%	1,880	2.5%
Parking Systems	28,500	36.5%	+ 6.4 %	12,520	36.9%	15,980	36.4%	26,788	34.8%
Time Information System business	50,500	64.7%	+ 0.4 %	21,957	64.6%	28,543	64.8%	50,309	65.6%
Environmental Systems	22,000	28.2%	+ 3.2 %	9,686	28.5%	12,314	28.0%	21,322	27.9%
Clean Systems	5,500	7.1%	+ 8.8 %	2,319	6.8%	3,181	7.2%	5,057	6.6%
Environment System business	27,500	35.3%	+ 4.2 %	12,006	35.4%	15,494	35.2%	26,380	34.4%
Grand total	78,000	100.0%	+ 1.7 %	33,964	100.0%	44,036	100.0%	76,689	100.0%

FY2026: 2nd Half Action Plan

AMANO

	Domestic	Overseas	
Information Systems Deepening and Expansion of the HR Domain with AI Integration	・Sales expansion of the new T&A management system “TimePro-eX” Enhancing AI functionality ・Strengthen proposals for industry-specific solutions (medical corp., educational corp. and public sector market including police, etc.)	・N.Americas : ・Europe :	Strengthen ties with companies engaged in ERP systems Promote the cross-selling of T&A, HR and Access Control Exploring expansion into other European regions
Parking Systems Expansion of Data Center–Centric Next-Generation Products and Management Services	・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	・N.Americas : ・Europe: ・Asia:	Expand sales of subscription models Consideration of expanding Management contract service business Strengthen sales structure and Management contract service business Expand Management contract service business (Korea, Hong Kong, Malaysia) Exploring expansion into other Asian regions
Clean Systems Cleaning Robots (Expanded Product Lineup) × Cloud Services	・Enhancement of cleaning robot, such as elevator integration ・Strengthen proposals for robot related cloud services (Increase recurring revenue, Strategic shift towards subscription-based model) ・Sales expansion of the new robot sweeper “RAPiiTT”	・N.Americas: ・Asia :	Strengthening development in European and Australian markets Continued consideration of deploying cleaning robots
Environmental Systems	・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	・Asia : ・North & Central America :	Strengthen production capabilities, along with the sales and services structure Strengthen solution proposals to local companies Develop business with new customers, sales organization restructuring

：Growth driver

FY2026 Sales & Operating Profit by Segment -Full Year Forecast- (Consolidated)

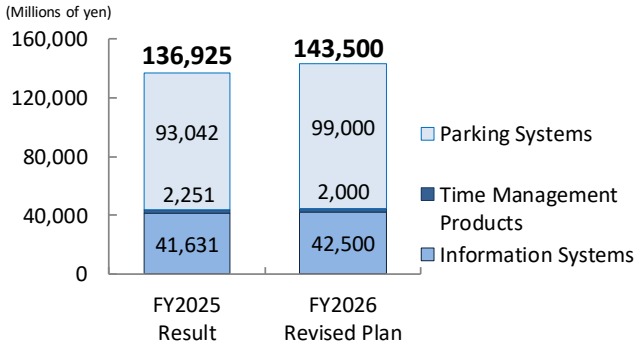
AMANO

(Millions of yen)

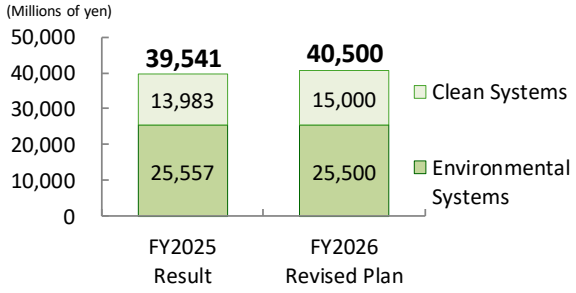
	FY2026 Revised Plan			FY2025 Result			Change Y-O-Y			
	Net sales	Operating profit		Net sales	Operating profit		Net sales		Operating profit	
Time Information System business	143,500	20,000	17.5%	136,925	22,064	16.8%	6,574	+ 4.8%	(2,064)	△9.4%
Environment System business	40,500	5,300	12.2%	39,541	4,918	11.4%	958	+ 2.3%	382	+ 7.8%
Company-wide Expenses		(5,300)			(4,432)				(868)	
Total	184,000	20,000	13.6%	176,467	22,551	13.1%	7,532	+ 4.3%	(2,551)	△11.3%

■ Net sales

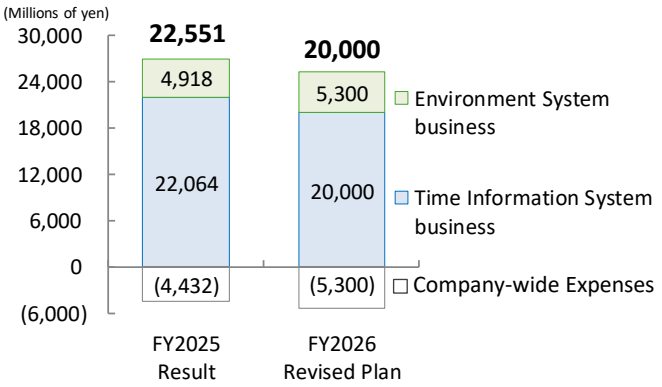
Time Information System business　Up 4.8% Y-O-Y



Environment System business　Up 2.3% Y-O-Y



■ Operating profit



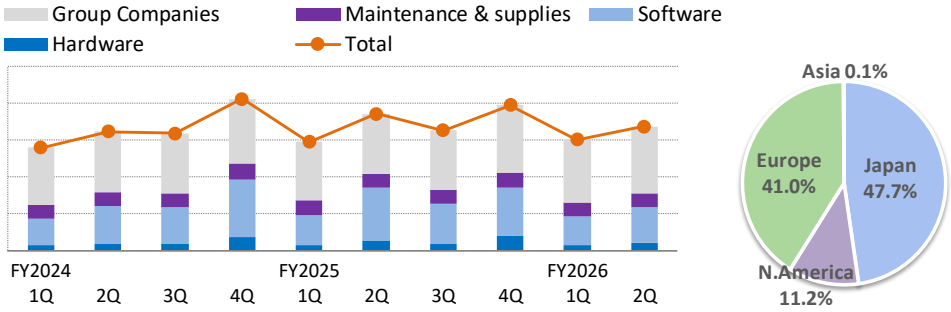
Time Information System business	Dn 9.4% Y-O-Y
Environment System business	Up 7.8% Y-O-Y

Supplementary Material

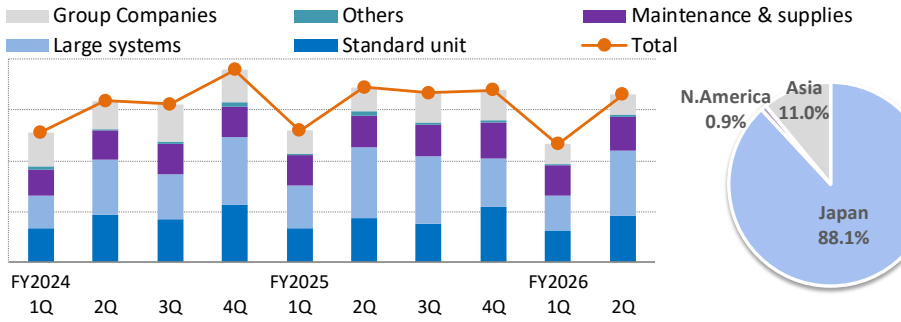
Quarterly Sales by Item (actual results)

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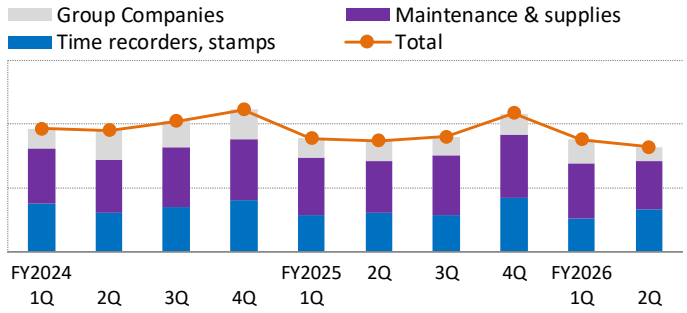
Information Systems

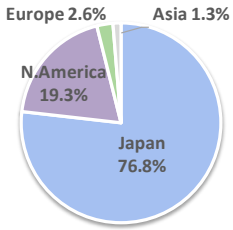


Environmental Systems

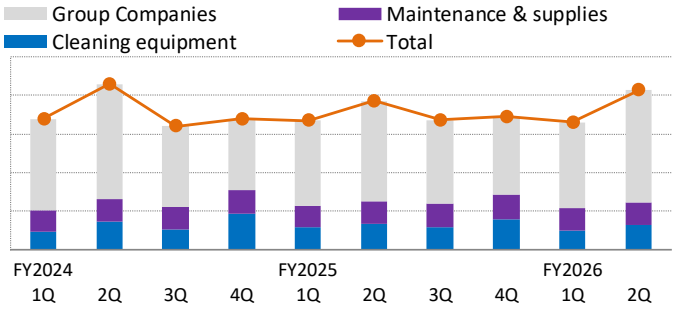


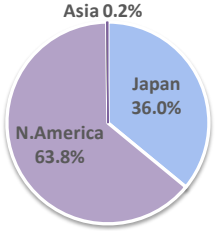
Time Management Products



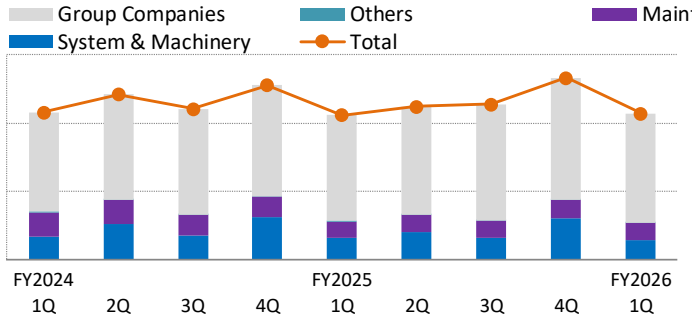


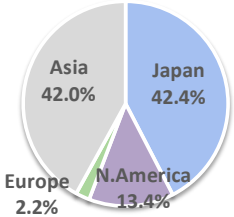
Clean Systems





Parking Systems





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

AMANO

Year-on-Year Change (FY2025 2Q vs. FY2026 2Q)

(Millions of yen)

	Information Systems	Time Management Products	Parking Systems	Environmental Systems	Clean Systems	Grand total
ACJ	(1,765) ↓	(23) ↓	275 →	(545) ↑	(103) ↑	(2,161) ↓
Domestic Group Total	300 ↓	—	798 ↓	(26) ↑	6 ↑	1,078 ↓
Japan Total	**(1,465)** ↓	**(23)** ↓	**1,073** ↓	**(570)** ↑	**(98)** ↑	**(1,083)** ↓
North America	(78) ↑	10 ↓	(193) ↑	(82) ↑	319 ↓	(24) ↑
Europe	1,099 ↑	9 ↓	50 ↑	—	—	1,158 ↑
Asia	(12) ↑	3 ↓	1,578 ↓	(98) ↓	4 ↑	1,475 ↓
Overseas Group Total	**1,009** ↑	**21** ↓	**1,435** →	**(180)** ↓	**323** ↓	**2,608** ↑
Grand Total	**(456)** ↓	**(2)** ↓	**2,509** ↓	**(750)** ↑	**226** →	**1,526** ↓

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

Time & Air

AMANO