

**Fiscal Year 2016** (The year ending March 2017)  
**Year End Business Results**

**AMANO CORPORATION** (Ticker: 6436)

Apr. 28, 2017

Contact: Management Planning Unit,  
Corporate Planning Division  
TEL: +81(0)45-439-1591  
Web site: <http://www.amano.co.jp/>

---

-  **FY2016 Financial Report** P. 3  
The year ending March 2017
  
-  **The New Medium-term Business Plan** P.20  
The 2nd Stage Towards a 100-year Company
  
-  **FY2017 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 . FY2016 Financial Report**

## **The Year ending March 2017**

# Business Performance



## ● Consolidated

(In million yen)

	Disclosed plan			FY2016 Result		FY2015 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	122,000	100.0	2.1	120,124	100.0	119,506	100.0	617	0.5	(1,876)	98.5
Gross profit	51,800	42.5	0.8	51,943	43.2	51,385	43.0	557	1.1	143	100.3
SG&A	38,800	31.8	0.9	38,778	32.3	38,442	32.2	335	0.9	(22)	99.9
Operating profit	13,000	10.7	0.4	13,165	11.0	12,942	10.8	222	1.7	165	101.3
Non-operating income	600	0.5	(34.6)	818	0.7	917	0.8	(99)	(10.8)	218	136.3
Non-operating expense	100	0.1	(48.7)	176	0.2	194	0.2	(18)	(9.5)	76	176.4
Ordinary profit	13,500	11.1	(1.2)	13,806	11.5	13,665	11.4	141	1.0	306	102.3
Extraordinary profit	0			103		5		98		103	
Extraordinary loss	0			79		356		(277)		79	
Net income attributable to owners of the parent company	8,800	7.2	4.7	9,223	7.7	8,405	7.0	818	9.7	423	104.8

\* FX Rates : (Quarterly Average)

US\$	109.00	US\$	109.45	US\$	121.04
EUR	122.00	EUR	120.59	EUR	133.66

◆ **ACJ** \* ACJ; Amano Corporation Japan

(In million yen)

	Disclosed plan			FY2016 Result		FY2015 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	71,500	100.0	4.6	71,059	100.0	68,328	100.0	2,731	4.0	(441)	99.4
Gross profit	29,000	40.6	2.6	29,498	41.5	28,253	41.3	1,244	4.4	498	101.7
SG&A	21,400	29.9	5.2	20,948	29.5	20,340	29.8	607	3.0	(452)	97.9
Operating profit	7,600	10.6	(4.0)	8,550	12.0	7,913	11.6	637	8.1	950	112.5
Non-operating income	1,440	2.0	(5.6)	1,758	2.5	1,524	2.2	234	15.4	318	122.2
Non-operating expense	40	0.1	(70.6)	87	0.1	136	0.2	(49)	(36.0)	47	217.8
Ordinary profit	9,000	12.6	(3.2)	10,222	14.4	9,301	13.6	920	9.9	1,222	113.6
Extraordinary profit	0			100		0		100		100	
Extraordinary loss	0			69		226		(157)		69	
Net income	6,200	8.7	2.0	7,319	10.3	6,077	8.9	1,241	20.4	1,119	118.1

## ■ Consolidated performance (Year-on-year)

**1 Sales: Up ¥ 617 Mil ( Up 0.5 % )**

· Time Information Segment: Up 1,548 Mil ( Up 1.8 % )  
 Incl: Information Systems: Dn 723 Mil ( Dn 2.8 % )  
 Incl: Parking Systems: Up 2,618 Mil ( Up 4.7 % )

· Environmental Segment: Dn 930 Mil ( Dn 2.7 % )  
 Incl: Environmental Systems: Dn 117 Mil ( Dn 0.5 % )  
 Incl: Clean Systems: Dn 812 Mil ( Dn 6.7 % )

**2 Gross Profit: Up ¥ 557 Mil ( Up 1.1 % )**

Gross Profit Ratio: 43.2 % Up 0.2 %

· Time Information Segment: Dn 0.1 %

· Environmental Segment: Up 0.9 %

**3 SG&A: Up ¥ 335 Mil ( Up 0.9 % )**

· Labor Cost Dn 210 Mil ( Dn 0.9 % )

· Other Costs Up 550 Mil ( Up 4.1 % )

**4 Operating Profit Up ¥ 222 Mil ( Up 1.7 % )**

· Time Information Segment: ¥ 11,890 Mil ( Dn 208 Mil )

· Environmental Segment: ¥ 4,893 Mil ( Up 317 Mil )

· Company-wide Expense: ¥ -3,618 Mil ( Up 113 Mil )

● Operating profit Ratio 11.0 % (FY2015: 10.8%)

● ROE 9.5 % (FY2015: 9.0%)

● Cons OP / Parent OP 1.54 times (FY2015: 1.64 times)

# Sales by Business Division

AMANO

## ●Consolidated

(In million yen)

Business division	Disclosed plan			FY2016		FY2015		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	27,400	22.5	7.4	24,789	20.6	25,512	21.3	(723)	(2.8)	(2,611)	90.5
Time Management Products	3,800	3.1	(8.8)	3,818	3.2	4,165	3.5	(346)	(8.3)	18	100.5
Parking Systems	56,400	46.2	1.1	58,402	48.6	55,784	46.7	2,618	4.7	2,002	103.6
Total: Time Information Segment	87,600	71.8	2.5	87,010	72.4	85,462	71.5	1,548	1.8	(590)	99.3
Environmental Systems	23,100	18.9	5.8	21,712	18.1	21,830	18.3	(117)	(0.5)	(1,388)	94.0
Clean Systems	11,300	9.3	(7.5)	11,401	9.5	12,213	10.2	(812)	(6.7)	101	100.9
Total: Environmental Segment	34,400	28.2	1.0	33,113	27.6	34,044	28.5	(930)	(2.7)	(1,287)	96.3
Grand total	122,000	100.0	2.1	120,124	100.0	119,506	100.0	617	0.5	(1,876)	98.5

## ●ACJ

(In million yen)

Business division	Disclosed plan			FY2016		FY2015		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	16,000	22.4	10.9	13,957	19.6	14,421	21.1	(463)	(3.2)	(2,043)	87.2
Time Management Products	3,100	4.3	(2.2)	3,073	4.3	3,168	4.6	(94)	(3.0)	(27)	99.1
Parking Systems	28,000	39.2	1.2	30,185	42.5	27,660	40.5	2,525	9.1	2,185	107.8
Total: Time Information Segment	47,100	65.9	4.1	47,216	66.4	45,249	66.2	1,966	4.3	116	100.2
Environmental Systems	19,300	27.0	6.0	19,124	27.0	18,203	26.7	921	5.1	(176)	99.1
Clean Systems	5,100	7.1	4.6	4,718	6.6	4,875	7.1	(157)	(3.2)	(382)	92.5
Total: Environmental Segment	24,400	34.1	5.7	23,843	33.6	23,078	33.8	764	3.3	(557)	97.7
Grand total	71,500	100.0	4.6	71,059	100.0	68,328	100.0	2,731	4.0	(441)	99.4

# Quarterly Performance (Consolidated)

AMANO

## ◆ Quarterly Performance

(In million yen)

	1st quarter		2nd quarter		3rd quarter		4th quarter		FY2016 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	26,201	100.0	30,398	100.0	28,978	100.0	34,545	100.0	120,124	100.0
Gross profit	11,167	42.6	13,206	43.4	12,077	41.7	15,491	44.8	51,943	43.2
SG&A	9,625	36.7	9,648	31.7	9,093	31.4	10,410	30.1	38,778	32.3
Operating profit	1,541	5.9	3,558	11.7	2,984	10.3	5,081	14.7	13,165	11.0
Non-operating income	184	0.7	165	0.5	248	0.9	219	0.6	818	
Non-operating expense	202	0.8	7	0.0	△ 137	(0.5)	103	0.3	176	
Ordinary profit	1,523	5.8	3,715	12.2	3,370	11.6	5,197	15.0	13,806	11.5
Extraordinary profit	0		0		0		102		103	
Extraordinary loss	6		25		24		22		79	
Net income attributable to owners of the parent company	747	2.9	2,511	8.3	2,238	7.7	3,725	10.8	9,223	7.7

\* FX Rates: (Quarterly Average)

US\$ 115.07  
EUR 127.18

US\$ 108.54  
EUR 121.43

US\$ 102.93  
EUR 114.62

US\$ 111.25  
EUR 119.11

US\$ 109.45  
EUR 120.59

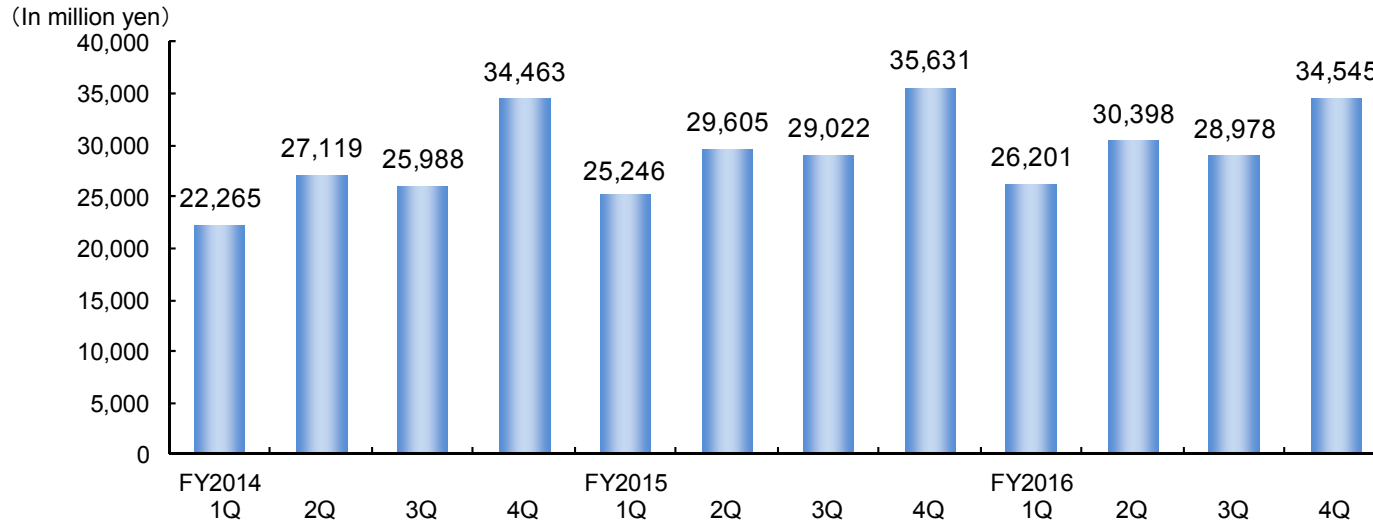
## ◆ Quarterly Sales

(In million yen)

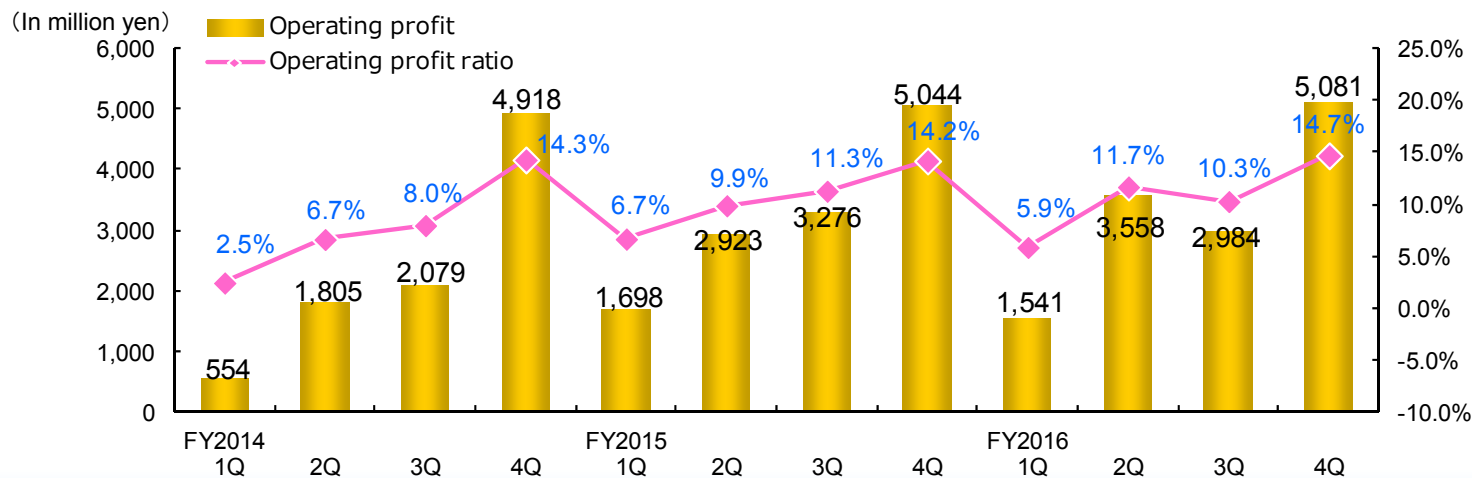
Business division	1st quarter		2nd quarter		3rd quarter		4th quarter		FY2016 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	5,430	20.7	6,272	20.6	5,572	19.2	7,514	21.7	24,789	20.6
Time Management Products	922	3.5	922	3.0	918	3.2	1,055	3.1	3,818	3.2
Parking Systems	12,751	48.7	14,531	47.8	14,338	49.5	16,780	48.6	58,402	48.6
Total: Time Information Segment	19,104	72.9	21,726	71.4	20,829	71.9	25,350	73.4	87,010	72.4
Environmental Systems	4,345	16.6	5,708	18.8	5,289	18.2	6,369	18.4	21,712	18.1
Clean Systems	2,751	10.5	2,964	9.8	2,859	9.9	2,825	8.2	11,401	9.5
Total: Environmental Segment	7,096	27.1	8,672	28.6	8,149	28.1	9,195	26.6	33,113	27.6
Grand total	26,201	100.0	30,398	100.0	28,978	100.0	34,545	100.0	120,124	100.0

# Consolidated Sales & Operating Profit Transitions (Quarterly) **AMANO**

## ■ Net sales



## ■ Operating profit



# Sales & Operating Profit by Business Segment

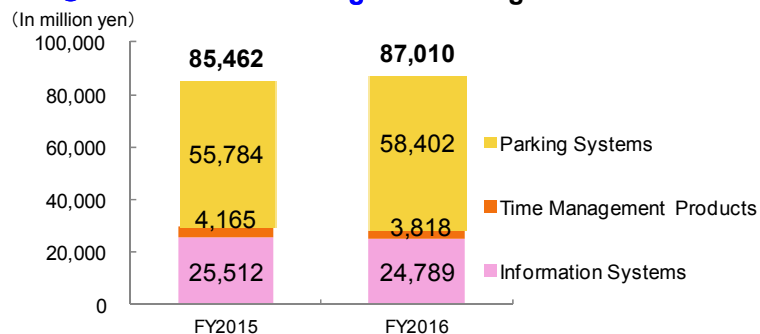


(In million yen)

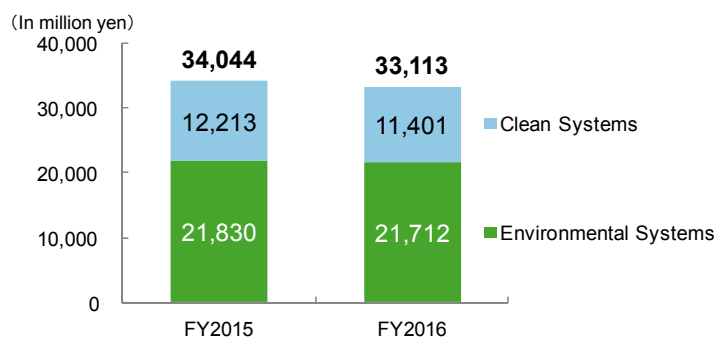
	FY2016 1Q			FY2016 2Q			FY2016 3Q			FY2016 4Q			Year ending March 31, 2016			Year ending March 31, 2015			Change			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	%	Operating profit	%
Time Information Segment	19,104	1,544	8.1	21,726	3,144	14.5	20,829	2,671	12.8	25,350	4,531	17.9	87,010	11,890	13.7	85,462	12,099	14.2	1,548	1.8	(208)	(1.7)
Environmental Segment	7,096	825	11.6	8,672	1,293	14.9	8,149	1,131	13.9	9,195	1,644	17.9	33,113	4,893	14.8	34,044	4,576	13.4	(930)	(2.7)	317	6.9
Company-wide Expenses		(828)			(880)			(816)			(1,094)			(3,618)			(3,732)				113	
<b>Total</b>	<b>26,201</b>	<b>1,541</b>	<b>5.9</b>	<b>30,398</b>	<b>3,557</b>	<b>11.7</b>	<b>28,978</b>	<b>2,984</b>	<b>10.3</b>	<b>34,545</b>	<b>5,083</b>	<b>14.7</b>	<b>120,124</b>	<b>13,165</b>	<b>11.0</b>	<b>119,506</b>	<b>12,942</b>	<b>10.8</b>	<b>617</b>	<b>0.5</b>	<b>222</b>	<b>1.7</b>

## 【Net sales】

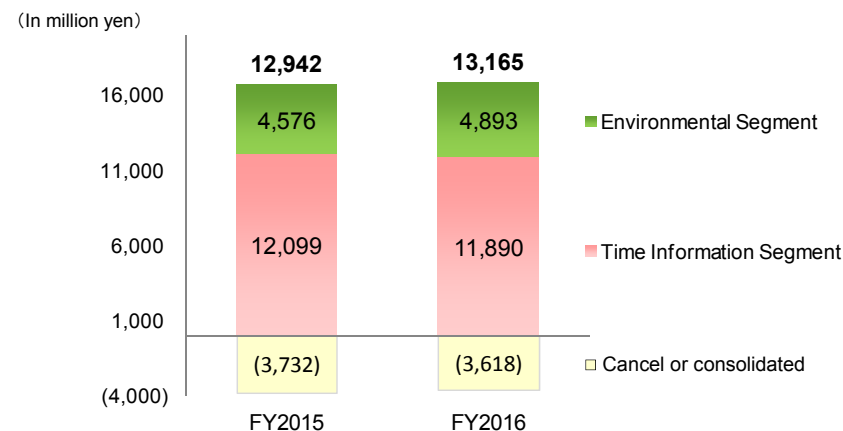
● **Time Information Segment** change +1.8%



● **Environmental Segment** change -2.7%



## 【Operating profit】

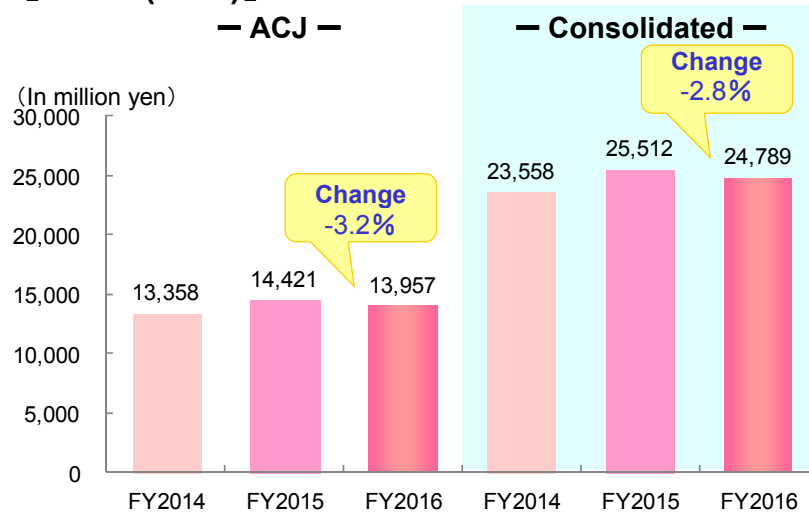




# Performance by Business Division

## ✂ Domestic & N. America; Lower sales, Europe; Flat

【Sales (YOY)】



**Domestic**

- Software; Sales declined
- T&A Terminal; Sales declined
- Cloud services; Increased orders

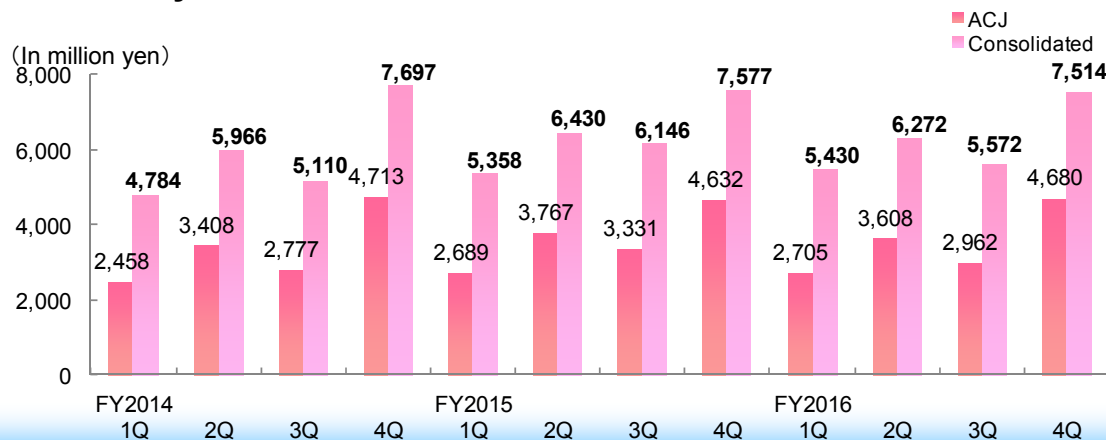


**Overseas**

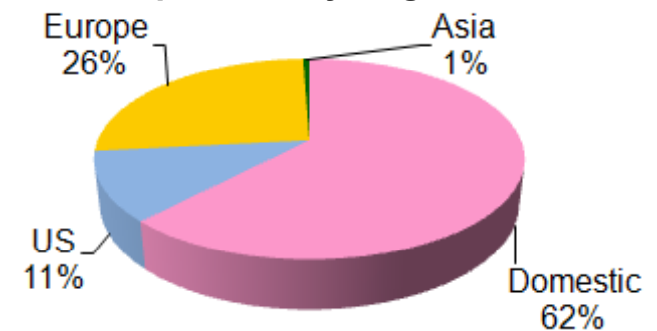
- N. America: Accu-Time Systems Inc. ; Lower sales
- Europe: Horosmart S.A. ; Revenues flat (due to currency rates)



【Quarterly Sales Performance (1Q FY2014 to 4Q FY2016)】



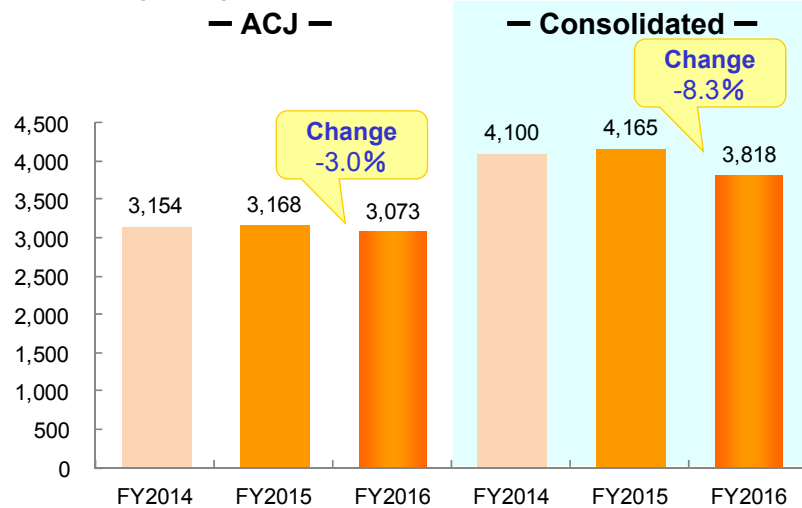
【Sales composition by Region】



# Time Management Products

## ※ Domestic & Overseas; Lower sales

【Sales (YOY)】



**Domestic**

- Standard machines; Both domestic and overseas sales volume declined

- TimeP@CK fee-based service; Increased membership  
 (※)TimeP@CK: Time recorder equipped with PC compatible aggregation software



**Domestic**

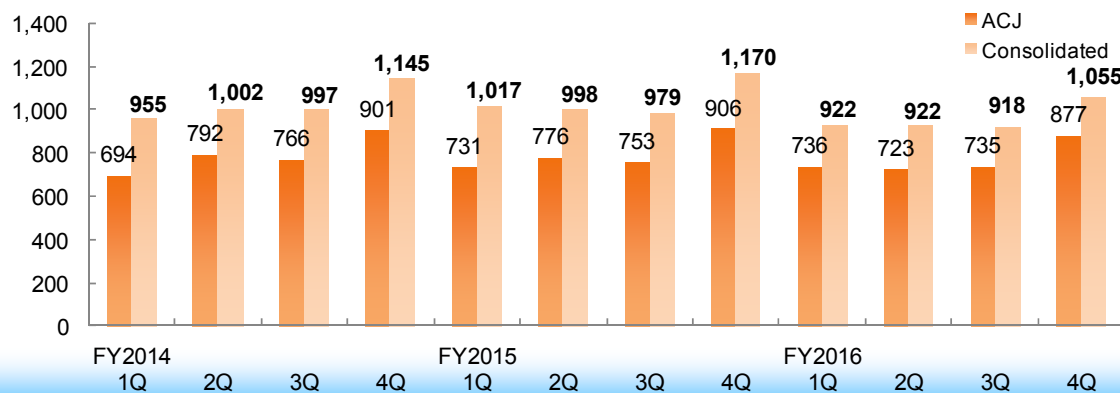
**Overseas**

- Asia: Sales flat
- N. America: Lower sales

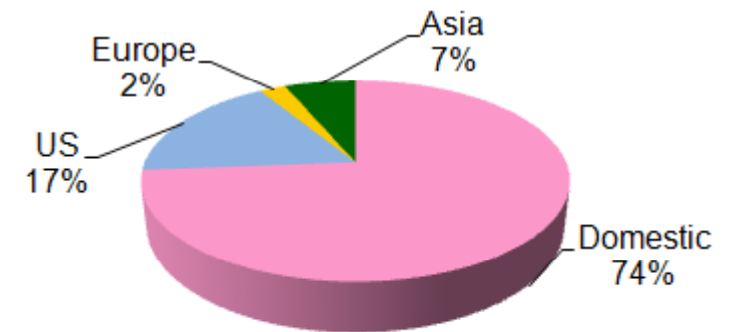


【Quarterly Sales Performance (1Q FY2014 to 4Q FY2016)】

(In million yen)

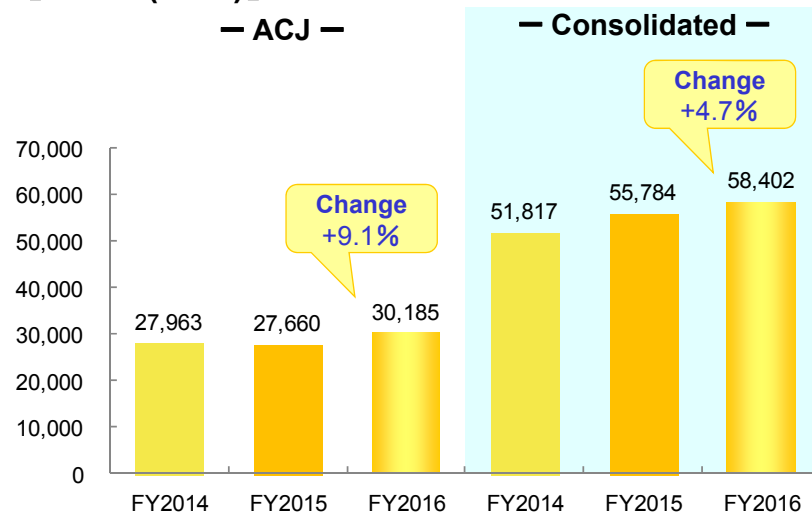


【Sales composition by Region】



## ※ Domestic; Higher sales, & Overseas; Lower sales

【Sales (YOY)】



**Domestic**



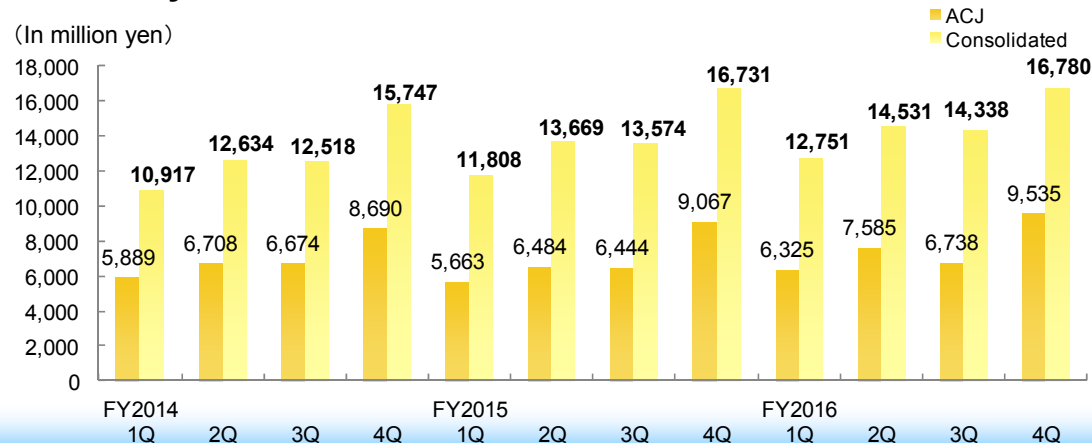
- Growing orders for small / medium scale systems
- Firm commissioned management service business
- Growing orders for bicycle parking systems

**Overseas**

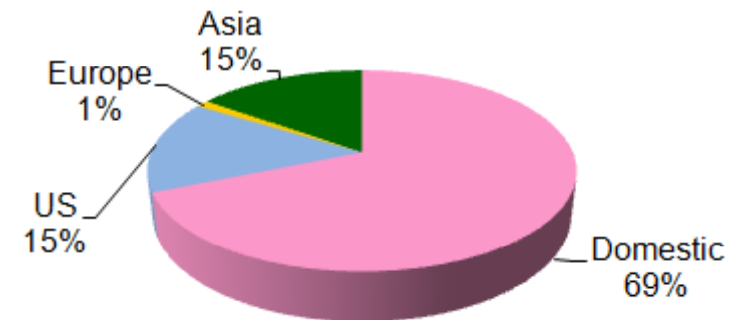


- N. America: Lower sales
- Asia: Korea, Hong Kong; commissioned management service Growing steadily

【Quarterly Sales Performance (1Q FY2014 to 4Q FY2016)】

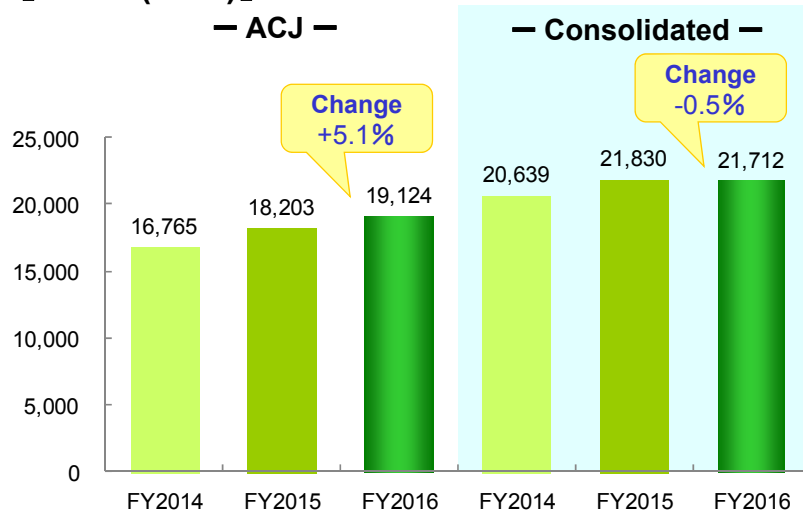


【Sales composition by Region】



## ✂ Domestic; Higher sales, Overseas; Lower sales

【Sales (YOY)】



**Domestic**

- Standard Dust Collectors; Marginal increase
- Large scale systems; Increased sales
- Strong sales in the pharmaceutical, food, and cosmetics industries



**Domestic**

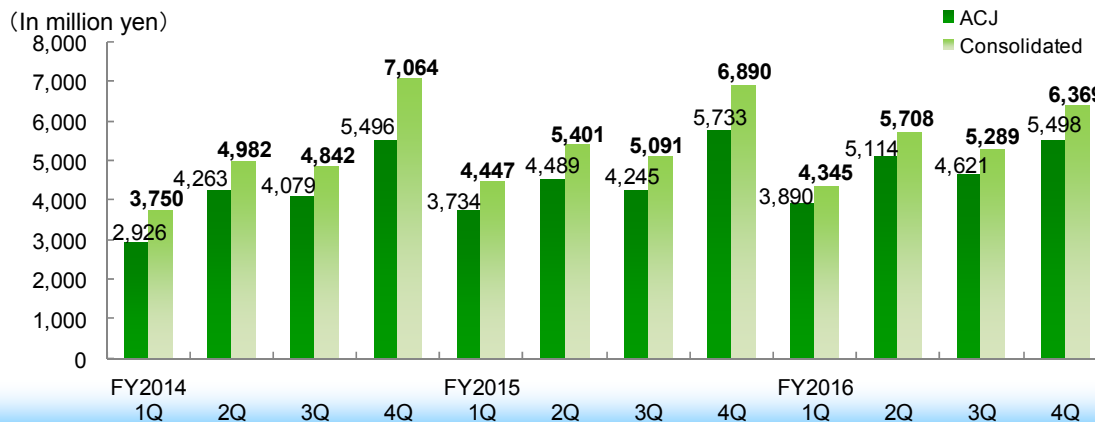
**Overseas**

- Asia: Orders declined
- Mexico: Orders firm

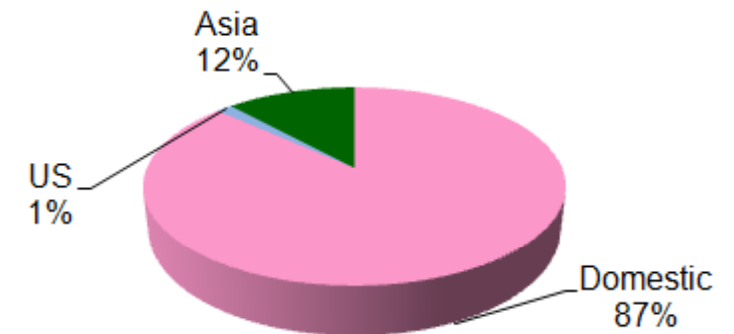


**Global**

【Quarterly Sales Performance (1Q FY2014 to 4Q FY2016)】

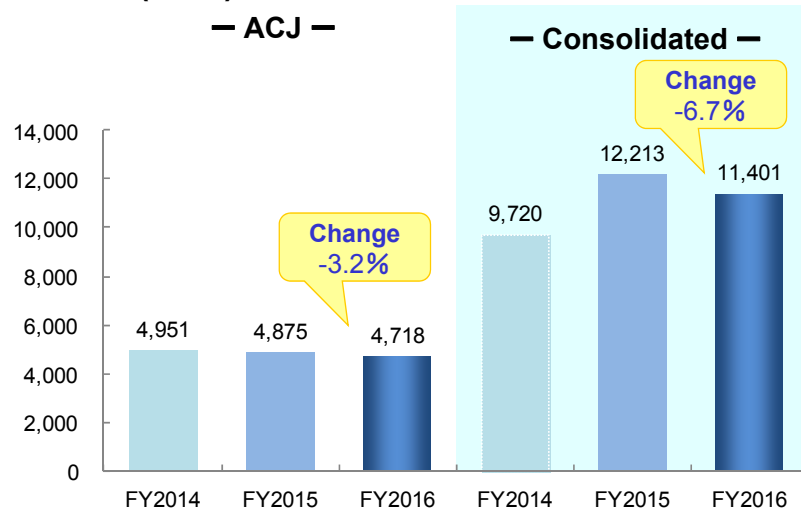


【Sales composition by Region】



## ※ Domestic; Lower sales, N. America; Lower Sales (due to currency rates)

### 【Sales (YOY)】



#### Domestic

- Scrubber; Orders recovered
- Polishers; Sales declined
- Commissioned cleaning; Sales declined

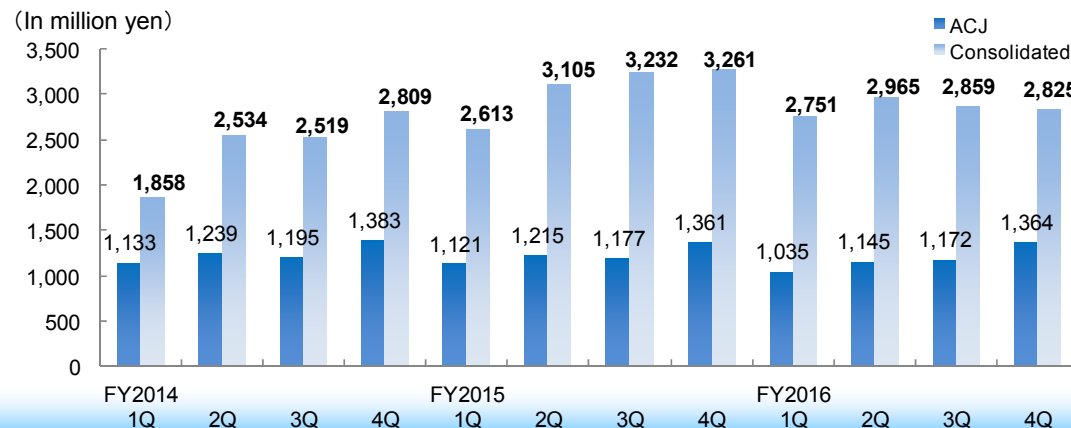


#### Overseas

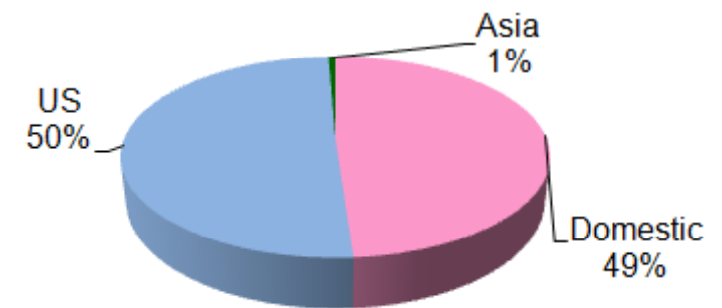
- N. America: Wood floor sanding business performing steadily



### 【Quarterly Sales Performance (1Q FY2014 to 4Q FY2016)】



### 【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)

	FY2016 1Q (Jan - Mar, 2015)			FY2016 2Q (Apr - Jun, 2015)			FY2016 3Q (Jul - Sep, 2015)			FY2016 4Q (Oct - Dec, 2015)			FY2016 (Jan - Dec, 2016)			FY2015 (Jan - Dec, 2015)			Year on Year Change			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	%
North America	4,339	122	2.8	4,993	202	4.0	4,898	419	8.6	4,628	109	2.4	18,858	852	4.5	20,566	1,868	9.1	(1,708)	(8.3)	(1,015)	(54.4)
Europe	1,990	107	5.4	1,899	121	6.4	1,580	128	8.1	1,914	134	7.0	7,383	490	6.6	7,329	536	7.3	54	0.7	(45)	(8.5)
Asia	2,496	96	3.9	2,727	240	8.8	3,289	261	7.9	3,509	299	8.5	12,021	896	7.5	12,791	840	6.6	(769)	(6.0)	56	6.7
Overseas group companies Total	8,825	326	3.7	9,619	563	5.9	9,767	807	8.3	10,051	542	5.4	38,262	2,238	5.8	40,686	3,244	8.0	(2,424)	(6.0)	(1,006)	(31.0)
Domestic Group companies	5,093	425	8.4	5,335	571	10.7	5,509	621	11.3	5,567	606	10.9	21,505	2,223	10.3	20,676	1,930	9.3	829	4.0	293	15.2

\* FX Rates: Quarterly Average)

US \$ 115.07	US \$ 108.54	US \$ 102.93	US \$ 111.25	US \$ 109.45	US \$ 121.04
EUR 127.18	EUR 121.43	EUR 114.62	EUR 119.11	EUR 120.59	EUR 133.66

Goodwill Amortization:

N. America:105Million	N. America:122Million	N. America:76Million	N. America:84Million	N. America:387Million	N. America:487Million
Europe: 78Million	Europe: 74Million	Europe: 70Million	Europe: 74Million	Europe: 296Million	Europe: 301Million

# Consolidated Balance Sheet

**AMANO**

CONSOLIDATED B/S	(In million yen)		
	FY2016 17.3.31	FY2015 16.3.31	Change
<b>Assets</b>	137,888	16.3.31	922
Cash & Bank Deposits	38,940	36,888	2,052
Notes and accounts receivable - trade	33,710	34,576	(865)
Inventories	9,459	8,858	600
Deferred Tax Assets	1,889	1,783	105
Othe Current Assets	3,638	3,768	(130)
Fixed Assets	50,250	51,090	(840)
<b>Liabilities</b>	38,467	41,359	(2,891)
Notes and accounts payable - trade	14,209	14,080	129
Other Current Liabilities	18,024	20,053	(2,029)
Other Fixed Liabilities	6,233	7,225	(991)
<b>Net Assets</b>	99,421	95,606	3,814
Shareholder's Equity	101,548	97,233	4,314
Total accumulated other comprehensive income	(2,585)	(2,043)	(541)
Non-Controlling shareholder's interests	458	416	42
<b>Total Liabilities &amp; Net Assets</b>	137,888	136,965	922



# Consolidated Statements of Cash Flows

AMANO

(In million yen)

Consolidated Cash Flows (CF)	FY2016 17.3.31	FY2015 16.3.31	Change
CF from Operating Activities	13,734	13,420	314
CF from Investing Activities	(4,684)	(6,608)	1,923
FCF	9,050	6,811	2,238
CF from Financial Activities	(6,256)	(4,308)	(1,948)
Net Increase (decrease) in Cash & Equivalents	2,544	2,199	345
Cash & Cash Equivalents at End of Year	35,270	32,725	2,544
CAPEX (tangible fixed asset)	3,101	2,787	314
CAPEX (intangible asset)	615	3,858	(3,243)
Depreciation	3,549	4,415	(866)

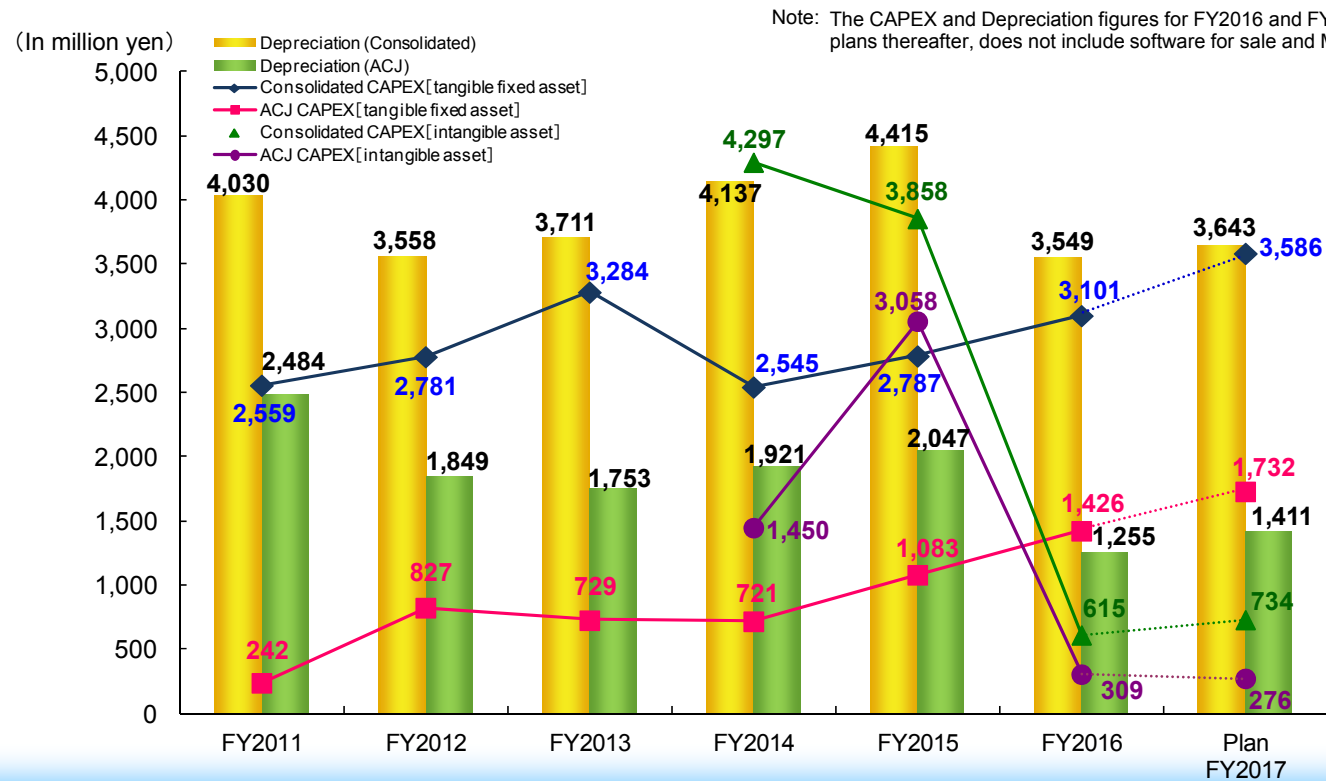
Note: The CAPEX and Depreciation figures for FY2016 and FY2017 plans thereafter, does not include software for sale and M&As.

# CAPEX & Depreciation

AMANO

(in million yen)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Plan FY2017
Consolidated CAPEX[tangible fixed asset]	2,559	2,781	3,284	2,545	2,787	3,101	3,586
[intangible asset]	—	—	—	4,297	3,858	615	734
<b>Total</b>	—	—	—	6,842	6,645	3,717	4,320
ACJ CAPEX[tangible fixed asset]	242	827	729	721	1,083	1,426	1,732
[intangible asset]	—	—	—	1,450	3,058	309	276
<b>Total</b>	—	—	—	2,171	4,142	1,736	2,009
Depreciation (Consolidated)	4,030	3,558	3,711	4,137	4,415	3,549	3,643
Depreciation (ACJ)	2,484	1,849	1,753	1,921	2,047	1,255	1,411



**The New Medium-Term Business Plan**  
**(FY2017-FY2019)**

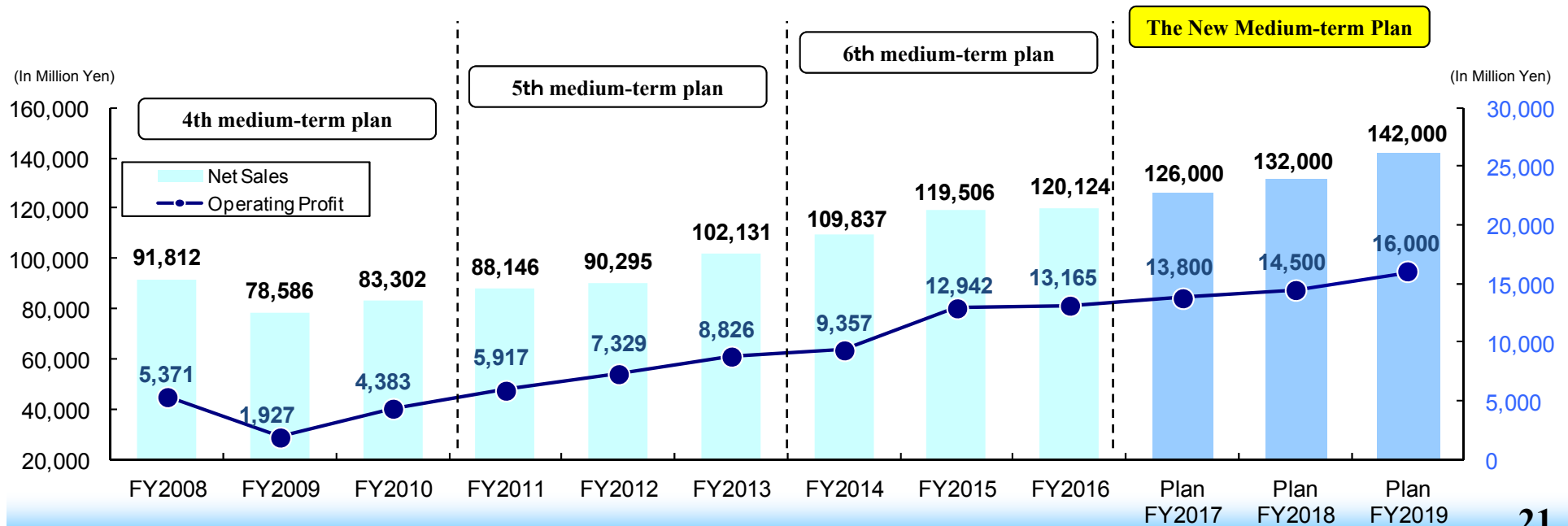
*The 2nd Stage*  
*Towards a 100-year Company*  
*Quantum Leap*

**~Innovative Creation of Value for Sustainable Growth~**

# Roadmap of the Medium-term Business Plan

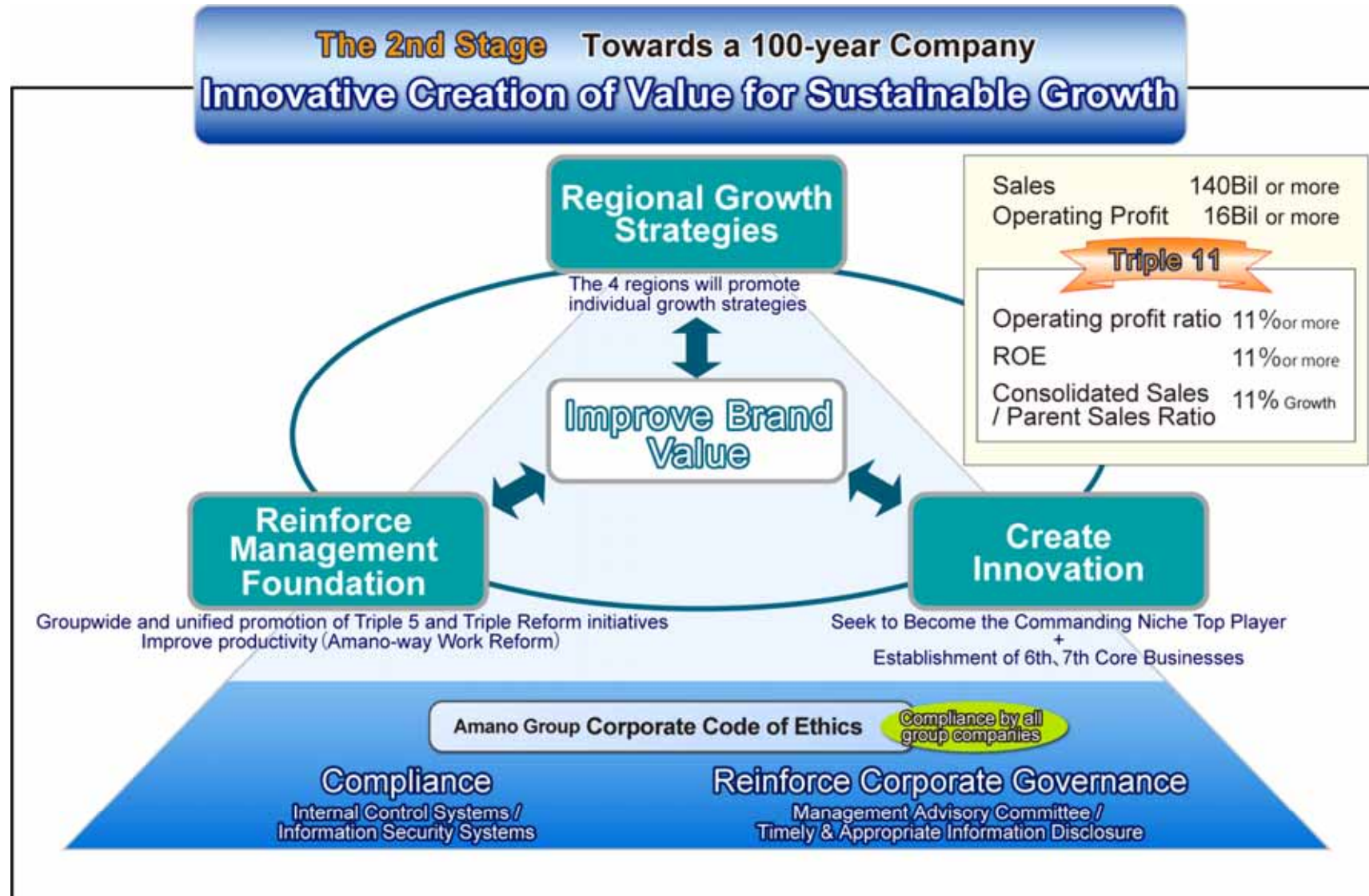


FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
4th medium-term plan			5th medium-term plan			6th medium-term plan			The New Medium-term Plan		
Global Growth Strategy			To become a 100-year Company			Challenge to a New Stage			2nd Stage Towards a 100-year Company Quantum Leap		
<b>FY2010</b> Net Sales: over ¥114bn Ordinary Profit: over ¥12.7bn			<b>FY2013</b> Sales: over ¥103Bn Operating Profit: over ¥10Bn			<b>FY2016</b> Sales: over ¥130Bn Operating Profit: over ¥13Bn			<b>FY2019</b> Sales: over ¥140Bn Operating Profit: over ¥16Bn		
Re-building profit structure & strengthening global strategy			Global Niche Top Establishing new businesses			Expand Corporate Scale & Establish Growth Drivers			Innovative Creation of Value for Sustainable Growth		



# Business Concept

The New Medium-Term Business Plan Concept (Apr. 2017- Mar. 2020)



# The New Medium-Term Business Plan the theme, "Regional growth strategies"

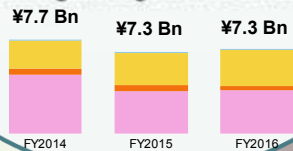
## Regional Growth Strategies

Japan / N. America / Europe / Asia  
The 4 regions will formulate  
individual growth strategies

**FY2019**  
Sales: **¥ 140 Billion or more**  
\*After Internal Eliminations  
Operating Profit: **¥ 16 Billion or more**

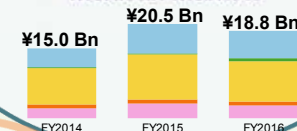
### Europe

Expand Business Foundation  
based on Information Systems  
+  
Parking Management Services



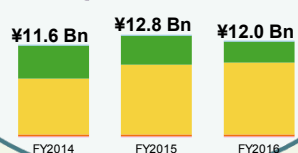
### North America

New Businesses & Products  
/ Restructured Services  
+  
Domination of Canadian and  
Mexican Markets



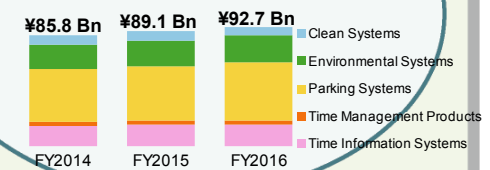
### Asia

Establish a Core Entity  
in the ASEAN Region  
+  
Parking Management Services  
in China & Taiwan



### Japan (ACJ + Domestic Group)

Expand Niche Top Areas  
of Existing Businesses  
+  
Establish the 6th Core Business



# Numerical Targets for FY2017-FY2019

AMANO

## < Consolidated >

### ◆ Business Plan

(In million yen)

	Plan FY2017		Plan FY2018		Plan FY2019		Result FY2016	
	Amount	Change%	Amount	Change%	Amount	Change%	Amount	Change%
Sales	126,000	4.9	132,000	4.8	142,000	7.6	120,124	0.5
Operating profit	13,800	4.8	14,500	5.1	16,000	10.3	13,165	1.7
Operating profit Ratio	11.0%		11.0%		11.3%		11.0%	
Ordinary profit	14,300	3.6	14,900	4.2	16,400	10.1	13,806	1.0
Net income attributable to owners of the parent company	9,400	1.9	9,800	4.3	10,800	10.2	9,223	9.7

### ◆ Sales Plan

(In million yen)

	Plan FY2017			Plan FY2018			Plan FY2019			Result FY2016		
	Amount	%	Change%	Amount	%	Change%	Amount	%	Change%	Amount	%	Change%
Information Systems	26,400	21.0	6.5	28,500	21.6	8.0	32,000	22.5	12.3	24,789	20.6	(2.8)
Time Management Products	3,600	2.9	(5.7)	3,400	2.6	(5.6)	3,300	2.3	(2.9)	3,818	3.2	(8.3)
Parking Systems	61,300	48.6	5.0	64,000	48.5	4.4	68,000	47.9	6.3	58,402	48.6	4.7
Total: Time Information Segment	91,300	72.5	4.9	95,900	72.7	5.0	103,300	72.7	7.7	87,010	72.4	1.8
Environmental Systems	22,900	18.1	5.5	23,800	18.0	3.9	25,200	17.8	5.9	21,712	18.1	(0.5)
Clean Systems	11,800	9.4	3.5	12,300	9.3	4.2	13,500	9.5	9.8	11,401	9.5	(6.7)
Total: Environmental Segment	34,700	27.5	4.8	36,100	27.3	4.0	38,700	27.3	7.2	33,113	27.6	(2.7)
Grand total	126,000	100.0	4.9	132,000	100.0	4.8	142,000	100.0	7.6	120,124	100.0	0.5

FX Conversion Rates: US\$ 105.00  
EUR 114.00

US\$ 105.00  
EUR 114.00

US\$ 105.00  
EUR 114.00

US\$ 109.45  
EUR 120.59

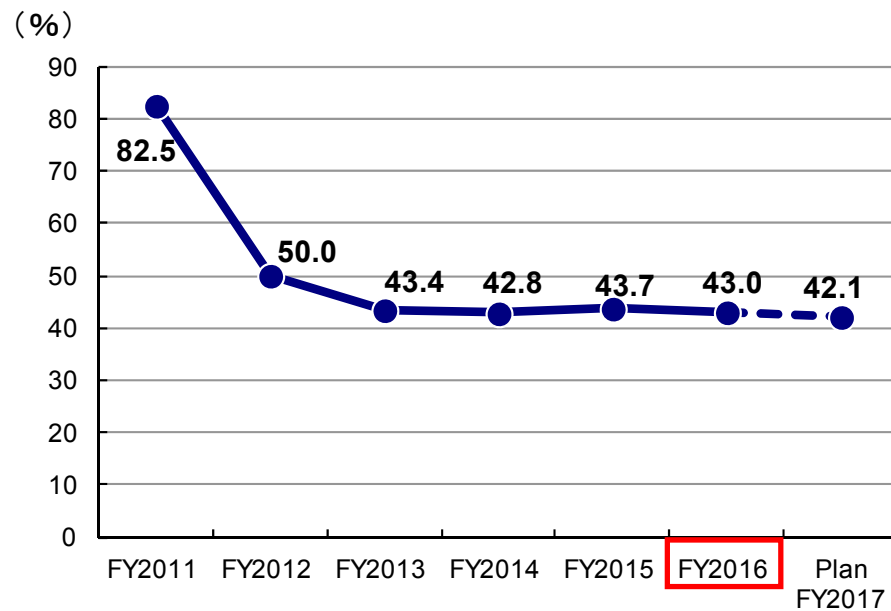
# Shareholder Return Policy

## ◎ Dividend Policy

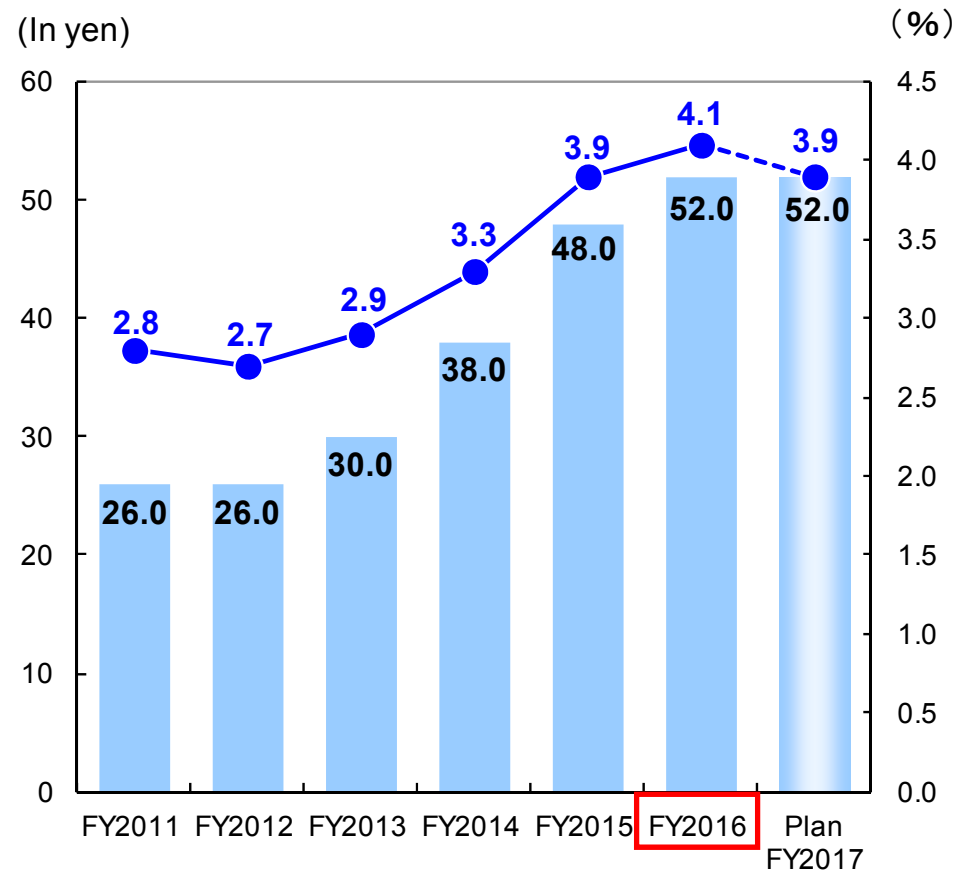
Stable dividends + performance incentives

- Consolidated Dividend Payout Ratio: Target over 40.0%
- Net Asset Payout Ratio: Target over 2.5%

<Consolidated Dividend Payout Ratio>



<Dividend per Share and Consolidated Net Asset Payout Ratio>





# Business Plan for FY2017

# FY2016 Plan: Consolidated & Individual ACJ



## ● Consolidated

(In million yen)

	FY2017 Plan						FY2016 Result			
	Full Year			First Half			Full Year		First Half	
	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Amount	(%)
Net sales	126,000	100.0	4.9	59,300	100.0	4.8	120,124	100.0	56,599	100.0
Gross profit	54,700	43.4	5.3	25,700	43.3	5.4	51,943	43.2	24,373	43.1
SG&A	40,900	32.5	5.5	20,400	34.4	5.8	38,778	32.3	19,274	34.1
Operating profit	13,800	11.0	4.8	5,300	8.9	3.9	13,165	11.0	5,099	9.0
Ordinary profit	14,300	11.3	3.6	5,500	9.3	5.0	13,806	11.5	5,238	9.3
Net income attributable to owners of the parent company	9,400	7.5	1.9	3,400	5.7	4.3	9,223	7.7	3,259	5.8

## ● ACJ

(In million yen)

	FY2017 Plan						FY2016 Result			
	Full Year			First Half			Full Year		First Half	
	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Amount	(%)
Net sales	73,500	100.0	3.4	34,100	100.0	3.7	71,059	100.0	32,872	100.0
Gross profit	31,000	42.2	5.1	14,400	42.2	7.4	29,498	41.5	13,404	40.8
SG&A	22,200	30.2	6.0	11,100	32.6	8.5	20,948	29.5	10,228	31.1
Operating profit	8,800	12.0	2.9	3,300	9.7	3.9	8,550	12.0	3,175	9.7
Ordinary profit	10,500	14.3	2.7	4,400	12.9	8.0	10,222	14.4	4,075	12.4
Net income	7,500	10.2	2.5	3,000	8.8	4.8	7,319	10.3	2,861	8.7

# FY2017: Sales Plan by Business Division

AMANO

## ● Consolidated

(In million yen)

Business division	Plan FY2017 Year ending March 31, 2018				Plan First half		Plan Second half		Result FY2016	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	26,400	21.0	1,611	6.5	12,300	20.7	14,100	21.1	24,789	20.6
Time Management Products	3,600	2.9	(218)	(5.7)	1,700	2.9	1,900	2.8	3,818	3.2
Parking Systems	61,300	48.6	2,898	5.0	28,800	48.6	32,500	48.7	58,402	48.6
Total: Time Information Segment	91,300	72.5	4,289	4.9	42,800	72.2	48,500	72.7	87,010	72.4
Environmental Systems	22,900	18.1	1,188	5.5	10,600	17.9	12,300	18.5	21,712	18.1
Clean Systems	11,800	9.4	399	3.5	5,900	9.9	5,900	8.8	11,401	9.5
Total: Environmental Segment	34,700	27.5	1,586	4.8	16,500	27.8	18,200	27.3	33,113	27.6
Grand total	126,000	100.0	5,875	4.9	59,300	100.0	66,700	100.0	120,124	100.0

## ● ACJ

(In million yen)

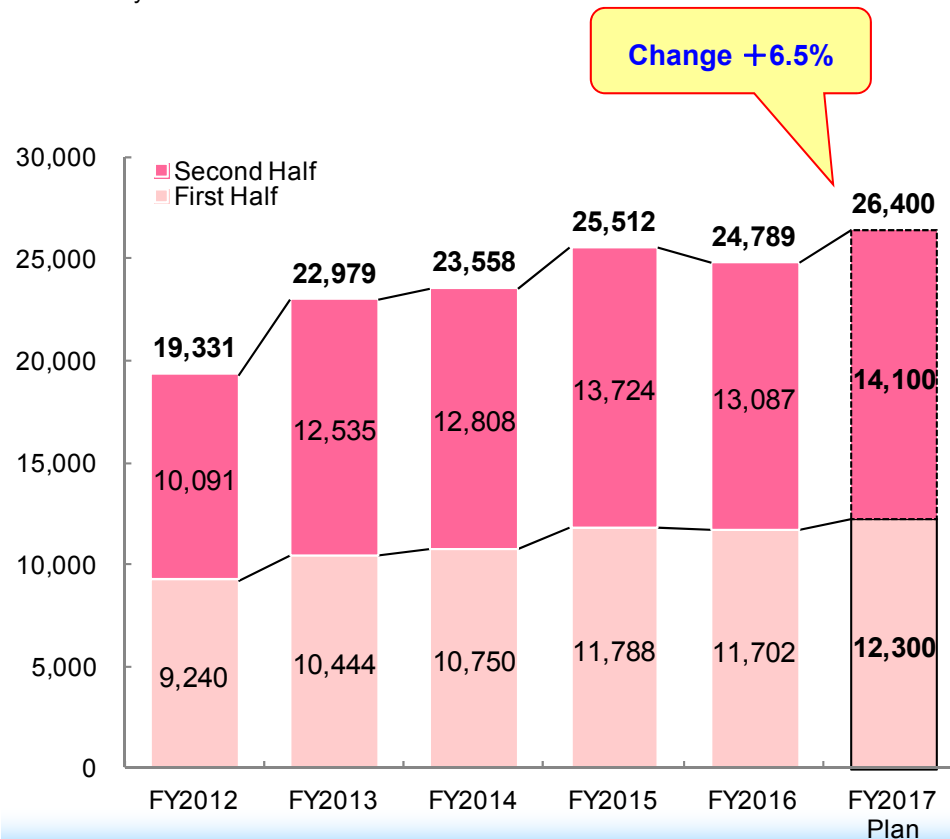
Business division	Plan FY2017 Year ending March 31, 2018				Plan First half		Plan Second half		Result FY2016	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	15,000	20.4	1,043	7.5	6,800	19.9	8,200	20.8	13,957	19.6
Time Management Products	3,000	4.1	(73)	(2.4)	1,400	4.1	1,600	4.1	3,073	4.3
Parking Systems	30,500	41.5	315	1.0	14,000	41.1	16,500	41.9	30,185	42.5
Total: Time Information Segment	48,500	66.0	1,284	2.7	22,200	65.1	26,300	66.8	47,216	66.4
Environmental Systems	20,000	27.2	876	4.6	9,500	27.9	10,500	26.6	19,124	27.0
Clean Systems	5,000	6.8	282	6.0	2,400	7.0	2,600	6.6	4,718	6.6
Total: Environmental Segment	25,000	34.0	1,157	4.9	11,900	34.9	13,100	33.2	23,843	33.6
Grand total	73,500	100.0	2,441	3.4	34,100	100.0	39,400	100.0	71,059	100.0

# Information Systems: Action Plan

New Medium-term Business Plan  
Brand Strategy by Business

## HR Solution Vendor

(In million yen)



### Domestic

- ML(Middle Low) market; Expand NX(T&A / Payroll) sales  
Strengthen proposals utilizing the standardized HR features



### Domestic

- MH(Middle High) market; Promote VG+ZeeM packaged sales  
Collaborate with CREO / Enhance consultancy

- Expand HR total Cloud services

- Expand terminal business

### Overseas

- N. America: Accu-Time Systems Inc.  
Cloud business deployment, strengthen terminal proposals



### Global

- Europe: Horosmart S.A. Reinforce customer base  
Expand Access and Cloud services

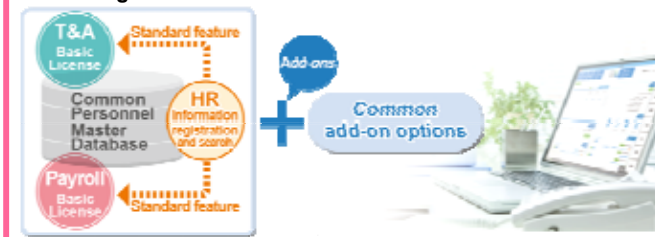
### Strengthen NX Marketing

#### Topics

#### TimePro-NX

(As a standard feature, the NX is equipped with personnel information registration and search functions)

Accelerate new T&A and Payroll solutions that standardize HR management!

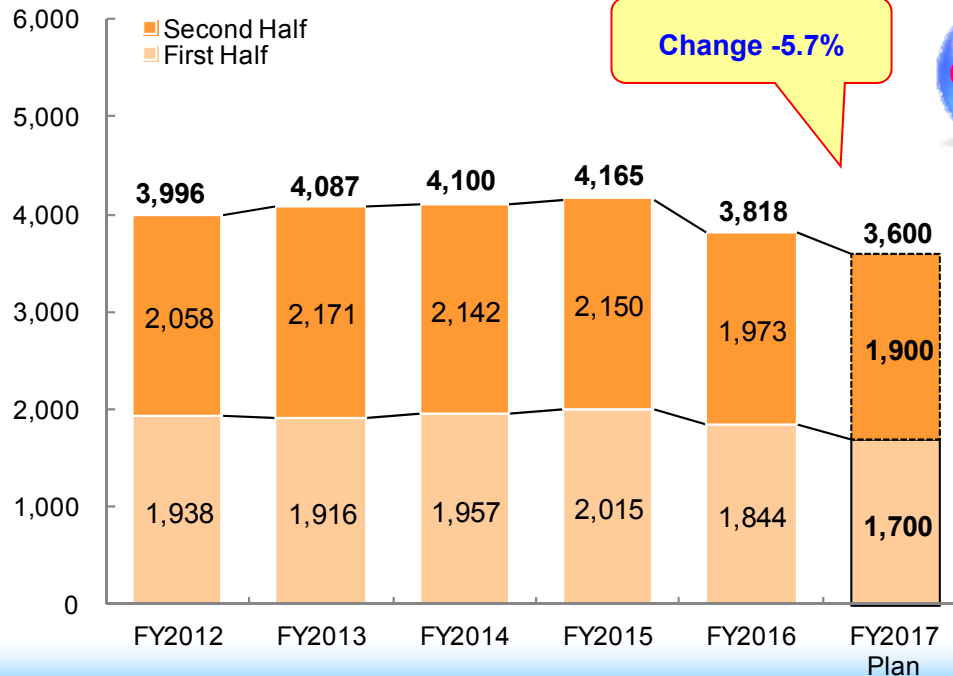


# Time Management Products : Action Plan

New Medium-term Business Plan  
Brand Strategy by Business

## HR Solution Vendor

(In million yen)



### Domestic

### Domestic

- Uncovering new demand from the standard equipment market
- Strengthen online store and sales over the internet
- Expand TimeP@CK sales
- Increase membership for TimeP@CK fee-based service
- Develop new business partners, Deploy new solutions

### Overseas

### Global

- N. America: Restructure the sales channels
- Europe: Establish sales network, Deploy online sales

### Enhance Customer base

### Topics

### The TimeP@CK Series Entry model for time cards and IC cards



The popular online tutorial



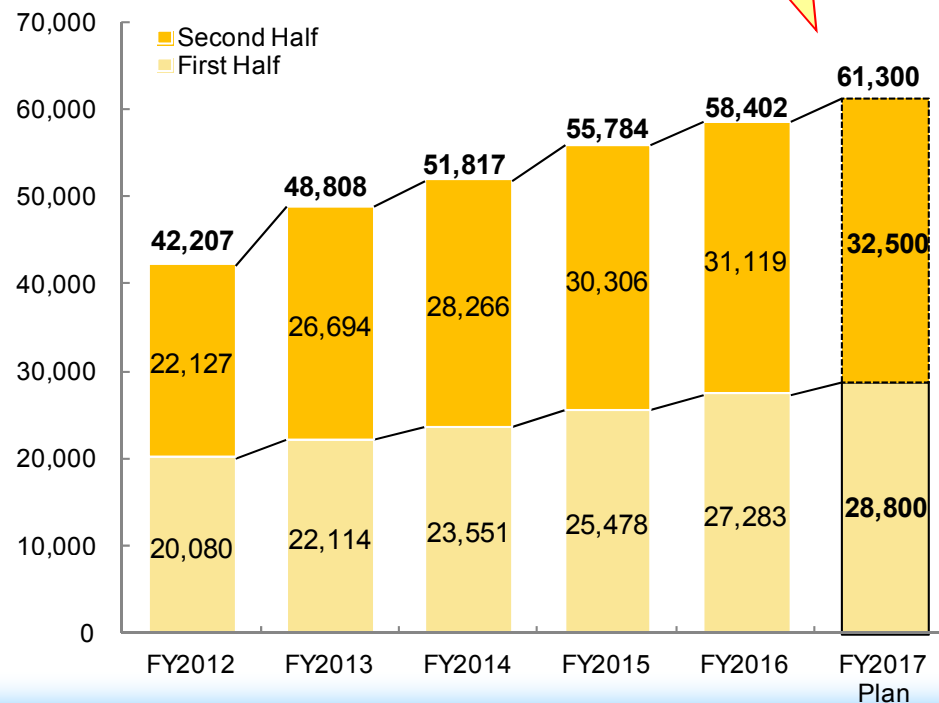
TimeP@CKIII150

# Parking Systems: Action Plan

New Medium-term Business Plan  
Brand Strategy by Business

## Parking Total Solution Vendor

(In million yen)



### 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,

### Domestic

### Overseas

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

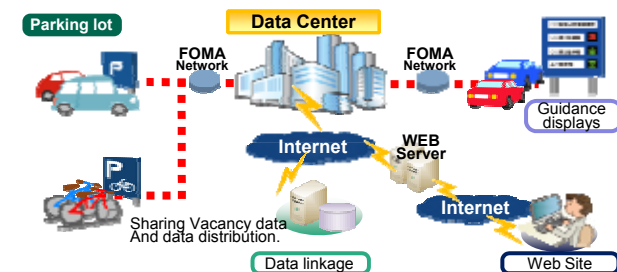


### Expand Business Domain

#### Topics

#### Expand & enhance the capabilities of the data center

Promote business development utilizing the data center!

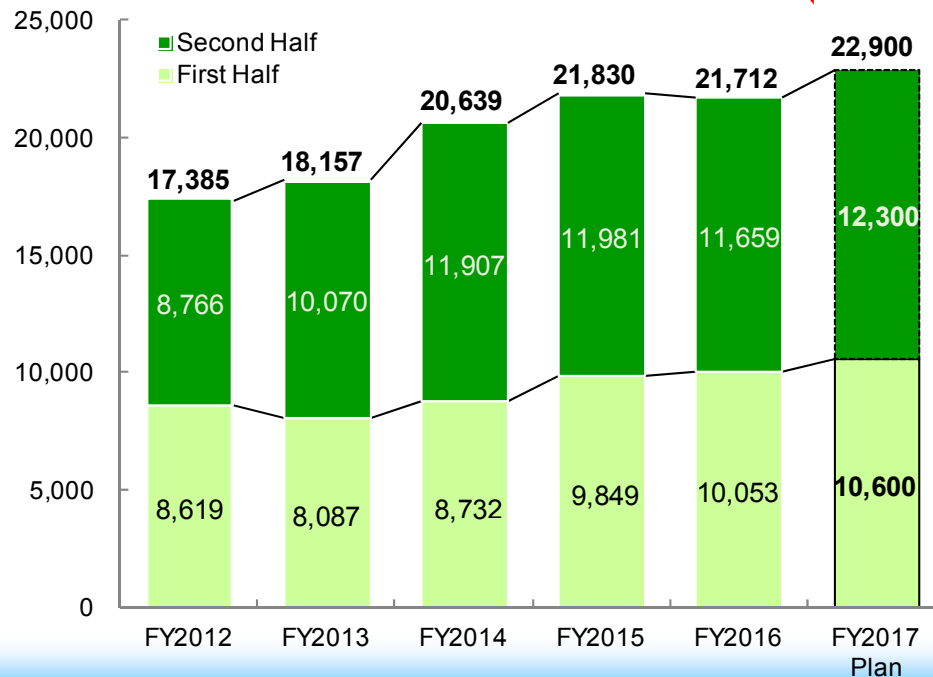


# Environmental Systems: Action Plan

New Medium-term Business Plan  
Brand Strategy by Business

## M2M Partial Solution Vendor

(In million yen)



### Domestic

- Increase global project orders initiated domestically
- Capture the demand for standard dust collectors
- Mining the pharmaceutical, foods, and cosmetics markets
- Expand holistic sales by including peripheral devices



### Overseas

- 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!

April 2017  
New release

Pulsejet type dust collector  
"PiF Series"

Generates over 60 m<sup>3</sup> / min air volume and is equipped with a large area filter  
Space saving installation and maintenance



Jan. 2016  
Established Mexican subsidiary

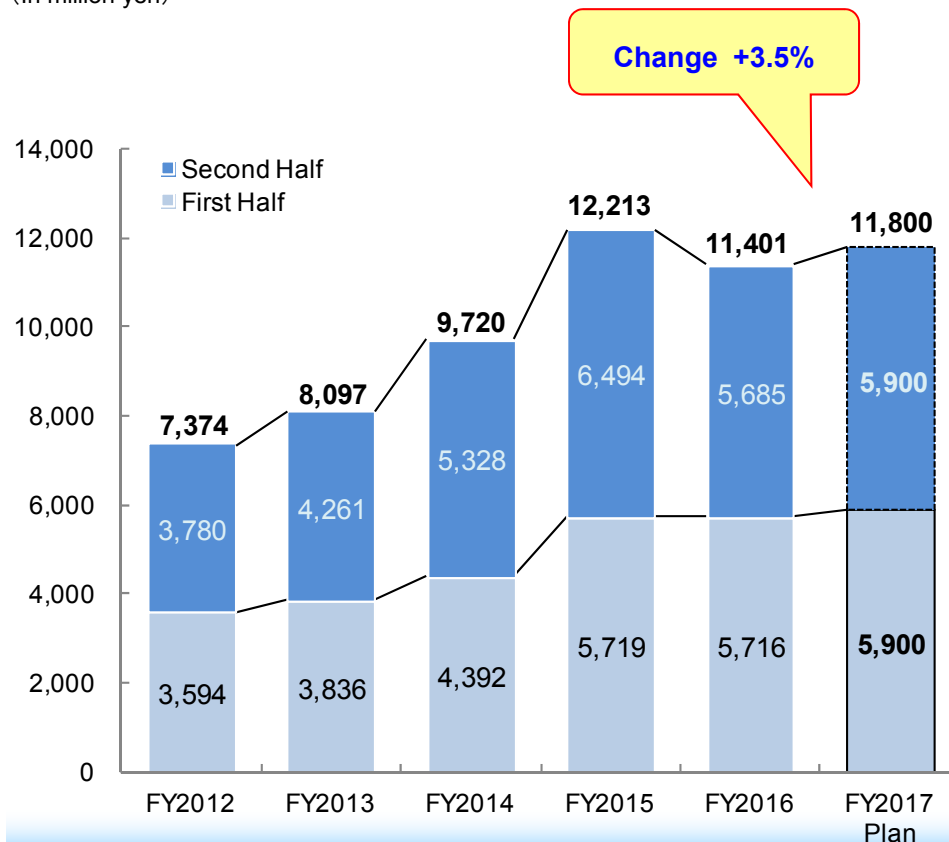
North & Latin American markets  
Promoting sales of standard machines and systems targeting the auto industry!

# Clean Systems: Action Plan

New Medium-term Business Plan  
Brand Strategy by Business

## Robotics Solution Vendor

(In million yen)



### Domestic



### Domestic

- Expanding demands for robotic cleaners
- Expand Auto Scrubber "EG Series" sales
- Promote total cleanliness solutions  
Enhanced commissioned cleaning services, aesthetic maintenance proposals, digitization & systematization of soft & hardware
- Mining the factory market
- N. America: Strengthen business foundation  
Expand the wooden floor sanding business

### Overseas



### Global

### New Market Development

### Topics

### Lineup enhancement

Commercial Robotic Vacuum Cleaner  
+ Robotic Floor Scrubber

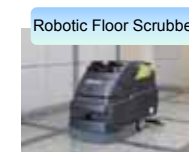


Improved operability  
New Series of Floor Scrubbers

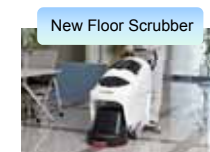
Strengthen proposals tailored to the cleaning scene!



Commercial Robotic Vacuum Cleaner



Robotic Floor Scrubber



New Floor Scrubber

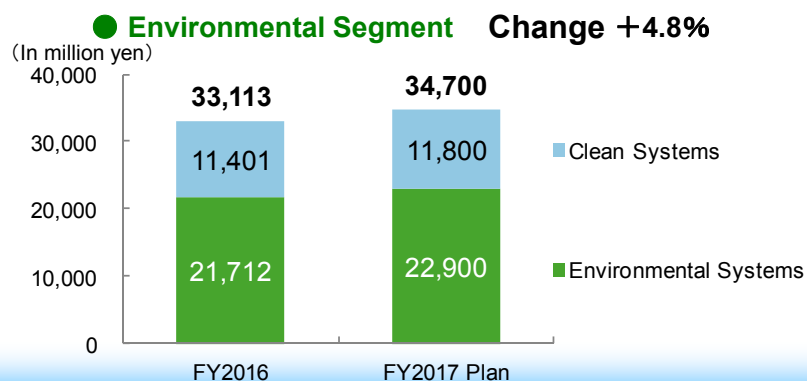
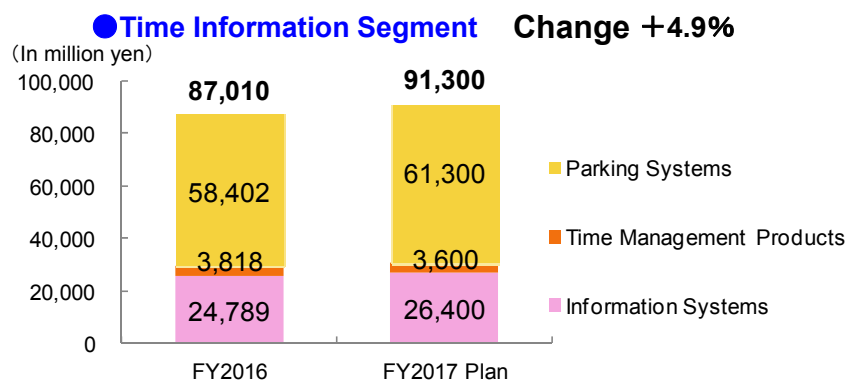


# Sales & Operating Profit Plans by Segment

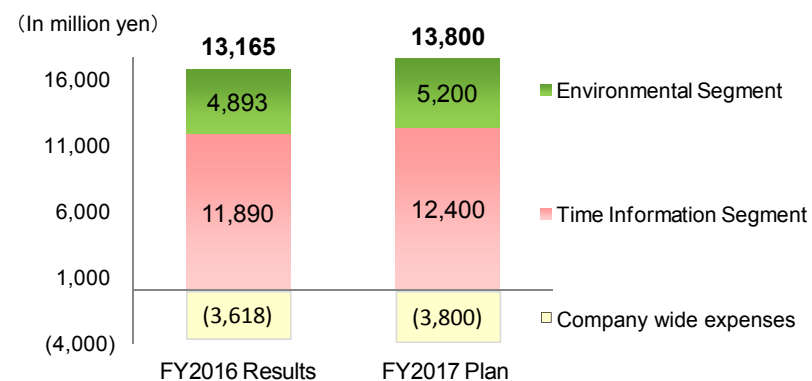
(In million yen)

	FY2017 Plan			FY2016 Results			Change			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales		Operating profit	
Time Information Segment	91,300	12,400	13.6	87,010	11,890	13.7	4,289	4.9	509	4.3
Environmental Segment	34,700	5,200	15.0	33,113	4,893	14.8	1,586	4.8	306	6.3
Company-wide Expenses		(3,800)			(3,618)				(181)	
<b>Total</b>	<b>126,000</b>	<b>13,800</b>	<b>11.0</b>	<b>120,124</b>	<b>13,165</b>	<b>11.0</b>	<b>5,875</b>	<b>4.9</b>	<b>634</b>	<b>4.8</b>

## 【Sales】



## 【Operating profit】



## ※ Operating Profit +4.8% YOY

- **Time Information Segment** change +4.3%
- **Environmental Segment** change +6.3%

**AMANO**