

# **Fiscal Year 2018 (The year ending March 2019) Year End Business Results**

**AMANO CORPORATION (Ticker: 6436)**

**April 26, 2019**

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-  **FY2018 Financial Report** P. 3  
The year ending March 2019
  
-  **The 7th Medium-term Business Plan** P.19  
The 2nd Stage Towards a 100-year Company
  
-  **Business Plan for FY2019** P.25

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.

# **FY2018 Financial Report**

## **The Year ending March 2019**

## ● Consolidated

(In million yen)

	Disclosed plan			FY2018 Result		FY2017 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	130,000	100.0	4.5	131,713	100.0	124,405	100.0	7,308	5.9	1,713	101.3
Gross profit	58,000	44.6	4.9	58,246	44.2	55,302	44.5	2,944	5.3	246	100.4
SG&A	43,000	33.1	5.0	43,084	32.7	40,951	32.9	2,132	5.2	84	100.2
Operating profit	15,000	11.5	4.5	15,161	11.5	14,350	11.5	811	5.7	161	101.1
Non-operating income	750	0.6	(20.8)	1,081	0.8	947	0.8	134	14.2	331	144.2
Non-operating expense	50	0.0	(78.9)	152	0.1	237	0.2	(84)	(35.5)	102	305.7
Ordinary profit	15,700	12.1	4.2	16,090	12.2	15,060	12.1	1,030	6.8	390	102.5
Extraordinary profit	0			166		259		(92)		166	
Extraordinary loss	1,050			1,423		39		1,383		373	
Net income attributable to owners of the parent company	9,800	7.5	(2.2)	9,142	6.9	10,019	8.1	(877)	(8.8)	(657)	93.3

\* FX Rates (Yearly Average):  
 US\$ 105.00    US\$ 110.37    US\$ 112.04  
 EUR 130.00    EUR 130.00    EUR 127.19

## ◆ ACJ \* ACJ; Amano Corporation Japan

(In million yen)

	Disclosed plan			FY2018 Result		FY2017 Result		Change(YOY)		Change over plan	
	Amount	%	Change(%)	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	74,000	100.0	3.1	74,796	100.0	71,754	100.0	3,041	4.2	796	101.1
Gross profit	32,000	43.2	3.3	32,222	43.1	30,980	43.2	1,241	4.0	222	100.7
SG&A	21,700	29.3	2.5	21,066	28.2	21,170	29.5	(103)	(0.5)	(633)	97.1
Operating profit	10,300	13.9	5.0	11,155	14.9	9,810	13.7	1,345	13.7	855	108.3
Non-operating income	1,750	2.4	(9.1)	2,133	2.9	1,924	2.7	208	10.8	383	121.9
Non-operating expense	50	0.1	(52.4)	78	0.1	105	0.1	(26)	(25.4)	28	156.8
Ordinary profit	12,000	16.2	3.2	13,210	17.7	11,629	16.2	1,580	13.6	1,210	110.1
Extraordinary profit	0			862		250		611		862	
Extraordinary loss	1,050			1,147		2		1,144		97	
Net income	7,800	10.5	(7.8)	9,827	13.1	8,456	11.8	1,370	16.2	2,027	126.0

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

**1. Sales: Up ¥ 7,308 Mil ( ↑ 5.9 % )**

· Time Information Segment:	Up	5,397 Mil	( Up 5.9 % )
Incl: Information Systems:	Up	2,416 Mil	( Up 9.0 % )
Incl: Parking Systems:	Up	3,122 Mil	( Up 5.1 % )
· Environmental Segment:	Up	1,911 Mil	( Up 5.8 % )
Incl: Environmental Systems:	Up	1,840 Mil	( Up 8.4 % )
Incl: Clean Systems:	Up	70 Mil	( Up 0.6 % )

**2. Gross Profit: Up ¥ 2,944 Mil ( ↑ 5.3 % )**

Gross Profit Ratio: 44.2 % Dn 0.3 %

· Time Information Segment :	Dn	0.4 %
· Environmental Segment :	Up	0.1 %

**3. SG&A: Up ¥ 2,132 Mil ( ↑ 5.2 % )**

· Labor Cost	Up	1,504 Mil	( Up 5.8 % )
· Other Costs	Up	627 Mil	( Up 4.2 % )

**4. Operating Profit: Up ¥ 811 Mil ( ↑ 5.7 % )**

· Time Information Segment:	¥	13,590 Mil	( Up 545 Mil )
· Environmental Segment:	¥	5,621 Mil	( Up 431 Mil )
· Company-wide Expenses:	¥	-4,049 Mil	( Dn 165 Mil )

● Operating profit Ratio	11.5 %	(FY2017: 11.5%)
● ROE	8.7 %	(FY2017: 9.8%)
● Cons Sales / Parent Sales	1.76 times	(FY2017: 1.73 times)

# Sales by Business Division

## ● Consolidated

(In million yen)

Business division	Disclosed plan			FY2018		FY2017		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	29,000	22.3	8.4	29,176	22.2	26,759	21.5	2,416	9.0	176	100.6
Time Management Products	3,500	2.7	(6.7)	3,609	2.7	3,751	3.0	(141)	(3.8)	109	103.1
Parking Systems	63,500	48.8	4.5	63,879	48.5	60,757	48.8	3,122	5.1	379	100.6
Total: Time Information Segment	96,000	73.8	5.2	96,665	73.4	91,268	73.3	5,397	5.9	665	100.7
Environmental Systems	22,800	17.6	3.7	23,833	18.1	21,993	17.7	1,840	8.4	1,033	104.5
Clean Systems	11,200	8.6	0.5	11,213	8.5	11,143	9.0	70	0.6	13	100.1
Total: Environmental Segment	34,000	26.2	2.6	35,047	26.6	33,136	26.7	1,911	5.8	1,047	103.1
Grand total	130,000	100.0	4.5	131,713	100.0	124,405	100.0	7,308	5.9	1,713	101.3

## ● ACJ

(In million yen)

Business division	Disclosed plan			FY2018		FY2017		Change(YOY)		Change over plan	
	Amount	%	Change%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	16,000	21.6	5.6	17,032	22.8	15,155	21.1	1,877	12.4	1,032	106.5
Time Management Products	3,000	4.1	(2.9)	3,063	4.1	3,089	4.3	(26)	(0.9)	63	102.1
Parking Systems	30,800	41.6	1.8	30,059	40.2	30,255	42.2	(196)	(0.6)	(740)	97.6
Total: Time Information Segment	49,800	67.3	2.7	50,154	67.1	48,500	67.6	1,654	3.4	354	100.7
Environmental Systems	19,500	26.3	4.6	19,931	26.6	18,635	26.0	1,296	7.0	431	102.2
Clean Systems	4,700	6.4	1.8	4,710	6.3	4,618	6.4	91	2.0	10	100.2
Total: Environmental Segment	24,200	32.7	4.1	24,642	32.9	23,254	32.4	1,387	6.0	442	101.8
Grand total	74,000	100.0	3.1	74,796	100.0	71,754	100.0	3,041	4.2	796	101.1

# Quarterly Performance (Consolidated)

AMANO

## ◆ Quarterly Performance

(In million yen)

	1st quarter		2nd quarter		3rd quarter		4th quarter		FY2018 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	28,180	100.0	32,828	100.0	31,225	100.0	39,479	100.0	131,713	100.0
Gross profit	12,341	43.8	14,695	44.8	13,300	42.6	17,909	45.4	58,246	44.2
SG&A	10,950	38.9	10,582	32.2	10,247	32.8	11,303	28.6	43,084	32.7
Operating profit	1,390	4.9	4,112	12.5	3,053	9.8	6,605	16.7	15,161	11.5
Non-operating income	226	0.8	243	0.7	271	0.9	340	0.9	1,081	0.8
Non-operating expense	30	0.1	17	0.1	25	0.1	78	0.2	152	0.1
Ordinary profit	1,586	5.6	4,338	13.2	3,299	10.6	6,867	17.4	16,090	12.2
Extraordinary profit	2		5		5		153		166	
Extraordinary loss	4		6		1,180		232		1,423	
Net income attributable to owners of the parent company	765	2.7	3,062	9.3	1,446	4.6	3,867	9.8	9,142	6.9

\* FX Rates (Quarterly Average): US\$ 107.50      US\$ 109.53      US\$ 111.88      US\$ 112.56      US\$ 110.37  
 EUR 132.33      EUR 128.98      EUR 130.52      EUR 128.17      EUR 130.00

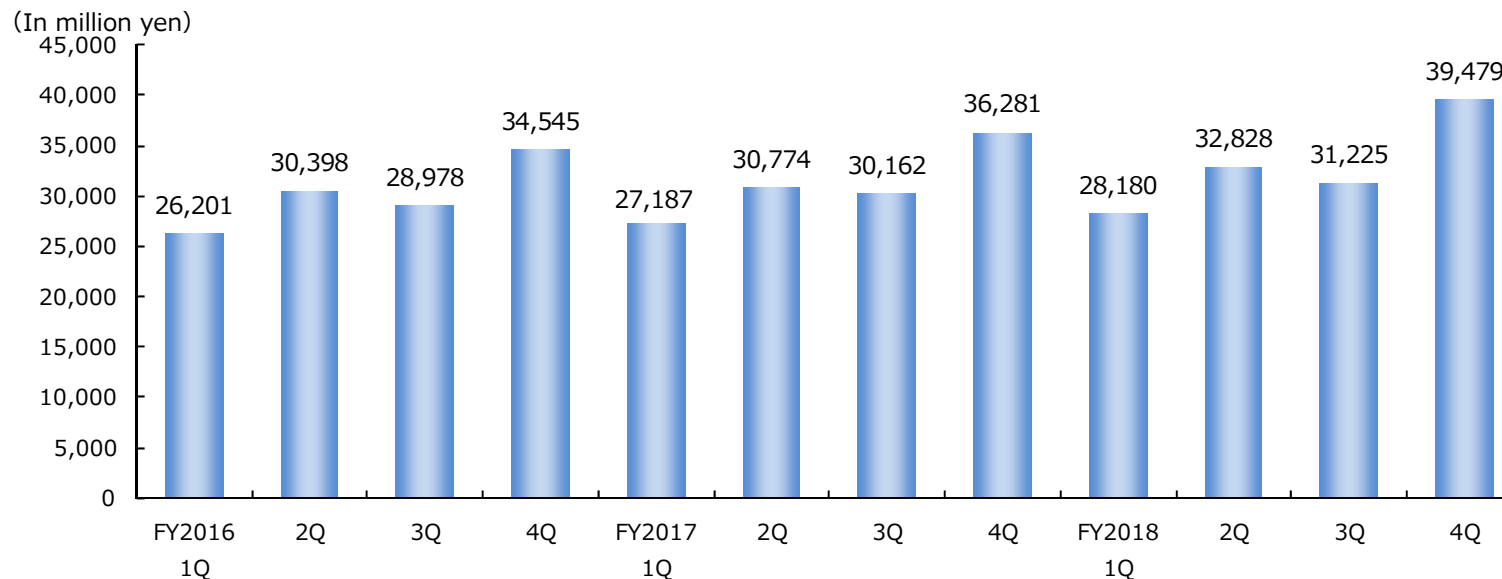
## ◆ Quarterly Sales

(In million yen)

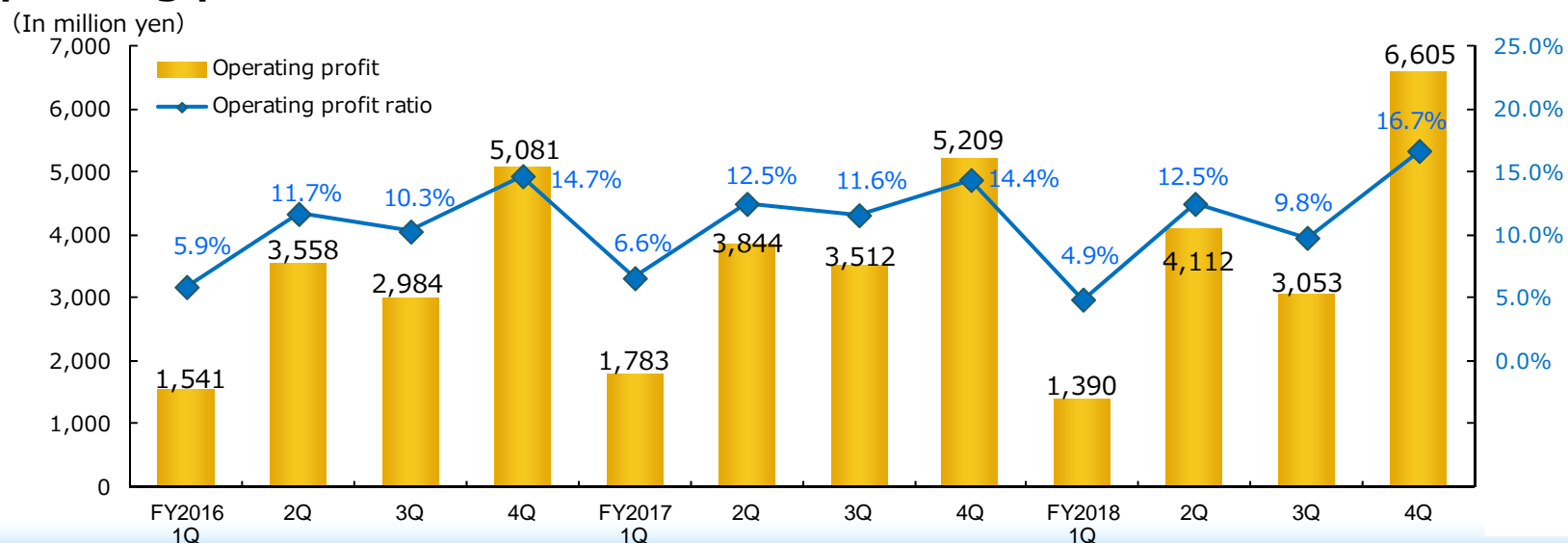
Business division	1st quarter		2nd quarter		3rd quarter		4th quarter		FY2018 Result	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Information Systems	6,097	21.6	7,153	21.8	6,243	20.0	9,681	24.5	29,176	22.2
Time Management Products	822	2.9	873	2.7	833	2.7	1,080	2.7	3,609	2.7
Parking Systems	13,931	49.5	15,833	48.2	15,780	50.5	18,333	46.4	63,879	48.5
Total: Time Information Segment	20,851	74.0	23,860	72.7	22,857	73.2	29,095	73.6	96,665	73.4
Environmental Systems	4,707	16.7	5,759	17.5	5,666	18.1	7,701	19.5	23,833	18.1
Clean Systems	2,620	9.3	3,208	9.8	2,701	8.7	2,682	6.9	11,213	8.5
Total: Environmental Segment	7,328	26.0	8,968	27.3	8,368	26.8	10,383	26.4	35,047	26.6
Grand total	28,180	100.0	32,828	100.0	31,225	100.0	39,479	100.0	131,713	100.0

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

## ■ Net sales



## ■ Operating profit



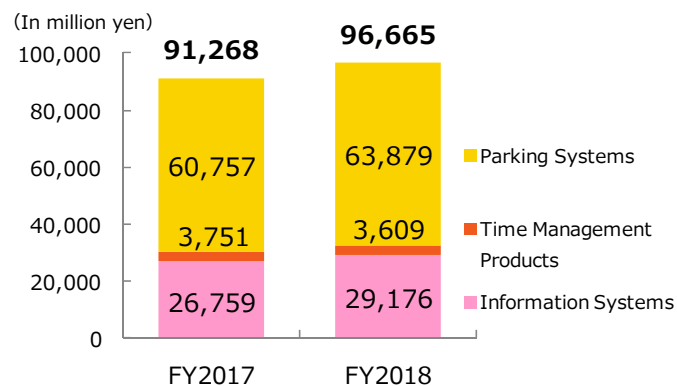
# Sales & Operating Profit by Business Segment

(In million yen)

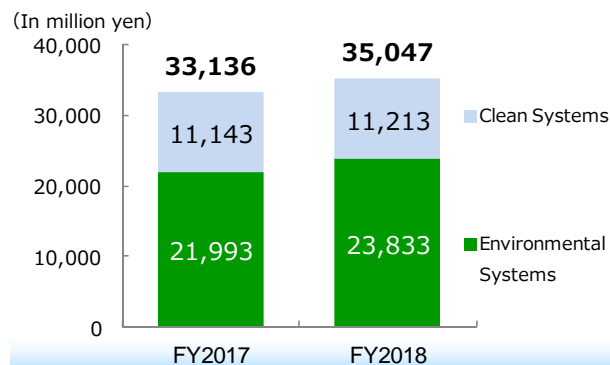
	FY2018 1Q			FY2018 2Q			FY2018 3Q			FY2018 4Q			Year ending March 31, 2019			Year ending March 31, 2018			Change			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	Sales	Operating profit	%	
Time Information Segment	20,851	1,545	7.4	23,860	3,592	15.1	22,857	2,620	11.5	29,095	5,832	20.0	96,665	13,590	14.1	91,268	13,044	14.3	5,397	5.9	545	4.2
Environmental Segment	7,328	861	11.8	8,968	1,502	16.8	8,368	1,350	16.1	10,383	1,906	18.4	35,047	5,621	16.0	33,136	5,189	15.7	1,911	5.8	431	8.3
Company-wide Expenses		(1,016)			(982)			(917)			(1,132)			(4,049)			(3,884)				(165)	
<b>Total</b>	<b>28,180</b>	<b>1,390</b>	<b>4.9</b>	<b>32,828</b>	<b>4,112</b>	<b>12.5</b>	<b>31,225</b>	<b>3,053</b>	<b>9.8</b>	<b>39,479</b>	<b>6,605</b>	<b>16.7</b>	<b>131,713</b>	<b>15,161</b>	<b>11.5</b>	<b>124,405</b>	<b>14,350</b>	<b>11.5</b>	<b>7,308</b>	<b>5.9</b>	<b>811</b>	<b>5.7</b>

## 【Net sales】

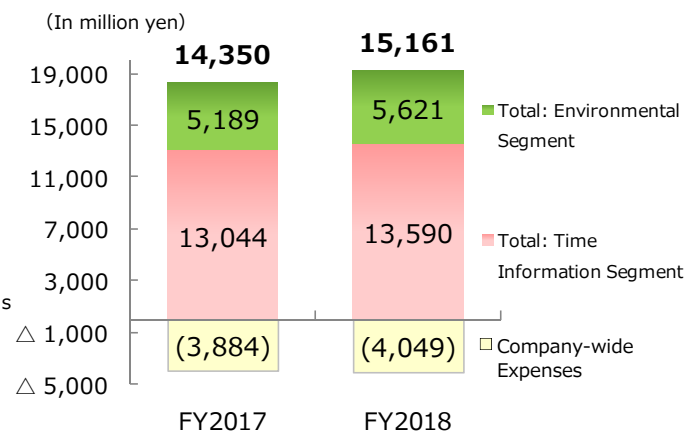
### ● Time Information Segment Up 5.9%



### ● Environmental Segment Up 5.8%



## 【Operating profit】



● Time Information Segment Up 4.2 %

● Environmental Segment Up 8.3 %

## 【References】

### Increase / decrease in gross profit margin

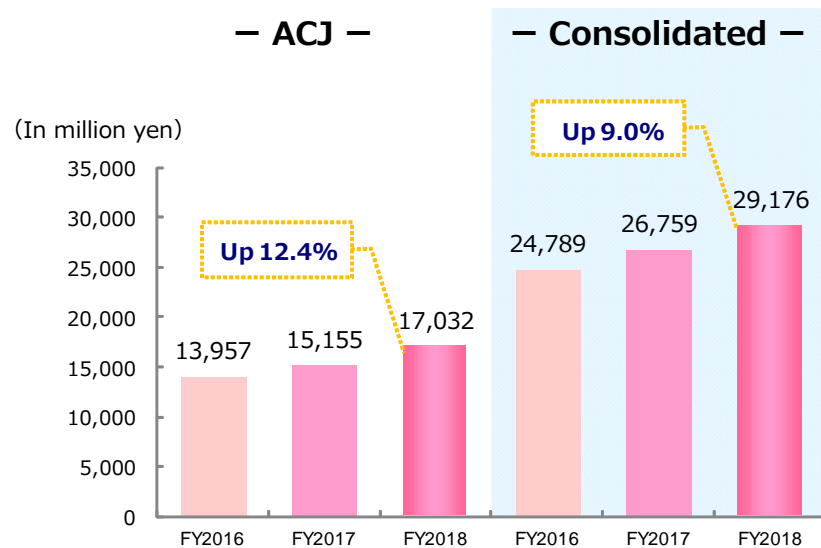
FY2017/FY2018	Consolidated	ACJ
Information Systems	→	↓
Time Management Products	↑	↑
Parking Systems	↓	↓
Environmental Systems	↑	↓
Clean Systems	→	↑



# Performance by Business Division

## ※ Increased Domestic & Overseas Sales

【Sales (YOY)】



### Domestic

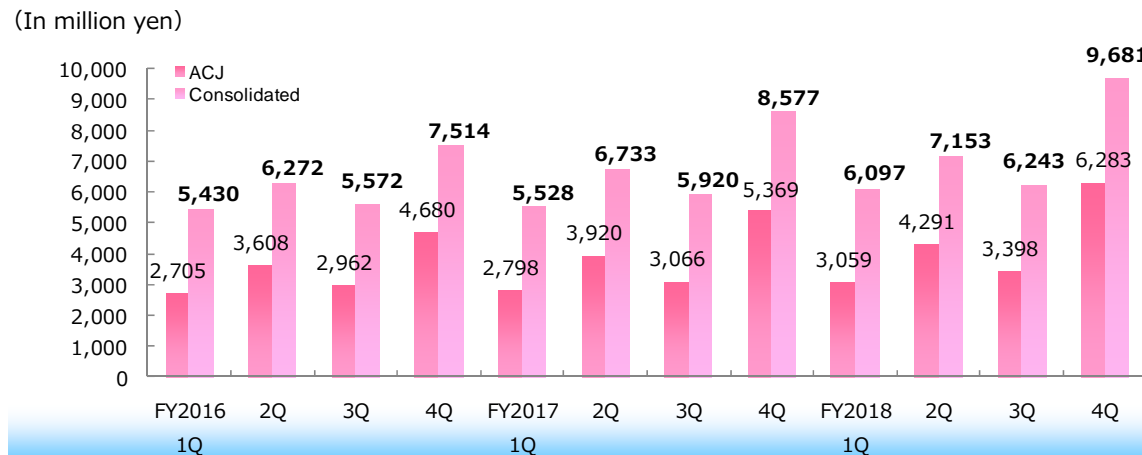
The ENACTMENT of Work Style Reform and related Acts

- Strong Orders for Software and Cloud Services
- Favorable T&A Terminal Sales
- Firm Orders from the Public sector

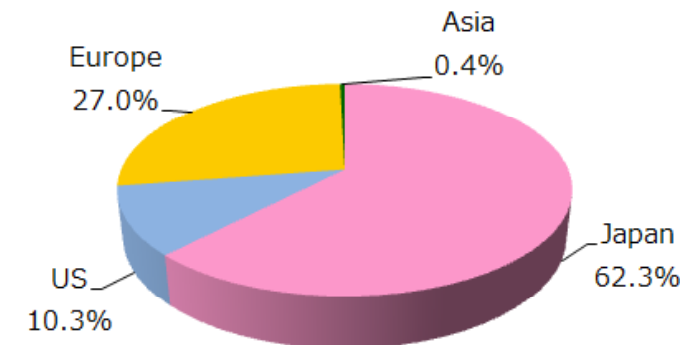
### Overseas

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

【Quarterly Sales Performance (1Q FY2016 to 4Q FY2018)】

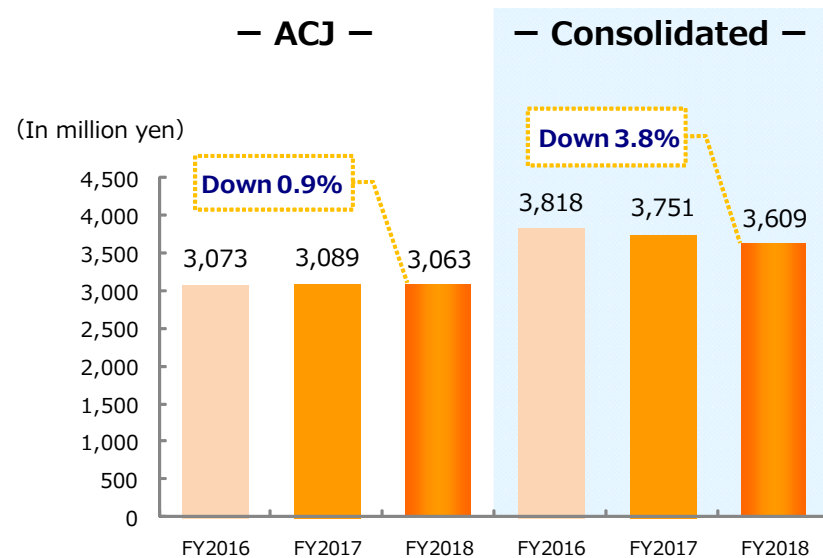


【Sales composition by Region】



## ※ Domestic & Overseas Sales Declined

【Sales (YOY)】



Domestic



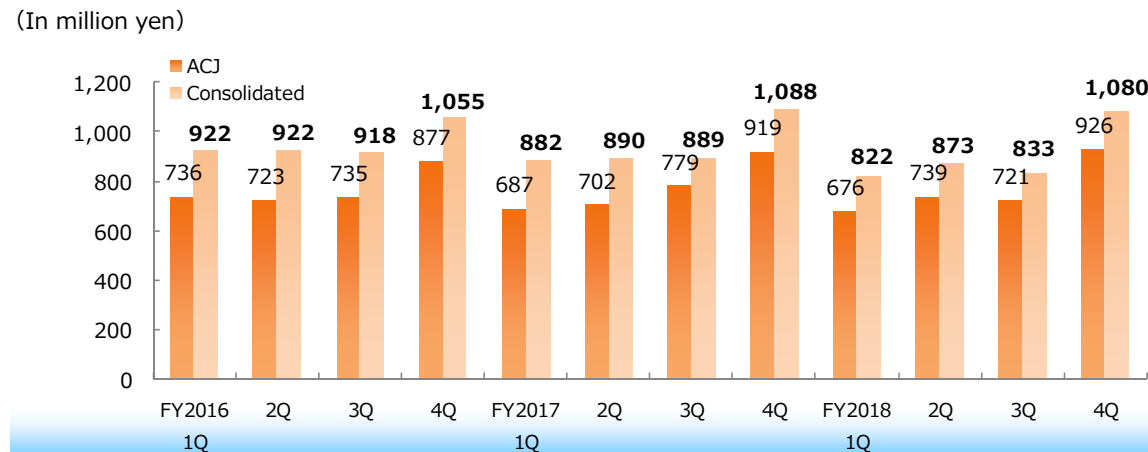
- TimeP@ck Series; Sales higher
- Basic Time Recorders; Domestic and export sales volume declined

Overseas

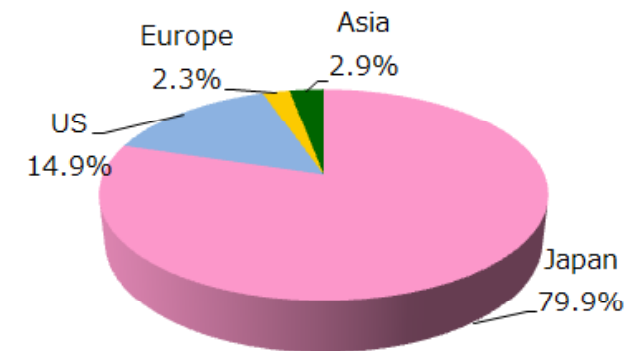


- European Sales Flat
- N. America & Asia; Sales lower

【Quarterly Sales Performance (1Q FY2016 to 4Q FY2018)】

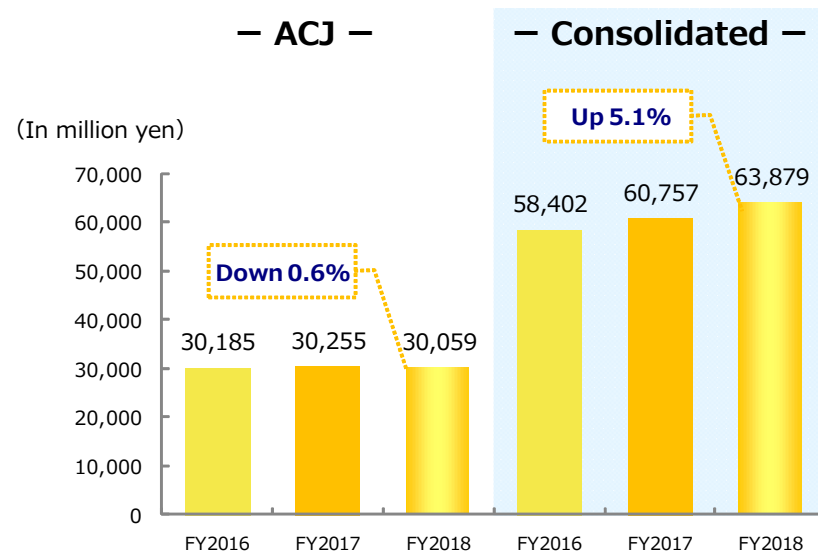


【Sales composition by Region】



## ※ Domestic(ACJ) Sales Down, Overseas Up

【Sales (YOY)】



Domestic

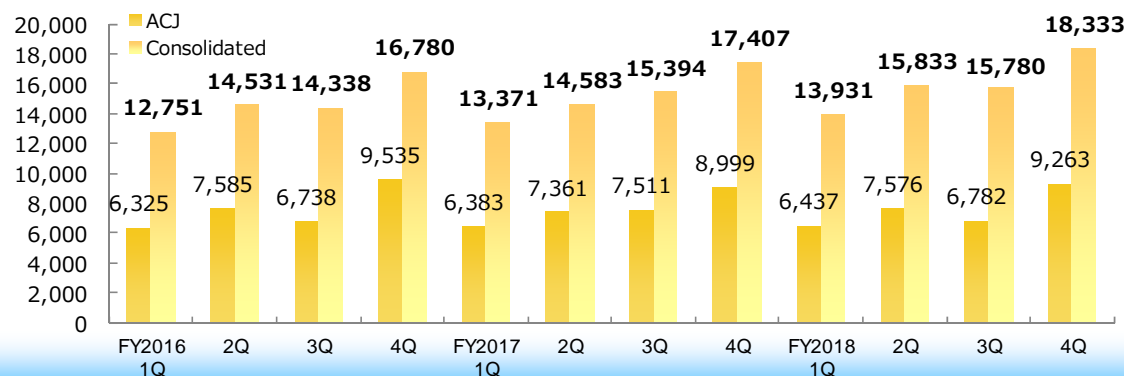
- Large-scale Projects Declined
- Firm Orders from Management Service Projects
- Sales for Bicycle Parking Systems and Security Gate Systems declined
- Firm commissioned management service business

Overseas

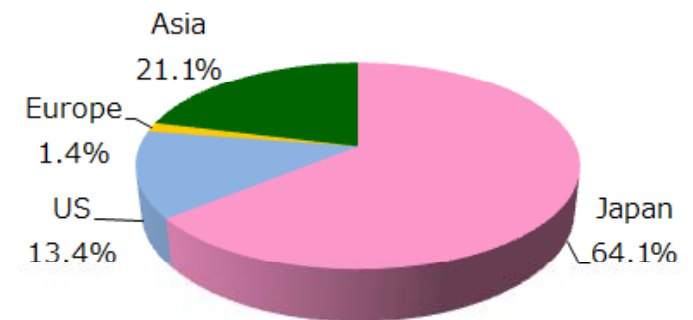
- Asian Sales Higher (Korea, Hong Kong and Malaysia were Strong)
- N. America; Amano McGann Inc; Sales growth attributable to acquisition, profitability is on the way to recovery

【Quarterly Sales Performance (1Q FY2016 to 4Q FY2018)】

(In million yen)

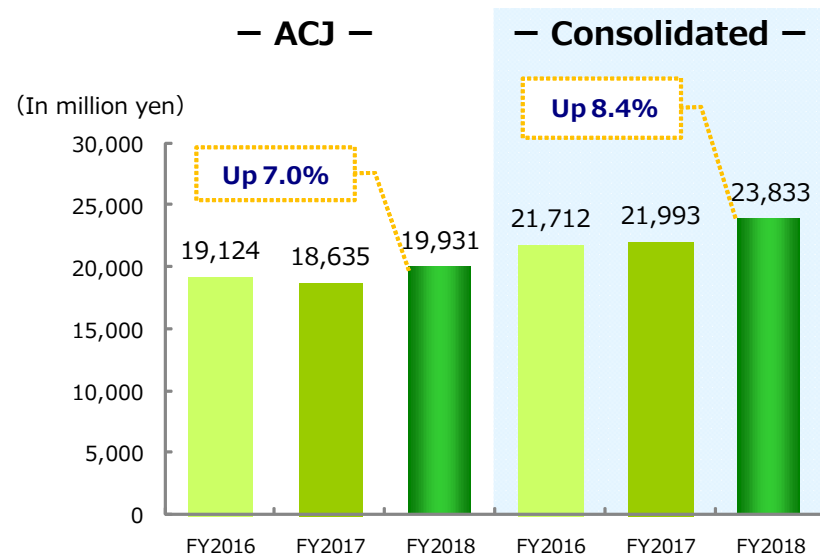


【Sales composition by Region】



## ※ Increased Domestic & Overseas Sales

【Sales (YOY)】



### Domestic



- Firm Orders for Standard Dust Collectors
- Large-scale System Sales Higher

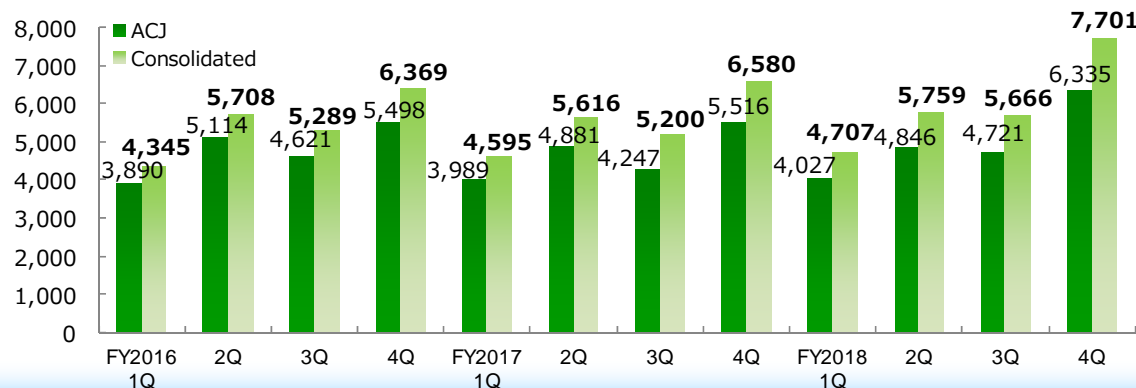
### Overseas



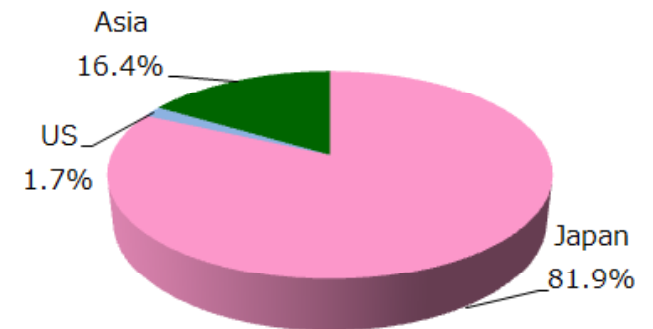
- Asian Sales Higher (driven by China, Thailand and Philippines)
- Mexican Sales Declined

【Quarterly Sales Performance (1Q FY2016 to 4Q FY2018)】

(In million yen)

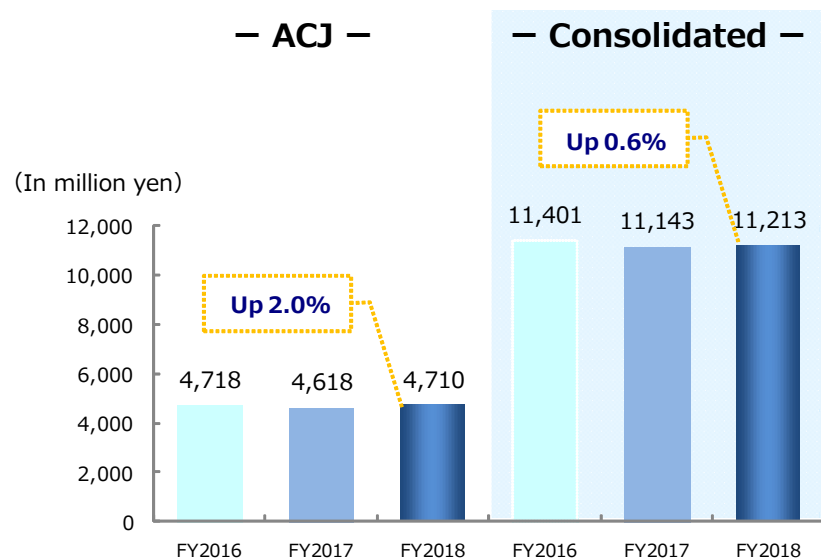


【Sales composition by Region】



## ※ Domestic Sales Up, Overseas Down

【Sales (YOY)】



Domestic

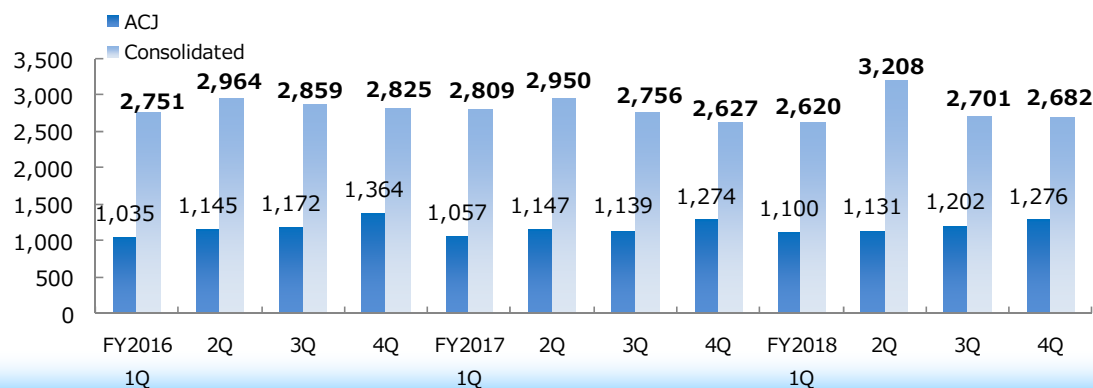
- Higher Sales for "EG series" Scrubbers
- Strong Orders for New Cordless Polisher
- Increased Carpet Cleaner Sales
- The new robotic scrubber "EGrobo" is well-received

Overseas

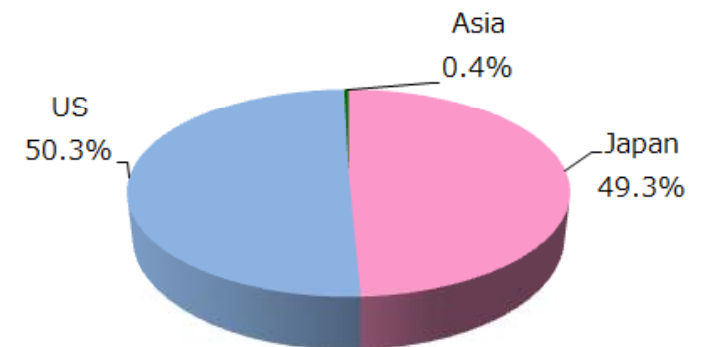
- N. America; Wooden Floor Sanding Business remains Firm
- Sales for Cleaning Equipment & Chemicals Declined

## 【Quarterly Sales Performance (1Q FY2016 to 4Q FY2018)】

(In million yen)



## 【Sales composition by Region】



# Performance of Group Companies

## \* Performance by region

\*The business year ending for all overseas units is December.

(In million yen)

	FY2018 1Q (Jan - Mar, 2018)			FY2018 2Q (Apr - Jun, 2018)			FY2018 3Q (Jul - Sep, 2018)			FY2018 4Q (Oct - Dec, 2018)			FY 2018 (Jan - Dec, 2018)			FY2017 (Jan - Dec, 2017)			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	%
N. America	3,748	(564)	(15.1)	5,050	(121)	(2.4)	4,644	(246)	(5.3)	4,866	(201)	(4.1)	18,308	(1,132)	(6.2)	18,085	(102)	(0.6)	223	1.2	(1,029)	—
Europe	2,439	212	8.7	2,170	101	4.8	2,025	123	6.1	2,397	282	11.8	9,031	718	8.0	8,432	695	8.2	598	7.1	22	3.2
Asia	3,752	385	10.3	4,007	297	7.4	4,636	408	8.8	5,391	384	7.1	17,786	1,474	8.3	14,494	1,180	8.1	3,292	22.7	293	24.9
Overseas group companies	9,941	33	0.3	11,225	277	2.5	11,305	285	2.5	12,654	465	3.7	45,125	1,060	2.3	41,011	1,773	4.3	4,114	10.0	(713)	(40.2)

\* FX Rates (Quarterly Average):

US\$ 107.50	US\$ 109.53	US\$ 111.88	US\$ 112.56	US\$ 110.37	US\$ 112.04
EUR 132.33	EUR 128.98	EUR 130.52	EUR 128.17	EUR 130.00	EUR 127.19

\* Goodwill Amortization:

N.America 43million	N.America 59million	N.America 60million	N.America 61million	N.America 225million	N.America 197million
Europe 81million	Europe 79million	Europe 80million	Europe 78million	Europe 320million	Europe 313million

(In million yen)

	FY2018 1Q (Apr - Jun, 2018)			FY2018 2Q (Jul - Sep, 2018)			FY2018 3Q (Oct - Dec, 2018)			FY2018 4Q (Jan - Mar, 2019)			FY 2018 (Apr,2018 - Mar, 2019)			FY 2017 (Apr,2017 - Mar, 2018)			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	%
Domestic Group companies Total	5,347	594	11.1	5,384	769	14.3	5,503	771	14.0	5,649	848	15.0	21,885	2,983	13.6	22,056	2,711	12.3	(171)	(0.8)	271	10.0

# Consolidated Balance Sheet

AMANO

(In million yen)

CONSOLIDATED B/S	FY2018 19.3.31	FY2017 18.3.31	Change
Assets	147,609	145,439	2,169
Cash & Bank Deposits	45,558	44,525	1,033
Notes and accounts receivable - trade	35,367	33,632	1,734
Inventories	10,184	9,729	455
Othe Current Assets	4,338	4,177	160
Fixed Assets	52,160	53,374	(1,214)
Liabilities	41,017	39,805	1,211
Notes and accounts payable - trade	14,279	13,488	790
Other Current Liabilities	21,290	20,881	408
Other Fixed Liabilities	5,447	5,434	12
Net Assets	106,592	105,634	957
Shareholder's Equity	109,178	106,780	2,397
Total accumulated other comprehensive income	(3,216)	(1,689)	(1,527)
Non-Controlling shareholder's interests	630	543	87
Total Liabilities & Net Assets	147,609	145,439	2,169



# Consolidated Statements of Cash Flows

AMANO

(In million yen)

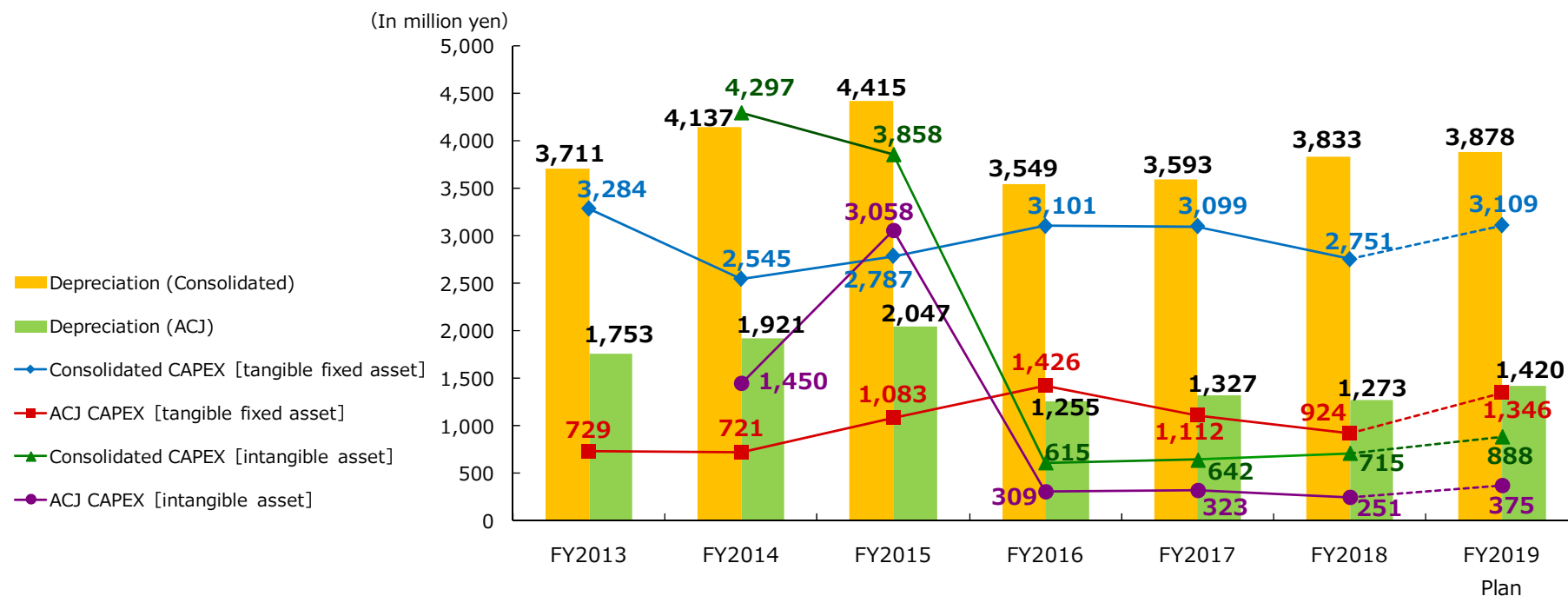
Consolidated Cash Flows (CF)	FY2018 19.3.31	FY2017 18.3.31	Change
CF from Operating Activities	15,719	16,750	(1,031)
CF from Investing Activities	(6,133)	(6,500)	366
FCF	9,585	10,250	(664)
CF from Financial Activities	(6,800)	(5,392)	(1,408)
Net Increase (decrease) in Cash & Equivalents	2,255	4,961	(2,705)
Cash and cash equivalents at end of period	42,487	40,231	2,255
CAPEX (tangible fixed asset)	2,751	3,099	(348)
CAPEX (intangible asset)	715	642	72
Depreciation	3,833	3,593	240

# CAPEX & Depreciation

(In million yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 Plan
Consolidated CAPEX [tangible fixed asset]	3,284	2,545	2,787	3,101	3,099	2,751	3,109
[intangible asset]	—	4,297	3,858	615	642	715	888
<b>Consolidated Total</b>	—	6,842	6,645	3,717	3,742	3,468	3,998
ACJ CAPEX [tangible fixed asset]	729	721	1,083	1,426	1,112	924	1,346
[intangible asset]	—	1,450	3,058	309	323	251	375
<b>Unconsolidated Total</b>	—	2,171	4,142	1,736	1,435	1,175	1,721
Depreciation (Consolidated)	3,711	4,137	4,415	3,549	3,593	3,833	3,878
Depreciation (ACJ)	1,753	1,921	2,047	1,255	1,327	1,273	1,420

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



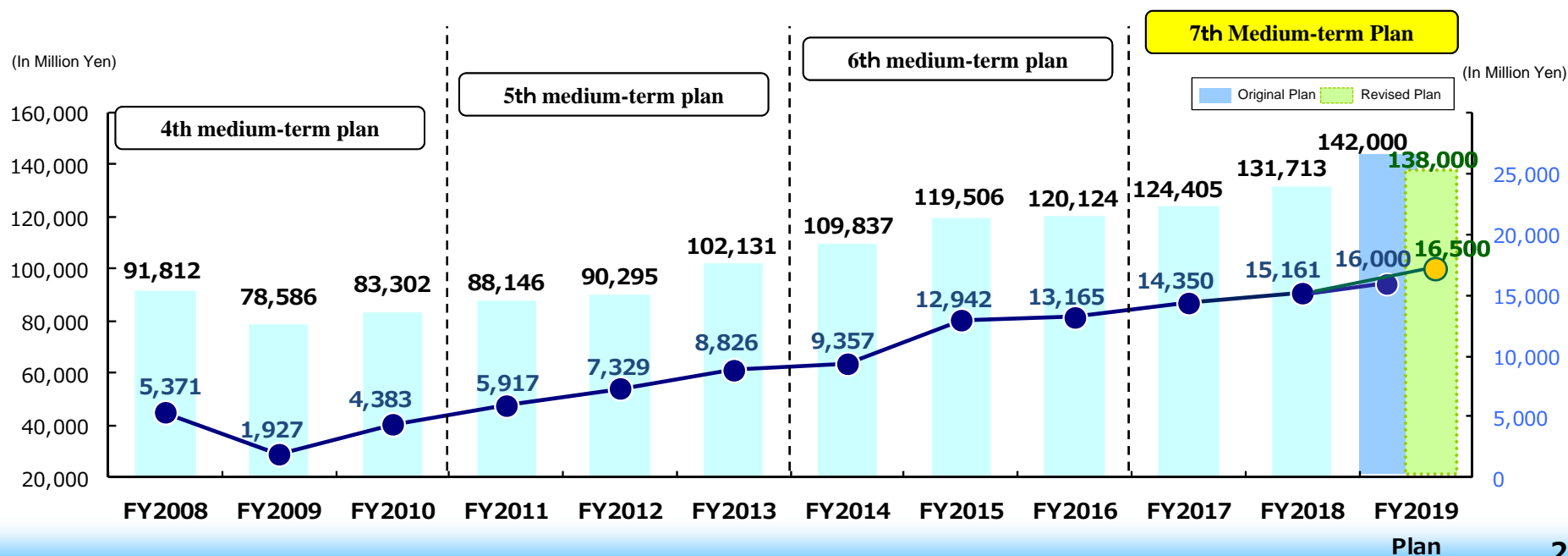
# **The 7th Medium-Term Business Plan (FY2017-FY2019)**

*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			7th 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		



The 7<sup>th</sup> Medium-Term Business Plan Concept (Apr. 2017- Mar. 2020)



# The 7th 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

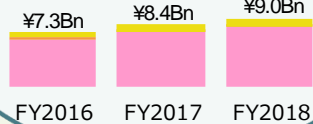
Sales: ¥ 140 Billion or more

\*After Internal Eliminations

Operating Profit: ¥ 16 Billion or more

### Europe

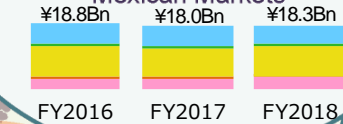
Expand Business Foundation  
based on Information Systems  
+  
Parking Management Services



### North America

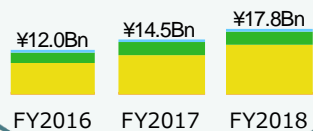
New Businesses & Products  
/ Restructured Services

Domination of Canadian and  
Mexican Markets



### Asia

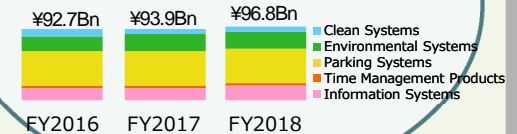
Establish a Core Entity  
in the ASEAN Region  
+  
Parking Management Services  
in China & Taiwan



### 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)

	FY2017 Result		FY2018 Result		MTBP FY2019 Plan	FY2019 Revised Plan	
	Amount	Change%	Amount	Change%	Amount	Amount	Change%
Sales	124,405	3.6	131,713	5.9	142,000	138,000	4.8
Operating profit	14,350	9.0	15,161	5.7	16,000	16,500	8.8
Operating profit Ratio	11.5%		11.5%		11.3%	12.0%	
Ordinary profit	15,060	9.1	16,090	6.8	16,400	16,900	5.0
Net income attributable to owners of the parent company	10,019	8.6	9,142	(8.8)	10,800	11,000	20.3

(\*)MTBP : Medium-Term Business Plan

## ◆ Sales Plan

(In million yen)

	FY2017 Result			FY2018 Result			MTBP FY2019 Plan		FY2019 Revised Plan		
	Amount	%	Change%	Amount	%	Change%	Amount	Change%	Amount	%	Change%
Information Systems	26,759	21.5	7.9	29,176	22.2	9.0	32,000	22.5	31,500	22.8	8.0
Time Management Products	3,751	3.0	(1.7)	3,609	2.7	(3.8)	3,300	2.3	3,500	2.5	(3.0)
Parking Systems	60,757	48.8	4.0	63,879	48.5	5.1	68,000	47.9	67,500	48.9	5.7
Total: Time Information Segment	91,268	73.3	4.9	96,665	73.4	5.9	103,300	72.7	102,500	74.2	6.0
Environmental Systems	21,993	17.7	1.3	23,833	18.1	8.4	25,200	17.8	24,100	17.5	1.1
Clean Systems	11,143	9.0	(2.3)	11,213	8.5	0.6	13,500	9.5	11,400	8.3	1.7
Total: Environmental Segment	33,136	26.7	0.1	35,047	26.6	5.8	38,700	27.3	35,500	25.8	1.3
Grand total	124,405	100.0	3.6	131,713	100.0	5.9	142,000	100.0	138,000	100.0	4.8

FX Conversion Rates: US\$ 112.04  
EUR 127.19

US\$ 110.37  
EUR 130.00

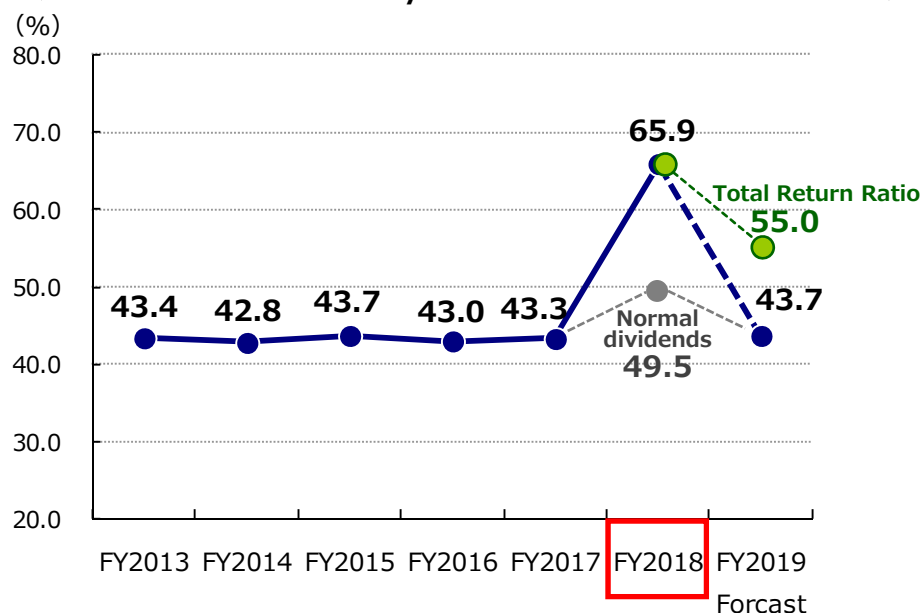
US\$ 105.00  
EUR 114.00

US\$ 105.00  
EUR 125.00

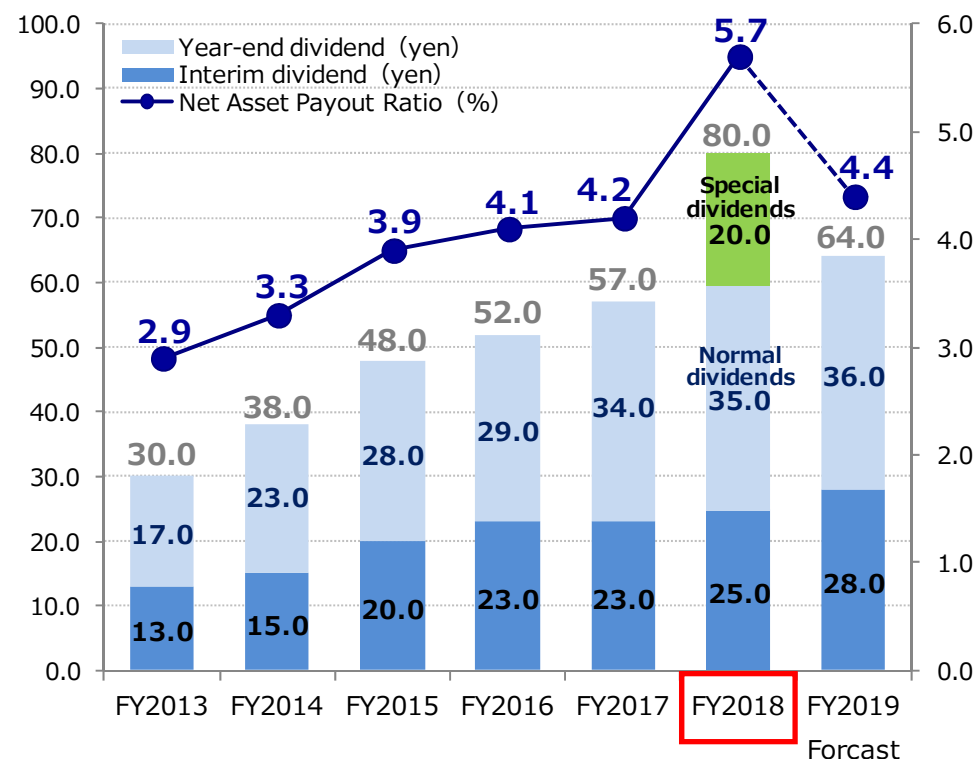
## ◎ Dividend Policy Stable dividends + performance incentives

- Consolidated Dividend Payout Ratio: Target above 40.0%
- Net Asset Payout Ratio: Target above 2.5%
- NEW** • Total Return Ratio : Target above 55.0%

<Consolidated Dividend Payout Ratio and Total Return Ratio >



<Dividend per Share and Consolidated Net Asset Payout Ratio >



### ★ The acquisition of treasury stock

- Acquisition period : From October 2018 to March 2019
- Total number of acquired stocks : 1 Million
- Total amount of acquired stocks : 2,326 Million yen



# Business Plan for FY2019

# FY2019 Plan: Consolidated & Unconsolidated ACJ **AMANO**

## ● Consolidated

(In million yen)

	FY2019 Plan						FY2018 Result			
	Full Year			1st Half			Full Year		1st Half	
	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Amount	(%)
		%	%		%	%		%		%
Net sales	138,000	100.0	4.8	63,500	100.0	4.1	131,713	100.0	61,008	100.0
Gross profit	61,000	44.2	4.7	28,200	44.4	4.3	58,246	44.2	27,036	44.3
SG&A	44,500	32.2	3.3	22,200	35.0	3.1	43,084	32.7	21,533	35.3
Operating profit	16,500	12.0	8.8	6,000	9.4	9.0	15,161	11.5	5,502	9.0
Ordinary profit	16,900	12.2	5.0	6,500	10.2	9.7	16,090	12.2	5,924	9.7
Net income attributable to owners of the parent company	11,000	8.0	20.3	4,000	6.3	4.5	9,142	6.9	3,828	6.3

## ● ACJ

(In million yen)

	FY2019 Plan						FY2018 Result			
	Full Year			1st Half			Full Year		1st Half	
	Amount	(%)	Change(%)	Amount	(%)	Change(%)	Amount	(%)	Amount	(%)
		%	%		%	%		%		%
Net sales	77,000	100.0	2.9	34,800	100.0	2.7	74,796	100.0	33,885	100.0
Gross profit	33,100	43.0	2.7	14,700	42.2	2.7	32,222	43.1	14,317	42.3
SG&A	21,600	28.1	2.5	10,800	31.0	3.0	21,066	28.2	10,487	31.0
Operating profit	11,500	14.9	3.1	3,900	11.2	1.8	11,155	14.9	3,830	11.3
Ordinary profit	13,500	17.5	2.2	5,200	14.9	0.7	13,210	17.7	5,165	15.2
Net Income	9,500	12.3	(3.3)	3,800	10.9	2.7	9,827	13.1	3,699	10.9

# FY2019: Sales Plan by Business Division

AMANO

## ● Consolidated

(In million yen)

Business division	Plan FY2019 Year ending March 31, 2020				Plan 1st half		Plan 2nd half		Result FY2018	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	31,500	22.8	2,323	8.0	14,300	22.5	17,200	23.1	29,176	22.2
Time Management Products	3,500	2.5	(109)	(3.0)	1,600	2.5	1,900	2.6	3,609	2.7
Parking Systems	67,500	48.9	3,620	5.7	31,200	49.2	36,300	48.7	63,879	48.5
Total: Time Information Segment	102,500	74.2	5,834	6.0	47,100	74.2	55,400	74.4	96,665	73.4
Environmental Systems	24,100	17.5	266	1.1	10,500	16.5	13,600	18.2	23,833	18.1
Clean Systems	11,400	8.3	186	1.7	5,900	9.3	5,500	7.4	11,213	8.5
Total: Environmental Segment	35,500	25.8	452	1.3	16,400	25.8	19,100	25.6	35,047	26.6
Grand total	138,000	100.0	6,286	4.8	63,500	100.0	74,500	100.0	131,713	100.0

## ● ACJ

(In million yen)

Business division	Plan FY2019 Year ending March 31, 2020				Plan 1st half		Plan 2nd half		Result FY2018	
	Amount	%	Change		Amount	%	Amount	%	Amount	%
Information Systems	18,500	24.0	1,467	8.6	8,000	23.0	10,500	24.9	17,032	22.8
Time Management Products	3,100	4.0	36	1.2	1,400	4.0	1,700	4.0	3,063	4.1
Parking Systems	30,400	39.5	340	1.1	14,100	40.5	16,300	38.6	30,059	40.2
Total: Time Information Segment	52,000	67.5	1,845	3.7	23,500	67.5	28,500	67.5	50,154	67.1
Environmental Systems	20,100	26.1	168	0.8	9,000	25.9	11,100	26.3	19,931	26.6
Clean Systems	4,900	6.4	189	4.0	2,300	6.6	2,600	6.2	4,710	6.3
Total: Environmental Segment	25,000	32.5	357	1.5	11,300	32.5	13,700	32.5	24,642	32.9
Grand total	77,000	100.0	2,203	2.9	34,800	100.0	42,200	100.0	74,796	100.0

The 7th  
Medium-term Business Plan  
Brand Strategy by Business

## HR Solution Vendor



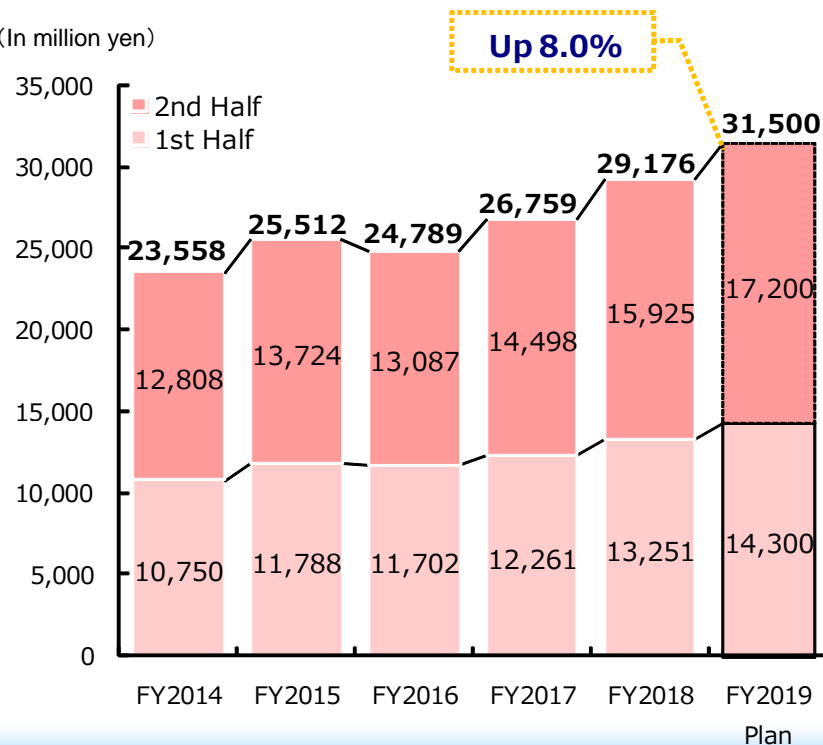
### The ENFORCEMENT of Work Style Reform and related Acts

- MH(Middle High) market;  
Promote VG+ZeeM packaged sales  
Collaborate with CREO  
Promote Hosting & Cloud Based Solutions (VG Cloud)
- ML(Middle Low) market;  
Strengthen proposals of NX(T&A / Payroll)  
Expand proposals utilizing Web and Hosting
- Developing public markets
- Strengthen Terminal Business



- N. America; Accu-Time Systems Inc.  
Expand cloud services, strengthen terminal proposals
- Europe; Horoquartz, S.A. Expand customer base  
Promote 3-in-1 proposals which includes T&A, Access and Cards

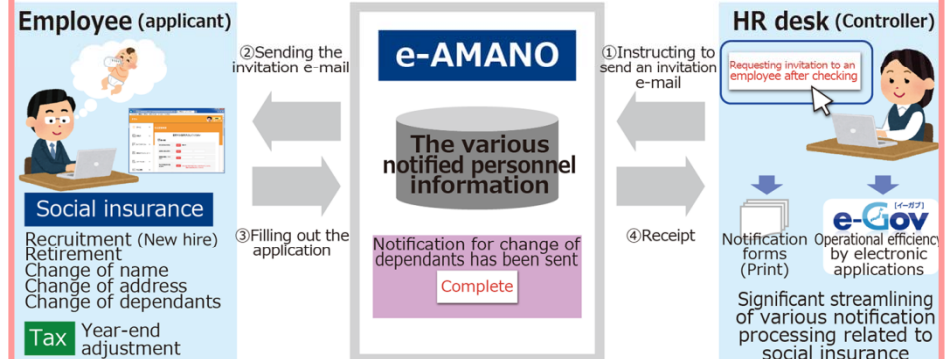
(In million yen)



### Topics e-AMANO Personnel notification service

Providing the personnel notification workflow necessary for the various social insurance notifications as a cloud service. Improved work efficiency and utilization of personnel information

**Function ①** Provide personnel notification workflow  
**Function ②** Provide support for social insurance notification



The 7th  
Medium-term Business Plan  
Brand Strategy by Business

## HR Solution Vendor



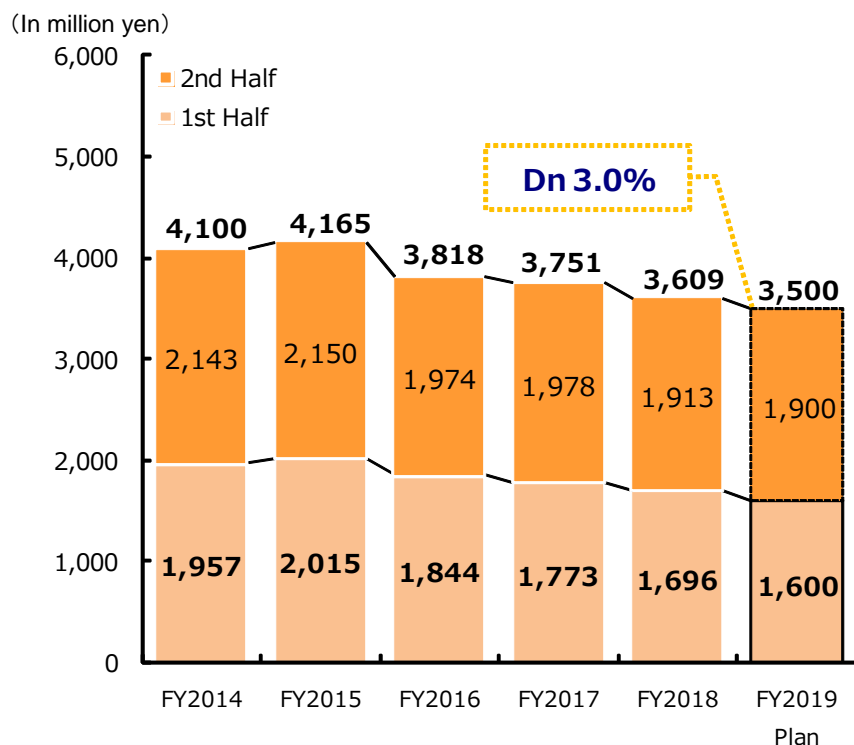
### Domestic

- Uncovering new demand from the basic time recorder market
- Strengthen online store and sales over the internet
- Expand TimeP@CK sales
- Enhancing charged member services



### Overseas

- N. America;  
Restructure Sales Channels & Deploy Online Sales
- Europe;  
Establish sales network, deploy online sales



### Topics

Introductory model for Time Cards & IC Cards  
**The TimeP@CK Series**

Standard model  
**Time P@CK III 100**

High-performance model  
**Time P@CK III 150 WL**

IC card model  
**Time P@CK iC W**

T&A software

Selectable time recorders to suit your operations

---

### TimeP@CK Club

Dedicated service to ensure worry-free purchase and carefree use after purchase

<div style="background-color: orange; width: 10px; height: 10px; margin-bottom: 5px;"></div> Assurance at the time of adoption	<div style="border: 1px solid orange; padding: 2px;">Initial installation support</div>	<div style="border: 1px solid orange; padding: 2px;">Inquiry priority response</div>	<div style="border: 1px solid orange; padding: 2px;">Assured support during changes of persons in charge</div>
<div style="background-color: lightblue; width: 10px; height: 10px; margin-bottom: 5px;"></div> Assurance for long-time use	<div style="border: 1px solid lightblue; padding: 2px;">Latest software provided free of charge</div>	<div style="border: 1px solid lightblue; padding: 2px;">In case of malfunction, a substitute unit will be provided free of charge</div>	<div style="border: 1px solid lightblue; padding: 2px;">Call us if you have concerns over labor issues</div>

The 7th  
Medium-term Business Plan  
Brand Strategy by Business

## Parking Total Solution Vendor



Domestic

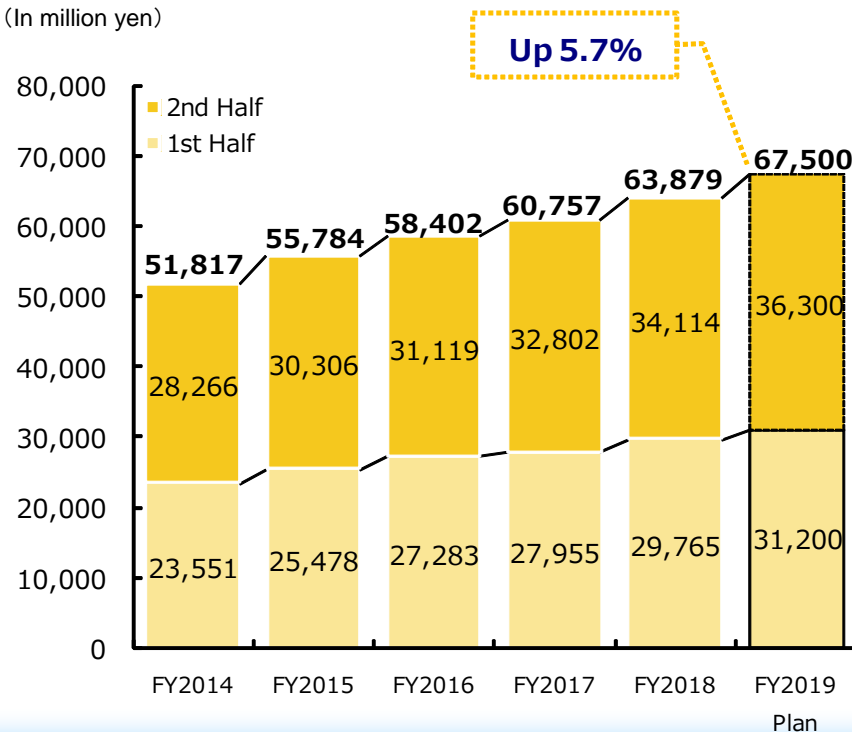
- Closer ties with major operators
- Medium small operators  
Parking Data Center; Enhance Services
- Management services; Expand holistic solutions  
Promote Packaged Installation of Car & Bicycle Parking
- Expand new markets  
Bicycle parking , security gates, toll roads
- New product launch



Overseas

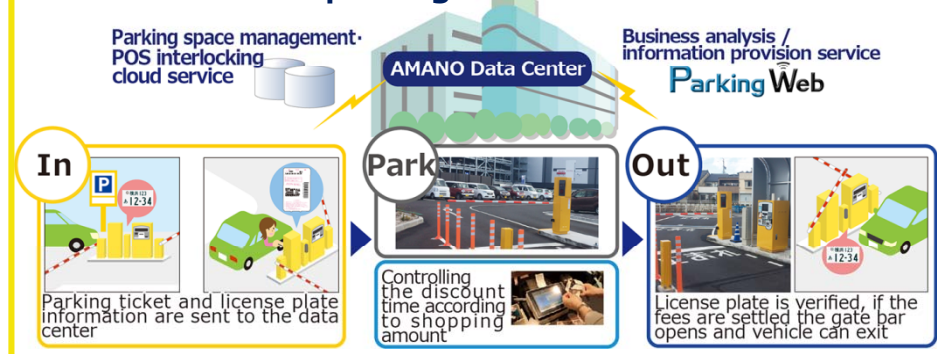
- Strengthening group collaboration
- N.America; Re-establishing the sales regime and management controls
- Europe; Reinforce Sales Organization and Management Service Business
- Asia; Expand Management service business

(In million yen)



### Topics Enhance and expand data center functions

Promote business development based on parking data center!



The 7th  
Medium-term Business Plan  
Brand Strategy by Business

## M2M Partial Solution Vendor



Domestic

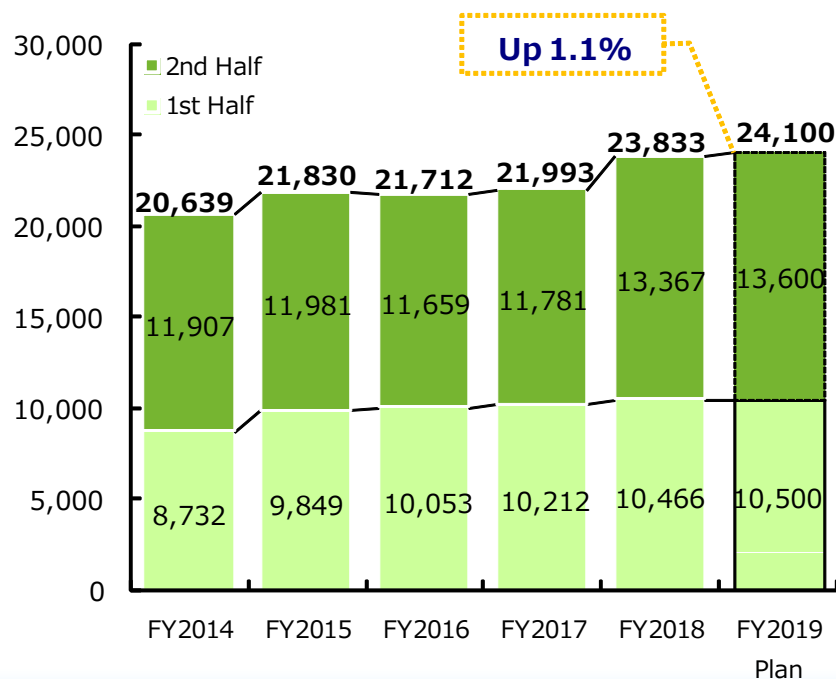
- Increase global project orders initiated domestically
- Strengthen proposals for standard dust collectors
- Expand holistic sales by including peripheral devices  
Powder Conveying & Deodorizing Equipment
- Developing new sales channels



Overseas

- North & Central America;  
Expand standard equipment sales to the auto industry  
Develop new markets
- Asia; Reinforce sales and engineering  
Develop the Chinese and Vietnamese markets

(In million yen)



### Topics

### Enhancing the product line for standard dust collectors

#### Large dust collector "PiF Series"

- Space saving & Large area filter
- Inverter as standard equipment
- Automatic air volume control



#### Dust explosion pressure diffusion type medium size dust collectors

#### "PiF D series"

- Explosion dissipating port & Check valve
- Space saving & Large area filter
- Inverter as standard equipment
- Automatic air volume control



The 7th  
Medium-term Business Plan  
Brand Strategy by Business

## Robotics Solution Vendor



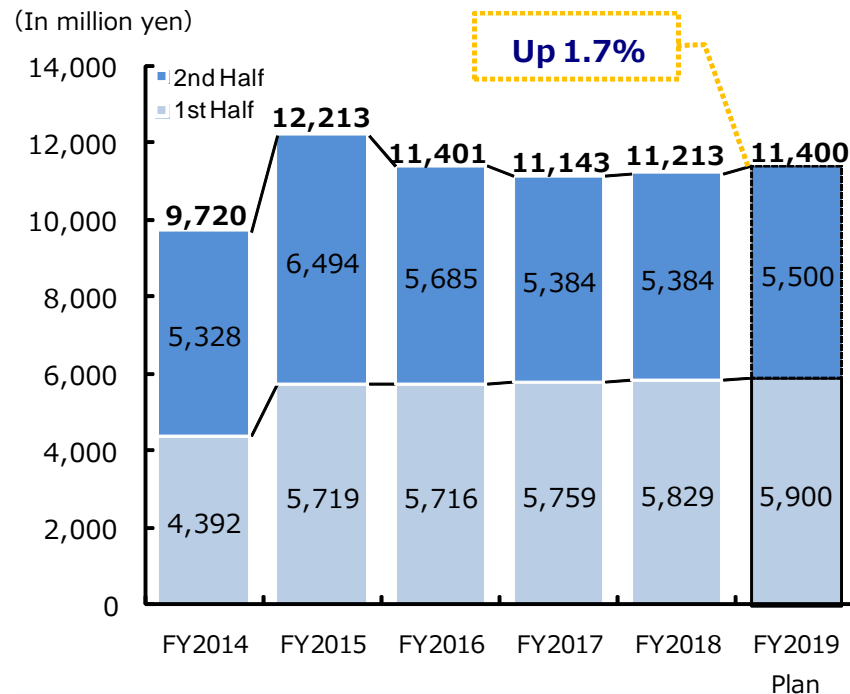
Domestic

- Develop markets for robotic cleaners
- Promote the Sales of Auto Floor Scrubber "EG Series"
- Expand sales of compact cordless polishers
- Strengthen Holistic Cleanliness Proposals  
Total Solutions; Hard & Software, Maintenance and Services
- Mining the factory market



Overseas

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



### Topics Promote Comprehensive solutions

Systemization and digitization of Cleaning equipment & supplies plus commissioned cleaning services

#### Cleaning equipment & supplies

Vacuum Cleaners / Sweepers,  
Cleaning robots,  
Scrubbers / Polishers,  
Carpet cleaners, Buffing machines,  
Cleaning Supplies



#### Cleaning operations control service

Management Service  
Operational control

Offer cleaning work solutions that correspond to "manpower shortage" and "work reform"

Robotic Floor Scrubber  
[EGrobo]



Auto Floor Scrubber  
[EG Series]





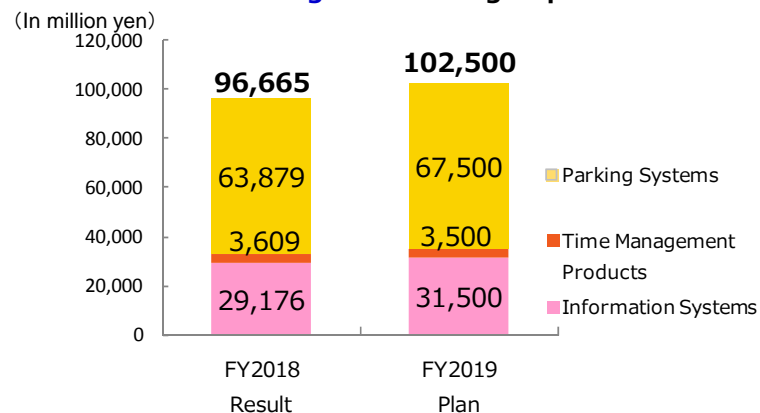
# Sales & Operating Profit Plans by Segment

(In million yen)

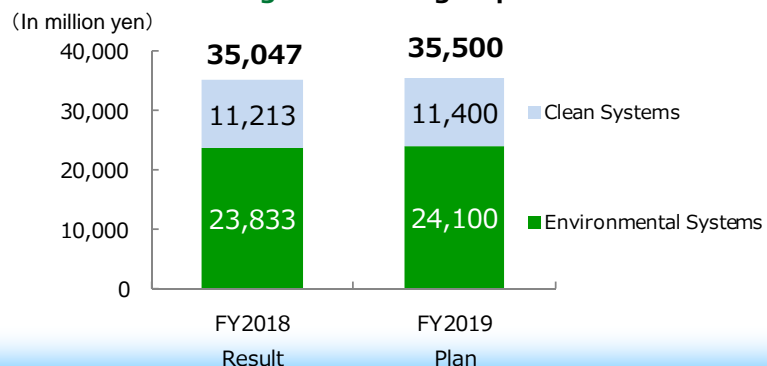
	FY2019 Plan			FY2018 Result			Change			
	Sales	Operating profit	%	Sales	Operating profit	%	Sales		Operating profit	
Time Information Segment	102,500	15,200	14.8	96,665	13,590	14.1	5,834	6.0	1,609	11.8
Environmental Segment	35,500	5,500	15.5	35,047	5,621	16.0	452	1.3	(121)	(2.2)
Company-wide Expenses		(4,200)			(4,049)			0.0	(150)	
<b>Total</b>	<b>138,000</b>	<b>16,500</b>	<b>12.0</b>	<b>131,713</b>	<b>15,161</b>	<b>11.5</b>	<b>6,286</b>	<b>4.8</b>	<b>1,338</b>	<b>8.8</b>

## 【Sales】

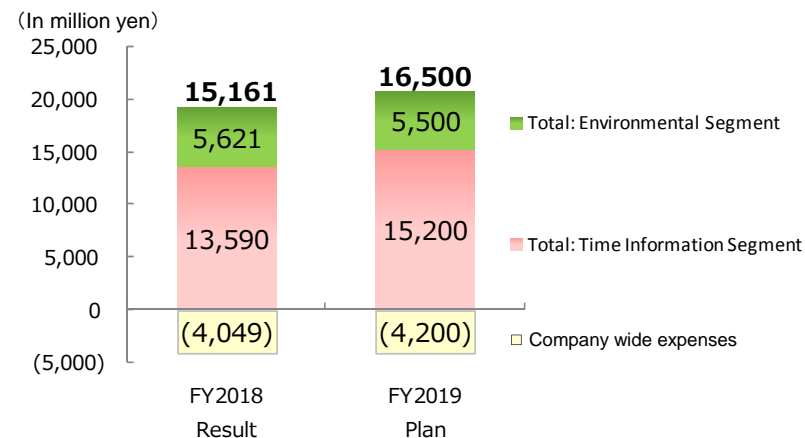
### ● Time Information Segment Change Up 6.0%



### ● Environmental Segment Change Up 1.3%



## 【Operating profit】

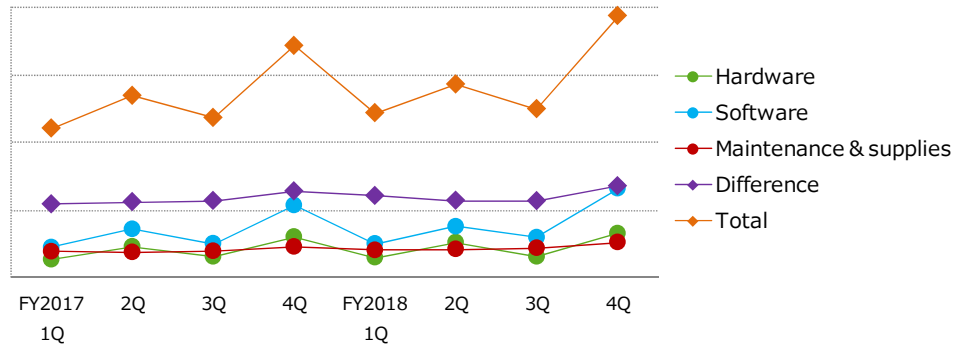


## ※ Operating Profit Change Up 8.8%

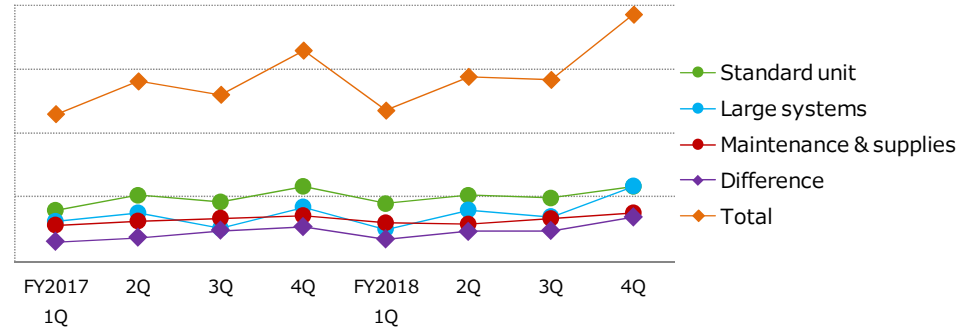
- Time Information Segment Change Up 11.8%
- Environmental Segment Change Dn 2.2%

# Quarterly Sales by Item (actual results)

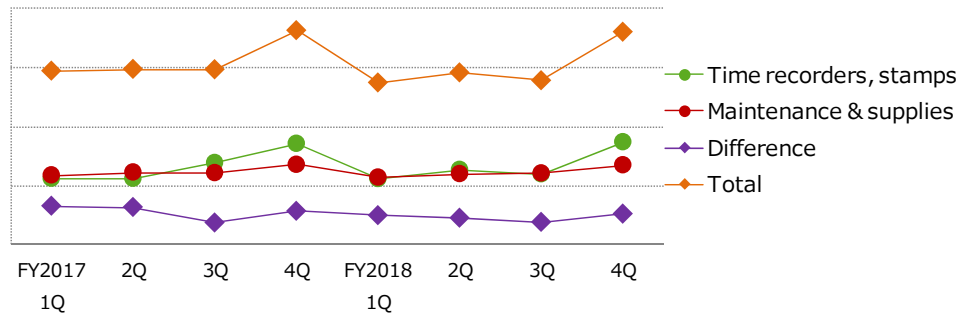
## <Information Systems>



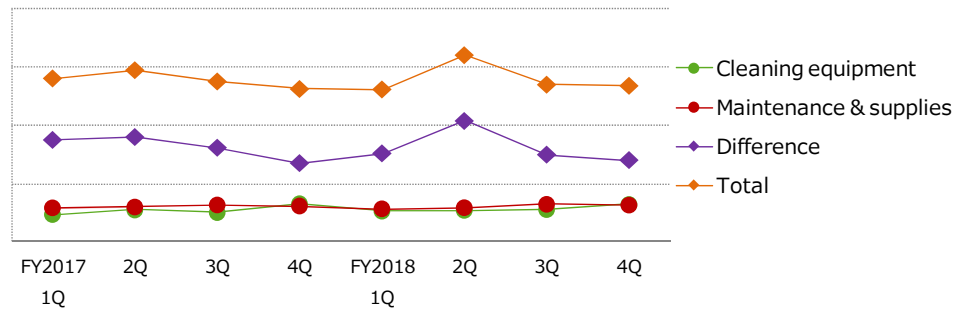
## <Environmental Systems>



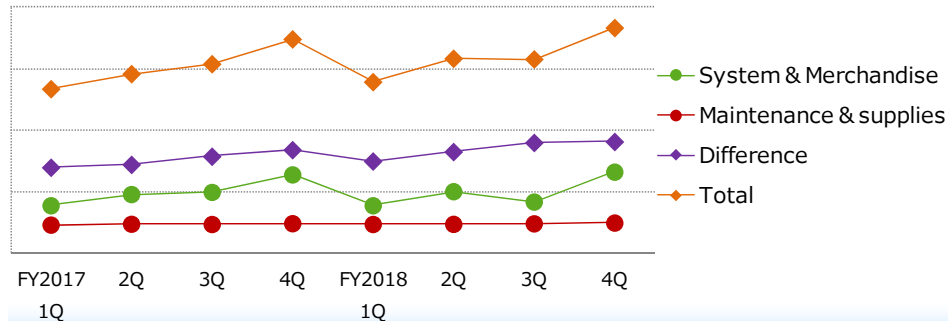
## < Time Management Products >



## < Clean Systems >



## <Parking Systems>



**AMANO**