FINANCIAL REPORT

April 2025 - March 2026

AMANO Corporation

Business Policies

1. Basic Management Policy

Amano's management philosophy is to create new values and contribute to the realization of a safe, comfortable and a wholesome society in the fields of "People & Time" and "People & Air." Under this management philosophy and based on an optimal governance structure that responds to changes in the business environment, we will strive to maximize corporate value by ensuring sustained growth through the creation of new businesses and markets with a medium- to long-term global perspective, in addition to expanding our existing businesses. Furthermore, we aim to become a company that has the trust and high regard of all the stakeholders including customers, business partner companies, shareholders, employees and local communities by constantly returning a fair profit earned through business activities.

2. Medium-long Term Business Strategy

Amano have formulated the "10th Medium-Term Business Plan" for the three-year period from April 2026 to March 2029.
The details of the plan are available on the Amano's website.
(https://www.amano.co.jp/en/ir/managementpolicy/plan/)

[1] Basic policies

In the "10th Medium-Term Business Plan", we have set "The 5th Stage Towards a 100-year Company (2031) -Accelerating Corporate Transformation to Achieve Sustainable Management-" as our management concept.
Starting as a hardware manufacturer, we have evolved into a company that provides comprehensive solutions by expanding our business scope to include software, cloud services, contract services, and data services in response to changing market needs and technological innovations. Moving forward, we view the rapid advancement of AI and data technologies, the acceleration of geopolitical shifts, and changing standards in the global market as opportunities for growth. To further drive the transition to a “business structure centered on data and AI” across all our operations, we will strengthen strategic investments in software assets, data infrastructure, and IoT and AI platforms. At the same time, we will work to strengthen and advance our management infrastructure, while also addressing social challenges such as human capital management, responsible procurement, environmental impact reduction, and decarbonization. As a member of the global business community, we aim to continuously enhance our corporate value.
Under this policy, we will expand our business performance based on the three growth drivers + One, aiming to achieve sales of ¥200,000 million, operating profit of ¥28,000 million, operating profit margin (OPR) of 14%, and ROE of over 14% in the fiscal year ending March 31, 2029, the final year of this plan.
Expansion of business performance based on the three growth drivers + One in the "10th Medium-Term Business Plan."

(i) Information Systems: Deepening and Expansion of the HR Domain with AI Integration
(ii) Parking Systems: Expansion of Data Center–Centric Next-Generation Products and Management Services
(iii) Clean Systems: Cleaning robots (Expanded Product Lineup) × Cloud Services
+ One: Expansion of Existing Businesses into New Overseas Markets and Regions

[2] Numerical targets
(Major assumptions of the numerical targets)

(i) Information Systems at non-consolidated Amano is expected to remain steady, driven primarily by the public sector in the context of work-style reform initiatives, and growth is projected to continue through expanded sales of new products released in December 2025. Additionally, for parking systems, the decline following the surge in demand caused by the introduction of new banknotes has run its course, and the company anticipates improved performance by addressing market needs for digital transformation (DX), such as cashless and camera-based parking management and ETCGO. Environmental Systems will continue to be driven by large scale systems, and we anticipate a recovery in demand for standard dust collection systems starting in the second half of this fiscal year. In the Clean Systems, we plan to expand our lineup and enhance the functionality of our cleaning robots, and we expect earnings to grow through strengthened sales of cleaning robots.

(ii) The domestic and overseas parking management contract services business will further drive the Amano Group overall performance as a growth driver.

(iii)Steady performance in North America and Europe is anticipated, given the business environment in these key markets.

(iv) The cross-shareholdings divested in the previous period, while our policy is to continue to reduce them, have only been reflected as completed divestments.

(v) We are currently investigating the impact of the escalating tensions in the Middle East and will revise our financial projections as appropriate once the effects become clear.

(Millions of yen)

	FY 2026 (year ended March 2027)		FY 2027 (year ending March 2028)		FY 2028 (year ending March 2029)	
	Amount	YoY (%)	Amount	YoY (%)	Amount	YoY (%)
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%	–	13.5%	–	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

3. Basic Policy on Distribution of Profits and Payment of Dividends for This Fiscal Year and the Next

Amano places great importance on our policy of paying dividends to shareholders. Our fundamental policy to return profits to shareholders is to continue to make stable ordinary dividend payments, make appropriate performance-based distributions. We maintained a dividend payout ratio over 40% on a consolidated basis, a total return ratio over 55%, and a net asset payout ratio over 2.5%. However, we are revising the policy as follows to further enhance shareholder returns.

Stable dividends + Performance-based profit distributions + Flexible share repurchases
(i) Consolidated Dividend Payout Ratio: Target above 60.0%
(ii) Total Return Ratio: Target above 70.0%
(iii)Net Asset Payout Ratio (DOE): Lower limit of 2.5%

In line with this policy, taking into account our current-year operations results, we plan to pay a year-end dividend of ¥125 per share, and the annual per-share dividend for this fiscal year will be ¥180 (including ¥55 per share paid as the interim dividend), an increase of ¥5 from the annual per share dividend of ¥175 for the previous fiscal year.
In addition, the Board of Directors approved a resolution regarding the acquisition of treasury stock (*1) on January 30, 2026, and the acquisition of treasury stock was completed (*2) on February 2, 2026.
For more details of this matter, please visit the Amano's website.
*1 (https://www.amano.co.jp/en/ir/dl/news/2026/20260130_1.pdf)
*2 (https://www.amano.co.jp/en/ir/dl/news/2026/20260130_2.pdf)

As a result, the consolidated dividend payout ratio will be 62.8%, the total return ratio will be 85.1%, and the net asset payout ratio will be 9.2%.
With regard to the dividend for the next fiscal year ending March 31, 2027, in line with our "Basic Policy on Distribution of Profits" and in view of our outlook for the next fiscal year, we currently maintain an annual per share dividend of ¥180 (with an interim dividend of ¥55 and a year-end dividend of ¥125).
Retained earnings will be earmarked to fund effective investment aimed at the fundamental enhancement of the capacity to conduct our business operations. This will include the expansion and strengthening of existing business fields, strategic investment in growth fields, and spending on research and development, as well as the rationalization of production plants and equipment for the purpose of reducing costs and further improving product quality, etc.

M. Yamazaki

Manabu Yamazaki
President and
Representative Director

Business Performance

Summary of Business Results

Business Results in the Year Ended March 31, 2026

Summary of Business Results for This Fiscal Year

During the fiscal year under review, the Japanese economy is considered to continue its moderate recovery trend, supported by capital expenditures by companies to save labor and manpower. On the other hand, the economic outlook remains uncertain due to factors such as escalating tensions in the Middle East, trends in U.S. trade policy, and the stagnation of the Chinese economy.

Under this business environment, in our "9th Medium-Term Business Plan" that started in April 2023, we, the Amano Group, have set forth the management concept of "The 4th Stage Towards a 100-year Company-Initiatives for a Paradigm Shift Leading to Sustainable Management" in which we have promoted DX (digital transformation) in each business field and have executed strategic investments in software-based assets, IoT, AI, etc., and further enhance our competitive advantage in terms of profitability. Furthermore, we have proactively worked to solve social issues.

During the fiscal year under review, Amano recorded net sales of ¥176,467 million, up by 0.6% year on year. Operating profit decreased by 2.1% to ¥22,551 million, ordinary profit went down by 1.2% to ¥24,358 million, and net income attributable to owners of the parent company increased by 13.0% to ¥20,146 million.

(Main factors behind the business results)

(i) At the non-consolidated Amano, software sales in Information Systems continued to grow due to system replacement by various companies aimed at improving operational efficiency, etc. Environmental Systems sales increased due to strong sales of large-scale systems. On the other hand, Parking Systems sales decreased due to a backlash reduction from the special demand for new banknotes in the previous fiscal year.

(ii) In domestic group companies, the parking management contract services business and the cloud service business for T&A sales grew.

(iii) In overseas markets, Parking Systems sales increased in North America and became profitable due to the effect of new products. In Europe, Information Systems sales in France performed steadily, with increases in both revenue and profit. In Asia, Parking Systems sales in Hong Kong remained flat, partly due to the impact of foreign exchange rates, and Parking Systems sales in South Korea increased as demand recovered following the easing of political turmoil at the end of 2024.

(iv) Net income attributable to owners of the parent increased due to the recognition of gains on the sale of investment securities resulting from the reduction of policy-held shares and the recognition of deferred tax assets resulting from improved performance at U.S. group companies.

The following is a breakdown of sales by business division.

Sales by business division

(Millions of yen)

Category	FY2024 (April 1, 2024–March 31, 2025)		FY2025 (April 1, 2025–March 31, 2026)		Change	
	Amount	Ratio (%)	Amount	Ratio (%)	Amount	%
Time Information System business:						
Information Systems	39,953	22.8	41,631	23.6	1,678	4.2
Time Management Products	2,436	1.4	2,251	1.3	(184)	(7.6)
Parking Systems	93,459	53.2	93,042	52.7	(417)	(0.4)
Subtotal	135,849	77.4	136,925	77.6	1,076	0.8
Environment System business:						
Environmental Systems	25,306	14.5	25,557	14.5	251	1.0
Clean Systems	14,267	8.1	13,983	7.9	(284)	(2.0)
Subtotal	39,574	22.6	39,541	22.4	(33)	(0.1)
Total	175,423	100.0	176,467	100.0	1,043	0.6

Time Information System business

The sales in this business totaled ¥136,925 million, up by ¥1,076 million (up 0.8%) year on year. The following is a breakdown of sales by business division.

Information Systems
¥41,631 million (up 4.2% year-on-year)

Domestic sales for the current term were as follows. For non-consolidated Amano, software sales increased by ¥1,132 million (8.8%) due to the promotion of software update proposals, hardware sales increased by ¥263 million (9.6%), and sales generated by maintenance contracts and supplies services decreased by ¥93 million (2.0%). Cloud services deployed by Amano Business Solutions Corporation steadily grew and sales increased.

Overall overseas sales increased by ¥446 million (2.4%). Accu-Time Systems, Inc.'s sales in North America decreased, while Horoquartz S.A.'s sales in Europe increased.

Time Management Products
¥2,251 million (down 7.6% year-on-year)

Domestic sales for the current term decreased by ¥64 million (3.3%) as the sales of standard time recorders and PC-linked time recorders decreased compared with the previous fiscal year. Overall overseas sales decreased by ¥108 million (19.7%) as sales in Europe, North America and Asia decreased.

Parking Systems
¥93,042 million (down 0.4% year-on-year)

Domestic sales for the current term were as follows. For non-consolidated Amano, parking system equipment sales decreased by ¥2,094 million (11.4%), and sales generated by maintenance contracts and supplies services decreased by ¥2,593 million (20.0%) due to the backlash reduction from the special demand for new banknotes in the previous fiscal year. Sales of the parking management contract service business operated by Amano Management Service continued to increase steadily, and the number of parking sites under management increased by 33,000 (4.2%) from the end of the previous fiscal year due to continued investment. Overall overseas sales increased by ¥3,708 million (7.4%). Amano McGann, Inc.'s sales in North America increased and in Asia, the sales of the parking management contract service business in Korea. The sales increased in Hong Kong on a local currency basis, but decreased in Japanese yen basis due to impacts of foreign exchange rates.

Environment System business

The sales in this business totaled ¥39,541 million, down by ¥33 million (down 0.1%) year on year. The following is a breakdown of sales by the business division.

Environmental Systems
¥25,557 million (up 1.0% year-on-year)

During the current term for non-consolidated Amano, sales of standard dust collectors decreased by ¥431 million (6.0%). On the other hand, sales of large-scale systems increased by ¥1,180 million (15.0%), and sales generated by maintenance contracts and supplies services increased by ¥518 million (11.2%). Overall overseas sales decreased by ¥1,316 million (27.2%) as sales in North America and Asia decreased.

Clean Systems
¥13,983 million (down 2.0% year-on-year)

During the current term for non-consolidated Amano, sales of cleaning equipment decreased by ¥14 million (0.5%), and sales generated by maintenance contracts and supplies services increased by ¥67 million (2.9%) . Overall overseas sales decreased by ¥359 million (4.2%) as Amano Pioneer Eclipse Corporation's sales in North America decreased.

Summary of Financial Condition for This Fiscal Year

(i) Assets, liabilities, and net assets

Total assets amounted to ¥193,096 million (down ¥1,242 million from the previous consolidated fiscal year-end).

- Current assets: a decrease of ¥4,584 million due to decreases in cash and bank deposits, and notes and accounts receivable-trade and contract assets, etc.
- Fixed assets: an increase of ¥3,341 million due to an increase in software, etc.

Total liabilities amounted to ¥53,883 million (down ¥3,891 million from the previous consolidated fiscal year-end).

- Current liabilities: a decrease of ¥3,914 million due to decreases in accrued income taxes and lease liabilities, etc.
- Long-term liabilities: an increase of ¥22 million due to an increase in lease liabilities, etc.

Net assets amounted to ¥139,212 million (up ¥2,649 million from the previous consolidated fiscal year-end).

- Shareholders' equity: a decrease of ¥1,090 million due to dividends paid, acquisition of treasury stock and cancellation of treasury stock, etc.
- Accumulated other comprehensive income: an increase of ¥3,785 million due to an increase in foreign currency translation adjustments, etc.

Summary of Cash Flows for This Fiscal Year

Consolidated cash and cash equivalents decreased by ¥6,985 million from the previous fiscal year-end to a total of ¥48,873 million as of March 31, 2026. The status of each type of cash flow at year-end and the underlying factors are as follows.

Net cash provided by operating activities totaled ¥24,937 million (an increase in income of ¥265 million year on year).

- Main income factors:
  Posting of income before income taxes amounting to ¥25,823 million, posting of depreciation and amortization amounting to ¥10,649 million, and posting of decrease in trade notes and accounts receivable and contract assets amounting to ¥2,211 million.
- Main expenditure factors:
  Posting of income taxes paid amounting to ¥8,791 million, posting of gain on sale of investment securities amounting to ¥1,853 million, and posting of interest and dividend revenue amounting to ¥1,255 million.

Net cash used in investing activities totaled −¥6,560 million (an increase in cash outflow of ¥2,368 million year on year).

- Main income factors:
  Posting of proceeds from withdrawal of time deposits amounting to ¥8,705 million, posting of proceeds from sale of investment securities amounting to ¥2,334 million, and posting of proceeds from redemption of securities proceeds amounting to ¥1,850 million.
- Main expenditure factors:
  Posting of increase in time deposits amounting to ¥8,878 million, posting of payment for purchase of tangible fixed assets amounting to ¥5,225 million, and posting of payment for acquisition of intangible fixed assets amounting to ¥3,901 million.

Net cash used in financing activities amounted to −¥26,177 million (an increase in cash outflow of ¥8,815 million year on year).

- Main income factors:
  Posting of proceeds from sale and leaseback amounting to ¥2,418 million.
- Main expenditure factors:
  Posting of dividends paid amounting to ¥12,911 million, posting of payment for acquisition of treasury stock amounting to ¥8,393 million, and posting of repayments of lease liabilities amounting to ¥6,947 million.

Future Outlook

With regard to the outlook for the Japanese economy in the next fiscal year, while corporate capital investment aimed at labor and manpower savings is expected to remain robust and the trend of gradual economic recovery is likely to continue, the business environment surrounding companies is expected to remain uncertain due to factors such as rising geopolitical risks—including tensions in the Middle East—and the resulting increase in various costs, as well as growing uncertainty surrounding U.S. trade policy.

Amid this business environment, Amano and our group companies have set "The 5th Stage Towards a 100-year Company (2031) -Accelerating Corporate Transformation to Achieve Sustainable Management-" as our management concept and work to address key issues in the "10th Medium-Term Business Plan".

The details of the plan are available on the Amano's website.

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AMANO Corporation and Subsidiaries

Financial Highlights

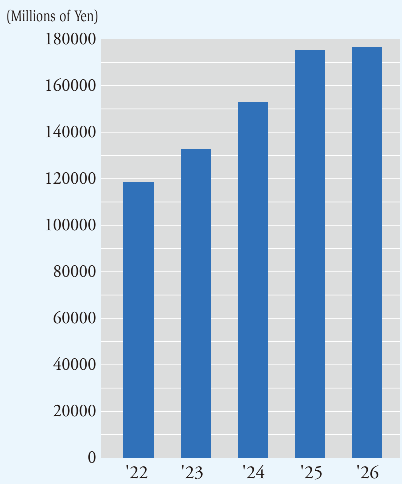
For the year ended March 31, 2026

Yen in millions and U.S. dollars in thousands, except per share amounts
- See Note 5 to the Consolidated Financial Statements.

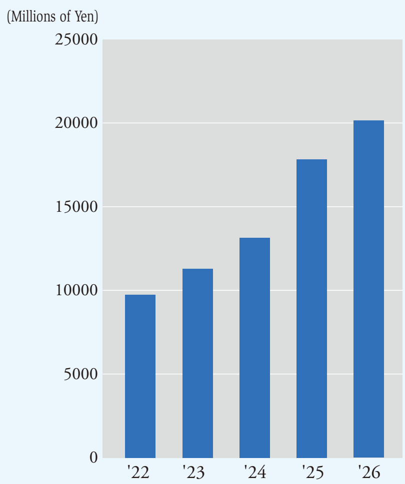
	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
For the years ended March 31:			
Net sales	¥175,423	**¥176,467**	**$1,103,401**
Net income attributable to owners of the parent company	17,828	**20,146**	**125,968**
Per share data (Yen and U.S. Dollars):			
Net income per share (Basic)	¥249.91	**¥286.34**	**1.79**
Cash dividends per common share	175.00	**180.00**	**1.13**
At March 31:			
Total assets	¥194,338	**¥193,096**	**$1,207,378**
Working capital	81,226	**80,556**	**503,695**
Total net assets	136,563	**139,212**	**870,456**
Sales by product:			
Information Systems	¥39,953	**¥41,631**	**$260,308**
Time Management Products	2,436	**2,251**	**14,075**
Parking Systems	92,357	**93,042**	**581,767**
Environmental Systems	25,306	**25,557**	**159,801**
Clean Systems	14,267	**13,983**	**87,432**

Note:U.S. dollar amounts have been translated at the rate of ¥159.93= US $1, the rate prevailing on March 31, 2026.
- See Note 5 to the Consolidated Financial Statements.

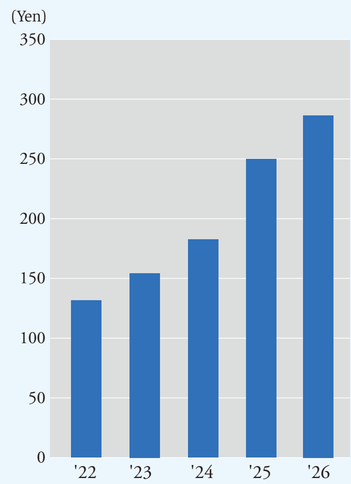
Net Sales



Net Income



Net Income Per Share



AMANO Corporation and Subsidiaries

Consolidated Financial Statements

As at March 31, 2026

Consolidated Balance Sheet

	Notes	Millions of Yen 2025	Millions of Yen 2026	Thousands of U.S.dollars 2026
Assets				
Current assets				
Cash and bank deposits	8 and 10	¥66,466	**¥60,786**	**$380,079**
Notes and accounts receivable—trade and contract assets	4-2 and 10	38,811	**37,096**	**231,951**
Lease Receivables		1,943	**2,121**	**13,262**
Marketable securities	8 and 10	1,355	**900**	**5,627**
Merchandise and finished goods		5,768	**5,508**	**34,440**
Work in process		889	**832**	**5,202**
Raw materials and supplies		8,973	**9,748**	**60,952**
Other current assets		4,477	**7,066**	**44,182**
Allowance for doubtful accounts		(567)	**(525)**	**(3,283)**
Total current assets		128,119	**123,535**	**772,432**
Fixed assets				
Tangible fixed assets				
Buildings and structures		29,902	**29,545**	**184,737**
Accumulated depreciation		(21,651)	**(21,423)**	**(133,952)**
Buildings and structures (net)		8,250	**8,122**	**50,785**
Machinery and vehicles		8,598	**9,285**	**58,057**
Accumulated depreciation		(7,488)	**(7,682)**	**(48,034)**
Machinery and vehicles (net)		1,110	**1,603**	**10,023**
Tools, furniture and fixtures		19,053	**20,548**	**128,481**
Accumulated depreciation		(15,669)	**(16,427)**	**(102,714)**
Tools, furniture and fixtures (net)		3,383	**4,121**	**25,768**
Land		5,753	**5,760**	**36,016**
Lease assets	9	25,140	**23,742**	**148,452**
Accumulated depreciation		(12,041)	**(11,514)**	**(71,994)**
Lease assets (net)		13,099	**12,228**	**76,458**
Construction in progress		771	**444**	**2,776**
Total tangible fixed assets		32,368	**32,281**	**201,845**
Intangible fixed assets				
Goodwill		1,468	**1,071**	**6,697**
Software		3,458	**5,448**	**34,065**
Software in progress		2,451	**2,681**	**16,764**
Other		2,131	**1,821**	**11,386**
Total intangible fixed assets		9,509	**11,023**	**68,924**
Investments and other assets				
Investment securities	4-1 and 10	17,097	**17,377**	**108,654**
Claims in bankruptcy and similar claims		498	**659**	**4,121**
Fixed leasehold deposits		1,938	**2,072**	**12,956**
Net defined benefit assets		131	**694**	**4,339**
Deferred tax assets	15	2,246	**3,072**	**19,208**
Other		2,929	**2,996**	**18,733**
Allowance for doubtful accounts		(501)	**(617)**	**(3,858)**
Total investments and other assets		24,340	**26,256**	**164,172**
Total fixed assets		66,219	**69,560**	**434,940**
Total assets		¥194,338	**¥193,096**	**$1,207,378**

Consolidated Balance Sheet

	Notes	Millions of Yen		Thousands of U.S.dollars
		2025	**2026**	**2026**
Liabilities				
Current liabilities				
Notes and accounts payable—trade		¥7,770	**¥7,066**	**$44,182**
Electronically recorded obligations	10	1,620	**1,310**	**8,191**
Short-term bank loans		871	**708**	**4,427**
Lease liabilities		6,399	**5,236**	**32,739**
Accrued income taxes		5,616	**4,144**	**25,911**
Accrued bonuses		3,500	**2,816**	**17,608**
Accrued officers' bonuses		230	**156**	**975**
Other current liabilities	4-3	20,884	**21,540**	**134,684**
Total current liabilities		46,893	**42,979**	**268,736**
Long-term liabilities				
Lease liabilities		8,057	**8,736**	**54,624**
Deferred tax liabilities	15	31	**24**	**150**
Net defined benefit liabilities	13	1,483	**647**	**4,046**
Provision for stock benefit		534	**637**	**3,983**
Provision for directors' stock benefit		281	**387**	**2,420**
Asset retirement obligations		35	**14**	**88**
Other long-term liabilities		457	**457**	**2,858**
Total long-term liabilities		10,882	**10,904**	**68,180**
Total liabilities		57,775	**53,883**	**336,916**
Net assets	7			
Shareholders' equity				
Common stock		18,239	**18,239**	**114,044**
Capital surplus		19,293	**19,293**	**120,634**
Retained earnings		101,851	**92,827**	**580,423**
Treasury shares		(14,424)	**(6,491)**	**(40,587)**
Total shareholders' equity		124,959	**123,869**	**774,520**
Accumulated other comprehensive income				
Net unrealized gains (losses) on available- for-sale securities		4,689	**5,326**	**33,302**
Foreign currency translation adjustments		6,165	**8,381**	**52,404**
Remeasurements of defined benefit plans		115	**1,046**	**6,540**
Total accumulated other comprehensive income		10,969	**14,754**	**92,253**
Non-controlling shareholders' interests		633	**588**	**3,677**
Total net assets		136,563	**139,212**	**870,456**
Total liabilities and net assets		¥194,338	**¥193,096**	**$1,207,378**

AMANO Corporation and Subsidiaries

Consolidated Statement of Income, and Consolidated Statement of Comprehensive Income

For the year ended March 31, 2026

Consolidated Statement of Income		Millions of Yen		Thousands of U.S.dollars
	Notes	2025	**2026**	**2026**
Net sales		¥175,423	**¥176,467**	**$1,103,401**
Cost of sales	5-2	96,514	**96,175**	**601,357**
Gross profit		78,909	**80,291**	**502,038**
Selling, general and administrative expenses	5-1 and 5-2			
Selling expenses		51,443	**53,150**	**332,333**
General and administrative expenses		4,426	**4,589**	**28,694**
Total selling, general and administrative expenses		55,869	**57,740**	**361,033**
Operating profit		23,040	**22,551**	**141,005**
Non-operating profit				
Interest income		900	**866**	**5,415**
Dividend income		343	**389**	**2,432**
Insurance dividend income		200	**165**	**1,032**
Insurance income		103	**202**	**1,263**
Equity in earnings of affiliates		208	**271**	**1,694**
Other		376	**365**	**2,282**
Total non-operating profit		2,133	**2,260**	**14,131**
Non-operating expenses				
Interest expenses		324	**247**	**1,544**
Foreign exchange losses		71	**38**	**238**
Other		134	**168**	**1,050**
Total non-operating expenses		530	**454**	**2,839**
Ordinary profit		24,642	**24,358**	**152,304**
Extraordinary income				
Gain on sale of fixed assets	5-3	12	**15**	**94**
Gain on sale of investment securities		1,231	**1,853**	**11,586**
Total extraordinary income		1,244	**1,868**	**11,680**
Extraordinary losses				
Loss on disposal of fixed assets	5-4	53	**348**	**2,176**
Loss on sale of fixed assets	5-5	0	**0**	**0**
Loss on valuation of investment securities		146	–	–
Loss on valuation of inventories		–	**55**	**344**
Litigation settlement		9	–	–
Other		3	–	–
Total extraordinary losses		212	**403**	**2,520**
Income before income taxes		25,674	**25,823**	**161,464**
Income taxes	15	7,869	**7,051**	**44,088**
Deferred income taxes		(201)	**(1,470)**	**(9,192)**
Total income taxes		7,668	**5,581**	**34,897**
Net income		18,006	**20,241**	**126,562**
Net income attributable to non-controlling shareholders		177	**95**	**594**
Net income attributable to owners of the parent company		¥17,828	**¥20,146**	**$125,968**

Consolidated Statement of Comprehensive Income	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Net income	¥18,006	**¥20,241**	**$126,562**
Other comprehensive income			
Net unrealized gains (losses) on available-for-sale securities	(49)	**635**	**3,970**
Foreign currency translation adjustment	2,974	**2,248**	**14,056**
Remeasurements of defined benefit plans	(116)	**931**	**5,821**
Share of other comprehensive income of associates accounted for the using equity method	(0)	**2**	**13**
Total other comprehensive income	2,807	**3,818**	**23,873**
Comprehensive income	20,813	**24,060**	**150,441**
(Breakdown)			
Comprehensive income attributable to owners of the parent company	20,572	**23,931**	**149,634**
Comprehensive income attributable to non-controlling shareholders	¥241	**¥128**	**$800**

AMANO Corporation and Subsidiaries

Consolidated Statement of Changes in Net Assets

For the year ended March 31, 2026

Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

Millions of Yen

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at the beginning of period	¥18,239	¥19,293	¥94,510	(¥12,668)	¥119,374
Changes during period					
Dividends of surplus			(10,488)		(10,488)
Profit attributable to owners of parent company			17,828		17,828
Purchase of treasury shares				(1,955)	(1,955)
Disposal of treasury shares				199	199
Cancellation of treasury shares					–
Retained earnings transferred to capital surplus					–
Net changes in items other than shareholders' equity					
Total changes during period	–	–	7,340	(1,755)	5,584
Balance at the end of period	¥18,239	¥19,293	¥101,851	(¥14,424)	¥124,959

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Net unrealized gains (losses) on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the beginning of period	¥4,740	¥3,253	¥231	¥8,226	¥502	¥128,103
Changes during period						
Dividends of surplus						(10,488)
Profit attributable to owners of parent company						17,828
Purchase of treasury shares						(1,955)
Disposal of treasury shares						199
Cancellation of treasury shares						–
Retained earnings transferred to capital surplus						–
Net changes in items other than shareholders' equity	(51)	2,911	(116)	2,743	131	2,875
Total changes during period	(51)	2,911	(116)	2,743	131	8,459
Balance at the end of period	¥4,689	¥6,165	¥115	¥10,969	¥633	¥136,563

Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

Millions of Yen

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at the beginning of period	¥18,239	¥19,293	¥101,851	(¥14,424)	¥124,959
Changes during period					
Dividends of surplus			(12,911)		(12,911)
Profit attributable to owners of parent company			20,146		20,146
Purchase of treasury shares				(8,393)	(8,393)
Disposal of treasury shares				68	68
Cancellation of treasury shares		(16,257)		16,257	–
Retained earnings transferred to capital surplus		16,257	(16,257)		–
Net changes in items other than shareholders' equity					
Total changes during period	–	–	(9,023)	7,932	(1,090)
Balance at the end of period	¥18,239	¥19,293	¥92,827	(¥6,491)	¥123,869

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Net unrealized gains (losses) on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the beginning of period	¥4,689	¥6,165	¥115	¥10,969	¥633	¥136,563
Changes during period						
Dividends of surplus						(12,911)
Profit attributable to owners of parent company						20,146
Purchase of treasury shares						(8,393)
Disposal of treasury shares						68
Cancellation of treasury shares						–
Retained earnings transferred to capital surplus						–
Net changes in items other than shareholders' equity	637	2,216	931	3,785	(45)	3,739
Total changes during period	637	2,216	931	3,785	(45)	2,649
Balance at the end of period	¥5,326	¥8,381	¥1,046	¥14,754	¥588	¥139,212

Thousands of U.S. dollars

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at the beginning of period	$114,044	$120,634	$636,847	($90,189)	$781,336
Changes during period					
Dividends of surplus			(80,729)		(80,729)
Profit attributable to owners of parent company			125,968		125,968
Purchase of treasury shares				(52,479)	(52,479)
Disposal of treasury shares				425	425
Cancellation of treasury shares		(101,651)		101,651	–
Retained earnings transferred to capital surplus		101,651	(101,651)		–
Net changes in items other than shareholders' equity					
Total changes during period	–	–	(56,418)	49,597	(6,815)
Balance at the end of period	$114,044	$120,634	$580,423	($40,587)	$774,520

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Net unrealized gains (losses) on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the beginning of period	$29,319	$38,548	$719	$68,586	$3,958	$853,892
Changes during period						
Dividends of surplus						(80,729)
Profit attributable to owners of parent company						125,968
Purchase of treasury shares						(52,479)
Disposal of treasury shares						425
Cancellation of treasury shares						–
Retained earnings transferred to capital surplus						–
Net changes in items other than shareholders' equity	3,983	13,856	5,821	23,667	(281)	23,379
Total changes during period	3,983	13,856	5,821	23,667	(281)	16,563
Balance at the end of period	$33,302	$52,404	$6,540	$92,253	$3,677	$870,456

AMANO Corporation and Subsidiaries

Consolidated Statement of Cash Flows

For the year ended March 31, 2026

	Notes	Millions of Yen		Thousands of U.S.dollars
		2025	**2026**	**2026**
Cash flows from operating activities				
Income before income taxes		¥25,674	**¥25,823**	**$161,464**
Depreciation and amortization		11,013	**10,649**	**66,585**
Amortization of goodwill		476	**465**	**2,908**
Increase (decrease) in net defined benefit liabilities		(359)	**(87)**	**(544)**
Increase (decrease) in provision for stock benefit		180	**171**	**1,069**
Increase (decrease) in provision for directors' stock benefit		113	**105**	**657**
Increase (decrease) in allowance for doubtful accounts		172	**47**	**294**
Interest and dividend revenue		(1,244)	**(1,255)**	**(7,847)**
Equity in (earnings) losses of affiliates		(208)	**(271)**	**(1,694)**
Interest expenses		324	**247**	**1,544**
Foreign currency translation loss (gain)		79	**(30)**	**(188)**
Loss (gain) on sale of fixed assets		(12)	**(15)**	**(94)**
Loss on disposal of fixed assets		53	**348**	**2,176**
Loss (gain) on sale of investment securities		(1,231)	**(1,853)**	**(11,586)**
Loss (gain) on valuation of investment securities		146	**–**	**–**
Loss on valuation of inventories		–	**55**	**344**
(Increase) decrease in trade notes and accounts receivable and contract assets"		(1,762)	**2,211**	**13,825**
Increase (decrease) in lease receivables		(321)	**(144)**	**(900)**
(Increase) decrease in inventories		352	**(351)**	**(2,195)**
Increase (decrease) in trade payables		(4,292)	**(1,065)**	**(6,659)**
Increase (decrease) in other current liabilities		1,327	**543**	**3,395**
Other		(373)	**(3,161)**	**(19,765)**
Subtotal		30,108	**32,433**	**202,795**
Receipts from interest and dividends		1,378	**1,382**	**8,641**
Interest paid		(324)	**(248)**	**(1,551)**
Income taxes paid		(6,535)	**(8,791)**	**(54,968)**
Income taxes refunded		46	**162**	**1,013**
Net cash provided by operating activities		24,672	**24,937**	**155,924**
Cash flows from investing activities				
Payment for acquisition of securities		(950)	**(450)**	**(2,814)**
Proceeds from redemption of securities		3,050	**1,850**	**11,568**
Payment for purchase of tangible fixed assets		(4,557)	**(5,225)**	**(32,671)**
Proceeds from sale of tangible fixed assets		37	**36**	**225**
Payments for retirement of property, plant and equipment		–	**(275)**	**(1,720)**
Payment for acquisition of intangible fixed assets		(2,889)	**(3,901)**	**(24,392)**
Payment for acquisition of investment securities		(1,707)	**(609)**	**(3,808)**
Proceeds from sale of investment securities		1,826	**2,334**	**14,594**
Increase in time deposits		(9,941)	**(8,878)**	**(55,512)**
Proceeds from withdrawal of time deposits		10,748	**8,705**	**54,430**
Other		191	**(146)**	**(913)**
Net cash used in investing activities		(4,192)	**(6,560)**	**(41,018)**
Cash flows from financing activities				
Increase in short-term loans payable		908	**671**	**4,196**
Repayment for short-term bank loans		(94)	**(839)**	**(5,246)**
Payment for acquisition of treasury shares		(1,955)	**(8,393)**	**(52,479)**
Repayments of lease liabilities		(7,869)	**(6,947)**	**(43,438)**
Proceeds from sale and leaseback		2,247	**2,418**	**15,119**
Dividends paid		(10,488)	**(12,911)**	**(80,729)**
Payment of dividends to non-controlling shareholders		(110)	**(174)**	**(1,088)**
Net cash flows from financing activities		(17,361)	**(26,177)**	**(163,678)**
Effect of exchange rate changes on cash and cash equivalents		1,091	**814**	**5,090**
Net increase (decrease) in cash and cash equivalents		4,210	**(6,985)**	**(43,675)**
Cash and cash equivalents at the beginning of period		51,648	**55,859**	**349,272**
Cash and cash equivalents at the end of period		¥55,859	**¥48,873**	**$305,590**

AMANO Corporation and Subsidiaries

Notes to the Consolidated Financial Statements

[1. Basis of Consolidated Financial Statements]

The accompanying consolidated financial statements of AMANO Corporation (hereafter, "the Company") and its subsidiaries have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act and its related accounting regulations in Japan.
The accounts of the Company and its domestic subsidiaries included in the consolidation are based on the accounting records maintained in accordance with accounting principles generally accepted in Japan, which are different in certain respects as to the application and the disclosure requirements of International Financial Reporting Standards.
As permitted by the Financial Instruments and Exchange Act, amounts of less than one million yen have been rounded down. As a result, the totals shown in the accompanying consolidated financial statements (both in Japanese yen and U.S. dollars) do not necessarily agree with the sums of the individual amounts.
Certain amounts in the prior year's financial statements have been reclassified to conform to the current year's presentation.

1. Scope of Consolidation

(1) Consolidated subsidiaries :33 companies

Name of principal consolidated subsidiaries:
(a) Domestic Companies
Amano Management Service Corporation, Amano Maintenance Engineering Corporation, Amano Business Solutions Corporation, Amano Musashi Electric Corporation, Amano Secure Japan Corporation, Environmental Technology Co., Ltd., Amano Agency Corporation
(b) Overseas Companies
AMANO USA HOLDINGS, Inc., AMANO CINCINNATI, INC., AMANO PIONEER ECLIPSE CORPORATION., AMANO MCGANN, INC., ACCU-TIME SYSTEMS, INC., AMANO TIME & ECOLOGY DE MEXICO S.A.DE C.V., AMANO EUROPE HOLDINGS, N.V., AMANO EUROPE, N.V., HOROQUARTZ S.A., AMANO MALAYSIA SDN. BHD., AMANO TIME & AIR SINGAPORE PTE. LTD., PT. AMANO INDONESIA, AMANO THAI INTERNATIONAL CO., LTD., AMANO INTERNATIONAL TRADING (SHANGHAI) CO., LTD., AMANO KOREA CORPORATION, Other 11 companies
Notes: For the fiscal year ended March 31, 2026, Amano Rent-a-Car Hub Co., Ltd. has been included in the scope of consolidation due to its establishment as a newly formed consolidated subsidiary.

(2) Name of unconsolidated subsidiaries

- Amano Software Engineering (Shanghai) Co.,Ltd.
- Mobile Parking Co.,Ltd.
- Amano India International Private Limited
- Amano Parking Europe N.V.

(The reason for excluding these subsidiaries from consolidation)
Unconsolidated subsidiaries are excluded from the scope of consolidation because these companies are small companies and the sums of each of the total assets, net sales, net income and retained earnings (equal to share interest) of these companies does not have any significant impacts on the consolidated financial statements.

2. Matters Concerning Application of the Equity Method

The number of an affiliated company accounted for by the equity method:1 company
The affiliate accounted for by the equity method is listed below:
- CREO CO., LTD.

The name of a major affiliated company that do not apply the equity method is listed below:
- Preferred Robotics, Inc.

(The reason for not applying the equity method)
Unconsolidated subsidiaries (4 companies) and an affiliate (1 company) are excluded from the scope of equity method because their net income or loss (equal to share interest) and retained earnings (equal to share interest) have a minimal effect on the consolidated financial statements and they are not significant as a whole.

3. Accounting Periods of Consolidated Subsidiaries

The accounts of the overseas consolidated subsidiaries are consolidated using their financial statements as of their respective fiscal year end, which falls on December 31, 2025 and necessary adjustments are made to their financial statements to reflect any significant transactions from January 1 to March 31, 2026. All significant intercompany balances and transactions are eliminated in consolidation.

4. Summary of Significant Accounting Policies

(1) Valuation standards and methods for significant assets

① Marketable securities
Held-to-maturity debt securities
Amortized cost method applied
Other securities for which market quotations are available are stated at fair value.
The fair value method based on the market price, etc. as of the end of the fiscal year
(Unrealized gains or losses on available-for-sale securities are included directly in the net assets, and costs of selling available-for-sale securities is calculated by the moving-average method.)
Other securities for which market quotations are unavailable are stated at cost for the moving-average method.
② Derivatives
The fair value method
③ Inventories
Inventories are stated at cost (after any writedown due to reduced profitability). Cost is determined principally using the periodic average method.

(2) Depreciation methods for significant depreciable assets

① Property, plant and equipment (excluding Leased Assets)
Property, plant and equipment are stated at cost, less accumulated depreciation. Depreciation is computed on the declining balance method, based on the estimated useful lives, except for buildings acquired on or after April 1, 1998 and for facilities attached to buildings and structures acquired on or after April 1, 2016, which are computed on the straight-line method.
The ranges of the useful lives of assets are:

Buildings and structures	5-50 years
Machinery and vehicles	7-17 years

② Intangible assets (excluding Leased Assets)
Intangible assets are amortized using the straight-line method.
Software developed for external sale is amortized over the estimated sales period (3 years). Software costs for internal use are amortized by the straight-line method over their expected useful lives (5 years).

③ Leased assets
Leased assets in finance lease transactions not involving transfer of ownership are depreciated by the straight-line method over the term of the lease, with a residual value of zero. For some of its subsidiaries which prepare the financial statements based on IFRS or US-GAAP, in principle, lessees recognize all leases on the balance sheet as assets and liabilities.

(3) Accounting standards for significant allowances, accruals and provisions

① Allowance for doubtful accounts
In general, the Company and its subsidiaries provide the allowance based on the past receivables loss experience for a certain reference period. Furthermore, for receivables from companies with financial difficulty, which could affect the debtors' ability to perform their obligations, the allowance is provided for estimated unrecoverable amounts individually.

② Accrued bonuses
In order to provide for the payment of bonuses to employees, the amount accrued for the current fiscal year is recorded based on the estimated amount of payment.

③ Accrued officers' bonuses
In order to provide for the payment of bonuses to directors, the amount accrued for the current fiscal year is recorded based on the estimated amount of payment.

④ Provision for stock benefit
In order to prepare for the payment of company stocks to employees under the stock benefit program, provision for stock benefit is recorded based on the estimated amount of stock benefit obligation corresponding to the merit points allocated to the employees in the current consolidated fiscal year.

⑤ Provision for directors' stock benefit
In order to prepare for the payment of company stocks to directors under the share payment program, provision for stock benefit is recorded based on the estimated amount of stock benefit obligation corresponding to the merit points allocated to the directors in the current consolidated fiscal year.

(4) Retirement benefits

① Method of attributing estimated amounts of retirement benefits to periods
The Company and some of its subsidiaries recognize accrued pension and severance costs to employees based on the actuarial valuation of projected benefit obligation and plan assets at their value. The retirement benefit obligation for employees is attributed to each period by the benefit formula method.

② Treatment method for actuarial differences and prior service costs
Prior service costs are amortized based on the straight-line method over a period years (7-10years) within the average remaining service period of employees. Actuarial gains and losses are amortized based on the straight-line method over a period years (7-10years) within the average remaining service period of employees starting from the beginning of the subsequent year of when the cost is incurred.

(5) Recognition criteria for significant revenue and expenses

The Company and its subsidiaries recognizes revenue based on the following five-step approach:
Step 1: Identify the contract(s) with a customer
Step 2: Identify the performance obligations in the contract
Step 3: Determine the transaction price
Step 4: Allocate the transaction price to the performance obligations in the contract
Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

Major businesses of the Company and its subsidiaries are the manufacturing and sales of Information Systems, Time Management Products, Parking Systems, Environmental Systems, and Clean Systems. See "Segment Information 1. Outline of Reporting Segments" for details. The Company and its subsidiaries normally recognize revenue for the sales of these products upon the completion of acceptance inspection by the customer, because the Company and its subsidiaries determine that the customer gains control over the products and its performance obligation is satisfied upon the completion of the customer's acceptance inspection. For some non-installed products and domestic sales of supplies, etc., if the period from shipment to acceptance inspection by the customer is normal, revenue is recognized at the time of shipment. Revenue is measured at the price promised to the customer in the contract, after deducting any trade discounts and/or returns, etc.
The Company and its subsidiaries may provide the customer with maintenance and other services related to these products. In this case, revenue for such services is recognized over the contract period as the performance obligations for such services are satisfied basically over the passage of time.
Revenue for some of construction contracts for Parking systems and Environmental systems businesses is recognized based on the percentage of completion pertaining to the satisfaction of performance obligation because the Company and its subsidiaries have determined that the performance obligation is satisfied over a certain period. For constructions whose construction period is extremely short, revenue is recognized when the installation that fully satisfies the performance obligation is completed. The percentage of completion pertaining to the satisfaction of performance obligation is estimated based on the percentage of actual cost to estimated total cost (input method) if the result of performance obligation can be reasonably measured.

(6) Foreign currency translation

Receivables and payables in foreign currencies are translated at the foreign exchange rates prevailing at the respective balance sheet dates and the resulting transaction gains or losses are included in net profit or loss for the period. Also the assets and liabilities of foreign subsidiaries are translated at the foreign exchange rates prevailing at the respective balance sheet dates. On the other hand, all the profit and loss accounts are translated at the average foreign exchange rates for the respective periods. Differences arising from translation are presented as "Foreign currency translation adjustments" and "Non-controlling shareholders' interests " in the net assets accompanying consolidated financial statements.

(7) Goodwill amortization method and amortization periods

Goodwill is amortized over its estimated useful life. If the amount of goodwill is immaterial, It is amortized in full in the year of acquisition.

(8) Cash and cash equivalents in the consolidated statements of cash flows

Cash and cash equivalents consist of cash on hand, cash in banks which can be withdrawn at any time and short-term investments with a maturity of three months or less when purchased and which can easily be converted to cash and are subject to little risk of change in value.

(9) Other important matters for preparation of consolidated financial statements

Not applicable

[2. Accounting Standard Issued but Not yet Applied]

・"Accounting Standard for leases" (Corporate Accounting Standards No.34, September 13, 2024)
・"Application Policy of Accounting Standard for leases" (Application Policy of Corporate Accounting Standards No.33, September 13, 2024)

(1) Overview

In accordance with international accounting standards, all leases by lessees are to be recognized as assets and liabilities.

(2) Scheduled date of application

It will be applied from the beginning of the fiscal year ending March 31, 2028.

(3) Effect of application of the accounting standards, etc.

The effect of application of the accounting standards, etc. on the consolidated financial statements is currently under evaluation.

[3. Additional Information]

(Directors' Compensation BIP Trust and Employee Stock Ownership Plan)
For the purpose of enhancing the motivation to contribute the improvement of medium to long-term business performance and to increase the corporate value, the Company and some of its subsidiaries have introduced the Compensation BIP Trust system for directors (excluding external directors and directors residing overseas) and operating officers (excluding officers residing overseas), as well as the Employee Stock Ownership Plan system for employees who meet the prescribed requirements.

① Outline of the system

Under the system, a trust is established with money contributed by the Company as a source, stocks of the Company are acquired by the trust, and the stocks are granted to the eligible persons. Furthermore, as for the executive compensation BIP trust, the trust period will be extended for the same period as the initial trust period as a stock compensation plan linked to the period of the 9th Medium-Term Business Plan which started in April 2023.

Under the Directors' Compensation BIP Trust, in accordance with the stock distribution rules and based on points granted according to the attainment level of numerical targets related to their positions and management indicators, stocks of the Company are provided by the trust to directors and operating officers.

Under the Employee Stock Ownership Plan, in accordance with the stock distribution rules and based on points granted according to their positions and operating performance, stocks of the Company are provided by the trust to employees who meet certain requirements.

② Stocks of the Company that remain in the trust

Stocks of the Company that remain in the trust are recorded as treasury shares in the net assets section with the book value of the trust (excluding incidental expenses).

The book value and the numbers of the treasury shares at March 31, 2026 are ¥1,999 million and 697,819 shares, respectively.

(United States Dollar Amounts)
The Company maintains its accounting records in Japanese yen. The U.S. dollar amounts included in the consolidated financial statements and notes there to represent the arithmetical results of translating Japanese yen to U.S. dollars at a rate of ¥159.93= US$1, the approximate effective rate of exchange prevailing on March 31, 2026. The inclusion of U.S. dollar amounts is solely for convenience of readers outside Japan and is not intended to imply that yen amounts could be converted, realized, or settled in U.S. dollars at that, or any other rate.

4. Consolidated Balance Sheet

1 Investments in Unconsolidated Subsidiaries and Affiliates

Among investments in securities, the amount in aggregate corresponding to unconsolidated subsidiaries and affiliates are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Investments in equity securities	¥2,690	**¥2,938**	**$18,371**
Others	53	**53**	**331**

2 Notes and accounts receivable—trade and contract assets

The amounts arising from the contract with the customer included in the notes receivable, accounts receivable and contract assets are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Trade notes receivable	¥859	**¥521**	**$3,258**
Accounts receivable	36,189	**33,022**	**206,478**
Contract assets	1,761	**3,553**	**22,216**

3 Other Current Liabilities

The amounts of contract liablity included in other current liabilities are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Contract liability	¥7,379	**¥6,849**	**$42,825**

5. Consolidated Statement of Income

1 Selling, General and Administrative Expenses

Selling, general and administrative expenses principally include:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Provision for employees' bonuses	¥2,440	**¥2,071**	**$12,949**
Provision for directors' bonuses	230	**156**	**975**
Retirement Benefit Expenses	1,097	**1,214**	**7,591**
Salaries and allowances	24,674	**25,258**	**157,932**
Provision for allowance for doubtful accounts	208	**93**	**582**
Provision for stock benefit	160	**150**	**938**
Provision for directors' stock benefit	122	**110**	**688**

2 Research and Development Costs

Research and development costs included in selling, general and administrative expenses and manufacturing cost are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Research and development costs	¥3,049	**¥3,392**	**$21,209**

3 Gain on Sale of Fixed Assets

Details of Gain on sale of fixed assets are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Buildings and structures	¥0	–	–
Machinery and equipment	9	**14**	**88**
Tools, Furniture and Fixtures	2	**0**	**0**
Total	¥12	**¥15**	**$94**

4 Loss on Disposal of Fixed Assets

Details of Loss on disposal of fixed assets are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Buildings and structures	¥8	**¥296**	**$1,851**
Machinery and equipment	2	**1**	**6**
Tools, Furniture and Fixtures	7	**5**	**31**
Leased Assets	34	**44**	**275**
Total	¥53	**¥348**	**$2,176**

5 Loss on Sale of Fixed Assets

Details of Loss on sale of fixed assets are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Tools, Furniture and Fixtures	0	**0**	**0**
Total	¥0	**¥0**	**$0**

6. Consolidated Statement of Comprehensive Income

1 The following table presents reclassification adjustments and tax effects allocated to each component of other comprehensive income:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Net unrealized gains (losses) on available-for-sale securities:			
Amount arising during the year	¥1,160	**¥2,779**	**$17,376**
Reclassification adjustments	(1,150)	**(1,853)**	**(11,586)**
Corporate tax and amount before tax effect	10	**926**	**5,790**
Corporate tax and tax effect	(60)	**(290)**	**(1,813)**
Net unrealized gains (losses) on other securities	(49)	**635**	**3,970**
Foreign currency translation adjustments:			
Amount arising during the year	2,974	**2,248**	**14,056**
Reclassification adjustments	–	**–**	**–**
Corporate tax and amount before tax effect	2,974	**2,248**	**14,056**
Corporate tax and tax effect	–	**–**	**–**
Translation adjustments	2,974	**2,248**	**14,056**
Remeasurements of defined benefit plans:			
Amount arising during the year	(188)	**1,242**	**7,766**
Reclassification adjustments	64	**78**	**488**
Corporate tax and amount before tax effect	(123)	**1,321**	**8,260**
Corporate tax and tax effect	7	**(390)**	**(2,439)**
Retirement benefits liability adjustments	(116)	**931**	**5,821**
Share of other comprehensive income of associates accounted for the using equity method:			
Amount arising during the year	(0)	**2**	**13**
Reclassification adjustments	–	**–**	**–**
Share of other comprehensive income of companies accounted for by the equity method	0	**2**	**13**
Total other comprehensive income (loss)	¥2,807	**¥3,818**	**$23,873**

7. Consolidated Statements of Changes in Net Assets

Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

1 Shares issued and outstanding

Share type	As of April 1, 2024	Increase	Decrease	As of March 31, 2025
Common shares	76,657,829	–	–	76,657,829

2 Shares of treasury shares

Share type	As of April 1, 2024	Increase	Decrease	As of March 31, 2025
Common shares	4,948,546	497,049	72,403	5,373,192

Notes:
Treasury shares at the end of the current fiscal year includes 721,481 shares of those held as trust assets in the Directors' Compensation BIP Trust and the Employee Stock Ownership Plan.
(Reason for the changes)
- Increase of 1,349 shares due to purchase of fractional shares
- Acquisition of 495,700 treasury shares based on the resolution of the Board of Directors dated April 25, 2024
- Decrease of 58,003 shares due to share delivery, etc. under the BIP trust for directors' compensation
- Decrease of 14,400 shares due to share delivery under the employee stock benefit trust

3 Stock options

Not applicable

4 Dividends

(1) Dividends paid

Resolution	Share type	Total dividend (Millions of Yen)	Dividend per share (Yen)	Date of record	Effective date
Regular shareholders meeting, June 27, 2024	Common stock	¥6,887	¥95	March 31, 2024	June 28, 2024
Board of directors meeting, October 29, 2024	Common stock	3,600	50	September 30, 2024	December 3, 2024

Notes:
"Total dividend" as determined by the regular general meeting of shareholders' resolution on June 27, 2024 includes dividends of ¥ 75 million on the Company's shares owned by Directors' Compensation BIP Trust and Employee Stock Ownership Plan.
"Total dividend" as determined by the Board of Directors' resolution on October 29, 2024 includes dividends of ¥ 36 million on the Company's shares owned by Directors' Compensation BIP Trust and Employee Stock Ownership Plan.

(2) Dividends for which the date of record falls in the current fiscal year, but the effective date will be next fiscal year.

Resolution	Share type	Dividend funding	Total dividend (Millions of Yen)	Dividend per share (Yen)	Date of record	Effective date
Regular shareholders meeting, June 27, 2025	Common stock	Retained earnings	¥9,000	¥125	March 31,2025	June 30, 2025

Notes:
"Total dividend" includes ¥ 90 million for dividends on the Company's shares owned by Directors' Compensation BIP Trust and Employee Stock Ownership Plan.

Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

1 Shares issued and outstanding

Share type	As of April 1, 2025	Increase	Decrease	As of March 31, 2026
Common shares	76,657,829	–	5,551,700	71,106,129

2 Shares of treasury shares

Share type	As of April 1, 2025	Increase	Decrease	As of March 31, 2026
Common shares	5,373,192	2,047,556	5,575,362	1,845,386

Notes:
Treasury shares at the end of the current fiscal year includes 697,819 shares of those held as trust assets in the Directors' Compensation BIP Trust and the Employee Stock Ownership Plan.

(Reason for the changes)
- Increase of 556 shares due to purchase of fractional share
- Acquisition of 900,000 treasury shares based on the Board of Directors' resolution dated April 24, 2025
- Acquisition of 1,147,000 treasury shares based on the Board of Directors' resolution dated January 30, 2026
- Decrease of 5,551,700 shares due to cancellation of treasury shares
- Decrease of 9,662 shares due to share delivery, etc. under the Directors' Compensation BIP Trust.
- Decrease of 14,000 shares due to share delivery under the Employee Stock Ownership Plan.

3 Stock options

Not applicable

4 Dividends

(1) Dividends paid

Resolution	Share type	Total dividend (Millions of Yen)	Total dividend (Thousands of U.S. dollars)	Dividend per share (Yen)	Dividend per share (U.S. dollars)	Date of record	Effective date
Regular shareholders meeting, June 27, 2025	Common stock	¥9,000	$56,275	¥125	$0.78	March 31, 2025	June 30, 2025
Board of directors meeting, October 29, 2025	Common stock	3,910	24,448	55	0.34	September 30,2025	December 2, 2025

Notes:
"Total dividend" as determined by the Regular shareholders meeting's resolution on June 27, 2025 includes dividends of ¥ 90 million on the Company's shares owned by Directors' Compensation BIP Trust and Employee Stock Ownership Plan.
"Total dividend" as determined by the Board of Directors' resolution on October 29, 2025 includes dividends of ¥ 39 million on the Company's shares owned by Directors' Compensation BIP Trust and Employee Stock Ownership Plan.

(2) Dividends for which the date of record falls in the fiscal year, but the effective date is after the end of the fiscal year.

Resolution	Share type	Dividend funding	Total dividend (Millions of Yen)	Total dividend (Thousands of U.S. dollars)	Dividend per share (Yen)	Dividend per share (U.S. dollars)	Date of record	Effective date
Regular shareholders meeting, June 29, 2026	Common stock	Retained earnings	¥8,744	$54,674	¥125	$0.78	March 31,2026	June 30, 2026

Notes:
"Total dividend" includes dividends of ¥ 87 million on the Company's shares owned by Directors' Compensation BIP Trust and Employee Stock Ownership Plan.

8. Consolidated Statement of Cash Flows

1 Reconciliations of cash and cash equivalents to the amounts shown in the consolidated balance sheet are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Cash and bank deposits	¥66,466	**¥60,786**	**$380,079**
Marketable securities	1,355	**900**	**5,627**
Sub total	67,821	**61,686**	**385,706**
Time deposits due over three months	(11,012)	**(12,362)**	**(77,296)**
Marketable securities due over three months	(950)	**(450)**	**(2,814)**
Cash and cash equivalents	¥55,859	**¥48,873**	**$305,590**

2 Supplemental disclosure of non-cash transactions
The significant non-cash transactions are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Leased assets	¥7,388	**¥6,761**	**$42,275**
Lease obligations	7,650	**7,273**	**45,476**

Notes:
The amount of treasury shares cancelled during the current consolidated fiscal year of 2026 was ¥16,257 million.

9. Lease Commitments

1 Finance lease

(lessees accounting)

Finance lease transactions not involving transfer of ownership

① Leased assets

Tangible assets:Mainly operating equipment (tools, furniture and fixtures) for the parking system business.

② Depreciation method

Leased assets are depreciated by the straight-line method over the term of the lease, with a residual value of zero.

(lessors accounting)

Expected amount of lease receivables to be collected after the end of the consolidated fiscal year

Millions of Yen

	Previous consolidated fiscal year (March 31, 2025)					
	Due within 1 year	Due between 1 year & 2 year	Due between 2 year & 3 year	Due between 3 year & 4 year	Due between 4 year & 5 year	Due over 5 year
Lease receivables	643	490	389	258	118	43

Millions of Yen

	Previous consolidated fiscal year (March 31, 2026)					
	Due within 1 year	Due between 1 year & 2 year	Due between 2 year & 3 year	Due between 3 year & 4 year	Due between 4 year & 5 year	Due over 5 year
Lease receivables	707	571	436	273	114	17

2 Operating lease

(lessees accounting)

As it is not important, it is omitted.

(lessors accounting)

As it is not important, it is omitted

10. Financial Instruments

1 Matters concerning the status of financial instruments

(1) Management policy
The management policy of the Company is to invest surplus funds into highly secure financial assets. The Company does not have any speculative trading.

(2) Financial instruments and their risks
Both notes receivable and accounts receivable as operating receivables are exposed to credit-related losses in the event of nonperformance by customers. Marketable securities and investments in securities are exposed to changes in market price. The Company holds marketable securities and investments in securities mainly as held-to-maturity or due to relationship-building with business clients. Notes payable, accounts payable and electronically recorded monetary claims as trade liabilities are due and payable within one year.

(3) Risk management policies

① Management policy for credit risks (losses in the event of nonperformance by business clients)
The Company has an established credit management policy, whereby credit risks exposure arising from both notes and accounts receivable is monitored on an ongoing basis in order to detect credit deterioration as well as to trigger appropriate minimizing measures at its early stages.
Held-to-maturity investments are subject to the examination and decision of the Funds Management Review Committee and accordingly, investments largely consist of negotiable deposits and high graded securities, which are considered to have minimal credit risk.

② Management policy for market risks (foreign currency exchanges and interest rates)
Marketable securities and investments in securities are marked to market and the financial condition of the issuer (client company) is monitored periodically.
In addition, the holdings of bonds and securities, other than held-to-maturity investments, are reviewed continuously, taking into consideration the relationship and other factors with the issuer.

③ Management policy for liquidity risk (in default on its financial obligations)
The Company has managed liquidity risk by holding appropriate funds based on the forecasts, and actual cash flow is monitored by the management.

(4) Supplementary explanation on the fair value of financial instruments
The fair values of financial instruments are based on quoted market prices. If quoted market prices are unavailable, the fair values are estimated based on the prices which are assessed as reasonable by the Company. Since the Company takes contingent variable factors into account when estimating the fair value, it would vary depending on the different preconditions.

2 Estimated fair value of financial instruments

Differences between carrying value and estimated fair value are as follows:

	Millions of Yen		
	2025		
	Carrying value	Estimated fair value	Difference in amounts
Marketable securities and investments in securities			
Held-to-maturity	¥4,418	¥4,370	(¥48)
Subsidiaries and affiliates	2,486	2,954	468
Other securities	11,284	11,284	–
Total (Assets)	¥18,189	¥18,609	¥420

	Millions of Yen			Thousands of U.S.dollars		
	2026			**2026**		
	Carrying value	**Estimated fair value**	**Difference in amounts**	**Carrying value**	**Estimated fair value**	**Difference in amounts**
Marketable securities and investments in securities						
Held-to-maturity	**¥3,505**	**¥3,438**	**(¥67)**	**$21,916**	**$21,497**	**($419)**
Subsidiaries and affiliates	**2,625**	**3,176**	**551**	**16,413**	**19,859**	**3,445**
Other securities	**11,774**	**11,774**	**–**	**73,620**	**73,620**	**–**
Total (Assets)	**¥17,905**	**¥18,389**	**¥483**	**$111,955**	**$114,982**	**$3,020**

Notes:
(1) "Cash and bank deposits," "Notes and accounts receivable—trade and contract assets," "Notes and accounts payable—trade," and "Electronically recorded obligations" are omitted as they are cash and their fair value is close to the book value since these items are settled in a short period of time.
(2) Financial instruments whose fair values are difficult to estimate are not included in "Marketable securities and investments in securities". These financial instruments are recorded in consolidated balance sheets are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Unlisted securities (Carrying value)	¥263	**¥372**	**$2,326**

Note1: Redemption schedule for monetary claims and securities with maturities subsequent to the balance sheet date is as follows:

	Millions of Yen			
	2025			
	Due 1 year or less	Due after 1 year through 5 years	Due after 5 year through 10 years	Due after 10 years
Cash and bank deposits	¥66,466	–	–	–
Notes and accounts receivable	37,049	–	–	–
Marketable securities and investments in securities:				
Held-to-maturity securities	950	¥450	¥2,718	¥300
Total	¥104,465	¥450	¥2,718	¥300

	Millions of Yen			
	2026			
	Due 1 year or less	**Due after 1 year through 5 years**	**Due after 5 year through 10 years**	**Due after 10 years**
Cash and bank deposits	**¥60,786**	**–**	**–**	**–**
Notes and accounts receivable	**33,543**	**–**	**–**	**–**
Marketable securities and investments in securities:				
Held-to-maturity securities	**450**	**¥450**	**¥2,605**	**–**
Total	**¥94,779**	**¥450**	**¥2,605**	**–**

	Thousands of U.S. dollars			
	2026			
	Due 1 year or less	**Due after 1 year through 5 years**	**Due after 5 year through 10 years**	**Due after 10 years**
Cash and bank deposits	**$380,079**	**–**	**–**	**–**
Notes and accounts receivable	**209,736**	**–**	**–**	**–**
Marketable securities and investments in securities:				
Held-to-maturity securities	**2,814**	**2,814**	**16,288**	**–**
Total	**$592,628**	**$2,814**	**$16,288**	**–**

Note2: Repayment schedule for long-term loans payable, lease obligations and other interest-bearing liabilities subsequent to the balance sheet date is as follows:

	Millions of Yen					
	2025					
	Due 1 year or less	Due after 1 year through 2 years	Due after 2 year through 3 years	Due after 3 year through 4 years	Due after 4 year through 5 years	Due after 5 Years
Long-term loans payable	–	–	–	–	–	–
Lease obligations	¥6,399	¥3,732	¥2,303	¥951	¥502	¥567
Total	¥6,399	¥3,732	¥2,303	¥951	¥502	¥567

	Millions of Yen					
	2026					
	Due 1 year or less	**Due after 1 year through 2 years**	**Due after 2 year through 3 years**	**Due after 3 year through 4 years**	**Due after 4 year through 5 years**	**Due after 5 Years**
Long-term loans payable	–	–	–	–	–	–
Lease obligations	**¥5,236**	**¥3,914**	**¥2,418**	**¥1,071**	**¥576**	**¥755**
Total	**¥5,236**	**¥3,914**	**¥2,418**	**¥1,071**	**¥576**	**¥755**

	Thousands of U.S. dollars					
	2026					
	Due 1 year or less	**Due after 1 year through 2 years**	**Due after 2 year through 3 years**	**Due after 3 year through 4 years**	**Due after 4 year through 5 years**	**Due after 5 Years**
Long-term loans payable	–	–	–	–	–	–
Lease obligations	**$32,739**	**$24,473**	**$15,119**	**$6,697**	**$3,602**	**$4,721**
Total	**$32,739**	**$24,473**	**$15,119**	**$6,697**	**$3,602**	**$4,721**

3 Matters concerning the breakdown of financial instruments by fair value level

The fair value of financial instruments is classified into the following three levels according to the observability and importance of the input related to the calculation of the fair value.

Level 1:quoted prices in active markets for identical assets or liabilities that are observable by the entity at the measurement date are used
Level 2:inputs other than quoted market prices included within Level 1 that are observable for the asset or liability, either directly or indirectly are used
Level 3:Unobservable inputs are used

If the inputs used to measure fair value are categorized into different levels of the fair value hierarchy, the fair value measurement is categorized in its entirety in the level of the lowest level input that is significant to the entire measurement (based on the application of judgement).

(1) Financial instruments recorded on the consolidated balance sheet at fair value are as follows:

	2025			
	Fair values (Millions of Yen)			
	Level 1	Level 2	Level 3	Total
Marketable securities and investments in securities:				
Other securities	¥10,879	¥405	–	¥11,284
Total	¥10,879	¥405	–	¥11,284

	2026			
	Fair values (Millions of Yen)			
	Level 1	**Level 2**	**Level 3**	**Total**
Marketable securities and investments in securities:				
Other securities	**¥11,324**	**¥450**	**–**	**¥11,774**
Total	**¥11,324**	**¥450**	**–**	**¥11,774**

	Thousands of U.S. dollars			
	2026			
	Level 1	**Level 2**	**Level 3**	**Total**
Marketable securities and investments in securities:				
Other securities	**$70,806**	**$2,814**	**–**	**$73,620**
Total	**$70,806**	**$2,814**	**–**	**$73,620**

(2) Financial instruments that are not recorded on the consolidated balance sheet at fair value are as follows:

	2025			
	Fair values (Millions of Yen)			
	Level 1	Level 2	Level 3	Total
Marketable securities and investments in securities:				
Held-to-maturity	–	¥4,370	–	¥4,370
Subsidiaries and affiliates	¥2,954	–	–	2,954
Total	¥2,954	¥4,370	–	¥7,324

	2026			
	Fair values (Millions of Yen)			
	Level 1	**Level 2**	**Level 3**	**Total**
Marketable securities and investments in securities:				
Held-to-maturity	**–**	**¥3,438**	**–**	**¥3,438**
Subsidiaries and affiliates	**¥3,176**	**–**	**–**	**3,176**
Total	**¥3,176**	**¥3,438**	**–**	**¥6,615**

	Thousands of U.S. dollars			
	2026			
	Level 1	**Level 2**	**Level 3**	**Total**
Marketable securities and investments in securities:				
Held-to-maturity	**–**	**$21,497**	**–**	**$21,497**
Subsidiaries and affiliates	**$19,859**	**–**	**–**	**19,859**
Total	**$19,859**	**$21,497**	**–**	**$41,362**

Notes:Explanation of the valuation technique used to calculate the fair value and the inputs related to the measurement of the fair value.
Marketable securities and investments in securities:
The fair value of listed stocks is evaluated using the price of the exchange. Listed stocks are traded in active markets and are therefore classified as Level 1 fair value.
Bonds and investment trusts are classified as Level 2 since they are evaluated using the prices offered by the financial institutions.
Since certificates of deposit are short-term, their fair value is almost equal to their book value, so they are classified as Level 2 although they are based on the book value.

11. Marketable securities

1 Held-to-maturity securities

	Millions of Yen		
	2025		
	Carrying value	Fair value	Unrealized gains (losses)
Held-to-maturity securities with fair value exceeding carrying value	–	–	–
Held-to-maturity securities with fair value not exceeding carrying value	4,418	4,370	(48)
Total	¥4,418	¥4,370	(¥48)

	Millions of Yen			Thousands of U.S.dollars		
	2026			2026		
	Carrying value	**Fair value**	**Unrealized gains (losses)**	**Carrying value**	**Fair value**	**Unrealized gains (losses)**
Held-to-maturity securities with fair value exceeding carrying value	–	–	–	–	–	–
Held-to-maturity securities with fair value not exceeding carrying value	**3,505**	**3,438**	**(67)**	**21,916**	**21,497**	**(419)**
Total	**¥3,505**	**¥3,438**	**(¥67)**	**$21,916**	**$21,497**	**($419)**

2 Other securities

	Millions of Yen		
	2025		
	Carrying value	Acquisition cost	Unrealized gains (losses)
Other securities with carrying value exceeding acquisition cost			
Stocks	¥10,560	¥3,628	¥6,931
Other	126	121	5
Subtotal	10,686	3,749	6,936
Other securities with carrying value not exceeding acquisition cost			
Stocks	318	400	(81)
Other	279	287	(8)
Subtotal	598	688	(89)
Total	¥11,284	¥4,437	¥6,847

	Millions of Yen			Thousands of U.S.dollars		
	2026			2026		
	Carrying value	**Acquisition cost**	**Unrealized gains (losses)**	**Carrying value**	**Acquisition cost**	**Unrealized gains (losses)**
Other securities with carrying value exceeding acquisition cost						
Stocks	**¥11,038**	**¥3,247**	**¥7,791**	**$69,018**	**$20,303**	**$48,715**
Bond	–	–	–	–	–	–
Other	**135**	**128**	**6**	**844**	**800**	**38**
Subtotal	**11,174**	**3,376**	**7,798**	**69,868**	**21,109**	**48,759**
Other securities with carrying value not exceeding acquisition cost						
Stocks	**285**	**302**	**(17)**	**1,782**	**1,888**	**(106)**
Bond	–	–	–	–	–	–
Other	**314**	**321**	**(7)**	**1,963**	**2,007**	**(44)**
Subtotal	**599**	**624**	**(24)**	**3,745**	**3,902**	**(150)**
Total	**¥11,774**	**¥4,001**	**¥7,773**	**$73,620**	**$25,017**	**$48,603**

3 Other securities sold

No sale of other securities was recorded for the year ended March 31, 2024.

	Millions of Yen		
	2025		
	Sales price	Gain on sale	Loss on sale
Stocks	¥1,797	¥1,228	¥1
Bond	–	–	–
Other	–	–	–
Total	¥1,797	¥1,228	¥1

	Millions of Yen			Thousands of U.S.dollars		
	2026			2026		
	Sales price	**Gain on sale**	**Loss on sale**	**Sales price**	**Gain on sale**	**Loss on sale**
Stocks	**¥2,334**	**¥1,853**	–	**14,594**	**11,586**	–
Bond	–	–	–	–	–	–
Other	–	–	–	–	–	–
Total	**¥2,334**	**¥1,853**	–	**$14,594**	**$11,586**	–

4 Impaired securities

If the market value at the end of the period falls by 50% or more compared to the acquisition cost, the entire amount will be treated as impairment loss, and if it falls by 30% to 50%, the amount deemed necessary in consideration of the possibility of recovery will be treated as impairment loss.

Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025):

Impairment treatment on a portion of investment securities was carried out, recording a loss on valuation of investment securities of 146 million yen.

Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026):

Not applicable

12. Derivative transaction

Not applicable

13. Retirement Benefits

1 Outline of the retirement benefit plans adopted

The Company adopted a defined benefit corporate pension scheme and a defined contribution pension scheme as part of its retirement benefit plan.

In addition, several subsidiaries have lump-sum payment plans and a defined benefit corporate pension plan. They calculate assets and liabilities for retirement benefits, and the retirement benefit expenses by means of a simplified method.

2 Defined benefit plans (excluding plans to which the simplified method is applied)

(1) Reconciliation of balance of retirement benefit obligation at the beginning and the end of the year

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Balance at the beginning of the year	¥13,606	**¥12,226**	**$76,446**
Service cost	971	**922**	**5,765**
Interest cost	173	**219**	**1,369**
Actuarial loss	(249)	**(798)**	**(4,990)**
Retirement benefits paid	(2,219)	**(1,180)**	**(7,378)**
Other	(56)	**35**	**219**
Balance at the end of the year	¥12,226	**¥11,424**	**$71,431**

(2) Reconciliation of balance of pension assets at the beginning and the end of the year

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Balance at the beginning of the year	¥12,099	**¥10,968**	**$68,580**
Expected return on plan assets	316	**281**	**1,757**
Actuarial loss	(435)	**448**	**2,801**
Contributions by the Company	861	**878**	**5,490**
Retirement benefits paid	(1,846)	**(1,039)**	**(6,497)**
Other	(27)	**22**	**138**
Balance at the end of the year	¥10,968	**¥11,559**	**$72,275**

(3) Reconciliation of balance of retirement benefit obligation and pension assets at the end of year and net defined benefit liabilities and assets recognized on the consolidated balance sheet

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Funded retirement benefit obligation	¥12,032	**¥11,178**	**$69,893**
Plan assets at fair value	(10,968)	**(11,559)**	**(72,275)**
	1,064	**(380)**	**(2,376)**
Unfunded retirement benefit obligation	193	**245**	**1,532**
Net liability for retirement benefits in the balance sheet	1,258	**(135)**	**(844)**
			0
Liability for retirement benefits	1,258	**414**	**2,589**
Asset for retirement benefits	–	**(550)**	**(3,439)**
Net defined benefit liabilities in the balance sheet	¥1,258	**(¥135)**	**($844)**

(4) Retirement benefit expenses and a detailed breakdown

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Service cost	¥971	**¥922**	**$5,765**
Interest cost	173	**219**	**1,369**
Expected return on plan assets	(316)	**(281)**	**(1,757)**
Amortization of actuarial loss	62	**74**	**463**
Retirement benefit expense	¥890	**¥935**	**$5,846**

(5) Reconciliation related to retirement benefits

Breakdown of items (corporate tax and prior to tax effect deduction) recognized as adjustments related to retirement benefits are as follows.

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Actuarial loss (gain)	(¥123)	**¥1,321**	**$8,260**
Total	(¥123)	**¥1,321**	**$8,260**

(6) Cumulative adjustments related to retirement benefits

Breakdown of items (corpotrate tax and prior to tax effect deduction) recognized as cumulative adjustments related to retirement benefits are as follows.

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Unrecognized actuarial loss	¥209	**¥1,531**	**$9,573**
Total	¥209	**¥1,531**	**$9,573**

(7) Pension assets

① Breakdown of principal pension assets

The main categories by percentage of total pension assets are as follows.

	Millions of Yen	
	2025	**2026**
General accounts	12%	**13%**
Bonds	51%	**49%**
Stocks	23%	**27%**
Other	14%	**11%**
Total	100%	**100%**

② Method for setting long-term expected rate of return

The current and projected allocation of pension assets and the current and future long-term rates of return for the diverse assets that comprise the pool of pension assets are considered when determining the long-term expected rate of return on pension assets.

(8) Actuarial assumptions

Major actuarial assumptions (weighted-average) used are as follows.

	Millions of Yen	
	2025	**2026**
Discount rate	2.3%	**3.2%**
Expected long-term rate of return on plan assets	2.7%	**2.8%**
Expected rates of salary increases	4.2%	**4.2%**

3 Defined benefit plans to which the simplified method is applied

(1) Adjustment of balance of defined benefit plans to which the simplified method is applied in the retirement benefit obligation at the beginning and the end of the year

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Balance at the beginning of the year	¥71	**¥93**	**$582**
Retirement benefit expense	64	**54**	**338**
Retirement benefits paid	(21)	**(36)**	**(225)**
Contributions to plans	(24)	**(25)**	**(156)**
Other	2	**2**	**13**
Balance at the end of the year(Note)	¥93	**¥88**	**$550**

Note:
1) The amounts are shown after deducting the beginning balance of assets related to retirement benefits (¥142 million for the previous fiscal year ended March 31, 2025 and ¥131 million for the current fiscal year ended March 31, 2026).
2) The amounts are shown after deducting the ending balance of assets related to retirement benefits (¥131 million for the previous fiscal year ended March 31, 2025 and ¥144 million for the current fiscal year ended March 31, 2026).

(2) Adjustment of balance of Retirement Benefit Obligations and Pension Assets at the End of the Year and Retirement Benefit Liabilities and Retirement Benefit assets recorded on the Consolidated Balance Sheets

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Funded retirement benefit obligation	¥382	**¥414**	**$2,589**
Plan assets at fair value	(470)	**(518)**	**(3,239)**
	(87)	**(103)**	**(644)**
Unfunded retirement benefit obligation	180	**191**	**1,194**
Net liability for retirement benefits in the balance sheet	93	**88**	**550**
Liability for retirement benefits	224	**232**	**1,451**
Asset for retirement benefits	(131)	**(144)**	**(900)**
Net liability for retirement benefits in the balance sheet	¥93	**¥88**	**$550**

(3) Retirement Benefit Expenses
Retirement benefit expenses calculated using the simplified method are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Retirement benefit expenses	¥64	**¥54**	**$338**

4 Defined Contribution Plan

Contributions to defined contribution plans of the Company and its consolidated subsidiaries are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Contributions to defined contribution plans	¥660	**¥715**	**$4,471**

14. Stock Option, etc.

Not applicable for the year ended March 31, 2025 and 2026.

15. Tax Effect Accounting

1 The principal components of deferred tax assets and deferred tax liabilities are as follows:

	Millions of Yen		Thousands of U.S.dollars
	2025	**2026**	**2026**
Deferred tax assets:			
Accrued enterprise tax	¥255	**¥202**	**$1,263**
Accrued employees' bonuses	1046	**855**	**5,346**
Net liability for retirement benefits	397	**153**	**957**
Loss carried forward (Note2)	1,648	**1,805**	**11,286**
Loss on write-down of investments in securities	632	**608**	**3,802**
Surplus on allowance for doubtful accounts	154	**119**	**744**
Unrealized gains	747	**826**	**5,165**
Others	3,349	**2,869**	**17,939**
Subtotal deferred tax assets	8,232	**7,440**	**46,520**
Less: valuation allowance for tax loss carryforwards(Note2)	(1,500)	**(1,542)**	**(9,642)**
Less: valuation allowance for deductible temporary difference	(2,288)	**(159)**	**(994)**
Subtotal valuation allowance (Note1)	(3,789)	**(1,701)**	**(10,636)**
Total deferred tax assets	4,442	**5,738**	**35,878**
Deferred tax liabilities:			
Retirement benefit asset	–	**(217)**	**(1,357)**
Unrealized loss on other securities	(1,974)	**(2,256)**	**(14,106)**
Others	(253)	**(215)**	**(1,344)**
Total deferred tax liabilities	(2,227)	**(2,689)**	**(16,814)**
Net deferred tax assets	¥2,215	**¥3,048**	**$19,058**

Notes:
1)The valuation allowance decreased by ¥2,087 million, primarily reflecting the reversal of ¥2,112 million due to improved performance of the U.S. group companies.
2)Breakdown of net operating loss carryforwards and valuation allowance by expiry:

	Millions of Yen							
	2025							
	Due in 1 Year or Less	Due after 1 Year through 2 Years	Due after 2 Years through 3 Years	Due after 3 Years through 4 Years	Due after 4 Years through 5 Years	Due after 5 Years	Total	
Net operating loss carryforwards (a)	–	–	–	–	¥24	¥1,623	¥1,648	
Valuation allowance	–	–	–	–	(24)	(1,476)	(1,500)	
Deferred tax assets	–	–	–	–	–	¥147	¥147	(b)

	Millions of Yen							
	2026							
	Due in 1 Year or Less	**Due after 1 Year through 2 Years**	**Due after 2 Years through 3 Years**	**Due after 3 Years through 4 Years**	**Due after 4 Years through 5 Years**	**Due after 5 Years**	**Total**	
Net operating loss carryforwards (a)	**–**	**–**	**–**	**¥25**	**¥57**	**¥1,721**	**¥1,805**	
Valuation allowance	**–**	**–**	**–**	**(25)**	**(57)**	**(1,459)**	**(1,542)**	
Deferred tax assets	**–**	**–**	**–**	**–**	**–**	**¥262**	**¥262**	(b-1)

(a) The amount is determined by multiplying the corresponding net operating loss carryforwards by the effective statutory tax rate.
(b-1)Deferred tax assets of ¥ 147 million are related to tax loss carryforwards of ¥ 1,648 million. The tax loss carryforwards for which the Company recognized deferred tax assets are determined to be recoverable by expected future taxable income.

	Thousands of U.S. dollars							
	2026							
	Due in 1 Year or Less	**Due after 1 Year through 2 Years**	**Due after 2 Years through 3 Years**	**Due after 3 Years through 4 Years**	**Due after 4 Years through 5 Years**	**Due after 5 Years**	**Total**	
Net operating loss carryforwards (a)	**–**	**–**	**–**	**¥156**	**¥356**	**$10,761**	**$11,286**	
Valuation allowance	**–**	**–**	**–**	**(156)**	**(356)**	**(9,123)**	**(9,642)**	
Deferred tax assets	**–**	**–**	**–**	**–**	**–**	**$1,638**	**$1,638**	(b-2)

(a) The amount is determined by multiplying the corresponding net operating loss carryforwards by the effective statutory tax rate.
(b-2)Deferred tax assets of ¥ 262 million are related to tax loss carryforwards of ¥ 1,805 million. The tax loss carryforwards for which the Company recognized deferred tax assets are determined to be recoverable by expected future taxable income.

2 Breakdown of major items causing the difference between the statutory tax rate and the tax burden rate after applying tax-effect accounting

	2025	**2026**
Effective statutory tax rate	–	**30.6 %**
Adjustments:		
Entertainment and other nondeductible expenses	–	**0.9 %**
Dividends and other nontaxable income	–	**(5.3) %**
Inhabitant tax on per capita levy	–	**0.3 %**
Nondeductible amortization of goodwill	–	**0.4 %**
Eliminated dividend received from subsidiaries	–	**5.4 %**
Realization of tax benefits on operating losses	–	**(0.0) %**
Tax credit for research and development expenses	–	**(0.2) %**
Valuation allowance	–	**(8.6) %**
Difference of foreign subsidiaries' taxation rates	–	**(1.5) %**
Equity in earnings of affiliates	–	**(0.3) %**
Others	–	**(0.1) %**
Actual effective tax rate after adoption of tax effect accounting	–	**21.6 %**

Notes:
In the previous consolidated fiscal year of 2025, the difference between the statutory effective tax rate and the effective income tax rate after the application of tax effect accounting was 5% or less of the statutory effective tax rate; accordingly, the related disclosure has been omitted.

16. Asset Retirement Obligations

Omitted as the total amount of the asset retirement obligations is immaterial for the year ended March 31, 2025 and 2026.

17. Rental and Other Real Estates

Omitted as the total amount of investment property is immaterial for the year ended March 31, 2025 and 2026.

18. Revenue Recognition

1 Disaggregated information for revenue generated from contracts with customers

	Millions of Yen		
	2025		
	Reportable segments		
	Time Information System business	Environment System business	Total
Information Systems	¥39,953	–	¥39,953
Time Management Products	2,436	–	2,436
Parking Systems	92,357	–	92,357
Environmental Systems	–	¥25,306	25,306
Clean Systems	–	14,267	14,267
Revenue generated from contracts with customers	¥134,746	¥39,574	¥174,321
Other revenue	1,102	–	1,102
Revenue generated from external customers	¥135,849	¥39,574	¥175,423

Note: Other revenues consist of lease revenues that fall within the scope of accounting standards for lease transactions.

	Millions of Yen		
	2026		
	Reportable segments		
	Time Information System business	**Environment System business**	**Total**
Information Systems	**¥41,631**	–	**¥41,631**
Time Management Products	**2,251**	–	**2,251**
Parking Systems	**92,119**	–	**92,119**
Environmental Systems	–	**25,557**	**25,557**
Clean Systems	–	**13,983**	**13,983**
Revenue generated from contracts with customers	**¥136,002**	**¥39,541**	**¥175,543**
Other revenue	**923**	–	**923**
Revenue generated from external customers	**¥136,925**	**¥39,541**	**¥176,467**

Note: Other revenues consist of lease revenues that fall within the scope of accounting standards for lease transactions.

	Thousands of U.S. dollars		
	2026		
	Reportable segments		
	Time Information System business	**Environment System business**	**Total**
Information Systems	**$260,308**	–	**$260,308**
Time Management Products	**14,075**	–	**14,075**
Parking Systems	**575,996**	–	**575,996**
Environmental Systems	–	**159,801**	**159,801**
Clean Systems	–	**87,432**	**87,432**
Revenue generated from contracts with customers	**$850,385**	**$247,239**	**$1,097,624**
Other revenue	**5,771**	–	**5,771**
Revenue generated from external customers	**$856,156**	**$247,239**	**$1,103,401**

Note: Other revenues are lease revenues that fall within the scope of accounting standards for lease transactions.

2 Basis for understanding the revenue generated from contracts with customers

The information that is the basis for understanding the revenue generated from contracts with customers is described in the "4. Summary of Significant Accounting Policies (5) Recognition criteria for significant revenue and expenses" in "Notes to Consolidated Financial Statements".

3 Information about the relationship between the fulfillment of performance obligations based on the contract with customers and cash flow generated from the contract, and the amount and timing of revenue expected to be recognized from the contract with customers existing at the end of the current consolidated fiscal year after the next consolidated fiscal year.

Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Balance of contract assets and contract liabilities, etc.

	Millions of Yen
	2025
Receivables generated from contracts with customers (Balance at the beginning of the year)	¥33,453
Receivables generated from contracts with customers (Balance at the end of the year)	37,049
Contract assets (Balance at the beginning of the year)	2,585
Contract assets (Balance at the end of the year)	1,761
Contract liability (Balance at the beginning of the year)	6,979
Contract liability (Balance at the end of the year)	7,379

On the consolidated balance sheet, contract assets are recorded in "Notes and accounts receivable—trade and contract assets", and contract liabilities are recorded in "Other current liabilities".
Contract assets are unbilled accounts receivable related to revenue recognized based on progress measurement in construction contracts for some Parking Systems and Environmental Systems businesses, and are transferred to trade receivables at the time of customer acceptance. Consideration for these performance obligations is generally received within one year after the performance obligation is satisfied, according to separately determined payment conditions, and does not include any significant financing components.
In addition, there are no significant financial factors in the receivables arising from contracts with the Company group's customers.
Contract liabilities are primarily customer advance payments in contracts that continue to provide services. Of the outstanding contract liabilities at the beginning of the period, the amount of revenue recognized in the current consolidated fiscal year is 5,046 million yen.
Also, the amount of revenue recognized from performance obligations that have been satisfied(or partially satisfied) in previous periods, are immaterial.

(2) Transaction price allocated to residual performance obligations
The Company group applies practical expedients, and the above amounts do not include transaction prices related to unsatisfied performance obligations with an initially expected remaining period of one year or less.
As of March 31, 2025, the total transaction price allocated to the remaining performance obligations is 6,182 million yen. The remaining performance obligation is related to construction contracts for some Parking Systems and Environmental Systems business, and is expected to be recognized as revenue typically within two years depending on the progress of construction.
Also, there are no significant amounts not included in the transaction price in the consideration arising from the contract with the customers.

Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Balance of contract assets and contract liabilities, etc.

	Millions of Yen	Thousands of U.S. dollars
	2026	**2026**
Receivables generated from contracts with customers (Balance at the beginning of the year)	**¥37,049**	**$231,658**
Receivables generated from contracts with customers (Balance at the end of the year)	**33,543**	**209,736**
Contract assets (Balance at the beginning of the year)	**1,761**	**11,011**
Contract assets (Balance at the end of the year)	**3,553**	**22,216**
Contract liability (Balance at the beginning of the year)	**7,379**	**46,139**
Contract liability (Balance at the end of the year)	**6,849**	**42,825**

On the consolidated balance sheet, contract assets are recorded in "Notes and accounts receivable—trade and contract assets", and contract liabilities are recorded in "Other current liabilities".
Contract assets are unbilled accounts receivable related to revenue recognized based on progress measurement in construction contracts for some Parking Systems and Environmental Systems businesses, and are transferred to trade receivables at the time of customer acceptance. Consideration for these performance obligations is generally received within one year after the performance obligation is satisfied, according to separately determined payment conditions, and does not include any significant financing components.
In addition, there are no significant financial factors in the receivables arising from contracts with the Company group's customers.
Contract liabilities are primarily customer advance payments in contracts that continue to provide services. Of the outstanding contract liabilities at the beginning of the period, the amount of revenue recognized in the current consolidated fiscal year is 5,693 million yen.
Also, the amount of revenue recognized from performance obligations that have been satisfied(or partially satisfied) in previous periods, are immaterial.

(2) Transaction price allocated to residual performance obligations
The Company group applies practical expedients, and the above amounts do not include transaction prices related to unsatisfied performance obligations with an initially expected remaining period of one year or less.
As of March 31, 2026, the total transaction price allocated to the remaining performance obligations is 5,568 million yen. The remaining performance obligation is related to construction contracts for some Parking Systems and Environmental Systems business, and is expected to be recognized as revenue typically within two years depending on the progress of construction.
Also, there are no significant amounts not included in the transaction price in the consideration arising from the contract with the customers.

19. Reportable Segment Information

1 Outline of reporting segments

The reportable segments are defined as those business units which constitute the Company and from which separate financial information can be obtained. The reportable segments are periodically reviewed by the Company's highest decision-making body to determine the allocation of management resources and evaluate financial results.
The Company maintains several business units at its head office, separated into product and service types. The role of these business units is to formulate and implement domestic business strategies for similar types of products and services. In overseas business, meanwhile, local subsidiaries in each region develop strategies in their respective business fields in cooperation with the relevant business unit at its head office and carry out business activities in accordance with such strategy.
Based on the above, the Company divides its business into two segments, from which separate financial information can be obtained on a consolidated basis: the Time Information System business and the Environment System business. The operating results of these two segments are periodically reviewed by the Company's highest decision-making body to determine the allocation of management resources and evaluate financial results.
As described above, the Company's reporting segments consist of the Time Information System business and the Environment System business.
The Time Information System business and the Environment System business manufacture and sell the following products:

Business segment	Sales category	Principal products
Time Information System business	Information Systems	Time & Attendance (T&A), Human Resource (HR) systems, payroll information systems, access control, proximity IC card solutions, system time recorders, T&A and HR and payroll ASP services, time distribution and authentication services (digital time stamps)
	Time Management Products	PC-linked time recorders, online time recorders, computerized time recorders, standard electronic time recorders, electronic time stamps, patrol recorders
	Parking Systems	Automatic fee settlement systems, access control systems, parking lot management systems, bicycle parking lot management systems, automatic time registers, parking tower management systems, Internet-based parking guidance systems, commissioned parking lot management business
Environment System business	Environmental Systems	Industrial vacuum cleaners, standard dust collectors, mist collectors, fume collectors, large dust collection systems, deodorization systems, high-temperature hazardous-gas removal systems, pneumatic powder conveyance systems, environmental equipment monitoring/maintenance support systems
	Clean Systems	Commercial vacuum cleaners, automatic floor scrubbers, robotic floor scrubbers, road and industrial sweepers, high-speed burnishers, polisher chemical products, supplies and accessories, wooden floor sanding machines, consigned janitorial management services, electrolytic water cleaning systems, alkaline electrolytic water

2 Methodology for determining Net Sales, Profit/Loss, Assets, Liabilities, and other Line Item amounts by reporting segment

The accounting methods of the reported business segments are in accordance with the accounting policies adopted to prepare the consolidated financial statements.
Profits for the reporting segments are reported at the operating profit level.
Intersegment internal earnings and transfers are based on prevailing market prices.

3 Sales, profits or losses, assets and other items by reportable segments

	Millions of Yen				
	2025				
	Reportable segments			Adjustments/ Eliminations	Consol:dated
	Time information system business	Environment system business	Total		
Net sales:					
Sales to third parties	¥135,849	¥39,574	¥175,423	–	¥175,423
Intersegment sales and transfers	–	–	–	–	–
Total	135,849	39,574	175,423	–	175,423
Segment profit or loss	22,831	4,525	27,356	(¥4,316)	23,040
Segment assets	100,271	32,316	132,588	61,750	194,338
Depreciation and amortization	9,664	869	10,533	480	11,013
Investment in equity-method affiliates	2,486	–	2,486	–	2,486
Increase in tangible and intangible fixed assets	11,316	1,000	12,316	304	12,620

Notes1: The adjustments / Eliminations amounts are as follows;
(1)The adjustment amount (JPY4,316M) of segment loss is the corporate expenses that have not been allocated to each reporting segment.
The corporate expenses are primarily general administrative expenses not attributable to the reporting segments.
(2)The adjustment amount JPY61,750M of segment assets is the corporate assets that have not been allocated to each reporting segment.
The corporate assets are primarily assets related to the administrative department.
Notes2: Segment profit or loss are adjusted with the operating profit from the consolidated income statement.

	Millions of Yen				
	2026				
	Reportable segments			**Adjustments/ Eliminations**	**Consol:dated**
	Time information system business	**Environment system business**	**Total**		
Net sales:					
Sales to third parties	**¥136,925**	**¥39,541**	**¥176,467**	**–**	**¥176,467**
Intersegment sales and transfers	**–**	**–**	**–**	**–**	**–**
Total	**136,925**	**39,541**	**176,467**	**–**	**176,467**
Segment profit or loss	**22,064**	**4,918**	**26,983**	**(4,432)**	**22,551**
Segment assets	**107,011**	**33,024**	**140,036**	**53,059**	**193,096**
Depreciation and amortization	**9,205**	**955**	**10,161**	**488**	**10,649**
Investment in equity-method affiliates	**2,625**	**–**	**2,625**	**–**	**2,625**
Increase in tangible and intangible fixed assets	**12,138**	**976**	**13,115**	**591**	**13,706**

	Thousands of U.S. dollars				
	2026				
	Reportable segments			**Adjustments/ Eliminations**	**Consol:dated**
	Time information system business	**Environment system business**	**Total**		
Net sales:					
Sales to third parties	**$856,156**	**$247,239**	**$1,103,401**	**–**	**$1,103,401**
Intersegment sales and transfers	**–**	**–**	**–**	**–**	**–**
Total	**856,156**	**247,239**	**1,103,401**	**–**	**1,103,401**
Segment profit or loss	**137,960**	**30,751**	**168,718**	**(27,712)**	**141,005**
Segment assets	**669,111**	**206,490**	**875,608**	**331,764**	**1,207,378**
Depreciation and amortization	**57,556**	**5,971**	**63,534**	**3,051**	**66,585**
Investment in equity-method affiliates	**16,413**	**–**	**16,413**	**–**	**16,413**
Increase in tangible and intangible fixed assets	**75,896**	**6,103**	**82,005**	**3,695**	**85,700**

Notes1: The adjustments / Eliminations amounts are as follows;
(1)The adjustment amount (JPY 4,432M) of segment loss is the corporate expenses that have not been allocated to each reporting segment.
The corporate expenses are primarily general administrative expenses not attributable to the reporting segments.
(2)The adjustment amount JPY53,059M of segment assets is the corporate assets that have not been allocated to each reporting segment.
The corporate assets are primarily assets related to the administrative department.
Notes2: Segment profit or loss are adjusted with the operating profit from the consolidated income statement.

20. Related Information

Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

1 Information by product and service

Since similar information is disclosed in the segment information, the description is omitted.

2 Geographic Segments

(1) Net sales

Millions of Yen

Japan	North America	Korea	Others	Total
¥93,101	¥21,912	¥27,016	¥33,394	¥175,423

Note: Sales are based on the location of customers and are classified by country or region.

(2) Tangible fixed assets

Millions of Yen

Japan	China	Korea	Others	Total
¥18,338	¥6,686	¥3,312	¥4,031	¥32,368

3 Information by major customer

Not applicable because there is no single customer who accounts for more than 10% of net sales shown in the consolidated statement of income.

Fiscal Year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

1 Information by product and service

Since similar information is disclosed in the segment information, the description is omitted.

2 Geographic Segments

(1) Net sales

Millions of Yen

Japan	North America	Korea	Others	Total
¥91,718	¥23,212	¥28,464	¥33,071	¥176,467

Note: Sales are based on the location of customers and are classified by country or region.

Thousands of U.S. dollars

Japan	North America	Korea	Others	Total
$573,488	$145,138	$177,978	$206,784	$1,103,401

(2) Tangible fixed assets

Millions of Yen

Japan	China	Korea	Others	Total
¥18,666	¥4,882	¥3,762	¥4,970	¥32,281

Thousands of U.S. dollars

Japan	China	Korea	Others	Total
$116,714	$30,526	$23,523	$31,076	$201,845

(3) Information by major customer

Not applicable because there is no single customer who accounts for more than 10% of net sales shown in the consolidated statement of income.

21. Information on "Impairment loss of fixed assets" by reportable segments

Not applicable for the year ended March 31, 2025 and 2026.

22. Information on both "Amortization of goodwill" and "Unamortized balance" by reportable segments

Information on both "Amortization of goodwill" and "Unamortized balance" by reportable segments as at and for the years ended March 31, 2025 and 2026 are as follows:

	Millions of Yen				
	2025				
	Reportable segments			Eliminations/ Corporate	Total
	Time Information System business	Environment System business	Total		
Amortization of goodwill	¥431	¥45	¥476	–	¥476
Unamortized balance	1,304	164	1,468	–	1,468

	Millions of Yen				
	2026				
	Reportable segments			**Eliminations/ Corporate**	**Total**
	Time Information System business	**Environment System business**	**Total**		
Amortization of goodwill	**¥421**	**¥44**	**¥465**	**–**	**¥465**
Unamortized balance	**955**	**116**	**1071**	**–**	**1,071**

	Thousands of U.S. dollars				
	2026				
	Reportable segments			**Eliminations/ Corporate**	**Total**
	Time Information System business	**Environment System business**	**Total**		
Amortization of goodwill	**$2,632**	**$275**	**¥2,908**	**–**	**$2,908**
Unamortized balance	**5,971**	**725**	**6,697**	**–**	**6,697**

23. Information on "Gain on negative goodwill" by reportable segments

Not applicable for the year ended March 31, 2025 and 2026.

24. Information on "Related Party Information"

Not applicable for the year ended March 31, 2025 and 2026.

25. Per Share Data

	Yen		U.S.dollars
	2025	**2026**	**2026**
Net assets per share	¥1,906.85	**¥2,001.48**	**$12.515**
Net income per share	249.91	**286.34**	**1.79**

Note1: Details for the diluted net income per share are not stated, because there are no potential shares.
Note2: The basis for these calculations is as follows:

	Millions of Yen		Thousands of U.S. dollars
	2025	**2026**	**2026**
Net income per share			
Net income attributable to parent company shareholders	¥17,828	**¥20,146**	**$125,968**
Amount not attributable to common shareholders	–	**–**	
Net income attributable to parent company shareholders for ordinary shares	17,828	**20,146**	**125,968**
Average number of shares of common stock outstanding during the year	71,339,401	**70,357,710**	

Note3: The basis for these calculations is as follows:

	Millions of Yen		Thousands of U.S. dollars
	2025	**2026**	**2026**
Total net assets in consolidated balance sheet	¥136,563	**¥139,212**	**$870,456**
Amount to be deducted from total net assets	633	**588**	**3,677**
(Out of the above non-controlling interest portion)	(633)	**(588)**	**(3,677)**
Net assets relating to common stock	135,929	**138,623**	**866,773**
Number of shares of common stock used to compute net assets per share	71,284,637	**69,260,743**	

Note4:
Shares remaining in trust of the Director's Compensation BIP Trust and the Employee Stock Ownership Plan recognized in shareholders' equity as treasury shares are included in treasury stock to be deducted in the calculation of the average number of shares outstanding over the period to calculate net income per share and also included in treasury shares to be deducted in the calculation of the number of shares of treasury shares at the end of the period to calculate net assets per share. The average number of shares of such treasury shares outstanding over the period that was deducted to calculate net income per share was 750,575 shares for the previous fiscal year and 708,050 shares for the current fiscal year. The number of shares of treasury shares at the end of the period that was deducted to calculate net assets per share was 721,481 shares for the previous fiscal year and 697,819 shares for the current fiscal year.

26. Significant Subsequent Events

There are no applicable matters.

Corporate Data

Domestic Operations

HEAD OFFICE

275 Mamedocho, Kohoku-ku, Yokohama, Kanagawa, JAPAN 222-8558

FACILITIES

SAGAMIHARA Factory
HOSOE Factory

SALES OFFICES

70 Sales Offices Located in major cities, including

SAPPORO Office, SENDAI Office
OMIYA Office, TOKYO Office
NAGANO Office, NIIGATA Office
YOKOHAMA Office, HAMAMATSU Office
NAGOYA Office, KANAZAWA Office
KYOTO Office, OSAKA Office
OKAYAMA Office, HIROSHIMA Office
TAKAMATSU Office, FUKUOKA Office

DOMESTIC SUBSIDIARIES

AMANO MANAGEMENT SERVICE CORPORATION
AMANO MAINTENANCE ENGINEERING CORPORATION
AMANO BUSINESS SOLUTIONS CORPORATION
AMANO SECURE JAPAN CORPORATION
ENVIRONMENTAL TECHNOLOGY CO., LTD.
AMANO MUSASHI ELECTRIC CORPORATION
AMANO AGENCY CORPORATION

Board of Directors

Chairman & Representative Director

Hiroyuki TSUDA

President & Representative Director

Manabu YAMAZAKI

Director & Managing Operating Officer

Yoshihiko HATA
Susumu IKOMA

Director & Managing Operating Officer

Fujinori TAZO

(Outside) Director

Michinobu OMORI
Sumie WATANABE
Keiko TAMURA

(Full-time) Audit & Supervisory Board Member

Kunihiro IHARA
Tomonori KITAMI

(Outside) Audit & Supervisory Board Member

Hanae NAKAYA
Naofumi NAGAKAWA

Managing Operating Officer

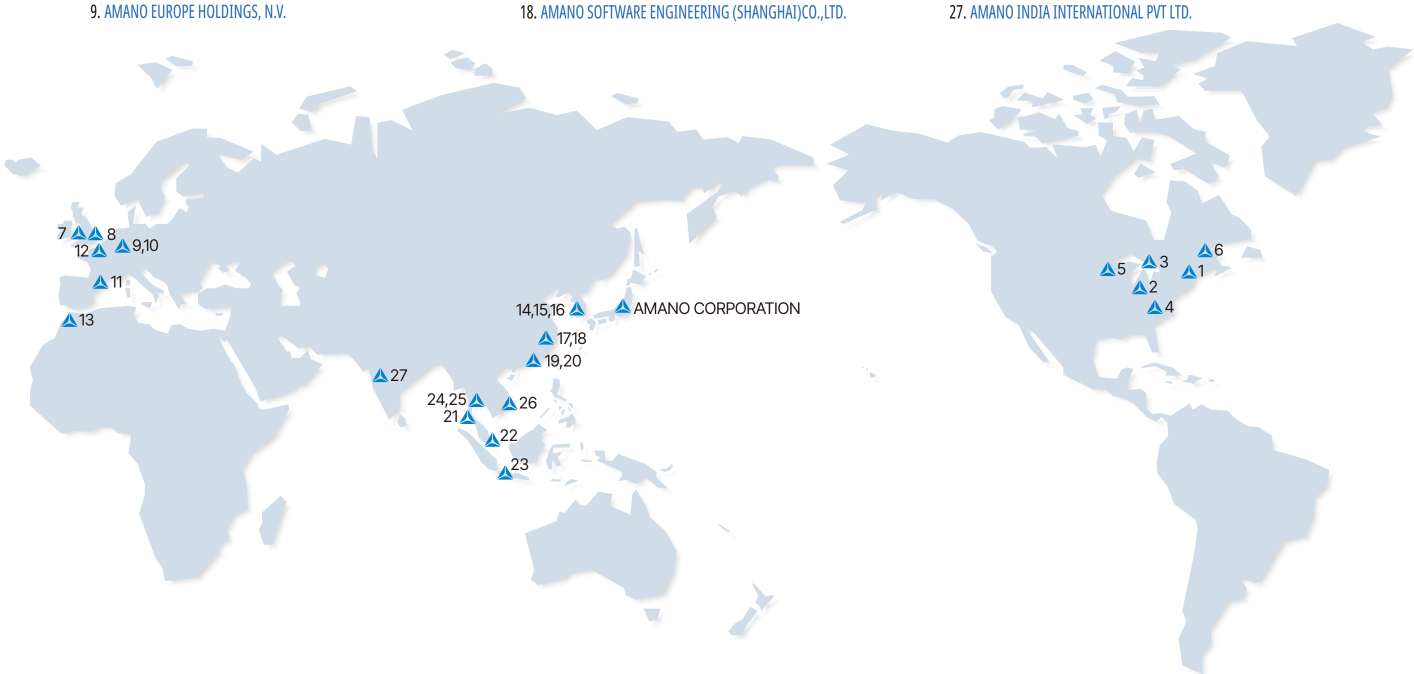
Myeong-Jin JEON
Tatsuo MAEKAWA

Operating Officer

Nobuyuki HORIMOTO
Aki MORIGUCHI
Eiji IWATA
Kazuhiro ITO
Bert PEIRSMAN
Takeshi MIYASHITA
Yukio NAKAMARU
Kiyotaka MUROI
Masahiro HAYASHI
Kazuhito YAMADA
Kazuhisa HATTORI

Overseas Operations

1. AMANO USA HOLDINGS,INC.
2. AMANO CINCINNATI,INC.
3. AMANO McGANN CANADA INC.
4. AMANO PIONEER ECLIPSE CORPORATION
5. AMANO McGANN, INC.
6. ACCU-TIME SYSTEMS, INC.
7. ACCU-TECH SYSTEMS, Ltd.
8. HIRE TECHNICIANS GROUP LTD.
9. AMANO EUROPE HOLDINGS, N.V.
10. AMANO EUROPE, N.V.
11. AMANO TIME&PARKING SPAIN S.A.
12. HOROQUARTZ S.A.
13. HOROQUARTZ MOROCCO S.A.
14. AMANO KOREA CORPORATION
15. WAYTOTEC, INC.
16. AMANO RENT-A-CAR HUB CO., LTD.
17. AMANO INTERNATIONAL TRADING(SHANGHAI)CO.,LTD.
18. AMANO SOFTWARE ENGINEERING (SHANGHAI)CO.,LTD.
19. AMANO PARKING SERVICE LTD.
20. AMANO TECHNICAL SERVICE LTD.
21. AMANO MALAYSIA SDN.BHD.
22. AMANO TIME&AIR SINGAPORE PTE.LTD.
23. PT.AMANO INDONESIA
24. AMANO THAI INTERNATIONAL CO.,LTD.
25. AMANO TIME & AIR (THAILAND) CO.,LTD.
26. AMANO VIETNAM CO.,LTD.
27. AMANO INDIA INTERNATIONAL PVT LTD.



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