

Fiscal Year 2015 (The year ending March 2016)

Year End Business Results


AMANO CORPORATION (Ticker: 6436)


Apr. 27, 2016


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-  **FY2015 Financial Report** P. 3
The year ending March 2016

-  **The New Medium-term Business Plan** P.20
Challenge to a New Stage

-  **FY2016 Business Plans** P.27

The business forecasts and projections described herein are based on currently available information and it contains potential risks and uncertainties.

Please acknowledge that actual results may differ substantially due to various unforeseeable factors that may or may not occur in the future.

I . FY2015 Financial Report

The Year ending March 2016

Business Performance

● Consolidated

(In million yen)

	Disclosed plan			Result FY2015		Result FY2014		Year on year		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Sales	120,000	100.0	9.3	119,506	100.0	109,837	100.0	9,668	8.8	-494	99.6
Gross profit	50,500	42.1	6.1	52,930	44.3	47,616	43.4	5,314	11.2	2,430	104.8
SG&A	39,200	32.7	2.5	39,988	33.5	38,259	34.8	1,728	4.5	788	102.0
Operating profit	11,300	9.4	20.8	12,942	10.8	9,357	8.5	3,585	38.3	1,642	114.5
Non-operating income	500	0.4	-49.0	917	0.8	980	0.9	-63	-6.5	417	183.4
Non-operating expense	100	0.1	-32.7	194	0.2	148	0.1	46	31.1	94	194.0
Ordinary profit	11,700	9.8	14.8	13,665	11.4	10,189	9.3	3,476	34.1	1,965	116.8
Extraordinary profit	0		-	5		393		-387		5	
Extraordinary loss	50			356		274		81		306	
Net income attributable to owners of the parent company	7,300	6.1	7.4	8,405	7.0	6,794	6.2	1,610	23.7	1,105	115.1

* FX Rates: (Quarterly Average)

US \$ 117.00
EUR 125.00

US \$ 121.04 US \$ 106.45
EUR 133.66 EUR 140.31

● Unconsolidated

(In million yen)

	Disclosed plan			Result FY2015		Result FY2014		Year on year		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Sales	70,000	100.0	5.8	68,328	100.0	66,193	100.0	2,134	3.2	-1,672	97.6
Gross profit	27,300	39.0	4.1	28,253	41.3	26,229	39.6	2,023	7.7	953	103.5
SG&A	20,200	28.9	2.2	20,340	29.8	19,764	29.9	576	2.9	140	100.7
Operating profit	7,100	10.1	9.8	7,913	11.6	6,465	9.8	1,447	22.4	813	111.5
Non-operating income	1,250	1.8	-18.6	1,524	2.2	1,535	2.3	-10	-0.7	274	122.0
Non-operating expense	50	0.1	-39.2	136	0.2	82	0.1	53	65.6	86	272.4
Ordinary profit	8,300	11.9	4.8	9,301	13.6	7,918	12.0	1,383	17.5	1,001	112.1
Extraordinary profit	0			0		0		0		0	
Extraordinary loss	50			226		192		33		176	
Net income attributable to owners of the parent company	5,500	7.9	8.4	6,077	8.9	5,073	7.7	1,004	19.8	577	110.5

■ Consolidated Results (YOY)

1. Sales: Up ¥9,668Mil (+8.8%)

- Time Information Segment: Up ¥5,980Mil (+7.5%)
Incl: Time Information Systems: Up ¥1,950Mil (+8.3%)
Incl: Parking Systems: Up ¥3,960Mil (+7.7%)
- Environmental Segment: Up ¥3,680Mil (+12.1%)
Incl: Environmental Systems: Up ¥1,190Mil (+5.8%)
Incl: Clean Systems: Up ¥2,490Mil (+25.6%)

2. Gross Profit: Up ¥5,314Mil (+11.2%)

- Gross Profit Ratio: 44.3% +0.9%
- Time Information Segment: +0.9%
- Environmental Segment: +1.3%

3. SG&A: Up ¥1,728Mil (+4.5%)

- Labor Cost: Up ¥1,690Mil (+7.0%)
- Other Costs: Up ¥310Mil (+0.2%)

4. Operating Profit: Up ¥3,585Mil (+38.3%)

- Time Information Segment: ¥12,090Mil (+31.3Mil)
- Environmental Segment: ¥4,570Mil (+1,210Mil)
- Company-wide Expense: -¥3,730Mil (-760Mil)

- Operating profit Ratio : 10.8%(FY2014 8.5%)
- ROE : 9.0%(FY2014 7.7%)
- Cons Sales/Parent Sales : 1.75 times
(FY2014 1.66 times)

Sales by Business Division

AMANO

●Consolidated

(In million yen)

Business division	Disclosed plan			Result FY2015		Result FY2014		Year on year		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	24,200	20.2	2.7	25,512	21.3	23,558	21.5	1,953	8.3	1,312	105.4
Time Management Products	4,200	3.5	2.4	4,165	3.5	4,100	3.7	64	1.6	-35	99.2
Parking Systems	57,000	47.5	10.0	55,784	46.7	51,817	47.2	3,966	7.7	-1,216	97.9
Time Information Segment	85,400	71.2	7.5	85,462	71.5	79,477	72.4	5,984	7.5	62	100.1
Environmental Systems	23,600	19.7	14.3	21,830	18.3	20,639	18.8	1,190	5.8	-1,770	92.5
Clean Systems	11,000	9.1	13.2	12,213	10.2	9,720	8.8	2,493	25.6	1,213	111.0
Environmental Segment	34,600	28.8	14.0	34,044	28.5	30,360	27.6	3,683	12.1	-556	98.4
Total	120,000	100.0	9.3	119,506	100.0	109,837	100.0	9,668	8.8	-494	99.6

●Unconsolidated

(In million yen)

Business division	Disclosed plan			Result FY2015		Result FY2014		Year on year		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	14,200	20.3	6.3	14,421	21.1	13,358	20.2	1,062	8.0	221	101.6
Time Management Products	3,200	4.6	1.4	3,168	4.6	3,154	4.8	13	0.4	-32	99.0
Parking Systems	29,000	41.4	3.7	27,660	40.5	27,963	42.2	-303	-1.1	-1,340	95.4
Time Information Segment	46,400	66.3	4.3	45,249	66.2	44,476	67.2	773	1.7	-1,151	97.5
Environmental Systems	18,500	26.4	10.3	18,203	26.7	16,765	25.3	1,437	8.6	-297	98.4
Clean Systems	5,100	7.3	3.0	4,875	7.1	4,951	7.5	-76	-1.5	-225	95.6
Environmental Segment	23,600	33.7	8.7	23,078	33.8	21,717	32.8	1,361	6.3	-522	97.8
Total	70,000	100.0	5.8	68,328	100.0	66,193	100.0	2,134	3.2	-1,672	97.6

Quarterly Performance (Consolidated)

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◆ Quarterly Performance

(In million yen)

	First quarter		Second quarter		Third quarter		Fourth quarter		Full year	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	25,246	100.0	29,605	100.0	29,022	100.0	35,631	100.0	119,506	100.0
Gross profit	11,286	44.7	12,788	43.2	12,904	44.5	15,950	44.8	52,930	44.3
SG&A	9,588	38.0	9,865	33.3	9,628	33.2	10,905	30.6	39,988	33.5
Operating profit	1,698	6.7	2,923	9.9	3,276	11.3	5,044	14.2	12,942	10.8
Non-operating income	242	1.0	185	0.6	187	0.6	302	0.8	917	0.8
Non-operating expense	19	0.1	38	0.1	42	0.1	93	0.3	194	0.2
Ordinary profit	1,920	7.6	3,070	10.4	3,421	11.8	5,253	14.7	13,665	11.4
Extraordinary profit	0		0		2		2		5	
Extraordinary loss	18		69		0		267		356	
Net income	1,098	4.4	1,968	6.6	2,225	7.7	3,113	8.7	8,405	7.0

* FX Rates: (Quarterly Average) US \$ 119.26 US \$ 121.74 US \$ 121.72 US \$ 121.42 US \$ 121.04
 EUR 132.66 EUR 135.00 EUR 135.52 EUR 131.44 EUR 133.66

◆ Quarterly Sales

(In million yen)

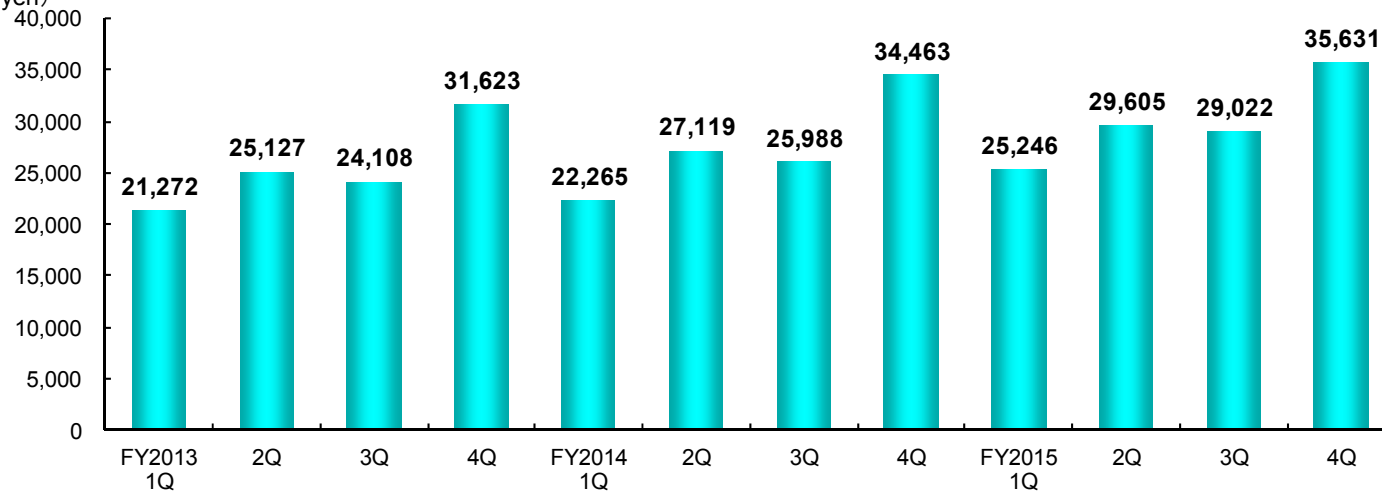
Business division	First quarter		Second quarter		Third quarter		Fourth quarter		Full year	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	5,358	21.2	6,430	21.7	6,146	21.2	7,577	21.2	25,512	21.3
Time Management Products	1,017	4.0	998	3.4	979	3.4	1,170	3.3	4,165	3.5
Parking Systems	11,808	46.8	13,669	46.2	13,574	46.8	16,731	47.0	55,784	46.7
Time Information Segment	18,184	72.0	21,098	71.3	20,699	71.4	25,479	71.5	85,462	71.5
Environmental Systems	4,447	17.6	5,401	18.2	5,091	17.5	6,890	19.3	21,830	18.3
Clean Systems	2,613	10.4	3,105	10.5	3,232	11.1	3,261	9.2	12,213	10.2
Environmental Segment	7,061	28.0	8,507	28.7	8,323	28.6	10,151	28.5	34,044	28.5
Total	25,246	100.0	29,605	100.0	29,022	100.0	35,631	100.0	119,506	100.0

Consolidated Performance (FY2013~FY2015)



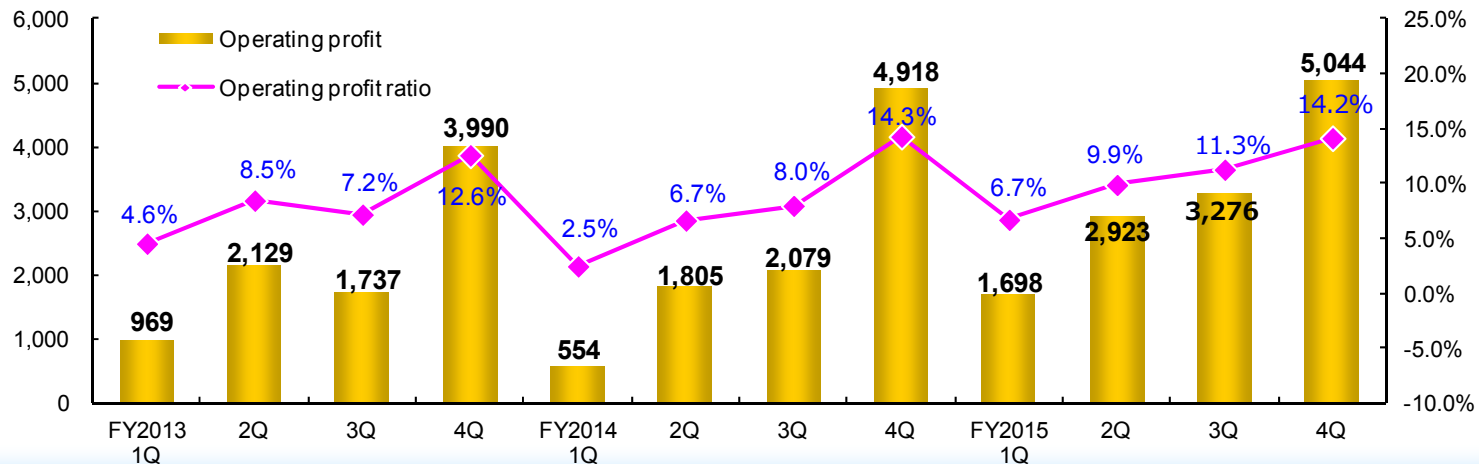
Net sales

(In million yen)



Operating profit

(In million yen)



Sales & Operating Profit by Business Segment

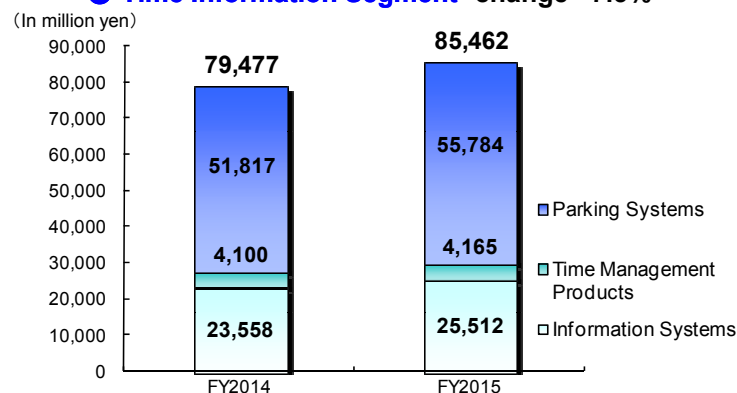


(In million yen)

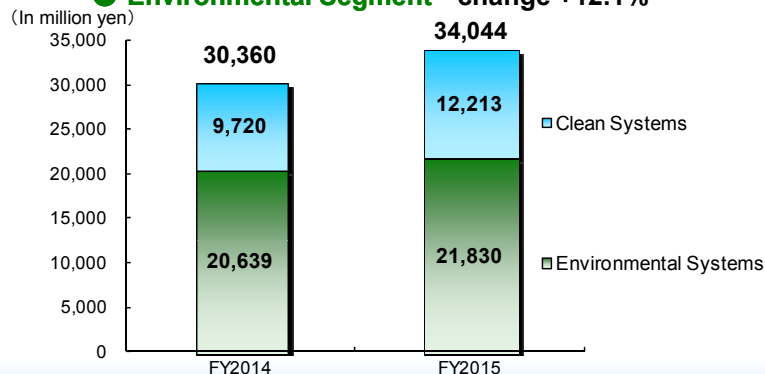
	FY2015 1Q			FY2015 2Q			FY2015 3Q			FY2015 4Q			FY2015			FY2014			Year on year			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	
Time Information Segment	18,184	1,787	9.8	21,098	2,593	12.3	20,699	2,971	14.4	25,479	4,748	18.6	85,462	12,099	14.2	79,477	8,961	11.3	5,984	7.5	3,137	35.0
Environmental Segment	7,061	746	10.6	8,507	1,146	13.5	8,323	1,059	12.7	10,151	1,625	16.0	34,044	4,576	13.4	30,360	3,363	11.1	3,683	12.1	1,212	36.0
Company-wide Expense		-836			-815			-753			-1,328			-3,732			-2,967				-764	
Total	25,246	1,698	6.7	29,605	2,923	9.9	29,022	3,276	11.3	35,631	5,044	14.2	119,506	12,942	10.8	109,837	9,357	8.5	9,668	8.8	3,585	38.3

【Net sales】

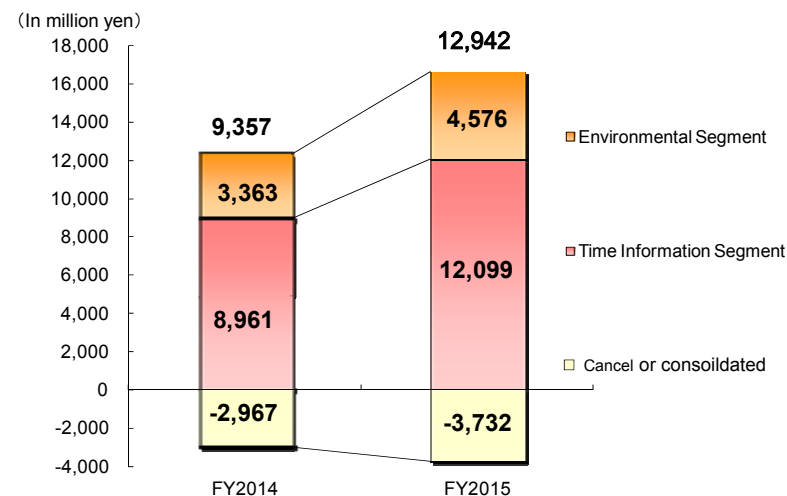
● **Time Information Segment** change +7.5%



● **Environmental Segment** change +12.1%



【Operating profit】



● **Time Information Segment +35.0%**

Information systems JPY 1,950Mil, Parking systems JPY 3,960Mil
Revenue increase effect

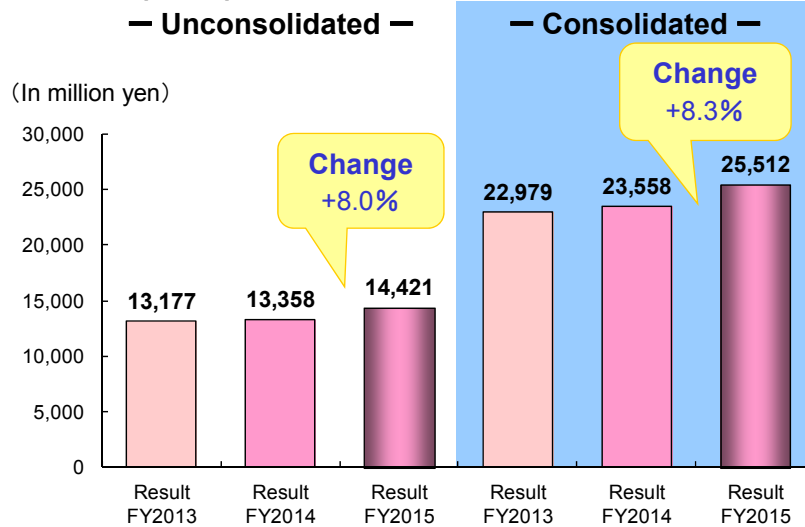
● **Environmental Segment +36.0%**

Environmental systems JPY 1,190Mil, Clean systems JPY 2,490Mil
Revenue increase effect.

Performance by Business Division

✂ Domestic & Overseas; Growing

【Sales (YOY)】



Domestic

- Software for MH (Middle High); Higher sales
- T&A Terminal; Higher sales (double digit growth)
- Cloud services; Increased orders

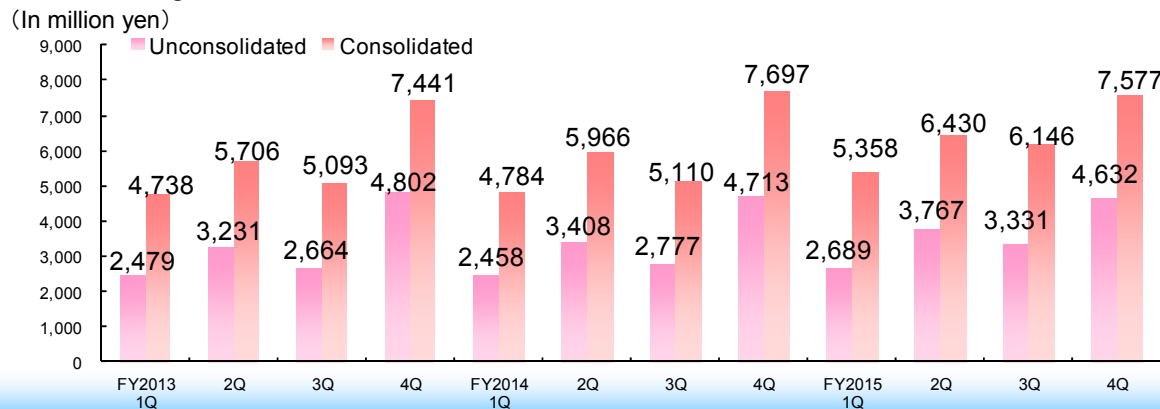


Overseas

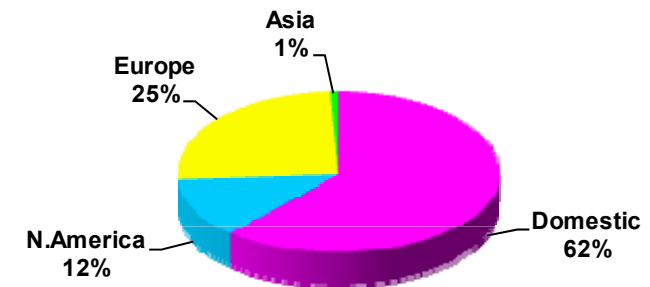
- N. America: Accu-Time Systems Inc. ; Higher sales
- Europe: Horosmart S.A. ; Lower sales (disposal of a group company)



【Quarterly Sales Performance (1Q FY2013 to 4Q FY2015)】



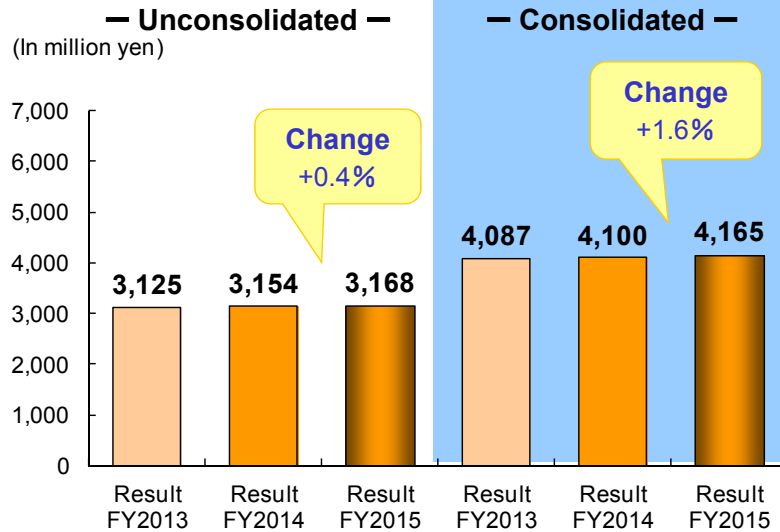
【Sales composition by Region】



Time Management Products

※ Domestic & Overseas; Flat

【Sales (YOY)】



Domestic

- Standard machines; Both domestic and overseas sales declined
- TimeP@CK; Increased membership for TimeP@CK fee-based service
- (※) TimeP@CK: Time recorder equipped with PC compatible aggregation software

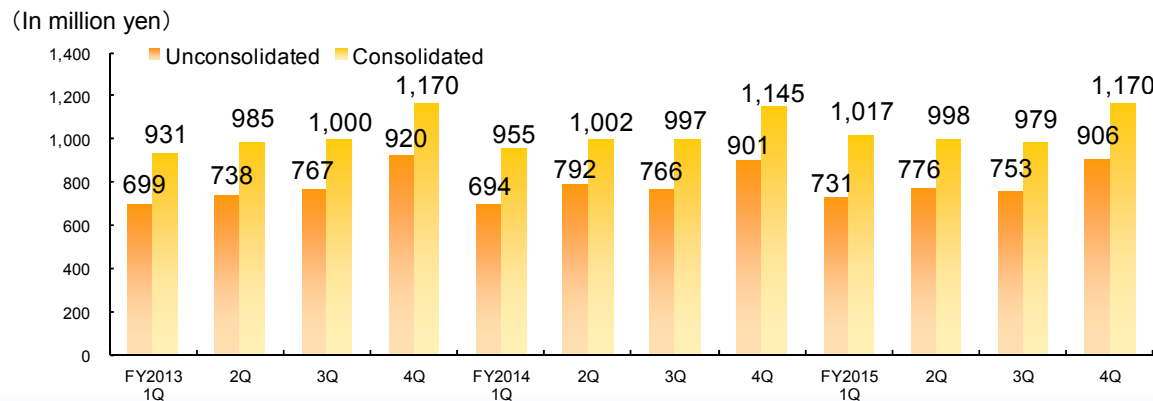


Overseas

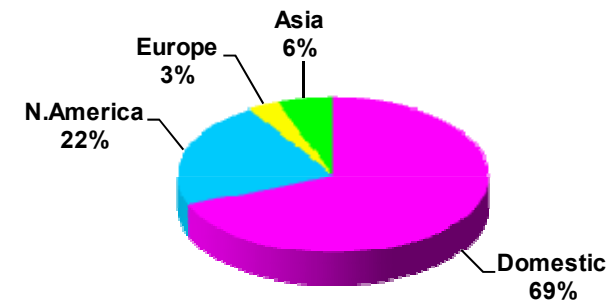
- N. America; Revenues higher (due to foreign exchange rates)
- Europe; Revenues lower
- Asia; Revenues flat



【Quarterly Sales Performance (1Q FY2013 to 4Q FY2015)】



【Sales composition by Region】



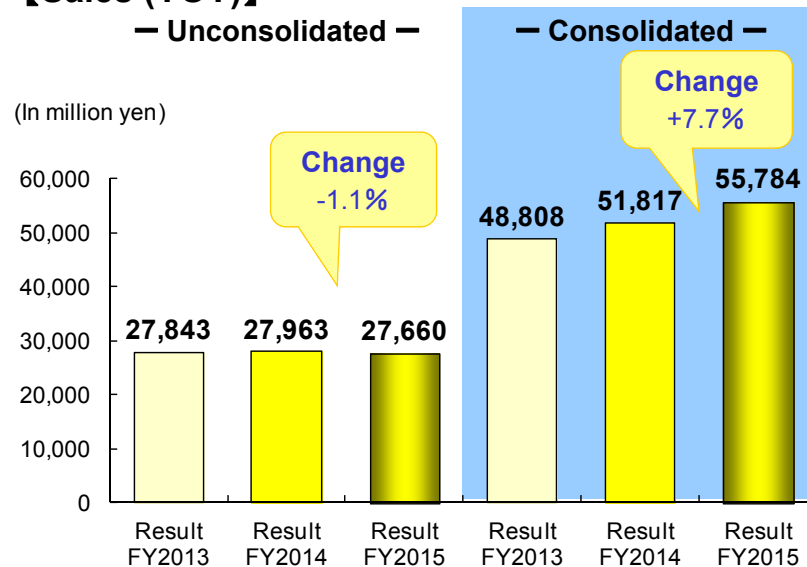
※ Domestic; Revenues down, & Overseas; Strong

【Sales (YOY)】

— Unconsolidated —

— Consolidated —

(In million yen)



Domestic



Overseas

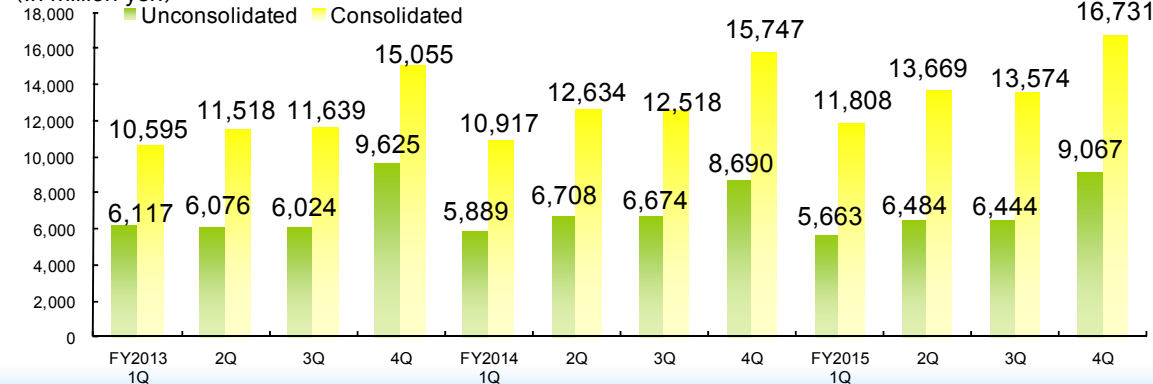


- Decreasing large scale projects
- Growing small and medium scale system projects
- Firm commissioned management service business
- Increased contracted sites for parking data center
- Firm bicycle parking system projects

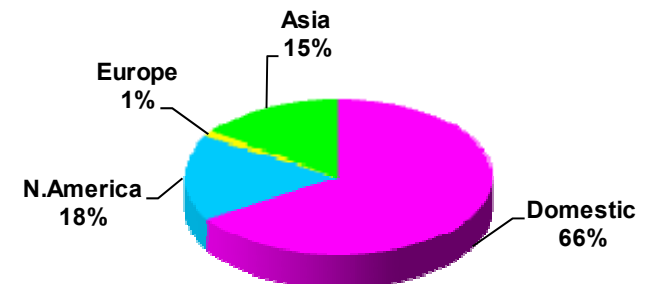
- N. America; achieved higher revenues
Orders for the new system are strong
- Europe;
Bar code systems: achieved higher revenues
- Asia;
Korea, Hong Kong; commissioned management service
Growing steadily

【Quarterly Sales Performance (1Q FY2013 to 4Q FY2015)】

(In million yen)



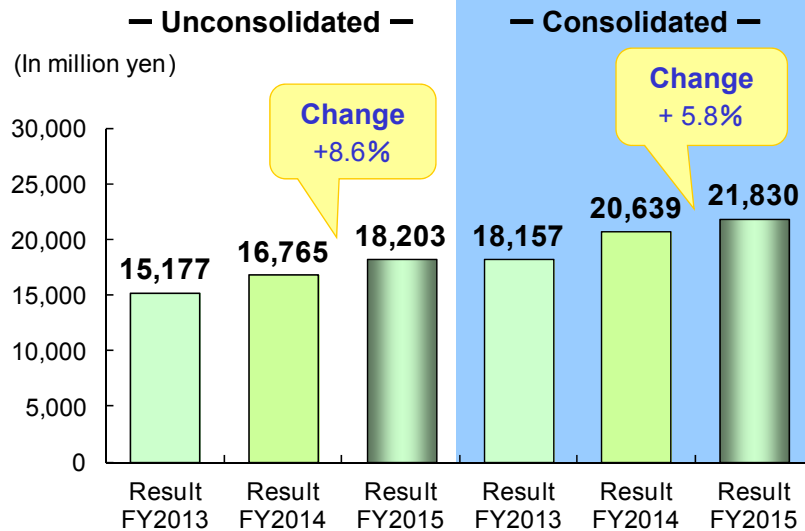
【Sales composition by Region】



Environmental Systems

※ Domestic; Grew, Overseas; Firm

【Sales (YOY)】



Domestic

- Standard Dust Collectors: Higher sales (double digit growth)
Growing orders for new product
- Large scale systems: Increased orders

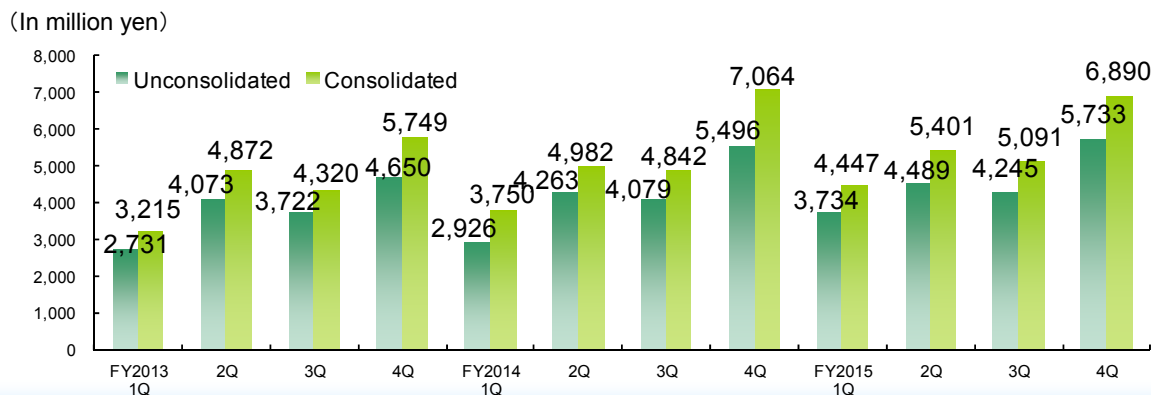


Overseas

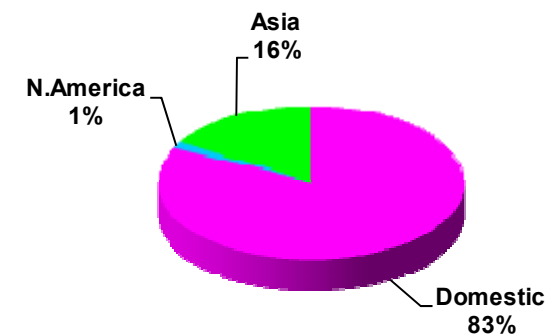
- Asia
Sales grew for in China and Thailand



【Quarterly Sales Performance (1Q FY2013 to 4Q FY2015)】

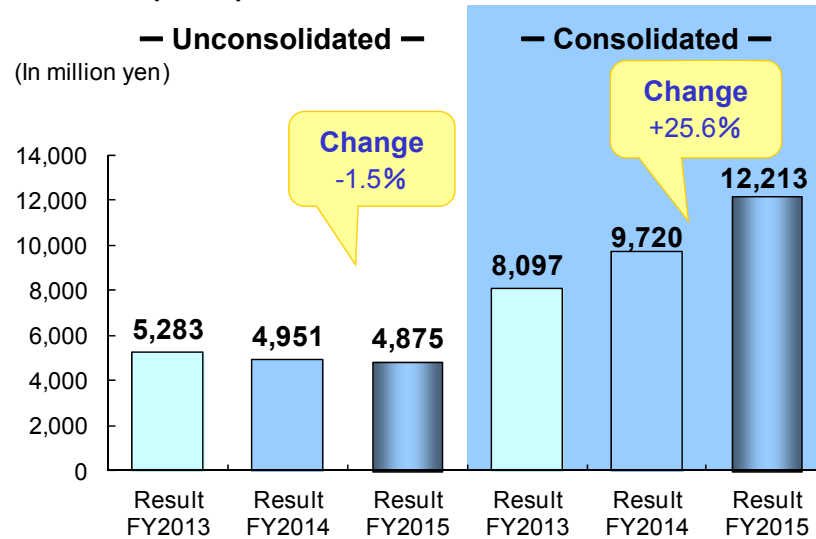


【Sales composition by Region】



※ Domestic; Slightly down, N.America; Revenues up

【Sales (YOY)】



Domestic

- Buffing machines; Sales declined
- Factory market; Scrubber sales growing
- Polishers ; Sales increased
- Commissioned cleaning; Sales declined

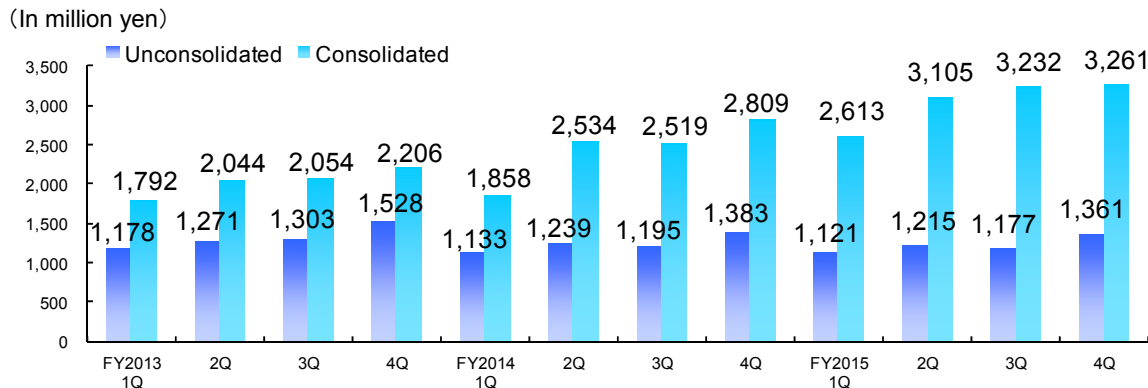


Overseas

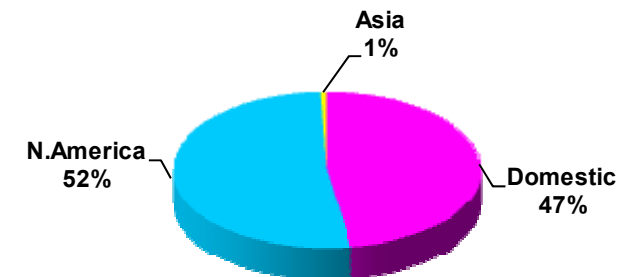
- N. America
APEC achieved higher revenues
The acquired sanding machine business performing steadily



【Quarterly Sales Performance (1Q FY2013 to 4Q FY2015)】



【Sales composition by Region】



Performance of Overseas Group Companies



※ Performance by region

※Report of all overseas units are as of year ending December.

(In million yen)

	FY2015 (Jan - Mar '14)			FY2015 (Apr - Jun '15)			FY2015 (Jul - Sep '15)			FY2015 (Oct - Dec '15)			FY2015 (Jan - Dec '15)			FY2014 (Jan - Dec '14)			Year on year			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	%
North America	4,156	17	0.4	5,158	339	6.6	5,500	521	9.5	5,752	990	17.2	20,566	1,868	9.1	15,093	290	1.9	5,472	36.3	1,578	544.0
Europe	1,743	147	8.4	1,875	106	5.7	1,788	173	9.7	1,922	109	5.8	7,329	536	7.3	7,738	477	6.2	-408	-5.3	59	12.3
Asia	2,787	203	7.3	3,180	183	5.8	2,935	276	9.4	3,889	178	4.6	12,791	840	6.6	11,596	974	8.4	1,194	10.3	-134	-13.8
Domestic Group	4,898	362	7.4	5,084	496	9.8	5,202	584	11.2	5,489	487	8.9	20,676	1,930	9.3	19,517	1,377	7.1	1,158	5.9	553	40.2

* FX Rates: Quarterly Average)

US \$ 119.26
EUR 132.66

US \$ 121.74
EUR 135.00

US \$ 121.72
EUR 135.52

US \$ 121.42
EUR 131.44

US \$ 121.04
EUR 133.66

US \$ 106.45
EUR 140.31

Goodwill Amortization:

N. America:119Million
Europe: 72Million

N. America:124Million
Europe: 73Million

N. America:122Million
Europe: 74Million

N. America:121Million
Europe: 81Million

N. America:487Million
Europe: 301Million

N. America:415Million
Europe: 350Million

(In million yen)

	FY2015 (Jan - Mar '14)			FY2015 (Apr - Jun '15)			FY2015 (Jul - Sep '15)			FY2015 (Oct - Dec '15)			FY2015 (Jan - Dec '15)			FY2014 (Jan - Dec '14)			Year on year			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	%
AMI	1,744	-22	-1.3	2,409	247	10.3	2,539	332	13.1	2,912	585	20.1	9,606	1,143	11.9	7,680	497	6.5	1,925	25.1	646	130.1
ATS	718	60	8.4	675	43	6.4	811	118	14.6	788	192	24.4	2,993	414	13.8	1,879	71	3.8	1,114	59.3	343	483.6
Horosmart	1,483	218	14.8	1,557	172	11.1	1,496	234	15.7	1,679	222	13.2	6,216	848	13.6	6,577	816	12.4	-360	-5.5	32	3.9

Consolidated Balance Sheet

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CONSOLIDATED B/S	FY2015 16.3.31	FY2014 15.3.31	(In million yen) Change
Assets	136,965	131,560	5,405
Cash & Bank Deposits	36,888	35,126	1,761
Notes and accounts receivable - trade	34,576	32,861	1,715
Inventories	8,858	8,616	242
Deferred Tax Assets	1,783	1,507	276
Othe Current Assets	3,768	3,522	246
Fixed Assets	51,090	49,926	1,163
Liabilities	41,359	39,411	1,947
Notes and accounts payable - trade	14,080	13,664	415
Other Current Liabilities	20,053	17,316	2,737
Other Fixed Liabilities	7,225	8,431	-1,205
Net Assets	95,606	92,148	3,457
Shareholder's Equity	97,233	92,123	5,109
Valuation & Conversion Adjustments	-2,043	-350	-1,692
Minority Interests in Consolidated subsidiaries	416	375	40
Total Liabilities & Net Assets	136,965	131,560	5,405

Consolidated Statements of Cash Flows

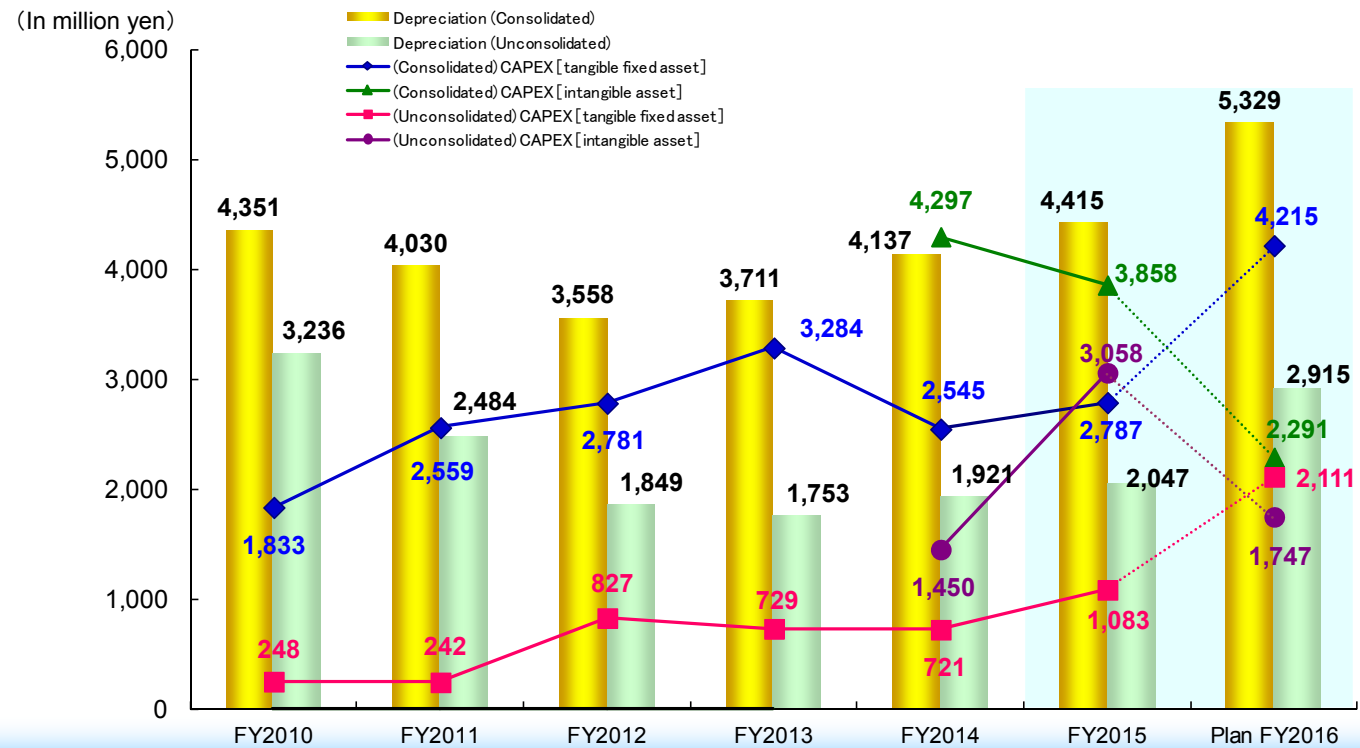
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Consolidated Cash Flows (CF)	FY2015 16.3.31	FY2014 15.3.31	(In million yen) Change
CF from Operating Activities	13,420	7,518	5,901
CF from Investing Activities	-6,608	-6,519	-89
FCF	6,811	999	5,811
CF from Financial Activities	-4,308	-2,969	-1,338
Net Increase (decrease) in Cash & Equivalents	2,199	-1,250	3,449
Cash & Cash Equivalents at End of Year	32,725	30,526	2,199
CAPEX(tangible fixed asset)	2,787	2,545	242
CAPEX(intangible asset)	3,858	4,297	-439
Depreciation	4,415	4,137	278

CAPEX & Depreciation

(In million yen)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	Plan FY2016
(Consolidated) CAPEX[tangible fixed asset]	1,833	2,559	2,781	3,284	2,545	2,787	4,215
CAPEX[intangible asset]	—	—	—	—	4,297	3,858	2,291
Total	—	—	—	—	6,842	6,646	6,507
(Unconsolidated) CAPEX[tangible fixed asset]	248	242	827	729	721	1,083	2,111
CAPEX[intangible asset]	—	—	—	—	1,450	3,058	1,747
Total	—	—	—	—	2,171	4,142	3,859
Depreciation (Consolidated)	4,351	4,030	3,558	3,711	4,137	4,415	5,329
Depreciation (Unconsolidated)	3,236	2,484	1,849	1,753	1,921	2,047	2,915



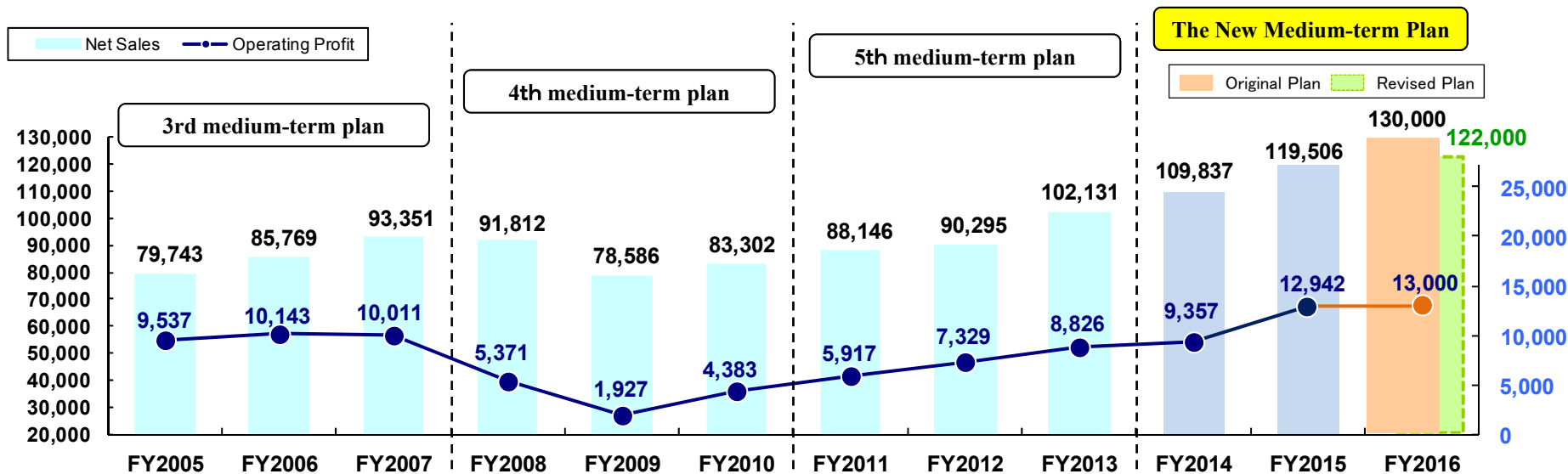
The New Medium-Term Business Plan
(FY2014-FY2016)

Challenge to a New Stage

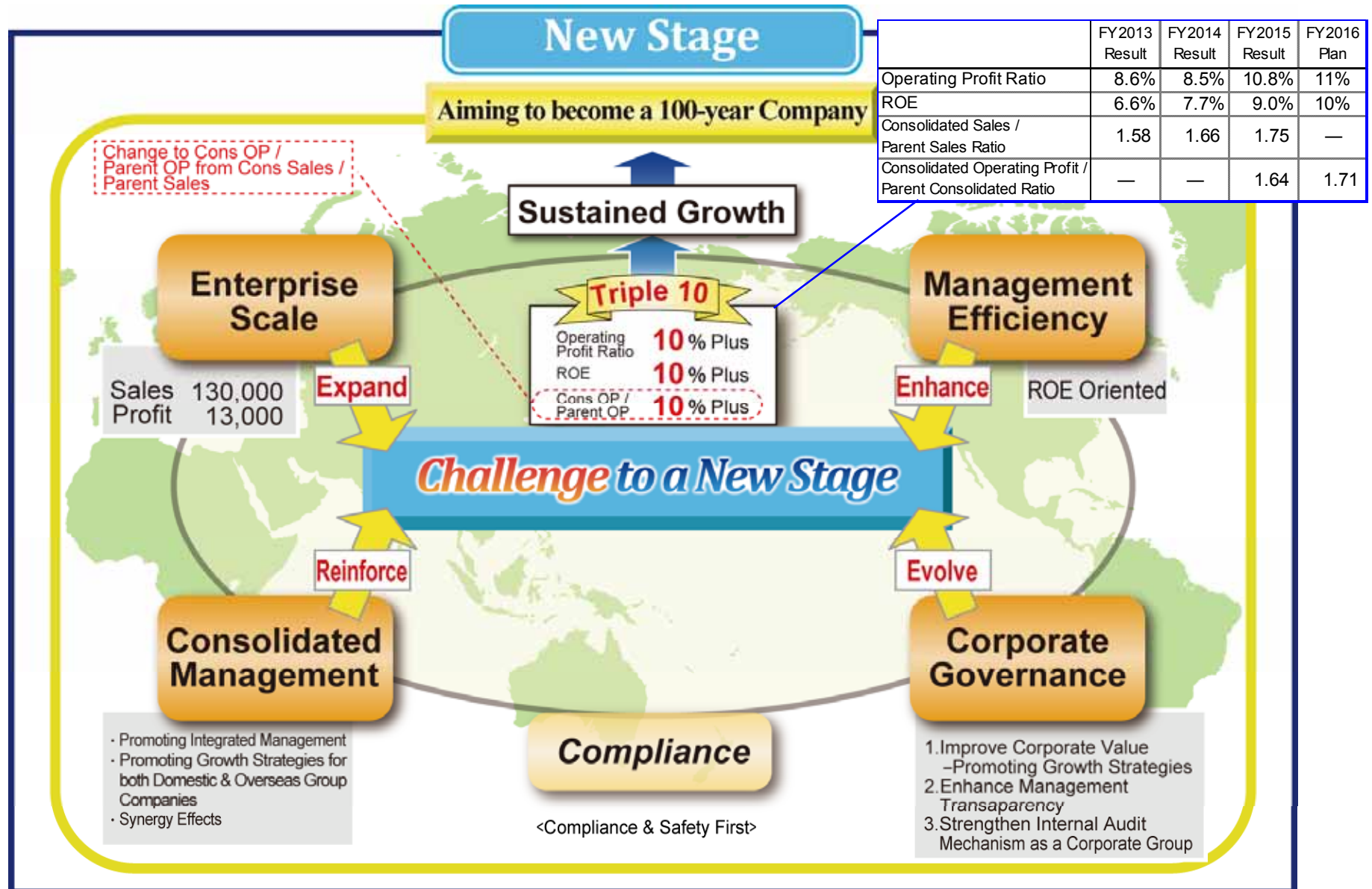
Roadmap of the Medium-term Business Plan



FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
3rd medium-term plan			4th medium-term plan			5th medium-term plan			The New Medium-term Plan		
For additional growth			Global Growth Strategy			To become a 100-year Company			Challenge to a New Stage		
FY2007 For ¥90Billion Sales and over 13% Operating Profit			FY2010 Net Sales: over ¥114bn Ordinary Profit: over ¥12.7bn			FY2013 Sales: over ¥103Bn Operating Profit: over ¥10Bn			FY2016 Sales: over ¥130Bn Operating Profit: over ¥13Bn		
For more profitability and sustainable growth			Re-building profit structure & strengthening global strategy			Global Niche Top Establishing new businesses			Expand Corporate Scale & Establish Growth Drivers		



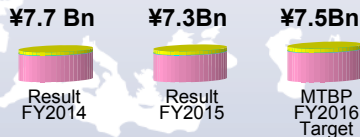
Business Concept



The New Medium-Term Business Plan “Establishing Growth Drivers” **AMANO**

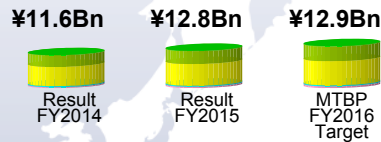
[Europe: Principal Measures]

- Horosmart
Further reinforcement of customer base through T&A, Access, and Cloud
- Accelerated deployment of Bar code Systems
- Deploying commissioned management services



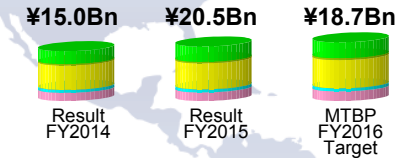
[Asia : Principal Measures]

- ※ Common Goals: Establish a second core business
- KOREA :Expand parking management services business,
- CHINA :Expand parking sales
- MALAYSIA, HONG KONG :Expand parking management services
- SINGAPORE: Deploy cloud services, online shop
- THAILAND, INDONESIA, PHILIPPINES:
Expand environmental business, develop new markets



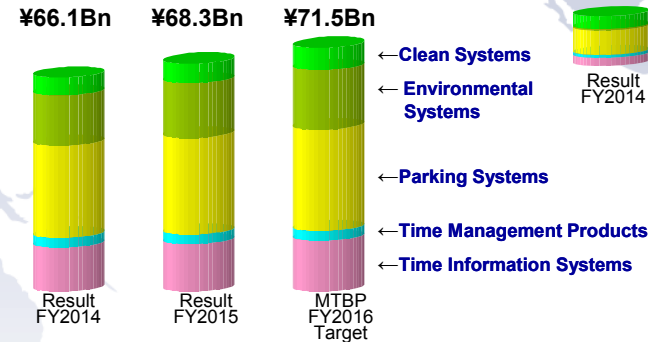
[N.America : Principal Measures]

- Amano McGann Inc.
Launch new systems and enhance peripheral services (vehicle guidance, web solutions etc)
- Accu-Time Systems Inc.
Deploy cloud services
- Amano Pioneer Eclipse Corp.
Business expansion (sanding machines)
Expand sales of environmental standard machines (expand dealer network)
- Amano Mexico
Established local subsidiary
Expand sales of environmental standard machines

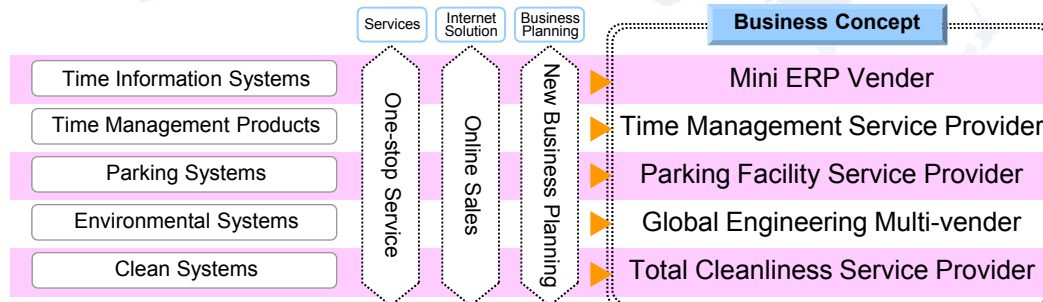


[Domestic: Principal Measures]

- Expand Sales, Profit, and Customer Base
- From intra-divisional 3in1 proposals to inter-divisional 3in1 proposals
- Enhance collaboration among domestic group companies
Strengthen the ability to offer comprehensive holistic solutions
- Enhance alliance with overseas group companies



- ← Clean Systems
- ← Environmental Systems
- ← Parking Systems
- ← Time Management Products
- ← Time Information Systems



[Maximizing Corporate Value]

(Establishing Growth Drivers & Expanding Corporate Scale)

- Create NEW Values
- Alliance Strategy
- Improve Competitiveness

Numerical Targets for FY2014-FY2016

AMANO

< Consolidated >

◆ Business Plan

(In million yen)

	Result FY2014		Result FY2015		MTBP FY2016 Target	FY2016 Revised target	
	Amount	Change%	Amount	Change%	Amount	Amount	Change%
Sales	109,837	7.5	119,506	8.8	130,000	122,000	2.1
Operating profit	9,357	6.0	12,942	38.3	13,000	13,000	0.4
Operating profit(%)	8.5%		10.8%		10.0%	10.7%	
Ordinary profit	10,189	8.1	13,665	34.1	13,600	13,500	-1.2
Net income	6,794	28.2	8,405	23.7	8,300	8,800	4.7

◆ Sales Plan

Business division	Result FY2014			Result FY2015			MTBP FY2016 Target		FY2016 Revised target		
	Amount	%	Change%	Amount	%	Change%	Amount	%	Amount	%	Change%
Information Systems	23,558	21.5	2.5	25,512	21.3	8.3	28,300	21.8	27,400	22.5	7.4
Time Management Products	4,100	3.7	0.3	4,165	3.5	1.6	4,200	3.2	3,800	3.1	-8.8
Parking Systems	51,817	47.2	6.2	55,784	46.7	7.7	62,000	47.7	56,400	46.2	1.1
Time Information Segment	79,477	72.4	4.7	85,462	71.5	7.5	94,500	72.7	87,600	71.8	2.5
Environmental Systems	20,639	18.8	13.7	21,830	18.3	5.8	23,300	17.9	23,100	18.9	5.8
Clean Systems	9,720	8.8	20.1	12,213	10.2	25.6	12,200	9.4	11,300	9.3	-7.5
Environmental Segment	30,360	27.6	15.6	34,044	28.5	12.1	35,500	27.3	34,400	28.2	1.0
Total	109,837	100.0	7.5	119,506	100.0	8.8	130,000	100.0	122,000	100.0	2.1

FX Conversion Rates:

US\$ 106.45
EUR 140.31

US\$ 121.04
EUR 133.66

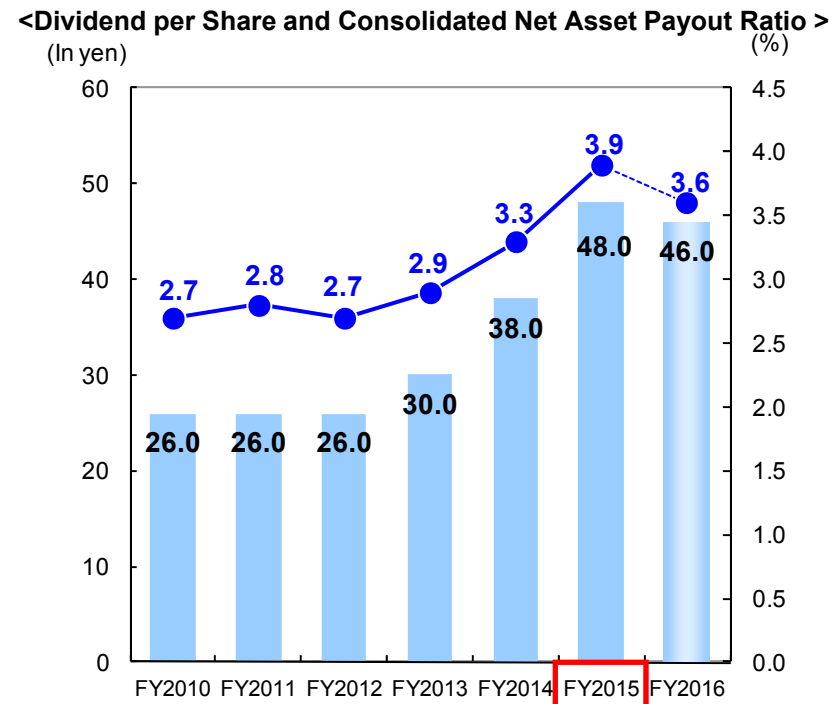
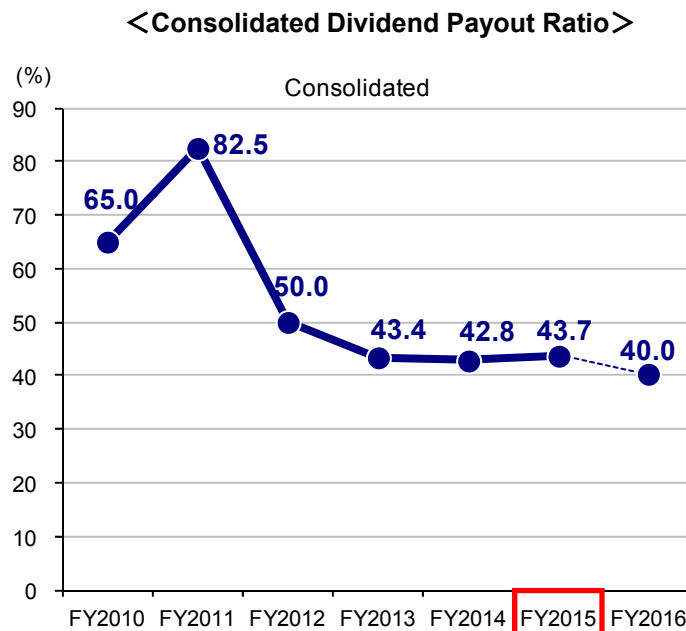
US\$ 100.00
EUR 137.00

US\$ 109.00
EUR 122.00

◎ Dividend Policy

Stable dividends at ¥26 per annum + performance incentives

- Consolidated Dividend Payout Ratio: Target over 40%
- Net Asset Payout Ratio: Target over 2.5%



◎ Treasury Stock Buyback

- Period: 1st August 2008 – 31 March 2009
- Stocks acquired: 3,780,000
- Buyback Amount: ¥3 Billion

※April 8, 2013: Treasury stock cancellation (4.6 Million shares)

Business Plan for FY2016

FY2016 Plan: Consolidated & Unconsolidated

● Consolidated

(In million yen)

	Plan FY2016						Result FY2015			
	Full year			First half			Full year		First half	
	Amount	%	YoY%	Amount	%	YoY%	Amount	%	Amount	%
Sales	122,000	100.0	2.1	56,700	100.0	3.4	119,506	100.0	54,851	100.0
Gross profit	51,800	42.5	-2.1	24,100	42.5	0.1	52,930	44.3	24,075	43.9
SG&A	38,800	31.8	-3.0	19,200	33.9	-1.3	39,988	33.5	19,454	35.5
Operating profit	13,000	10.7	0.4	4,900	8.6	6.0	12,942	10.8	4,621	8.4
Ordinary profit	13,500	11.1	-1.2	5,100	9.0	2.2	13,665	11.4	4,990	9.1
Net income	8,800	7.2	4.7	3,200	5.6	4.3	8,405	7.0	3,067	5.6

● Unconsolidated

(In million yen)

	Plan FY2016						Result FY2015			
	Full year			First half			Full year		First half	
	Amount	%	YoY%	Amount	%	YoY%	Amount	%	Amount	%
Sales	71,500	100.0	4.6	32,000	100.0	4.3	68,328	100.0	30,673	100.0
Gross profit	29,000	40.6	2.6	12,900	40.3	2.7	28,253	41.3	12,565	41.0
SG&A	21,400	29.9	5.2	10,500	32.8	6.3	20,340	29.8	9,876	32.2
Operating profit	7,600	10.6	-4.0	2,400	7.5	-10.8	7,913	11.6	2,689	8.8
Ordinary profit	9,000	12.6	-3.2	3,200	10.0	-9.7	9,301	13.6	3,543	11.6
Net income	6,200	8.7	2.0	2,200	6.9	-6.5	6,077	8.9	2,352	7.7

FY2016: Sales Plan by Business Division



• Consolidated

(In million yen)

Business division	Plan FY2016				First half-year		Second half-year		Result FY2015	
	Amount	%	YoY	YoY%	Amount	%	Amount	%	Amount	%
Information Systems	27,400	22.5	1,888	7.4	13,100	23.1	14,300	21.9	25,512	21.3
Time Management Products	3,800	3.1	-365	-8.8	1,800	3.2	2,000	3.1	4,165	3.5
Parking Systems	56,400	46.2	616	1.1	26,200	46.2	30,200	46.2	55,784	46.7
Time Information Segment	87,600	71.8	2,138	2.5	41,100	72.5	46,500	71.2	85,462	71.5
Environmental Systems	23,100	18.9	1,270	5.8	10,400	18.3	12,700	19.5	21,830	18.3
Clean Systems	11,300	9.3	-913	-7.5	5,200	9.2	6,100	9.3	12,213	10.2
Environmental Segment	34,400	28.2	356	1.0	15,600	27.5	18,800	28.8	34,044	28.5
Total	122,000	100.0	2,494	2.1	56,700	100.0	65,300	100.0	119,506	100.0

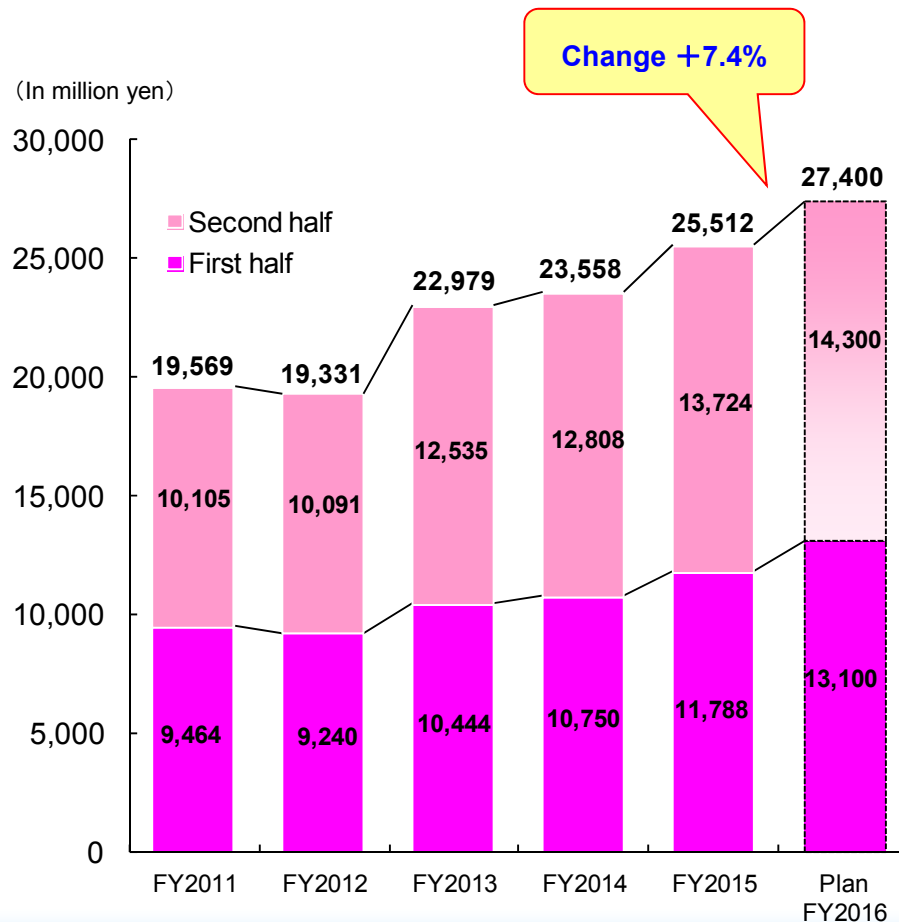
• Unconsolidated

(In million yen)

Business division	Plan FY2016				First half-year		Second half-year		Result FY2015	
	Amount	%	YoY	YoY%	Amount	%	Amount	%	Amount	%
Information Systems	16,000	22.4	1,579	10.9	7,100	22.2	8,900	22.5	14,421	21.1
Time Management Products	3,100	4.3	-68	-2.2	1,500	4.7	1,600	4.1	3,168	4.6
Parking Systems	28,000	39.2	340	1.2	12,400	38.7	15,600	39.5	27,660	40.5
Time Information Segment	47,100	65.9	1,851	4.1	21,000	65.6	26,100	66.1	45,249	66.2
Environmental Systems	19,300	27.0	1,097	6.0	8,700	27.2	10,600	26.8	18,203	26.7
Clean Systems	5,100	7.1	225	4.6	2,300	7.2	2,800	7.1	4,875	7.1
Environmental Segment	24,400	34.1	1,322	5.7	11,000	34.4	13,400	33.9	23,078	33.8
Total	71,500	100.0	3,172	4.6	32,000	100.0	39,500	100.0	68,328	100.0

Information Systems: Action Plan

※ **Domestic: Introduce new products to the ML (Middle Low) market**
Overseas: Strengthen Cloud business



Domestic



Domestic

- ML(Middle Low) market; Expand standard software package sales, introduce new T&A, Payroll software
- MH(Middle High) market: Strengthen mini-ERP solutions Collaborate with CREO / Enhance consultancy
- Enhance HR total Cloud services
- Mining the public market

Overseas



Global

- N. America: Accu-Time Systems Inc. Cloud business deployment, enhance terminal solutions
- Europe: Horosmart S.A.Reinforce customer base Expand Access and Cloud services

Expand New Software Sales

Topics

Next-generation Human Resource Management Software Package

Aim to establish the position of a "Strong HR solution vendor"

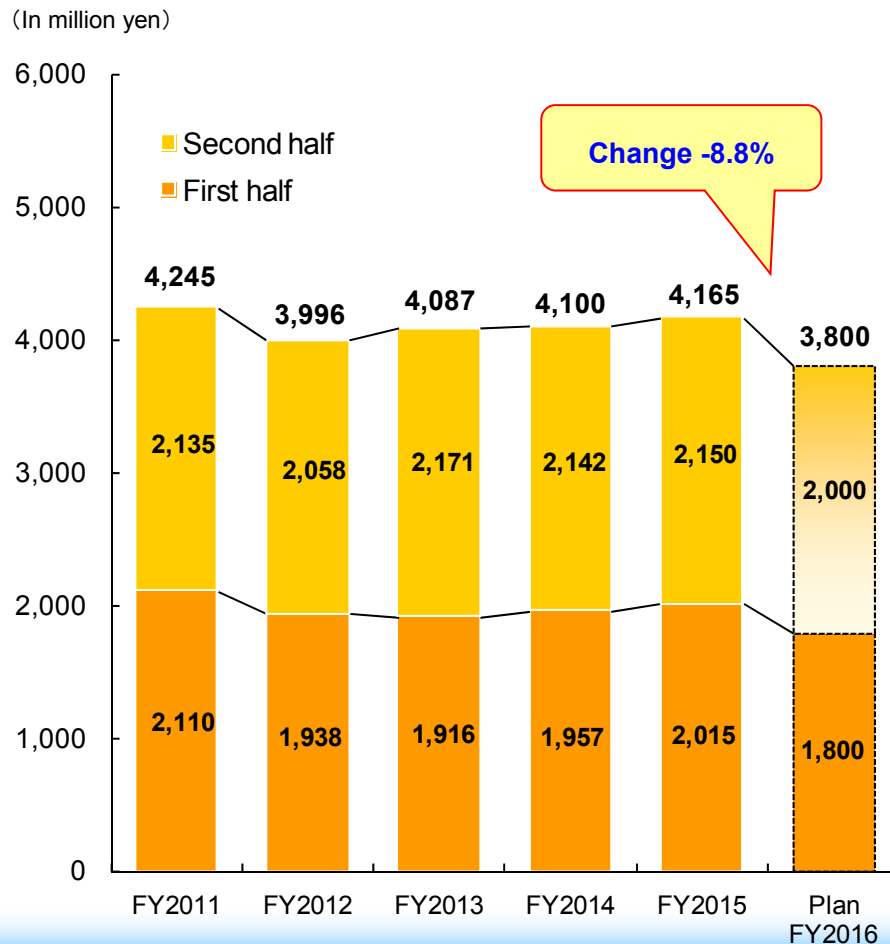
Apr. 2016 Release



Time Management Products : Action Plan



※ Domestic & Overseas : Expand Online Sales



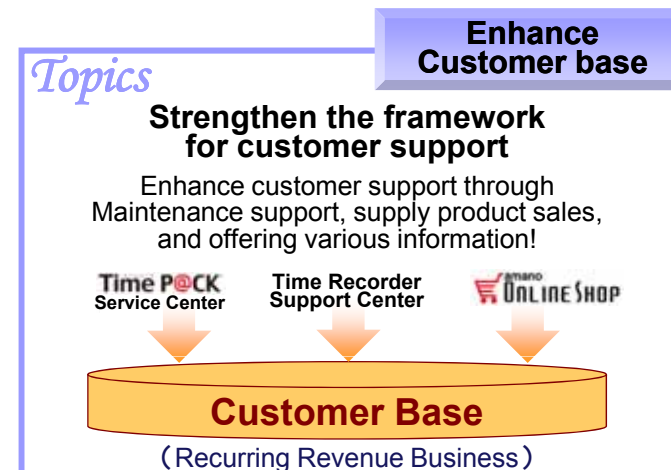
Domestic



Overseas

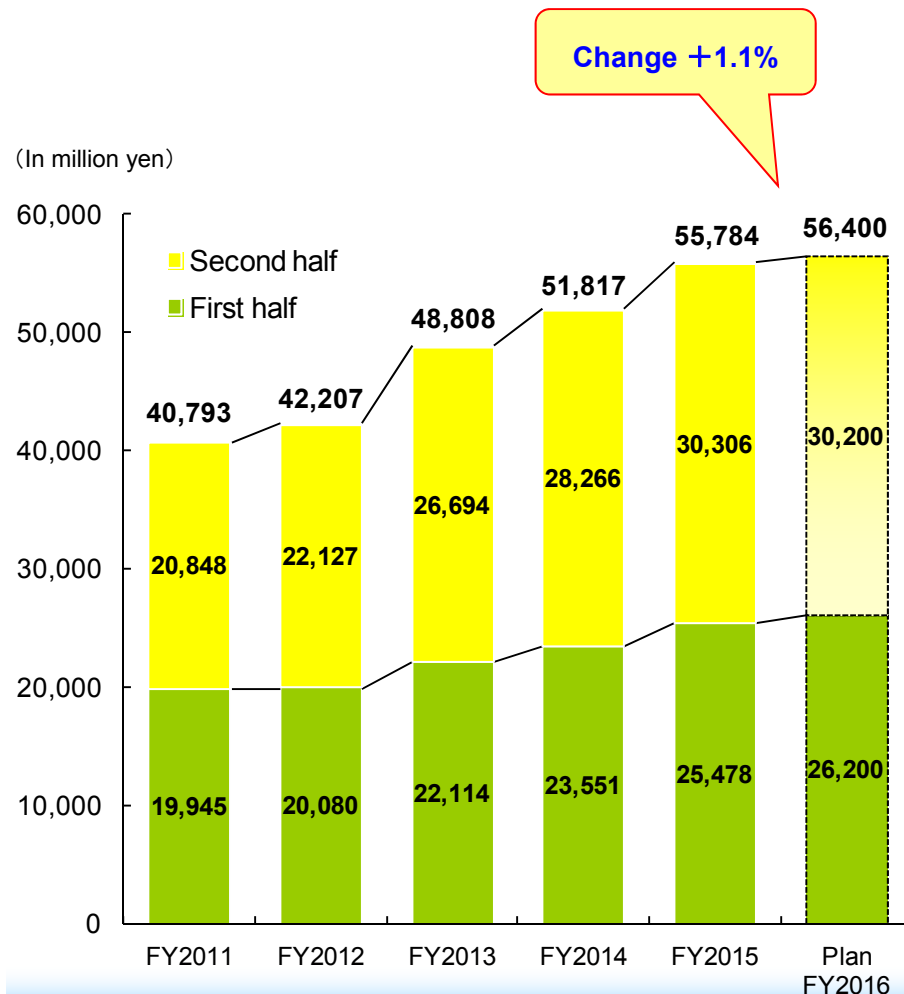


- Uncovering new demand from the standard equipment market
- Strengthen online store and sales over the internet
- Increased sales of the enhanced TimeP@CK model
- Increased membership for TimeP@CK fee-based service
- Develop new business partners
- N. America: New product launches, sales channel restructuring
- Europe: Organizing the sales network, Deployment of online sales



Parking Systems: Action Plan

※ Domestic & Asia: Accelerate Deployment of Parking Management Services N. America: Expanding sales of the new system



Domestic



Domestic

- Closer ties with major operators
- Medium small operators
- Parking data center: enhance services
- Management services: Expand holistic solutions
- Mining new markets
- Bicycle parking , security gates, toll roads,

Overseas



- N. America: Reinforcing sales of the new system, develop new markets
- Europe: Accelerated deployment of bar code systems (N. American market)
- Asia: Deploy Management service business
Capturing the demand in the Chinese market

Expand Business Domain

Topics

Expand & enhance the capabilities of the data center

Promote business development utilizing the data center!

Data Center

- Information Service
- Electronic card settlement services
- Tablet Solutions
- Maintenance Services

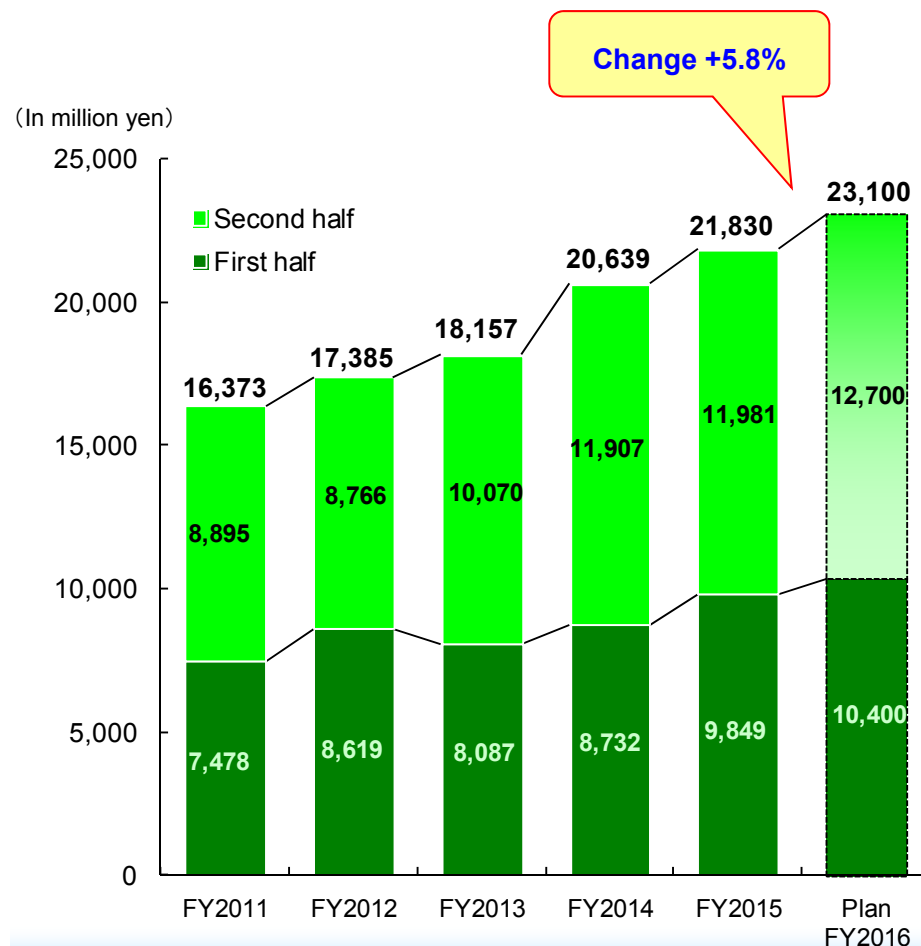


Parking operators
Commercial Facilities
Public Offices
Hourly Parking Lots



Environmental Systems: Action Plan

✂ Enhance Global Sales Structure, Reinforce engineering



Domestic



Domestic

- Increase global project orders initiated domestically
- Standard dust collectors: capture the demand
- Mining the pharmaceutical, foods, and cosmetics markets
- Strengthen holistic sales by including peripheral devices

Overseas



Global

- North & Central America; Expand standard equipment sales to the auto industry
- Asia: Reinforce sales and engineering
- Capture untapped overseas markets

Accelerate Global deployment

Topics

Strengthen sales and engineering capabilities

Strengthen sales and engineering capabilities to better serve Japanese companies expanding overseas!



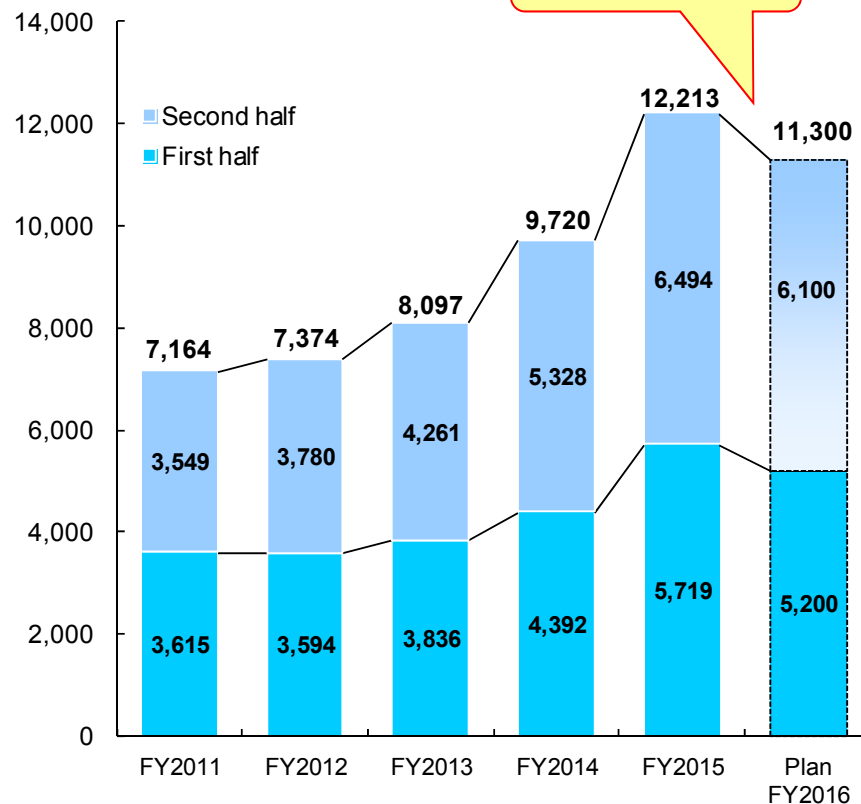
Jan. 2016
Established
Mexican
subsidiary

North & Latin American markets
Promoting sales of standard
machines and system targeting
the auto industry!

Clean Systems: Action Plan

※ Domestic: Strengthen comprehensive solutions, N. America : Expanding the business

(In million yen)



Domestic



Domestic

- Explore demands with the robotic cleaner
- Promote comprehensive solutions
 - Enhanced commissioned cleaning services, aesthetic maintenance proposals, digitization & systematization of soft & hardware
- Mining the factory market

Overseas



Global

- N. America: Strengthen business foundation
 - Expand the wooden floor sanding business

New Market Development

Topics

Expanding the robotic cleaner market

Robotic Cleaner + Robotic Scrubber
Strengthen proposals tailored to the cleaning scene!

Commercial Robotic Vacuum Cleaner



Robotic Floor Scrubber



Sales & Operating Profit Plans by Segment

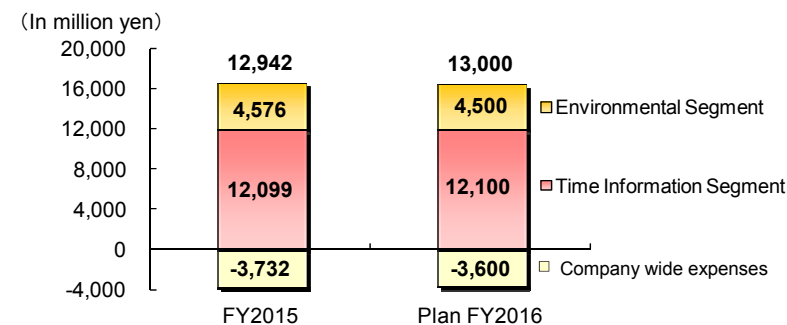
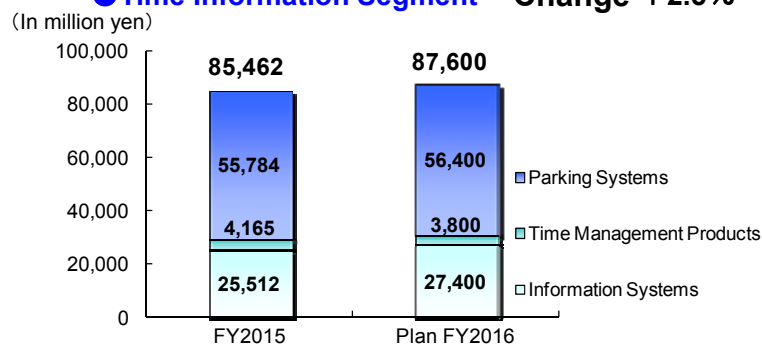
(In million yen)

	Plan FY2016			Result FY2015			Year on year			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	%	Operating profit	%
Time Information Segment	87,600	12,100	13.8	85,462	12,099	14.2	2,137	2.5	0	0.0
Environmental Segment	34,400	4,500	13.1	34,044	4,576	13.4	355	1.0	-76	-1.7
Company-wide Expense		-3,600			-3,732				132	
Total	122,000	13,000	10.7	119,506	12,942	10.8	2,493	2.1	57	0.4

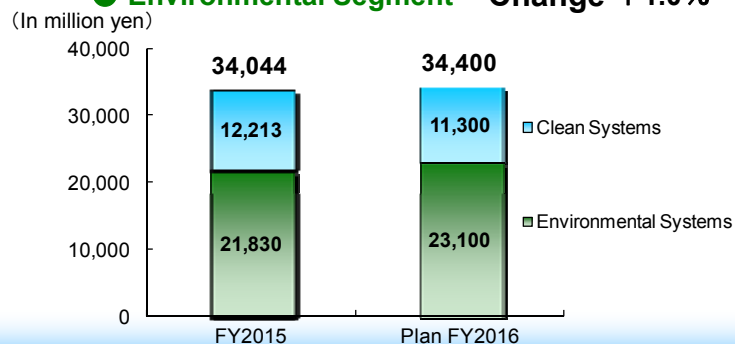
【Sales】

【Operating profit】

● Time Information Segment Change +2.5%



● Environmental Segment Change +1.0%



※ Operating Profit +0.4% YOY

● Time Information Segment change +0.0%

● Environmental Segment change -1.7%

AMANO