

FINANCIAL REPORT

April 2010 – March 2011



Management Policy

1. Basic Management Policy

Throughout its history, Amano has adhered to a basic policy of putting the customer first. This has meant paying heed to what its customers say, based on the corporate themes of “people and time” and “people and the environment,” and giving pivotal importance to customer satisfaction throughout its business activities, particularly in sales, production, and development activities.

In accordance with this fundamental policy, Amano continues to undertake business activities with the goal of earning the trust and high regard of all those who support it: customers, employees, shareholders, suppliers and other entities with which it does business, and the local community. It achieves this by providing a variety of products, systems, services, and solutions that match the needs of customers in relation to the themes of “people and time” and “people and the environment.”

Amano and its Group companies direct their efforts toward maximizing corporate value by fostering innovation in management and by ensuring a strong earnings structure and sustained growth in business performance.

2. New Medium-Term Business Plan

Amano and its Group companies each continue the tradition of evolving continuously in response to changes in the times, while maintaining the following four immutable strategies of the Amano Group.

- 1) Emphasis on Time & Ecology business fields, and enhancement of core business
- 2) Being a niche leader in the business fields in which we excel
- 3) Ceaseless restructuring
- 4) Management based on cash flow

Based on these four fundamental strategies, Amano inaugurated a new medium-term business plan.

An outline of the plan is set out below.

[1] Basic Policies

Under the new medium-term business plan, the Group seeks to be a global niche leader by exploring new market frontiers (advancing aggressively into emerging and untapped markets), developing multi-disciplinary business operations on a location-by-location basis, and establishing new businesses domains. We are pursuing a new global growth strategy designed to achieve the maximization of corporate value.

Priority issues under the new plan are listed below.

1. North American and European markets

North America: In the parking system business, we will merge Amano McGann's parking management software with Amano Group's software and hardware, introduce new parking systems into the market, and strengthen direct sales structures to work closely with customers when proposing solutions. These efforts are designed to build upon our business foundations that are second to none in North America. In our time information system business, we will continue to scale up our operations by adding new products alongside a wide array of time information management terminals and a blue-chip customer base that Accu-Time Systems enjoys. By commencing the local production and distribution of mist collectors through Amano Pioneer Eclipse, we will take a new step toward fortifying and expanding our operations in the environment system business.

Europe: In the time information system business, we will continue to enhance Horosmart's ability to offer holistic solutions, and to expand its blue-chip customer base. These efforts are aimed at cementing our number one position at the high end of the market in France and at increasing our visibility and expanding further into other markets across Europe. In the parking system business, we will step up sales of low-priced system products, focusing on the UK and the three Benelux countries, in order to build a stronger operations foundation.

2. Asian, Latin American and other emerging markets

Asia: In the environment system business, we will enhance our capabilities to offer products and render services to Japanese companies operating in Asia outside Japan by deepening ties between our group companies across Asia and our head office in Japan. We will also expand our local production capabilities in order to enhance our cost competitiveness. In the parking system business, we will seek to further scale up our South Korean and Malaysian operations as well as to aggressively promote the development of business operations in China, Singapore, and other Asian countries.

Latin America: In anticipation of the local market's future growth potential, we will aggressively allocate a higher proportion of our managerial resources there, including those toward the commencement of local production, in order to explore market frontiers in each of the information system, parking system, and environment system businesses.

3. Japanese market

Japan: We will reinforce ties among group companies and develop high-quality comprehensive service offerings (combining products and services) across all business fields to expand our business domain, create new markets, and enhance our cost competitiveness. These efforts should align our entire group to work cohesively towards maximizing its corporate value.

[2] Numerical Targets

Under the new business plan, we aim to achieve ¥100 billion or more in net sales and ¥10 billion or more in operating profit in the final year of the plan, which ends March 31, 2014. Numerical targets.

3. Basic Policy on Distribution of Profits, and Dividend for This and Next Term

Amano places great importance on its policy for dividends to shareholders. Fundamental to this is its policy for the return of profit to shareholders, based on maintaining a stable ordinary dividend of ¥26 annually (¥13 interim and ¥13 year-end), together with appropriate results-based distributions and flexible purchasing of treasury stock. The Company aims to maintain a payout ratio of at least 35% on a consolidated basis and a ratio of dividend to net assets of at least 2.5%.

In line with this policy, taking into account our current-year operations results, we plan to pay a year-end dividend of ¥13 per share, unchanged from the amount paid at the end of the previous year. As a result, the annual per-share dividend will be ¥26 (including the ¥13 per share paid as the interim dividend). This corresponds to a dividend payout ratio of 65.0% and a 2.7% ratio of dividends to net assets on a consolidated basis.

With regard to the dividend for the next fiscal year, in line with our Basic Policy on Distribution of Profits and in view of our Outlook for the Fiscal Ending March 31, 2012, we will aim to pay a dividend for the year of ¥26 (interim dividend of ¥13, and year-end dividend of ¥13).

Retained earnings will be earmarked for fund effective investment aimed at the fundamental enhancement of the Company's capacity to conduct its business operations. This will include the expansion and strengthening of existing business fields, strategic investment in growth fields, and spending on research and development, as well as the rationalization of production plant and equipment for the purpose of reducing costs and further improving product quality.



A stylized, handwritten signature in black ink that reads "Izumi NAKAJIMA".

Izumi NAKAJIMA
President
Representative Director

Business Performance

Analysis of Business Results

Business Results in the Year Ended March 31, 2011

During the fiscal year ended March 31, 2011, the Japanese economy saw industrial production and corporate earnings rebound and the unemployment rate improve slightly, as exports increased supported by economic growth in Asian and other countries. These and other indicators showed that the economy overcame the business doldrums that prevailed in the latter half of last year and was beginning to recover gradually. Yet, in the aftermath of the

Great East Japan Earthquake, current domestic economic activity as a whole now seems to be significantly depressed.

Amid this business environment, the Amano Group worked on global market and product development as well as enhancement of its capacity to provide holistic solutions, in accordance with the consolidated growth strategy in its new medium-term business plan, formulated in April 2008. The entire organization also concentrated on thoroughly uncovering customer needs and strove to reduce cost of sales and selling, general and administrative expenses.

As a result of the above, during the year the Company recorded sales of ¥83,303 million, up by 6.0% year-on-year. Operating profit increased by 127.5% to ¥4,383 million, ordinary profit went up by 97.4% to ¥4,810 million, and net income increased by 203.2% to ¥3,065 million.

The following is an overview of sales by business division.

Sales by business division

(Unit: Millions of yen)

	FY2009		FY2010		Change	
	year endedMarch 31, 2010		year endedMarch 31, 2011			
	Amount	Ratio (%)	Amount	Ratio (%)	Amount	%
Time Information System Business						
Information Systems	17,440	22.2	18,890	22.7	1,449	8.3
Time Management Equipment	4,316	5.5	4,407	5.3	91	2.1
Parking Systems	37,786	48.1	38,493	46.2	706	1.9
Subtotal	59,542	75.8	61,790	74.2	2,247	3.8
Environment System Business						
Environmental Systems	11,521	14.6	14,144	17.0	2,623	22.8
Clean Systems	7,523	9.6	7,369	8.8	(154)	(2.0)
Subtotal	19,044	24.2	21,513	25.8	2,469	13.0
Total	78,586	100.0	83,303	100.0	4,716	6.0

Time Information System Business

- Information Systems:
Time & attendance (T&A), payroll, human-resource management, access control, and cafeteria systems
- Time Management Equipment:
Time recorders, and time stamps
- Parking Systems:
Parking and bicycle-parking space management systems, and parking management services

Information Systems

This business division continued to struggle under difficult conditions in Japan including a prolonged reduction in information-related investments and intensifying competition in the market, though there were also signs of recovery in capital investments. On the other hand, fast growing markets for cloud computing services reflect the growing needs of companies wishing to utilize systems as a service without the burden of ownership.

In this market environment, the Company continued to provide corporate customers with effective solutions for compliance and cost reduction, including work schedule optimization and total personnel expense control, to accommodate initiatives to improve their work environments. The Company also concentrated on uncovering potential demand by intensifying efforts to make new proposals for cloud computing services.

During the year, in Japan hardware sales increased by ¥344 million (6.9%) year-on-year, software sales decreased by ¥259 million (7.2%),

and sales generated by maintenance contracts and supplies services increased by ¥170 million (5.7%). Decreased software sales reflected a setback in demand stemming from compliance with the Revised Labor Standards Act, which came into effect in April last year. By product area, T&A system sales were up by ¥527 million (6.3%), while access control system sales increased by ¥71 million (7.0%).

Overall overseas sales increased by ¥1,077 million (20.1%) year-on-year. Sales for North America grew as Accu-Time Systems became a newly consolidated subsidiary of Amano Corporation this fiscal year. Sales for Europe continued to be strong, as the sales of Horosmart S.A. increased on a local currency basis. However, sales revenues in terms of Japanese yen showed a decrease due to fluctuations in exchange rates. Sales for Asia decreased slightly.

As a net result of the above, overall sales in this business division totaled ¥18,889 million, representing an increase of 8.3% from the previous year.

Time Management Equipment

In Japan, this business division continued to struggle under difficult conditions, as the tight employment situation and uncertain future economic prospects kept a lid on demand.

In this market environment, the Company concentrated on expanding new markets and attracting a growing base of new customers by enhancing the functionality of PC-interfaced time recorders and stepping up sales promotions.

In Japan, sales for the year increased by ¥250 million (7.9%) from a year earlier, as continued strong sales of IC card-type PC-interface time recorders contributed to growth in both revenue and unit sales.

Overall overseas sales decreased by ¥69 million (4.6%) year-on-year. Sales for North America and Europe both fell while those for Asia rose.

As a result of the above, the time management equipment business division generated sales totaling ¥4,406 million, up by 2.1% from the previous year.



TimeP@CK-iC

Parking Systems

This business division is seeing its operating environment in Japan change significantly. The broader installation of charging stations for electric vehicles and the introduction of car sharing services, for example, have diversified parking lot operation styles. Initiatives have developed to enhance the quality of service offerings, to conserve electricity through the use of LED lighting fixtures, and to operate environment-friendly parking spaces through measures such as the installation of solar panels.

In this market environment, the Company stepped up its efforts to provide customers with solutions aimed at increasing the profitability and efficiency, and reducing the la-

bor intensiveness, of parking lot operations from a customer perspective, as well as with holistic solutions for the operation and management of parking lot services. These efforts were focused on uncovering new demand for replacement projects and on growing new markets including for bicycle parking systems and exclusive gate systems.

In Japan, sales of car and bicycle parking system devices during the year increased by ¥1,506 million yen (11.9%) from a year earlier, due to an increased number of small and medium-sized system renewal projects. Revenues from maintenance contracts and supplies services increased by ¥93 million (1.1%).

The number of parking spaces managed by Group subsidiary Amano Management Service Corporation in its commissioned parking lot management business increased by 13,600 (7.4%) from the end of the previous fiscal year.

Overall overseas sales decreased by ¥1,182 million (10.6%) year-on-year. Sales for North America declined substantially, suffering from stagnating demand as the economic climate deteriorated. Those for Europe grew due to greater efforts in selling low-priced parking systems, while Asian operations saw sales grow due to the continued strength of the Korean market.

As a net result of the above, the Parking Systems business division provided sales totaling ¥38,493 million, an increase of 1.9% from the previous year.

Environment System Business

- Environmental Systems:
Standard dust collectors, large dust collection systems, pneumatic powder conveyance systems, high-temperature hazardous-gas removal systems, deodorization systems, and electrolytic water generators
- Clean Systems:
Cleaning equipment, dry-care cleaning systems, and cleaning management services

Environmental Systems

This division benefited from continued recovery in the business environment in Japan. Although manufacturers accelerated their shift to overseas countries, driven by recovery in capital investment and by strong orders for machine tools for emerging markets, particularly China and other Asian countries, demand overseas, particularly for standard dust collectors, improved.

In this market environment, the Company shifted its managerial resources to markets where demand is growing, concentrating on the Asian market. The Company's efforts included the bolstering of systems to sell products and services to businesses operating overseas, the establishment of closer cooperation with overseas group companies, and the expansion of production in China. These efforts were focused on stimulating further growth in demand.

During the year, in Japan sales of

standard equipment and large-scale systems increased by ¥1,359 million (37.9%) and ¥140 million (3.5%) year-on-year, respectively, while revenue from maintenance contracts and supplies services increased by ¥449 million (15.9%).

Overall overseas sales increased by ¥733 million (106.8%) year-on-year, due to continuing strong orders reflecting recovery in capital investments by Japanese-affiliated companies in Asian markets.

As a result of the above, sales of this business division totaled ¥14,144 million, up by 22.8% year-on-year:



Clean Systems

This business division continued to struggle under difficult conditions in Japan. It suffered from a reduction in new shopping centers opened, reduced total cleaning costs, and other factors, although it benefited from increased demand in the factory market reflecting recovery in capital investment by manufacturers.

In this market environment, the Company focused on uncovering new demand by stepping up its efforts to promote solutions for total cost reductions using new floor treatment systems and maintenance

services.

In Japan, sales of cleaning equipment during the year increased by ¥22 million (1.1%) year-on-year, due to improved demand for floor cleaning machines for factory facilities. Revenue from maintenance contracts and supplies services decreased by ¥77 million (2.6%).

Overall overseas sales decreased by ¥67 million (4.0%) year-on-year. Sales for North America grew in terms of local currencies but, de-

creased in yen due to fluctuations in exchange rates, and sales for Europe and Asia continued to remain sluggish.

As a result of the above, sales in this segment totaled ¥7,368 million, down by 2.0% from the previous year.



Analysis of Financial Condition

(i) Assets, Liabilities, and Net Assets

• Assets

Total assets at March 31, 2011, amounted to ¥102,933 million, up by ¥2,246 million from the previous fiscal year-end. Current assets increased by ¥4,055 million year-on-year. This was chiefly due to a ¥3,589 million increase in cash and bank deposits. Fixed assets decreased by ¥1,809 million year-on-year. This was attributable primarily to a reduction of ¥2,113 million in intangible fixed assets.

• Liabilities

Total liabilities at the fiscal year-end amounted to ¥30,372 million, up by ¥4,653 million year-on-year. Current liabilities increased ¥4,778 million year-on-year. This was chiefly due to an in-

crease of ¥1,696 million in short-term bank loans, an increase of ¥1,370 million in accrued income taxes, and an increase of ¥1,022 million in trade notes and accounts payable. Fixed liabilities decreased by ¥125 million year-on-year. The principal factors behind this were a decrease of ¥430 million in accrued retirement benefits for employees and a decrease of ¥269 million in other long-term accounts payable, despite an increase of ¥518 million in lease obligations.

• Net Assets

Total net assets at March 31, 2011 amounted to ¥72,561 million, down by ¥2,407 million from the previous fiscal year-end. This was primarily due to a decrease of ¥2,571 million in total accumulated other comprehensive income resulting from a decrease in foreign currency translation adjustments.

(ii) Cash Flows

Consolidated cash and cash equivalents increased by ¥3,681 million from the previous fiscal year-end, to a total of ¥24,614 million on March 31, 2011. More specifically, a description of the status of each type of cash flow at the year-end and the underlying factors are as follows.

(1) Cash flow from operating activities

Net cash provided by operating activities totaled ¥10,285 million. This was attributable primarily to income before income taxes, which amounted to ¥5,464 million, and depreciation and amortization, which amounted to ¥4,351 million, despite income taxes payments, which amounted to ¥1,084 million.

(2) Cash flow from investing activities

Net cash used in investing activities totaled -¥5,658 million. This was largely due to expenditures of ¥5,569 million for the placement of time deposits, ¥2,000 million for the acquisition of securities, ¥1,560 million for the acquisition of subsidiaries' shares resulting in a change in the scope of consolidation,

¥1,445 million for the acquisition of intangible fixed assets, and ¥805 million for the purchase of tangible fixed assets. These outflows more than offset proceeds of ¥4,380 million from the withdrawal of time deposits and ¥2,000 million from the redemption of securities.

(3) Cash flow from financing activities

Net cash used in financing activities totaled -¥648 million. This was chiefly due to expenditures of ¥1,992 million for the payment of cash dividends by the parent company and ¥523 million for the repayment of finance lease obligations, despite proceeds of ¥1,906 million from the borrowing of short-term bank loans.

Reference: Trend of cash flow indicators

	At Mar. 31, 2007	At Mar. 31, 2008	At Mar. 31, 2009	At Mar. 31, 2010	At Mar. 31, 2011
Equity ratio (%)	74.4	73.0	72.9	73.4	70.3
Fair value equity ratio (%)	103.6	70.6	58.8	64.7	59.3
Ratio of cash flow to interest-bearing liabilities (%)	36.2	17.5	24.1	17.1	31.4
Interest coverage ratio	125.3	166.6	200.7	250.6	275.2

Notes : Equity ratio: Equity capital/Total assets

Fair value equity ratio: Gross market capitalization/Total assets

Ratio of cash flow to interest-bearing liabilities: Interest-bearing liabilities/Cash flow from operating activities

Interest coverage ratio: Cash flow from operating activities/Interest payments

Assumptions

* All indicators are calculated on the basis of consolidated financial values.

* Gross market capitalization is calculated by multiplying the closing price of the Company's shares at the year-end by the number of shares of common stock issued and outstanding at the year-end (less treasury stock).

* Cash flow from operating activities refers to cash flow from operating activities posted under the consolidated statements of cash flows. Interest-bearing liabilities refers to those of the liabilities stated in the consolidated balance sheets on which interest is paid. Interest payments equate with interest paid stated in the consolidated statements of cash flows.

Outlook for the Fiscal Year Ending March 31, 2012

The Japanese economy, which has been depressed significantly in the aftermath of the Great East Japan Earthquake, is likely to see a gradual rebound in economic activity during the next fiscal year. Still, the effects of reduced industrial production and other factors may put a temporary dent in corporate earnings and in employment and personal income conditions. Despite persistent high growth in China and other emerg-

ing countries, given the continuing commodity price rises in reaction to the unsettled situation in the Middle East and other circumstances, the Japanese economy's future prospects seem to becoming increasingly uncertain.

Amid this business environment, Amano Corporation and its group companies continue to emphasize the following strategies: 1) Emphasis on Time & Ecology business fields, and enhancement of core business; 2) Being a niche leader in the business fields in which we excel; 3) Ceaseless restructuring; and 4) Management based on cash flow. In line

with these four fundamental strategies, we will pursue our consolidated growth strategy on a global scale to ensure sustainable growth and continually improving profitability with a view to maximizing the corporate value of Amano Corporation.

The following business results are projected for the fiscal year ending March 31, 2012: Net sales ¥88,700 million, operating profit ¥5,800 million, ordinary profit ¥6,200 million, and net income ¥3,100 million. The above projections assume currency exchange rates of US\$1 to ¥82 and €1 to ¥115.

Operating and Other Risk

Among the matters relating to the qualitative information contained in these summary financial statements and relating to the consolidated financial statements, the following are those that could be envisaged as having a possible material impact on investors.

Matters that are considered to be potential risk factors in the undertaking of business by the Amano Group either now or in the future are estimated to the greatest extent possible, and the risk factors are then addressed and eliminated in the course of business activities.

Matters relating to the future are those that are adjudged to be so as of the date of the release of these financial results (May 9, 2011).

(i) Impact on earnings due to changes in the business environment

The Amano Group uses its accumulation of unique technologies and know-how to provide customers with high-quality products, services and solutions, gaining large market shares in each sphere of business in Japan, North America, Europe, and Asia, and developing business globally.

In the year ended March 31, 2011, the time information system business accounted for 74.2% of total sales, and the environment system

business accounted for 25.8%. Before deduction of unallocated expenses the time information system business contributed 79.5% to operating profit, while the environment system business contributed 20.5%. In terms of weighted average sales over the most recent five years, time information system business accounted for 70.3% of total sales and for 71.9% of operating profit.

With respect to future risk factors, in each business activity within the time information system business segment, which accounts for a large proportion of the Group's business, if market expansion is expected for such reasons as a significant change in the demand structure or the creation of a new market, it can be expected that this will attract entry by entities in other industries or by other powerful competitors. In that event, if a competitor were to enter with innovative products or solutions that surpass Amano's, the Amano Group's market advantage would decline, and that may have a material impact on its business performance.

(ii) Fluctuations in exchange rates

The Group engages in business activities on a global scale and has production and sales bases overseas. In view of this, the Group's business results may be impacted by fluctuations in exchange rates when transaction amounts overseas are converted into yen.

(iii) Information security

In order to offer system solutions and undertake the application service provider business, the Amano Group handles confidential information such as personal information concerning customers or provided by customers. In view of this, the Group has developed a structure for the management of confidential information, implements thorough staff training, and uses software to prevent leaks of information for the purpose of preventing network access to confidential information and of preventing leaks of confidential information through the physical removal of data and information. To that end it has also established an Information Security Management Committee to ensure a foolproof structure. Nevertheless, in the event that an unforeseen situation were to arise, and information of the kind described above were to be disclosed externally, resultant factors such as loss of confidence may have a material impact on the Group's business performance.

Issues to Be Addressed

The Company will take the following steps to achieve the goals set out in its new medium-term management plan.

1) Time information systems

•Information systems business

Amid continuing efforts by the labor authorities to more strictly monitor unpaid overtime and long working hours (overwork) in order to eradicate these practices as well as an increasing need to deal with risks surrounding employment, such as industrial court cases resulting from deteriorating employment conditions, there is strong potential demand among companies to establish or rebuild T&A systems. The aim is to create a company-wide labor time management system to optimize business operations by reducing working hours, improving work efficiency cutting costs, etc. In addition, we will aim to strengthen measures for compliance toward appropriately managing working hours. However, market conditions remain tough reflecting prolonged reductions in information related investments, intensifying competition in the market, and other factors. Meanwhile, the environment surrounding the business in this segment has been facing a significant shift from a period of owning systems to a period of utilizing them, with an increasingly prominent movement in the industry toward cloud computing.

In this market environment, we will focus on spurring latent demand in our solutions business targeted at large companies by strengthening our competitive advantage with enhanced software functions, and reinforcing our marketing structures with collaboration between sales staff and systems engineers. In addition, we will aim to expand our Application Service Provider (ASP) services business by reinforcing alliances with Group companies in Japan in order to respond to the changes of the times.

To enhance the profitability of this business, we will strictly manage revenue from our solutions business targeted at large companies,

enhance our project management systems, cut costs by standardizing system software, and expand sales of standard software packages to small and medium-scale business establishments, so as to boost earnings capacity.

Overseas, we aim to strengthen our customer base and expand distribution channels in North America, leveraging the strengths of Accu-Time Systems, Inc. which we acquired in February 2011 in the U.S. In addition, we will work on establishing a global supply system and reducing development costs by expanding our hardware lineup. As a means of expanding our business, we will also extend sales channels for software products of Horosmart, S.A. (France) across Europe and reinforce our organizational structures toward globalization.

•Parking systems business

The parking system business is seeing its surrounding operating conditions change significantly. For example, the broader installation of charging stations for electric vehicles, programs to reduce greenhouse gas emissions, and the introduction of car sharing services designed to ease traffic congestion have led to a diversification of parking lot operation styles. Meanwhile, initiatives have developed to enhance the quality of customer service offerings, to conserve electricity through the use of LED lighting, and to operate environment-friendly parking spaces through measures such as the installation of solar panels.

In this environment we will focus on making proposals from the customer's perspective with an emphasis on areas such as higher profitability and efficiency of parking space management. We will steadily meet the needs of existing customers by offering high value-added products with network capabilities and inbuilt IT functions and forging ahead with the holistic solutions business, including maintenance and parking lot management services in close collaboration with Group companies.

In the market for bicycle parking that has arisen as a result of the problem of abandoned bicycles, we will seek to revitalize and expand the market by proactively making

proposals on ecology-oriented initiatives including rent-a-cycles and community bicycle systems. In the market for exclusive gate systems controlling entry and exit to and from sites such as factories, we aim to expand the new market with the emphasis on safety and security in addition to making proposals on labor-savings and rationalization.

Overseas, we aim to expand business and establish ourselves as the top manufacturer of parking systems in the North American market, leveraging the strengths of Amano McGann, Inc. to further boost sales by building closer relationships with customers.

With an establishment of Amano UK Ltd. in England, we aim to capture demand for replacement from existing customers and cultivate the new market in Europe by leveraging direct distribution networks. In addition, we will strive to further expand our business in Asia with the main focus on South Korea.

2) Environment systems

•Environment systems business

The environment system business sees continued recovery in its surrounding operating conditions in Japan. While Japanese manufacturers continue to accelerate their shift to overseas countries, driven by recovery in capital investment and by strong orders for machine tools for emerging markets, particularly China and other Asian countries, demand overseas, particularly for standard dust collectors, has picked up.

3) Human resource development

Recognizing that people are the most important management resource for the operation of our business, we have positioned human resource development as a priority issue and will focus on developing employees who have no fear of change and are willing to meet the challenges.

Information Systems: Time Management Equipment

Increased Installations in the Public Sector Market

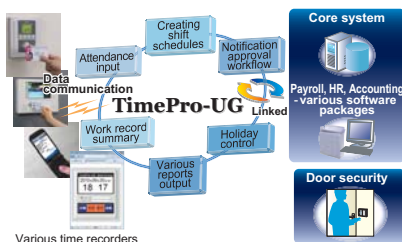
Shifting to electronic T&A control using IC / ID Cards from the conventional attendance sheets

In view of "preventing health problems (including mental health) associated with prolonged working hours" and "optimum control of working time", regional Governmental bodies, public corporations (associations, foundations) are taking steps to review their conventional T&A control methods. The use of time recorders and IC cards, which accurately logs the in-times and out-times associated with attendance, is being adopted as the solution.

At Amano, backed by the extensive delivery track record of such systems, is actively working to expand this market demand by providing IC / ID cards and optimum electronic T&A solutions depending on the size and operational environment.



TimeP@CK-IC



A New Style in T&A System Package "Time P@CK-WL"

Industry's first! The whole "TimeP@CK" range now comes with Bluetooth® wireless capabilities

Amano's long run product, the "PC interface Time Recorder TimeP@CK" series, has now adopted Bluetooth®*. The conventional method of transferring data from the time recorders to personal computers relied on the use of cables or USB thumb drives, which limited the physical positioning of the time recorder unit. By using Bluetooth® wireless

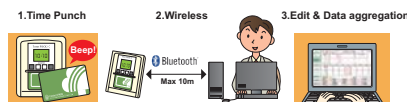
communication, the time recorder can now be placed anywhere within the maximum communication range. Another user-friendly feature.

The "TimeP@CK-WL" is the advanced version of the "TimeP@CK". The features such as "ease-of use", "high functionality" and "accuracy", which has made "TimeP@CK" so popular, is inherited and since its launch in February, is gaining popularity among customers who are installing time recorders for the first time.

*Bluetooth®: "Bluetooth" is a communication standard for exchanging data over short distances (several meters) between fixed and/or mobile devices.

If there is a Time Recorder positioned within the maximum range, there will be no need to connect cables and data collection is possible without leaving your desk.

"Bluetooth®" is the registered Trademark of Bluetooth SIG, Inc., and Amano Corporation is a licensed user.



Parking Systems

The Key Word is "Hospitality"

Japan's first "Next Generation Parking Service" is now operational

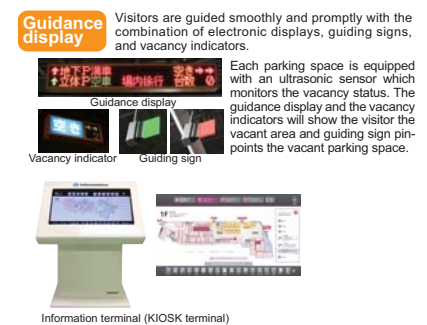
January 2011, Amano installed Japan's first "Next Generation Parking Service" in a large shopping complex in Narashino-shi, Chiba prefecture.

In general, administration costs for car parks in large shopping facilities are high in order to alleviate traffic congestions and to maintain safety. This first "Next Generation Parking Service" not only reduces such costs, but it also has the following features that enable smooth vehicle guidance from arrival to departure. This new "hospitality" service is drawing attention as an effective method to alleviate congestions;

(i) On arrival, the driver can check the electronic guidance displays near the ceiling for vacancies, (ii) the guidance displays will guide the vehicle smoothly to the vacant parking space, (iii) the KIOSK terminals*,

located at various points within the shopping center, will provide the visitor with shop information, and is capable of "locate-your-vehicle" by keying-in the registration number; (iv) the guidance displays will guide the vehicle to the exit on departure.

*KIOSK terminal: The "KIOSK terminal" refers to liquid crystal touch panel displays, often located on street corners and shopping centers to obtain information through visual search.



New Developments in "Rent-a-cycles"

Nationwide expansion of "Bicycle parking systems for community bicycle programs"

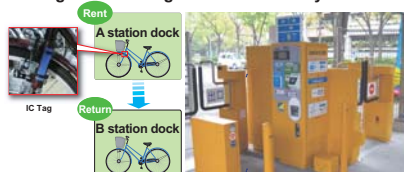
An increasing number of regional Government bodies are reusing abandoned bicycles as rent-a-cycles. In order to improve convenience for its users, "Community Bicycle Programs"* are seen as a new development and it is expanding nationwide. March 2011, Amano installed a "Bicycle Parking System" for a community bicycle program in Takamatsu city, which is so far the largest of its kind, in Japan. Parking gate systems (UT-1500 series) were installed at each of the 7 rent-a-cycle docks around the city. By fitting identification IC tags on all of the rent-a-cycles (1,250 units), and by linking all the docks to a communication network, circulation and inventory can be controlled at a central point. In addition, by interfacing the bicycle parking system with the local transportation system, railway prepaid IC cards "IruCa", can be used to pay the rent-a-cycle fees. This will provide a seamless environment for rent-a-cycle users and train users.

* Community Bicycle Programs: "Community Bicycle Programs" are a type of a rent-a-cycle where the renting and return can be done at any of the multiple bicycle docks. In Japan, it is

anticipated that the system will complement public transportation mainly in urban areas and be developed as the "last mile" transportation means.

*IruCa is a registered Trademark of the Takamatsu-Kotohira Electric Railroad Co. Ltd.

Renting and returning can be done at any dock!



Environmental Systems

Domestic Manufacturers are Accelerating Production Shift Towards Asia

Demand for standard Dust Collectors are expanding

Amid the production shift to Asia by the domestic manufacturers, in order to expand the market, Amano's Asian sales promotion team has been concentrating in the prompt capturing of such information and to co-ordinate efforts with Amano's overseas network to provide total support from equipment installations to engineering.

For instance in Indonesia, where Japanese motorcycle manufacturers represent 95% of the market share, increased its production capacity to meet the rising domestic demand. Several hundred dust collectors were installed as part of a package of new machine tools and parts machining equipment.

At Amano, sales and engineering abilities are being actively enhanced at overseas subsidiaries and efforts are being concentrated to develop and expand into new Asian markets such as Vietnam and India.



An installation example



Filterless Mist Collector MJ series

Clean Systems

A New Floor Care System that Pursue Cost Benefits

Amano Green Coating System

The main concerns regarding routine and daily cleanliness are shifting to "labor-saving", "energy-saving", and "environment-saving". In addition, amid the ongoing reductions of cleaning costs by large shopping centers, department stores, supermarkets, convenience stores, these commercial facilities and retailers are adopting ceramic floors and self-cleaning.

At Amano, in order to respond appropriately to such changes, in addition to the existing "dry care system" for commercial facilities, has added and promoting a new self-cleaning package based on the new "Amano Green Coating System". It is a comprehensive system designed to support the user from the initial floor treatment, to the daily and periodic maintenance.

Before treatment



Ultraviolet irradiation



After treatment



Domestic Group Companies

Reducing Administrative Costs and Improving Efficiency for Medium / Small Businesses

"Cloud T&A service CYBER XEED – "Smart "T&A Amano Business Solutions Corporation

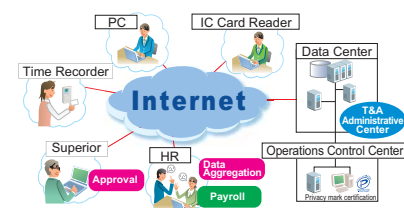
April 2011, Amano launched its Cloud T&A service the "CYBER XEED - SmartT&A".

This is the inexpensive version of "Cloud Computing CYBER XEED" and it is a new service to cater for the needs of medium to small size businesses. It comes with speedy operations with high security.

In wake of the East Japan Great Earthquake, which struck March 2011, many corporations have become more aware of the importance of Business Continuity Plans

(BCP) and as a result increasing number of corporations are diverting or diversifying risk by relocating their information system servers outside of the company.

This cloud T&A service from Amano will operate with just an Internet connection via an Internet browser. The user does not need a server to upload the service nor a software license, thus being cost friendly. The service is answering to the needs of many companies.



Overseas Group Companies

The First Step to Start Further Growth - Commemorating their 40th Anniversary
Horoquartz S.A. France

Horoquartz S.A., a subsidiary of Horomart France, has been a member of the Amano Group since January 2008 and plays a vital role in expanding Information Systems business, commemorated its 40th anniversary in May 2011. Horoquartz is now firmly established as the No.1 T&A system integrator in France.

The ceremony slogan was "40 years of Confidence". Over the years Horoquartz has built trust from customer satisfaction and maintaining that trust has led to confidence for further growth. This ceremony marks the first step in this endeavor. As a core company to globalize Amano's Information Systems business, Horoquartz's operations will no longer be exclusive to France, but will expand across Europe.

40th Anniversary celebration



Mr. Hubert de Rugy, CEO Horoquartz S.A. France, giving his speech at their 40th Anniversary celebration

Amano Group Companies

Amano USA Holdings, Inc.

Amano Cincinnati Inc. – Amano Time Business Unit New Product Launch

The New Time Guardian Series is an expandable employee time management system that automates the collection, calculation, and preparation of time data for processing payroll. This scalable time & attendance software provides businesses add-on options such as employee upgrade, user upgrade, web interface, advanced scheduling, advanced overtime and the ability to integrate with Amano's Nexus Lite, Nexus 220 and AmanoNet.

PIX Series marks a new generation in time recorders. This electronic time recorder has the ability to synchronize to the Atomic Clock and provides voice activated programming for easy setup! The PIX-75 automatically adjusts year, month, date and Daylight Savings. This clocks prints in regular or military time, with minutes, hundredths, twentieths or tenths, you choose! Three year battery backup for program ... "set it and forget it".



Next Generation in Access Control

ACI has successfully launched the Nexus Lite to various markets including healthcare, professional offices, retail, locksmiths, education and security. Nexus Lite was designed with real-time web based access control. This system manages up to 8 doors (expandable), 16 readers with anti-pass back, supports 1,000 users (3 cards per user) with the capacity to buffer the last 5,000 event transactions.



Success Stories

ACI adopted a new business strategy to effectively improve our Dealer Network Channel. In doing so we have successfully aligned our Time Business Unit with Intuit, Inc to market QuickBooks Pro, Payroll and Merchant Services combined with Amano's Time and Attendance Solutions.

ACI partnered with SP Richards, the world's leading wholesaler of office and computer supplies to the retail stationery dealer. SP Richards distributes over 30,000 business products to a network of over 7,000 resellers in the United States and Canada. ACI currently has 32 sku's online. The TS-3000i made headway in the financial market and now has taken a life of its own in the Health care industry. Hospital Corporation of America (HCA), one of the nation's first hospital companies has sought out Amano for 200 units of the TS-3000i. HCA has approximately 164 hospitals and 106 freestanding surgery centers in 20 states, including Great Britain. The TS-3000i is being used for emergency entrance areas and chest pain trauma centers.

Black Box Corporation, a world leader in communications and infrastructure products and solutions has agreed to distribute Amano's TS-3000i under private label. Black Box's Auto-Sync Time Clock (ASTC3000) is being sold to numerous markets including banks, investment brokers, casinos, hospitals and 911 call centers. The PoE version is also available through Black Box.

Time Guardian Pro made a tremendous mark in 2010. Surgical Care Affiliates, LLC (SCA) purchased the easy-to-use workforce management suite to operate in their headquarters

in Birmingham, AL. The MTX-15 terminals were installed in 150 ambulatory surgical centers and surgical hospitals. Pacific Health Corp in Tustin, CA has sought Amano for a comprehensive time & attendance system that will accommodate their 4 locations.



ACCU-TIME SYSTEMS, INC

ATS joins Amano Group

Accu-Time Systems, Inc. (ATS), a trusted global leading developer, manufacturer, and supplier of biometric and non-biometric terminals to the Time and Attendance and Workforce Management industry, based in Ellington CT joined Amano Group in March, 2010. ATS will provide a good synergy effect to Amano's sales channels for time and workforce management.



New Product Launch



Accu-Time Systems anticipates growth opportunities in expanding markets with its introduction of three new products. The PAYmate™ time and attendance terminal is targeted at small companies requiring fast installation and ease-of-use. The AccuTouch™ offers a new biometric optical fingerprint reader designed to read fingers previously unreadable by conventional sensors. Cesium™, an Oracle Validated Product, is a total hardware and software solution that allows ATS terminals to seamlessly integrate directly with Oracle PeopleSoft Enterprise software in use around the world. IMS Research, a supplier of market research and consultancy services, recently ranked ATS as the second largest workforce management hardware vendor in the Americas market at nearly 10% market share.



Success Stories

A major fast food restaurant chain in the United Kingdom chose Accu-Time Systems' Maximus workforce management terminal for its 1200 locations. ATS supplied the Maximus with certain custom modifications that meet the restaurant chain's strict specifications. Also in The UK, a hospitality group chose Maximus for its 1100 public house chain. This application is one of the largest biometric implementations in ATS history.

A major mass merchandise retailer with locations around the world has renewed its service and support agreement with Accu-Time Systems for its Optimus workforce management terminals. Also renewing its maintenance agreement with ATS is a multi-national pharmacy and consumer products chain that also uses ATS' Optimus terminal.

Amano McGann, Inc. – Parking

General

The economy stabilized a bit in 2010 but unfortunately new construction did not rebound which had a negative impact on the parking systems business. Even with these challenges the organization as a whole worked hard to win new customers and to maintain our existing base. This was accomplished through the strong management of our



established channels of Branch, Dealer, National Accounts, and Vertical Markets resulting in another profitable year.

The focus on vertical markets expanded in 2010 to included several advancements in not only new product development but also the successful launch of several strategic alliances. Both the development and alliances enhanced the core AMI product offering and are now fully integrated.

Strategic Alliances

Park Assist

Park Assist, the world leader of parking guidance, has joined forces with AMI as the exclusive representation in the US and Canadian markets. Unique features of the Park Assist solution include the use of imaging to recognize an occupied space as well as reading the license plate of the vehicle. Patrons have the ability to find their car by entering a license plate number at the kiosk or the AMI Pay Station. When integrated with LPR, the M3 can relate the location of the vehicle to the ticket allowing the operator to charge different rates based on location without the need for nesting lanes. The partnership between AMI and Park Assist was strengthened with the installation of the first M3 products in the United States in 2010.

AVPM



The partnership with Automated Valet adds the advantage of combining the leader of valet automation with the strength of the AMI distribution network. The AVPM advantage includes the unique feature of collecting images of vehicle damage automatically at the entrance or manually with an iPod touch, iPad, or iPhone with the Amano Valet application. The application can scan 2D barcode tickets with the iPhone / iPod camera or linear barcode with the scanner / credit card attachment for the iPod touch. Other key features of the Valet system include the convenience of requesting your vehicle via text message, email, or cell phone; employee time and attendance tracking, and populating vehicle information when scanning the VIN barcode. Development has started on integration for the processing of bar code valet tickets and validations in the AMI Pay Station.

Product Development

iConnect®

Development of the iConnect® Software was completed and launched which allowed the integration with on-line partners to sell prepaid parking and discounts at the exit. For example, an integrated solution with a third party operator allows a patron to purchase parking online and gain access to the facility with a barcode printed at their convenience. The iConnect® application has also been integrated with third party web sites to allow bar code coupons to be distributed on-line and used at the exit.

PCI / PA-DSS

Now listed on the PCI website, AMI continues to provide secure products where electronic security is of the utmost importance. Through countless hours of working with our PCI certified assessor, AMI has achieved PA-DSS validation for all of our software and hardware products.

The major card brands and the PCI council have created a very rigorous process to insure credit card security and AMI will continue to stay in front on PCI security issues to ensure client satisfaction.

Success Stories

Amano McGann continues to employ new technology and industry leading products to secure success with major projects across the country. Significant installations include: Westchester's Ridge Hill in Yonkers with multiple Pay Stations and a custom re-entry feature, over fifty AMI credit card readers for DC's transportation authority with another seventy slated in the coming year, and Chicago's Prentice Hospital

which features both valet and FlexScan integration with the AMG-7800 to allow valet payments and automatic vehicle call down through the Central Pay Station.

The company continued to expand its reach in the Airport market with major installations at Van Nuys Airport in Los Angeles, Lynden Pindling International Airport in Nassau, Bahamas, and Denver Green Park which included FlexScan integration with pre-pay application and the Frequent Parker Program.

AMI is also finding success through its strategic partnerships. Installation of the M³ system at Santa Monica Place in California gained national press coverage for state-of-the-art parking guidance technology and the first Find Your Car solution in the US.



Parking Summit



The fiscal year of 2010 ended on a high note by hosting the Amano Parking Summit in Las Vegas, Nevada. Amano McGann personnel and distribution teams from all around the country joined forces to get up to speed on the AMI corporate vision, improved sales techniques, and the latest product introductions. The Summit was an action packed event that included two full days of information rich presentations, hands on breakout sessions to increase product familiarity, and the announcement of the iPad 2 as a sales tool.

Each Summit attendee received pre-loaded iPad 2's containing various sales related content and videos. Use of the iPad 2 in the field puts knowledge and power into the hands of each sales professional resulting in a more enticing sales pitch with marketing materials available in several new and exciting formats.

The sales meeting provided an opportunity to connect with the sales team and distribution partners, reinforce goals and promote sales strategies. The Summit was received positively by all who were present, so much so that many agreed that the Summit was the best seminar they had ever attended. Attendees left Las Vegas feeling energized, highly motivated and full of knowledge.

"This was one of the most informative, educational, positive meetings that I've ever attended." -Greg Brewer, Carolina Time. "The information provided including presentations, breakout sessions and networking with colleagues was invaluable." -Curtis Bateson, Parking Systems Division - Western Canada, Amano Cincinnati Canada Inc.

Best In Show II

AMI raised the bar by earning the prestigious "Best in Show" award once again at both the Canadian Parking Show and the parking industry's major trade show, The International Parking Institute. AMI brightened up the parking shows with a neon theme to compliment the IPI's Las Vegas location. The neon elements were created by local artist Matt Thompson and added to a display that was fabricated by AMI personnel.



Amano Europe Holdings, N.V.

Also in this fiscal year Amano Europe continued to invest in both parking solutions and new time and attendance products. The X-Parc parking solution has now been installed successfully in 18 different countries, including Malaysia and Australia. With X-Parc Amano Europe is able to offer a robust, flexible and network centric solution based on Linux technology and

barcode tickets. Ease of integration and remote serviceability are two of the several great and innovative benefits this system offers.

With Astrow 2013, the next version of the proven T&A software for small and medium sized businesses with an installed base of more than 5,000 customers in Europe, Amano Europe resolutely goes for the SaaS and cloud computing business concept, incorporating WEB2.0 technologies. Astrow 2013 will continue to be the pan-European T&A solution for the SME market. The ability to integrate to 3rd party solutions, the ease of installation and the introduction of mobile solutions are key objectives in order to suite the modern and complex market needs.



Horoquartz, S.A.

In France the major event of the past twelve months was the celebration of the 40th anniversary of Horoquartz. Customers and staff were separately invited on the banks of the Seine River in Paris, next to the Eiffel tower, under the slogan "40 years of confidence".

Keep customers and staff loyal is indeed the key for a company that offers services (70% of sales) and expertise.

Customers themselves made presentations to explain how the Workforce Management solutions of Horoquartz did contribute to create new values in their companies: added value (cost reduction) and human value (user satisfaction).

The day after the 330 staff members and 10 group delegates from Japan and Europe gathered for the private celebration. In his speech Mr. Haruta congratulated the teams for their commitment and results and Mr. Nakajima expressed his confidence in the international expansion of Horoquartz integrated solutions.

For a moment the teams became actors and showed through short theater scenes how the human values in the company could help bringing satisfaction and added value to the customers.

Scopus-Omnibadges, S.A.

For Scopus Omnibadges this fiscal year was a year of expansive growth.

In January 2010 Scopus Omnibadges acquired Prescard. This company was able to meet the requirements of customers in market segments such as fashion houses, perfumes, jewelers, and airline companies. Printing technologies like silk screen and hot stamping met the demands that Scopus Omnibadges could not accommodate until now. Especially the ability to print metallic paint, like gold, and the ability to print holograms on the cards allow Scopus Omnibadges to approach and serve new markets.

In January 2011 Scopus Omnibadges acquired the ID solutions division of Sogedex. With this acquisition Scopus Omnibadges clearly expanded its service offering by having now the ability to offer, implement and support its own software packages for creating and manipulating card data. As such Scopus Omnibadges has reached the unique position in France and Europe of being a one-stop-shop that can both create cards and offer integrated card and data security solutions at the same time. Scopus Omnibadges is now ready to pursue its international strategy.

As a result of these two acquisitions and of a steady growth in the core business, Scopus Omnibadges will double its turnover in 2012, compare to the turnover in 2010.

Amano UK LTD.

"The set-up of the direct business in the UK is well underway with new offices established for both Time and Parking Divisions. The Time Division has recruited a sales team of 8, now starting to take regular orders of the newly refreshed Astrow

Suite as well as Access Control and ID Card management. The Time Division has developed a webshop and ever-increasing network of independent dealers for traditional time recorder sales. In the Car Parking Division Amano is focussing on introducing a rental solution into the market place and is already winning sizeable installations at local councils as well as private car parks. The team is focussed on providing



excellence in Customer Care and through the sales and engineering team is quickly migrating maintenance agreements for Customers so that they can now deal with Amano."



Amano Korea Corporation

Commenced Parking Administration Service for Public Parking in Seoul, Korea

From October 2010, Amano Korea Corporation (AKC) has commenced its parking administration service for Seoul city's public parking facility.

This public parking facility consists of on-street and off-street parking and the fees will be collected using the following 3 methods: For on-street parking, meter patrols will carry PDA terminals (parking fee calculators) and collect the fees during their rounds. For off-street parking, fees will be collected by manned or unmanned pay stations.

AKC will continue to strengthen and seek expansion in the public parking market.



Unmanned Pay



PDA Terminal

Commenced LED Lighting Business

In addition, AKC, utilizing its position as the No.1 parking company in Korea, has started up a "LED Lighting Business". Amid the increasing interests in environmentally friendly products and energy conservation, this business is anticipated to grow as a new solution in conjunction with parking administration and expansion efforts are being made.



LED lighting installed in an underground parking facility

Financial Highlights

For the years ended March 31, 2011 and 2010.

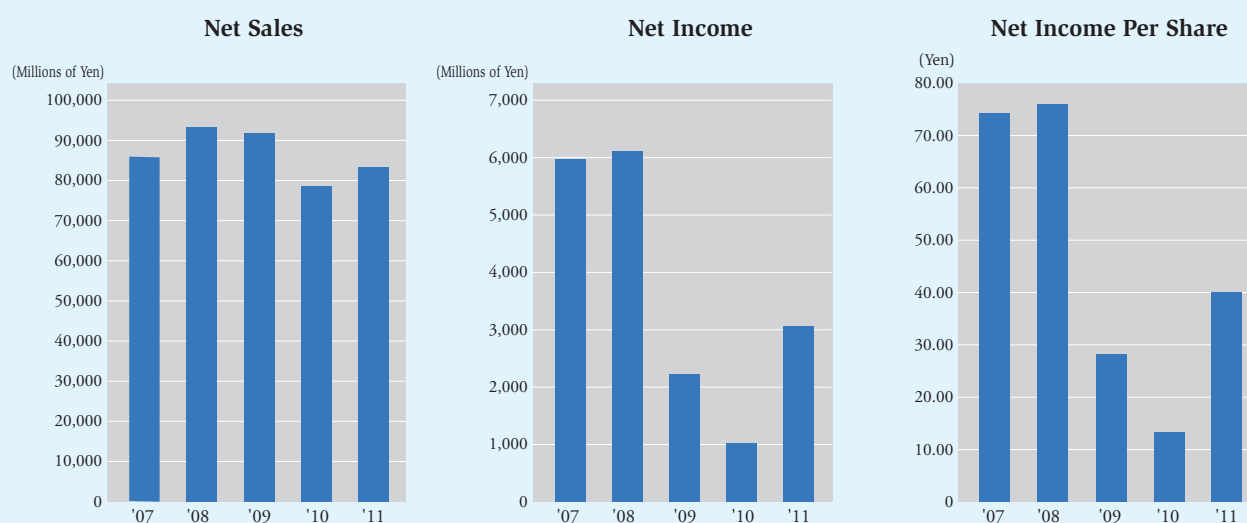
Yen in millions and U.S.dollars in thousands, except per share amounts

- See Note 5 to the Consolidated Financial Statements.

	Millions of Yen		Thousands of U.S. dollars (Note 5)
	2011	2010	2011
For the years ended March 31:			
Net sales.....	¥83,303	¥78,586	\$1,003,651
Net income	3,065	1,011	36,928
Per share data (Yen and U.S. Dollars):			
Net income per share (Basic)	¥40.01	¥13.20	\$0.482
Cash dividends per common share	26.00	26.00	0.313
At March 31:			
Total assets.....	¥102,933	¥100,687	\$1,240,157
Working capital.....	34,589	35,312	416,735
Total net assets	72,561	74,968	874,230
Sales by product:			
Time information systems.....	¥18,890	¥17,440	\$227,590
Time management equipment.....	4,407	4,316	53,096
Parking systems	38,493	37,786	463,771
Environmental systems.....	14,144	11,521	170,410
Cleaning systems.....	7,369	7,523	88,783

Note: U.S.dollar amounts have been translated at the rate of ¥83 = US \$1, the rate prevailing on March 31, 2011.

-See Note 5 to the Consolidated Financial Statements.



Consolidated Balance Sheets

As at March 31, 2011 and 2010.

ASSETS	Millions of Yen		Thousands of U.S. dollars (Note 5)
	2011	2010	2011
Current assets:			
Cash and bank deposits	¥27,265	¥23,676	\$328,494
Marketable securities	1,190	1,227	14,337
Notes and accounts receivable:			
Trade	21,145	21,134	254,759
Less allowance for doubtful accounts	(130)	(214)	(1,566)
	21,015	20,920	253,193
Inventories	6,327	6,016	76,229
Deferred tax assets	1,321	1,106	15,916
Other current assets	1,672	1,790	20,144
Total current assets	58,790	54,735	708,313
Property, plant and equipment, at cost:			
Buildings and structures	27,511	27,803	331,458
Machinery and equipment	17,975	19,643	216,566
Lease assets	2,641	1,711	31,819
	48,127	49,157	579,843
Less accumulated depreciation	(33,123)	(33,445)	(399,072)
	15,004	15,712	180,771
Land	7,155	7,161	86,205
Construction in progress	298	83	3,590
Total property, plant and equipment	22,457	22,956	270,566
Intangible fixed assets :			
Goodwill	5,455	6,777	65,723
Software	2,849	4,174	34,325
Software in progress	337	279	4,060
Other intangible fixed assets	1,148	672	13,832
Total intangible fixed assets	9,789	11,902	117,940
Investments and other assets:			
Investments in unconsolidated subsidiaries and affiliates	794	803	9,566
Investments in securities	4,023	3,712	48,470
Leasehold and guarantee deposits	1,081	1,093	13,024
Deferred tax assets	2,070	2,334	24,940
Other assets	4,357	3,626	52,495
Less allowance for doubtful accounts	(428)	(474)	(5,157)
Total investments and other assets	11,897	11,094	143,338
Total	¥102,933	¥100,687	\$1,240,157

The accompanying notes are an integral part of these statements.

	Millions of Yen		Thousands of U.S. dollars (Note 5)
LIABILITIES AND NET ASSETS	2011	2010	2011
Current liabilities:			
Trade notes and accounts payable.....	¥10,031	¥9,009	\$120,855
Short-term bank loans	1,715	19	20,663
Lease obligations.....	540	476	6,506
Accrued expenses.....	4,741	4,608	57,120
Accrued income taxes.....	2,049	679	24,687
Provision for loss on casualty.....	15	–	181
Other current liabilities.....	5,110	4,632	61,566
Total current liabilities.....	24,201	19,423	291,578
Long-term liabilities:			
Long-term loans payable.....	11	25	133
Accrued retirement benefits to employees.....	3,454	3,884	41,614
Long-term accounts payable	272	541	3,277
Lease obligations.....	1,749	1,231	21,072
Deferred tax liabilities.....	300	362	3,614
Asset retirement obligations.....	16	–	193
Other long-term liabilities	369	253	4,446
Total long-term liabilities	6,171	6,296	74,349
Net assets:			
Shareholders' equity:			
Common Stock			
Authorized- 185,476,000 shares			
Issued:			
March 31, 2011 - 81, 257, 829 shares.....	18,240	–	219,759
March 31, 2010 - 81, 257, 829 shares.....	–	18,240	–
Capital surplus	19,567	19,567	235,747
Retained earnings	46,968	45,895	565,880
Treasury stock at cost, 4,660,922 shares in 2011 and 4,658,707 shares in 2010	(3,719)	(3,717)	(44,807)
	81,056	79,985	976,579
Accumulated other comprehensive income			
Net unrealized gains (losses) on other securities	(154)	(118)	(1,855)
Foreign currency translation adjustments.....	(8,501)	(5,966)	(102,422)
	(8,655)	(6,084)	(104,277)
Minority interests in consolidated subsidiaries	160	1,067	1,928
Total net assets	72,561	74,968	874,230
Total.....	¥102,933	¥100,687	\$1,240,157

The accompanying notes are an integral part of these statements.

Consolidated Statements of Income, and Consolidated Statement of Comprehensive Income

For the years ended March 31, 2011 and 2010.

Consolidated Statements of Income

	Millions of Yen		Thousands of U.S. dollars (Note 5)
	2011	2010	2011
Net sales	¥83,303	¥78,586	\$1,003,651
Cost of sales	46,692	44,654	562,554
Gross profit	36,611	33,932	441,097
Selling, general and administrative expenses	32,228	32,005	388,289
Operating income	4,383	1,927	52,808
Other income (expenses) :			
Interest and dividend income	139	143	1,675
Interest expense	(37)	(31)	(446)
Equity in earnings of affiliates	36	57	434
Foreign exchange losses	(170)	-	(2,048)
Gain on sale of fixed assets	8	4	96
Loss on disposal of fixed assets	(59)	(25)	(711)
Loss on sale of fixed assets	(3)	(8)	(36)
Gain on sale of investments in securities	-	1	-
Loss on sale of investments in securities	0	-	0
Loss on write-down of investments in securities .	(126)	(56)	(1,518)
Gain on negative goodwill	990	-	11,928
Loss on transfer of business.....	129	-	1,554
Other, net	174	354	2,096
Income before income taxes and minority interests....	5,464	2,366	65,832
Income taxes :			
Current.....	2,274	938	27,398
Deferred	(31)	250	(373)
Income before minority interests	3,221	1,178	38,807
Minority interests in net income of consolidated subsidiaries	(156)	(167)	(1,879)
Net income	¥3,065	¥1,011	\$36,928
	Yen		U.S. dollars (Note 5)
Net income per share, basic	¥40.01	¥13.20	\$0.482
Cash dividends per common share	26.00	26.00	0.313

Consolidated Statement of Comprehensive Income

	Millions of Yen	Thousands of U.S. dollars (Note 5)
	2011	2011
Income before minority interests	¥3,221	\$38,807
Other comprehensive income		
Net unrealized gains (losses) on other securities	(36)	(434)
Translation adjustments	(2,539)	(30,590)
Share of other comprehensive income of companies accounted for by the equity-method	(8)	(96)
Total other comprehensive income	(2,583)	(31,120)
Comprehensive income	¥638	\$7,687
Total comprehensive income attributable to:		
Shareholders of the Company	¥494	\$5,952
Minority interests	¥144	\$1,735

The accompanying notes are an integral part of these statements.

Consolidated Statements of Net Assets

For the years ended March 31, 2011 and 2010.

Millions of yen

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at March 31, 2010	¥18,240	¥19,567	¥45,895	(¥3,717)	¥79,985
Changes during the year					
Dividends from surplus			(1,992)		(1,992)
Net income			3,065		3,065
Purchase of treasury stock				(2)	(2)
Net changes in items other than shareholders' equity					
Total changes during the year	–	–	1,073	(2)	1,071
Balance at March 31, 2011	¥18,240	¥19,567	¥46,968	(¥3,719)	¥81,056

	Accumulated other comprehensive income			Minority interests in consolidated subsidiaries	Total net assets
	Net unrealized gains (losses) on other securities	Foreign currency translation adjustments	Total accumulated other comprehensive income		
Balance at March 31, 2010	(¥118)	(¥5,966)	(¥6,084)	¥1,067	¥74,968
Changes during the year					
Dividends from surplus					(1,992)
Net income					3,065
Purchase of treasury stock					(2)
Net changes in items other than shareholders' equity	(36)	(2,535)	(2,571)	(907)	(3,478)
Total changes during the year	(36)	(2,535)	(2,571)	(907)	(2,407)
Balance at March 31, 2011	(¥154)	(¥8,501)	(¥8,655)	¥160	¥72,561

Thousands of U.S. dollars (Note 5)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at March 31, 2010	\$219,759	\$235,747	\$552,952	(\$44,783)	\$963,675
Changes during the year					
Dividends from surplus			(24,000)		(24,000)
Net income			36,928		36,928
Purchase of treasury stock				(24)	(24)
Net changes in items other than shareholders' equity					
Total changes during the year	–	–	12,928	(24)	12,904
Balance at March 31, 2011	\$219,759	\$235,747	\$565,880	(\$44,807)	\$976,579

	Accumulated other comprehensive income			Minority interests in consolidated subsidiaries	Total net assets
	Net unrealized gains (losses) on other securities	Foreign currency translation adjustments	Total accumulated other comprehensive income		
Balance at March 31, 2010	(\$1,421)	(\$71,880)	(\$73,301)	\$12,855	\$903,229
Changes during the year					
Dividends from surplus					(24,000)
Net income					36,928
Purchase of treasury stock					(24)
Net changes in items other than shareholders' equity	(434)	(30,542)	(30,976)	(10,927)	(41,903)
Total changes during the year	(434)	(30,542)	(30,976)	(10,927)	(28,999)
Balance at March 31, 2011	(\$1,855)	(\$102,422)	(\$104,277)	\$1,928	\$874,230

The accompanying notes are an integral part of these statements.

Millions of yen

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at March 31, 2009	¥18,240	¥19,567	¥47,045	(¥3,715)	¥81,137
Changes during the year					
Dividends from surplus			(1,992)		(1,992)
Net income			1,011		1,011
Purchase of treasury stock				(2)	(2)
Reduction in retained earnings from merger of consolidated and nonconsolidated subsidiaries			(169)		(169)
Net changes in items other than shareholders' equity					
Total changes during the year	-	-	(1,150)	(2)	(1,152)
Balance at March 31, 2010	¥18,240	¥19,567	¥45,895	(¥3,717)	¥79,985

	Accumulated other comprehensive income			Minority interests in consolidated subsidiaries	Total net assets
	Net unrealized gains (losses) on other securities	Foreign currency translation adjustments	Total accumulated other comprehensive income		
Balance at March 31, 2009	(¥304)	(¥6,370)	(¥6,674)	¥932	¥75,395
Changes during the year					
Dividends from surplus					(1,992)
Net income					1,011
Purchase of treasury stock					(2)
Reduction in retained earnings from merger of consolidated and nonconsolidated subsidiaries					(169)
Net changes in items other than shareholders' equity	186	404	590	135	725
Total changes during the year	186	404	590	135	(427)
Balance at March 31, 2010	(¥118)	(¥5,966)	(¥6,084)	¥1,067	¥74,968

The accompanying notes are an integral part of these statements.

Consolidated Statements of Cash Flows

For the years ended March 31, 2011 and 2010.

	Millions of Yen		Thousands of U.S. dollars (Note 5)
	2011	2010	2011
Cash Flows from Operating Activities:			
Income before income taxes and minority interests	¥5,464	¥2,366	\$65,832
Adjustments to reconcile income before income taxes and minority interests to net cash provided by operating activities:			
Depreciation and amortization.....	4,351	4,676	52,422
Amortization of goodwill.....	718	667	8,651
Increase (decrease) in provision for accrued retirement benefits ..	(410)	(329)	(4,940)
Increase (decrease) in allowance for doubtful accounts ...	(46)	28	(554)
Interest and dividend income	(139)	(143)	(1,675)
Equity in earning of affiliates	(36)	(57)	(434)
Interest expenses	37	31	446
Foreign currency translation (gain) loss.....	(43)	(2)	(518)
(Gain) Loss on sale of investments in securities	0	(1)	0
Loss on write-down of investments in securities	126	56	1,518
(Gain) Loss on sale of fixed assets	(5)	4	(60)
Loss on disposal of fixed assets.....	59	25	711
(Gain) Loss on transfer of business	129	—	1,554
Gain on negative goodwill	(990)	—	(11,928)
(Increase) decrease in trade notes and accounts receivable ...	(585)	2,661	(7,048)
(Increase) decrease in inventories	(453)	534	(5,458)
Increase (decrease) in trade notes and accounts payable .	1,150	(0)	13,855
Others	1,428	(507)	17,204
Subtotal.....	10,755	10,009	129,578
Interest and dividends received.....	206	207	2,482
Interest paid	(37)	(36)	(446)
Payment for extra retirement payments.....	—	(30)	—
Income taxes paid	(1,084)	(1,303)	(13,060)
Income taxes refund.....	445	217	5,361
Net cash provided by operating activities	10,285	9,064	123,915
Cash Flows from Investing Activities:			
Payment for purchase of marketable securities	(2,000)	(2,029)	(24,096)
Proceeds from redemption of marketable securities.....	2,000	2,000	24,096
Payment for purchase of property and equipment.....	(805)	(1,657)	(9,699)
Proceeds from sale of property and equipment	18	5	217
Payment for acquisition of intangible assets	(1,445)	(1,639)	(17,410)
Payment for acquisition of investments in securities ...	(636)	(806)	(7,663)
Proceeds from sale of investments in securities.....	—	51	—
Proceeds from redemption of investments in securities ...	—	700	—
Payment for acquisition of investments in subsidiaries....	(1,619)	—	(19,506)
Increase in time deposits	(5,569)	(4,625)	(67,096)
Decrease in time deposits	4,380	5,207	52,771
Loans to third parties	(18)	(2)	(217)
Collection of loans	22	5	265
Others	14	378	169
Net cash used in investing activities	(5,658)	(2,412)	(68,169)
Cash Flows from Financing Activities:			
Proceeds from short-term bank loans	1,906	—	22,964
Repayment of short-term bank loans	(6)	(1)	(72)
Proceeds from long-term debt.....	—	33	—
Repayment of long-term debt.....	(10)	(52)	(120)
Payment for acquisition of treasury stock	(2)	(1)	(24)
Repayments of finance lease obligations.....	(523)	(333)	(6,301)
Dividends paid.....	(1,992)	(1,992)	(24,000)
Dividends payment to minority interests	(21)	(37)	(254)
Net cash used in financing activities	(648)	(2,383)	(7,807)
Effect of exchange rate changes on cash and cash equivalents.....	(419)	(156)	(5,047)
Net increase (decrease) in cash and cash equivalents	3,560	4,113	42,892
Cash and cash equivalents at beginning of year	20,933	16,709	252,204
Increase in cash and cash equivalents from newly consolidated subsidiary	—	111	—
Increase in cash and cash equivalents resulting from merger of consolidated subsidiary and unconsolidated subsidiary.....	121	—	1,457
Cash and cash equivalents at end of year	¥24,614	¥20,933	\$296,553

The accompanying notes are an integral part of these statements.

Notes to the Consolidated Financial Statements

For the years ended March 31, 2011 and 2010

1. Basis of Consolidated Financial Statements

The accompanying consolidated financial statements of AMANO Corporation [hereinafter called "the Company"] and its subsidiaries have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act and its related accounting regulations in Japan. The accounts of the Company and domestic subsidiaries included in the consolidation are based on the accounting records maintained in accordance with accounting principles generally accepted in Japan, which are different in certain respects as to the application and the disclosure requirements of International Financial Reporting Standards.

The information in the consolidated financial statements is derived from the original text, scope, and the nature of that information, and is therefore limited to that contained in the original text. However, certain reclassifications or summarizations of accounts have been made to present the consolidated financial statements in a form which is more familiar to the readers outside Japan.

* Supplementary explanation:

Effective the year ended March 31, 2011, the Company has applied ASBJ Statement No.25, "Accounting Standard for Presentation of Comprehensive Income". In accordance with this new standard, consolidated statement of comprehensive income for the year ended March 31, 2010 is not presented. The comparative information for the year ended March 31, 2010 is disclosed in Note 11, page 27.

2. Principles of Consolidation

(1) Scope of Consolidation

The Company had 29 consolidated subsidiaries at March 31, 2011; The accompanying consolidated financial statements include the accounts of the Company and those of its subsidiaries that are controlled by the Company. Under the control concept, major subsidiaries in which the Company is able to exercise control over operations are to be fully consolidated.

The accounts of the overseas consolidated subsidiaries are prepared on the basis of a December 31 fiscal year-end, and are consolidated accordingly with the Company at March 31, 2011 and 2010, and for the years then ended.

The consolidated subsidiaries that have been consolidated with the Company for the year ended March 31, 2011 are as follows:

Company Name	Equity ownership %	Paid In Capital (Thousands)
1) Amano USA Holdings, Inc.	100%	US\$ 111,702
2) Amano Cincinnati, Inc.	100%	US\$ 23,172
3) Amano Cincinnati Canada, Inc.	100%	C\$ 439
4) Accu-Time Systems, Inc. *	100%	US\$ 0.83
*The company was newly consolidated in March 2011.		
5) Accu-Tech Systems, Ltd. *	100%	£ 0.002
*The company was newly consolidated in March 2011.		
6) Amano McGann, Inc.	100%	US\$ 46,418

7) Amano Pioneer Eclipse Corp.	100%	US\$ 4,606
8) Amano Europe Holdings N.V.	100%	EUR 73,824
9) Amano Europe N.V.	100%	EUR 17,850
10) Horosmart S.A.	100%	EUR 16,000
11) Horoquartz S.A.	100%	EUR 20,000
12) Horoquartz Morocco S.A.	100%	DH 200
13) Pial Technologies S.A.	100%	EUR 650
14) Scopus-Omnibadges S.A.S.	67%	EUR 820
15) Amano Time & Parking Spain, S.A.	100%	EUR 2,518
16) Amano Malaysia Sdn.Bhd.	100%	MR 2,500
17) Amano Cleantech Malaysia Sdn.Bhd.	90%	MR 200
18) ATAS E & C Services(M) Sdn. Bhd.	100%	MR 150
19) Amano Time & Air Singapore Pte. Ltd.	100%	S\$700
20) PT. Amano Indonesia	100%	US\$ 250
21) Amano Thai International Co., Ltd.	43%	THB 8,000
22) Amano International Trading (Shanghai) Co., Ltd.	100%	US\$ 200
23) Amano Korea Corp.	100%	W 4,500,000
24) Amano Agency Corp.	100%	¥10,000
25) Environmental Technology Company	100%	¥20,000
26) Amano Management Service Corp.	100%	¥205,000
27) Amano Maintenance Engineering Corp.	100%	¥30,000
28) Amano Business Solutions Corp.	100%	¥300,000
29) Amano Musashi Electric Corp.	100%	¥10,000

Note: Investment in Parkinsys Technology Co., Ltd., a Taiwanese company, over which the Company has the ability to exercise significant influence (the Company owns 36.6 percent) is accounted for using the equity method.

(2) Accounting for Investments in Unconsolidated Subsidiaries and Affiliates

None of the 6 unconsolidated subsidiaries are accounted for by the equity method, because the effect of their net income or losses and retained earnings on the accompanying Consolidated Financial Statements are immaterial.

(3) Consolidation and Elimination

For the purpose of preparing the consolidated financial statements, all significant intercompany transactions, account balances, and unrealized profits among the group companies have been eliminated from the consolidated financial statements. Intercompany profit included in the assets sold from the Company to the consolidated subsidiaries has been entirely eliminated and charged against the consolidated earnings of the group companies. Intercompany profit included in the assets sold from the consolidated subsidiaries to the Company has been entirely eliminated and the portion applicable to minority interests has been charged against them.

3. Summary of Significant Accounting Policies

(1) Cash and Cash Equivalents

Cash and cash equivalents include time deposits whose expiration

dates are within three months.

(2) Inventories

Inventories are stated at cost (write-down due to reduced profitability). Cost is determined principally using the periodic average method.

(3) Property, Plant and Equipment

Property, plant and equipment are stated at cost, less accumulated depreciation. Depreciation is computed on the declining balance method, except for buildings acquired from April 1, 1998, computed on the straight-line method based on the estimated useful lives. The ranges of the useful lives of assets are :

Buildings 7-50 years

Machinery and equipment 7-17 years

Cost of property, plant and equipment, retired or otherwise disposed of, and related accumulated depreciation, is eliminated from the respective accounts, and the resulting gain or loss is reflected in income during the applicable period. Normal repairs and maintenance, including minor renewals and improvements, are charged to income as incurred.

(4) Intangible Assets

Intangible assets are amortized using the straight-line method. Software costs for internal use are amortized by the straight-line method over their expected useful lives (five years). Goodwill is amortized over the estimated useful life, or where the amount of goodwill is immaterial, is charged to income in the year of acquisition.

(5) Lease Assets

Lease assets in finance lease transactions not involving transfer of ownership are depreciated by the

straight-line method over the term of the lease, with a residual value of zero. Finance lease transactions not involving transfer of ownership made prior to the beginning of the first year of application of the revised Accounting Standard for Lease Transaction have been accounted for using the method applied to rental transactions.

(6) Accounting for Financial Instruments

(a) Derivatives

All derivatives are stated at their fair values, with changes in fair value included in net profit or loss for the period in which they arise.

(b) Securities

Securities held by the Company and its subsidiaries are classified into four categories;

Trading securities, which are held for the purpose of generating profits on short-term differences in prices, are stated at their fair values, with changes in fair values included in net profit or loss for the period in which they arise. Additionally, securities held in trusts for trading purposes are accounted for in the same manner as trading securities.

Held-to-maturity debt securities, that the Company and its subsidiaries have intent to hold to maturity, are stated at their costs after accounting for premium or discount on acquisition, which are amortized over the period to maturity.

Investments of the Company in equity securities issued by unconsolidated subsidiaries and affiliates are accounted for by the equity method. Exceptionally, investments in certain unconsolidated subsidiaries and affiliates are stated at cost because the effect of application of

the equity method would be immaterial.

Other securities for which market quotations are available are stated at fair value. Net unrealized gains or losses on these securities are reported as a separate item in the net assets at a net-of-tax amount.

Other securities for which market quotations are unavailable are stated at cost, except as stated in the paragraph below.

In cases where the fair value of held-to-maturity debt securities, equity securities issued by unconsolidated subsidiaries and affiliates, or other securities had declined significantly and such impairment of the value is not deemed temporary, those securities are written down to the fair value and the resulting losses are included in net profit or loss for the period.

(7) Foreign Currency Translation

Foreign currency transactions are translated using foreign exchange rates prevailing at the respective transaction dates. Receivables and payables in foreign currencies are translated at the foreign exchange rates prevailing at the respective balance sheet dates and the resulting transaction gains or losses are taken into income currently.

(8) Translation of Foreign Currency Financial Statements (Accounts of Overseas Subsidiaries)

Foreign currency denominated statements of overseas consolidated subsidiaries have been translated into Japanese yen using the method prescribed by the Business Accounting Deliberation Council of Japan. All the balance sheet accounts of foreign and affiliates are

translated at the foreign exchange rates prevailing at the respective balance sheet date except common stock and capital surplus. On the other hand, all the profit and loss accounts are translated at the average foreign exchange rates for the respective periods. Differences arising from translation are presented as “Foreign currency translation adjustments” and “Minority interests in consolidated subsidiaries” in the accompanying consolidated financial statements.

(9) Income Taxes

The Company recognizes tax effect of temporary differences between the carrying amounts and the tax basis of assets and liabilities. The provision for income taxes is computed based on the pretax income included in the consolidated statements of income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences.

(10) Allowance for Doubtful Accounts

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

(11) Accrued Retirement Benefits to Employees

The Company and some of its Japanese subsidiaries recognize accrued pension and severance costs to employees based on the actuarial valu-

ation of projected benefit obligation and plan assets at fair value. Prior service costs are amortized based on the straight-line method over a period of ten years. Actuarial gains and losses are amortized based on the straight-line method over a period of ten years starting from the beginning of the subsequent year.

(12) Provision for Loss on Casualty

The Company and its Japanese subsidiaries provided for the expenses to reconstruct assets suffered from the Tohoku-Pacific Ocean Earthquake on March 11, 2011. The expenses were estimated based on the extent of the damages.

(13) Research and Development Expenses

Research and development expenses are charged to income as incurred.

(14) Net Income and Dividends per Share

Basic net income per share is computed based on the weighted average number of shares of common stock outstanding during each period. Diluted net income per share is computed based on the net income available for distribution to the shareholders and the weighted-average number of shares of common stock outstanding during each year after giving effect to the dilutive potential of shares of common stock to be issued upon the exercise of stock subscription rights and stock options. Cash dividends per share shown for each fiscal period in the accompanying consolidated statements of income represent actual dividends declared as applicable to the respective fiscal period.

(15) Revenue from Construction Contracts

Revenues and costs of construction contracts are recognized by the percentage-of-completion method in case the percentage of completion for each contract can be reliably estimated. The percentage of completion is measured by the percentage of total costs incurred to date to estimated total costs for each contract. The completed-contract method is applied to the contracts in case the percentage of completion cannot be reliably estimated.

4. Changes in Accounting Policy

(1) Recognizing Revenues and Costs of Construction Contracts

Until the year ended March 31, 2009, revenues and costs of construction contracts were recognized by the completed-contract method. Effective April 1, 2009, the Company and its consolidated subsidiaries have applied ASBJ No.15, "Accounting Standard for Construction Contracts", and its Guidance No.18, "Guidance on Accounting Standard for Construction Contracts", which was issued on December 27, 2007, to the construction contracts. In accordance with ASBJ No.15 and its Guidance No.18, revenues and costs of construction contracts that commenced on and after April 1, 2009 are recognized by the percentage-of-completion method in case the percentage of completion for each contract can be reliably estimated. The percentage of completion is measured by the percentage of total costs incurred to date to estimated total costs for each contract. The completed-contract method continues to be applied to the contracts in case the percentage of completion cannot be reliably estimated. The effect

of this change was immaterial to the consolidated financial statements for the year ended March 31, 2010.

(2) Translation of Foreign Currency Financial Statements (Accounts of Overseas Subsidiaries)

The Company applied the average foreign exchange rates to the translation of all the profit and loss account. More specifically; all the profit and loss accounts are translated at the average foreign exchange rates for the respective periods. On the other hand, all the balance sheet accounts of foreign and affiliates are translated at the foreign exchange rates prevailing at the respective balance sheet date except common stock and capital surplus.

(3) Asset Retirement Obligations

Effective April 1, 2010, the Company and its consolidated subsidiaries have applied ASBJ Statement No.18, "Accounting Standard for Asset Retirement Obligations", and its Guidance No.21, "Implementation Guidance on Accounting Standard for Asset Retirement Obligations". The effect was immaterial to its consolidated financial statements for the year ended March 31, 2011.

5. United States Dollar Amounts

The Company maintains its accounting records in Japanese yen. The U.S. dollar amounts included in the consolidated financial statements and notes thereto represent the arithmetical results of translating Japanese yen to U.S. dollars at a rate of ¥83 = US \$1, the approximate effective rate of exchange prevailing on March 31, 2011. The inclusion of U.S. dollar amounts is solely for

the convenience of readers outside Japan and is not intended to imply that yen amounts could be converted, realized, or settled in U.S. dollars at that, or any other rate.

6. Cash and Cash Equivalents

A reconciliation of cash and cash equivalents to the amounts shown in the consolidated balance sheets is as follows:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
Cash and bank deposits	¥27,265	¥23,676	\$328,494
Time deposits due over three months	(2,651)	(2,743)	(31,941)
Cash and cash equivalents	¥24,614	¥20,933	\$296,553

7. Inventories

Inventories as of March 31, 2011 and 2010 consisted of the following:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
Merchandise and finished goods	¥2,943	¥2,883	\$35,458
Work in progress	722	685	8,699
Raw materials and supplies	2,662	2,448	32,072
Total	¥6,327	¥6,016	\$76,229

8. Selling, General, and Administrative Expenses

Selling, general, and administrative expenses during the years ended March 31, 2011 and 2010 include principally:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
Labor and payroll	¥13,874	¥13,690	\$167,157
Rental for properties	1,700	1,736	20,482
Travel and transportation	1,169	968	14,084

9. Provisions

Provisions charged to operation during the years ended March 31, 2011 and 2010 are mainly as follows:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
	SGA	SGA	SGA
Employees' bonuses	¥1,174	¥1,079	\$14,145
Directors' bonuses	—	8	—
Retirement benefits	1,155	1,192	13,916
Allowance for doubtful accounts	—	135	—

10. Leases Commitments

Finance lease contracts, which commenced on or before March 31, 2008, other than those which are deemed to transfer the ownership of the leased assets are accounted for by the method that is applicable to operating leases.

Minimum future lease payments under finance leases, which includes the imputed interest expense portion are summarized as follows:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
Due within one year	¥185	¥320	\$2,229
Due over one year	91	274	1,096
Total	¥276	¥594	\$3,325

Lease payments on finance lease contracts without transfer of ownership for the years ended March 31, 2011 and 2010 were ¥309 (\$3,723) and ¥476, respectively.

Acquisition cost, accumulated depreciation, net book value and depreciation expenses for the year ended March 31, 2011 and 2010, if capitalized, are summarized as follows:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
Acquisition cost	¥1,552	¥2,512	\$18,699
Accumulated depreciation	1,275	1,918	15,361
Net book value	¥277	¥594	\$3,338
Depreciation	¥309	¥476	\$3,723

Depreciation is calculated based on the straight-line method over the lease term of the leased assets.

11. Supplementary Information of Consolidated Statement of Comprehensive Income

1. Comprehensive Income for the year ended March 31, 2010.

	Millions of Yen
	2010
Shareholders of the Company	¥1,601
Minority interests	171
	¥1,772

2. Other Comprehensive Income for the year ended March 31, 2010.

	Millions of Yen
	2010
Net unrealized gains (losses) on other securities	¥186
Translation adjustments	398
Share of other comprehensive income of companies accounted for by the equity method.....	10
	¥594

12. Financial Instruments

Overview

(1) Management policy

The management policy of the Company is that temporary surplus fund should be invested in low-risk financial instruments. The Company has not held any high-risk financial instruments.

(2) Financial instrument and its risk

Both notes receivable and accounts receivable as operating receivable are exposed to credit-related losses in the event of nonperformance by counterparties. Both notes payable and accounts payable as trade liability are due and payable within one year. Marketable securities and investments in securities are exposed to changes in its market price. The Company holds marketable securities and investments in securities mainly as held-to-maturity or due to relationship-building with counterparties.

(3) Risk management policies

a) Management policy for credit risk (losses in the event of nonperformance by counterparties)

The Company has a credit management policy. In accordance with the credit management policy, the exposure to credit risk of both notes receivable and accounts receivable is monitored on an ongoing basis in order to detect unrecoverable credits in early stages as well as minimizing them. The Company has operated Fund Operation Council in place. In accordance with the examination and decision of the fund operation council, the Company has made an investment in held-to-maturity securities, which consist largely of negotiable deposits and securities graded at high credit rating. The Company has expected that no held-to-maturity securities can fail to meet their obligations.

b) Management policy for market risk (foreign currency exchange and interest rates)

The Company has monitored not only fair market value of held-to-maturity securities and investment in securities but also financial conditions of their counterparties on an ongoing basis. The Company has reviewed the securities other than held-to-maturity securities based on the relationship with its counterparties on an ongoing basis.

c) Management policy for liquidity risk (in default on its financial obligations)

The Company has managed liquidity risk by holding appropriate reserves based on the forecasts and actual cash flows, which are continuously monitored by management department.

(4) Supplementary explanation on the fair value of financial instruments

The fair values of financial instruments are based on quoted market prices. Unless quoted market prices are available, the fair values are estimated based on the prices reasonably assessed by the Company. Since the Company takes contingent variable factors into accounts in order to estimate the fair value, it would vary depending on the different preconditions.

Estimated fair value of financial instruments

Differences between carrying value and estimated fair value as of March 31, 2011 and 2010 are as follows:

Financial instruments whose fair values are hardly estimated are not stated on the following chart; refer to (* 2).

	Millions of Yen			Thousands of U.S.dollars (Note 5)		
	2011			2011		
	Carrying value	Estimated fair value	Difference in amounts	Carrying value	Estimated fair value	Difference in amounts
(1) Cash and bank deposits	¥27,265	¥27,265	—	\$328,494	\$328,494	—
(2) Notes and accounts receivable	21,145	21,145	—	254,759	254,759	—
(3) Marketable securities and investments in securities						
① Held-to-maturity	1,489	1,487	(2)	17,940	17,916	(24)
② Other securities	3,195	3,195	—	38,494	38,494	—
Total (Asset)	¥53,094	¥53,092	(¥2)	\$639,687	\$639,663	(\$24)
(4) Trade notes and accounts payable	¥10,031	¥10,031	—	\$120,855	\$120,855	—
Total (Liability)	¥10,031	¥10,031	—	\$120,855	\$120,855	—

	Millions of Yen		
	2010		
	Carrying value	Estimated fair value	Difference in amounts
(1) Cash and bank deposits	¥23,676	¥23,676	—
(2) Notes and accounts receivable	21,134	21,134	—
(3) Marketable securities and investments in securities			
① Held-to-maturity	1,426	1,422	(4)
② Other securities	2,953	2,953	—
Total (Asset)	¥49,189	¥49,185	(¥4)
(4) Trade notes and accounts payable	¥9,009	¥9,009	—
Total (Liability)	¥9,009	¥9,009	—

(NOTES)

(* 1): Methods to determine the estimated fair value of financial instruments and other matters related to securities and derivative transactions.

Asset:

(1) Cash and bank deposits, and (2) Trade notes and accounts receivable:

Since these items are settled in a short period of time, their carrying value approximates fair value.

(3) Marketable securities and investments in securities:

The fair value of stocks is based on quoted market prices. The fair value of debt securities is based on either quoted market prices or prices provided by the financial institutions making markets in these securities. For information on securities classified by holding purpose, please refer to (*5) Held-to-maturity and other securities with readily determinable fair value as of March 31, 2011 and 2010.

Liability:

(4) Trade notes and accounts payable:

Since these items are settled in a short period of time, their carrying value approximates fair value.

(*2): Financial instruments, whose fair values are hardly estimated, are as follows:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
Unlisted stocks (Carrying value)	¥1,321	¥1,361	\$15,916

The unlisted stocks as stated above are not included in (3) Marketable securities and investments in securities because it is difficult to estimate the fair value based on the quoted market prices in active markets.

(*3) Redemption schedule for monetary claim, and securities with maturities as of March 31, 2011 and 2010 is as follows:

	Millions of Yen			
	2011			
	Due within 1 year	Due after 1 year but within 5 years	Due after 5 years but within 10 years	Due after 10 years
Cash and bank deposits	¥27,265	–	–	–
Notes and accounts receivable	21,145	–	–	–
Marketable securities and investments in securities:				
Held-to-maturity securities	1,190	300	–	–
Other securities with maturity date	–	600	100	–
Total	¥49,600	¥900	¥100	–

	Millions of Yen			
	2010			
	Due within 1 year	Due after 1 year but within 5 years	Due after 5 years but within 10 years	Due after 10 years
Cash and bank deposits	¥23,676	–	–	–
Notes and accounts receivable	21,134	–	–	–
Marketable securities and investments in securities:				
Held-to-maturity securities	1,226	200	–	–
Other securities with maturity date	–	300	100	–
Total	¥46,036	¥500	¥100	–

	Thousands of U.S.dollars (Note 5)			
	2011			
	Due within 1 year	Due after 1 year but within 5 years	Due after 5 years but within 10 years	Due after 10 years
Cash and bank deposits	\$328,494	–	–	–
Notes and accounts receivable	254,759	–	–	–
Marketable securities and investments in securities:				
Held-to-maturity securities	14,337	3,614	–	–
Other securities with maturity date	–	7,229	1,205	–
Total	\$597,590	\$10,843	\$1,205	–

(*4) Repayment schedule for long-term loan payable and lease obligations at the balance sheet dates:

		Millions of Yen					
		2011					
		Due within 1 year	The second year	The third year	The fourth year	The fifth year	Thereafter
Long-term loan payable		–	¥3	¥3	¥3	–	–
Lease obligations		¥539	570	521	380	169	109
Total		¥539	¥573	¥524	¥383	¥169	¥109

		Millions of Yen					
		2010					
		Due within 1 year	The second year	The third year	The fourth year	The fifth year	Thereafter
Long-term loan payable		–	¥10	¥6	¥4	¥4	–
Lease obligations		¥476	327	325	319	197	60
Total		¥476	¥337	¥331	¥323	¥201	¥60

		Thousands of U.S.dollars (Note 5)					
		2011					
		Due within 1 year	The second year	The third year	The fourth year	The fifth year	Thereafter
Long-term loan payable		–	\$36	\$36	\$36	–	–
Lease obligations		\$6,494	6,867	6,277	4,578	2,036	1,313
Total		\$6,494	\$6,903	\$6,313	\$4,614	\$2,036	\$1,313

(*5) Held-to-maturity and other securities with readily determinable fair value as of March 31, 2011 and 2010, are as follows:

		Millions of Yen			Thousands of U.S.dollars (Note 5)		
		2011			2011		
		Carrying value	Fair value	Unrealized gains (losses)	Carrying value	Fair value	Unrealized gains (losses)
Held-to-maturity		¥1,489	¥1,487	(¥2)	\$17,940	\$17,916	(\$24)
		Carrying value	Fair value	Unrealized gains (losses)	Carrying value	Fair value	Unrealized gains (losses)
Other securities with carrying value exceeding acquisition cost							
Stocks		¥817	¥563	¥254	\$9,844	\$6,783	\$3,061
Other		305	300	5	3,675	3,614	61
Subtotal		1,122	863	259	13,519	10,397	3,122
Other securities with carrying value not exceeding acquisition cost							
Stocks		1,684	2,192	(508)	20,289	26,410	(6,121)
Other		387	400	(13)	4,663	4,819	(156)
Subtotal		2,071	2,592	(521)	24,952	31,229	(6,277)
Total		¥3,193	¥3,455	(¥262)	\$38,471	\$41,626	(\$3,155)

		Millions of Yen		
		2010		
		Carrying value	Fair value	Unrealized gains (losses)
Held-to-maturity		¥1,427	¥1,423	(¥4)
		Carrying value	Fair value	Unrealized gains (losses)
Other securities with carrying value exceeding acquisition cost				
Stocks		¥952	¥731	¥221
Other		302	300	2
Subtotal		1,254	1,031	223
Other securities with carrying value not exceeding acquisition cost				
Stocks		1,603	2,021	(418)
Other		97	100	(3)
Subtotal		1,700	2,121	(421)
Total		¥2,954	¥3,152	(¥198)

13. Retirement Benefits

Outline of the retirement benefit plans adopted

- (1) Defined benefit corporate pension scheme: From March 1, 2009, the Company adopted a defined benefit corporate pension scheme as part of its retirement benefit plan.
- (2) Defined contribution pension scheme: From March 1, 2009, the Company adopted a defined contribution pension scheme as part of its retirement benefit plan.
- (3) Employees' pension fund: Since April 1, 1980, the Company has used an employees' pension fund plan (comprehensive establishment type) as a supplement to its existing retirement benefit scheme. As of March 31, 2011, the total pension assets of the pension fund included ¥12,247 million of pension assets computed on the basis of the total proportion of the contribution.

The components of accrued retirement benefits to employees as of March 31, 2011 and 2010 are as follows:

	Millions of Yen		Thousands of U.S. dollars (Note 5)
	2011	2010	2011
Projected benefit obligation	¥10,224	¥10,150	\$123,181
Plan assets	(6,193)	(5,590)	(74,615)
Unfunded benefit obligation	4,031	4,560	48,566
Unrecognized actuarial difference	(626)	(723)	(7,542)
Unrecognized prior service cost	28	32	337
Prepaid pension cost	21	14	253
Accrued retirement benefits to employees	¥3,454	¥3,883	\$41,614

The components of retirement benefit expenses for the years ended March 31, 2011 and 2010 are as follows:

	Millions of Yen		Thousands of U.S. dollars (Note 5)
	2011	2010	2011
Service cost	¥579	¥573	\$6,976
Interest cost	243	248	2,928
Expected return on plan assets	(193)	(164)	(2,326)
Amortization of unrecognized prior service cost	(3)	(3)	(36)
Amortization of unrecognized actuarial loss	205	249	2,470
Contribution to the multi-employer pension plan	494	507	5,952
Other*	342	345	4,120
Net retirement benefit expenses	¥1,667	¥1,755	\$20,084

* Contribution paid to defined contribution pension scheme.

The assumptions used for calculation of retirement benefits for the years ended March 31, 2011 and 2010 are as follows:

	2011	2010
Method of attribution of estimated retirement benefits to periods of employee service	Straight-line method	Straight-line method
Discount rate	2.5%	2.5%
Expected return on plan assets	3.5%	3.5%
Amortization period for unrecognized prior service cost	10 years	10 years
Amortization period for unrecognized actuarial difference	10 years	10 years

14. Deferred Tax

Deferred tax assets and liabilities (both current and non-current) consisted of the following elements:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
Deferred tax assets:			
Accrued enterprise tax	¥144	¥19	\$1,735
Accrued employees' bonuses	717	665	8,639
Accounts payable and long-term accounts payable	101	130	1,217
Accrued retirement benefits to employees	1,388	1,562	16,723
Loss carried forward	714	708	8,602
Loss on write-down of investments in securities	292	249	3,518
Surplus on allowance for doubtful accounts	69	96	831
Unrealized loss on other securities	106	81	1,277
Unrealized gains	317	253	3,819
Others	584	532	7,036
Less: valuation allowance	(933)	(764)	(11,241)
Total deferred tax assets	¥3,499	¥3,531	\$42,156
Deferred tax liabilities:			
Reserve for advanced depreciation of building	(19)	(20)	(229)
Acquired intangible assets	(287)	(322)	(3,458)
Others	(103)	(112)	(1,240)
Total deferred tax liabilities	(409)	(454)	(4,927)
Net deferred tax assets	¥3,090	¥3,077	\$37,229
Reconciliation of actual tax rate is shown below:			
	2011	2010	
Effective statutory tax rate	40.6%	40.6%	
Adjustments:			
Entertainment and other nondeductible expenses	1.0	0.9	
Dividends and other nontaxable income	(3.1)	(4.2)	
Inhabitant tax on per capita levy	1.5	3.2	
Nondeductible amortization of goodwill	4.2	8.7	
Realization of tax benefits on operating losses	(0.4)	(0.6)	
Tax credit for research and development expenses	(1.5)	(1.4)	
Valuation allowance	1.3	8.6	
Difference of subsidiaries' tax rates	(2.1)	(3.0)	
Equity in earnings of affiliates	(0.3)	(1.0)	
Others	(0.1)	(1.6)	
Actual tax rate	41.1%	50.2%	

15. Segment Information

Effective the fiscal year ended March 31, 2011, the Company has adopted new accounting standards for disclosures about segments of an enterprise and related information. Segment information for the year ended March 31, 2010 has been restated in accordance with such accounting standards for comparative purposes.

The reportable segments of the Company are components for which discrete financial information is available and whose operating results are regularly reviewed by the Executive Committee to make decisions about resource allocation and to assess performance.

The reportable segments are as follows:

1. Time information
2. Environmental equipment

(1) Sales, profits or losses, assets and other items by reportable segments

Millions of Yen					
2011					
	Reportable segments			Adjustments/ Eliminations	Consolidated
	Time Information	Environment	Total		
Net sales:					
Sales to third parties	¥61,790	¥21,513	¥83,303	–	¥83,303
Intersegment sales and transfers	–	–	–	–	–
Total	61,790	21,513	83,303	–	83,303
Segment profit or loss	¥5,717	¥1,474	¥7,191	(¥2,808)	¥4,383
Segment assets	¥34,549	¥27,519	¥62,068	¥40,865	¥102,933
Depreciation and amortization	3,455	488	3,943	408	4,351
Investments accounted for by the equity method	259	–	259	–	259
Capital expenditures	2,864	119	2,983	46	3,029
Millions of Yen					
2010					
	Reportable segments			Adjustments/ Eliminations	Consolidated
	Time Information	Environment	Total		
Net sales:					
Sales to third parties	¥59,542	¥19,044	¥78,586	–	¥78,586
Intersegment sales and transfers	–	–	–	–	–
Total	59,542	19,044	78,586	–	78,586
Segment profit or loss	¥4,292	¥156	¥4,448	(¥2,521)	¥1,927
Segment assets	¥46,754	¥16,265	¥63,019	¥37,668	¥100,687
Depreciation and amortization	3,627	623	4,250	426	4,676
Investments accounted for by the equity method	308	–	308	–	308
Capital expenditures	3,115	215	3,330	10	3,340
Thousands of U.S. dollars (Note 5)					
2011					
	Reportable segments			Adjustments/ Eliminations	Consolidated
	Time Information	Environment	Total		
Net sales:					
Sales to third parties	\$744,458	\$259,193	\$1,003,651	–	\$1,003,651
Intersegment sales and transfers	–	–	–	–	–
Total	744,458	259,193	1,003,651	–	1,003,651
Segment profit or loss	\$68,880	\$17,759	\$86,639	(\$33,831)	\$52,808
Segment assets	\$416,253	\$331,555	\$747,808	\$492,349	\$1,240,157
Depreciation and amortization	41,626	5,880	47,506	4,916	52,422
Investments accounted for by the equity method	3,120	–	3,120	–	3,120
Capital expenditures	34,506	1,434	35,940	554	36,494

(2)Supplementary Information

(a) Geographic segments

Information by geographic areas based on location for the years ended March 31, 2011 and 2010, is summarized as follows:

Millions of Yen							
2011							
Domestic (in Japan)	Asia	Overseas North America	Europe	Total	Eliminations/ Corporate	Consolidated Total	
Net sales:							
Customers	¥62,407	¥5,495	¥10,036	¥5,365	¥83,303	–	¥83,303
Intersegment	1,629	76	148	32	1,885	(¥1,885)	–
Total	64,036	5,571	10,184	5,397	85,188	(1,885)	83,303
Operating income	¥6,868	¥592	(¥108)	(¥195)	¥7,157	(¥2,774)	¥4,383
Millions of Yen							
2010							
Domestic (in Japan)	Asia	Overseas North America	Europe	Total	Eliminations/ Corporate	Consolidated Total	
Net sales:							
Customers	¥58,182	¥4,207	¥10,518	¥5,679	¥78,586	–	¥78,586
Intersegment	1,265	12	162	31	1,470	(¥1,470)	–
Total	59,447	4,219	10,680	5,710	80,056	(1,470)	78,586
Operating income	¥4,465	¥309	(¥58)	(¥328)	¥4,388	(¥2,461)	¥1,927
Thousands of U.S. dollars (Note 5)							
2011							
Domestic (in Japan)	Asia	Overseas North America	Europe	Total	Eliminations/ Corporate	Consolidated Total	
Net sales:							
Customers	\$751,891	\$66,205	\$120,916	\$64,639	\$1,003,651	–	\$1,003,651
Intersegment	19,627	916	1,783	386	22,712	(\$22,712)	–
Total	771,518	67,121	122,699	65,025	1,026,363	(22,712)	1,003,651
Operating income	\$82,747	\$7,133	(\$1,301)	(\$2,348)	\$86,231	(\$33,423)	\$52,808

(b) Overseas sales

Overseas sales for the years ended March 31, 2011 and 2010 are summarized as follows:

	Millions of Yen		Thousands of U.S.dollars (Note 5)
	2011	2010	2011
Overseas sales			
Asia	¥5,728	¥4,354	\$69,012
North America	10,041	10,527	120,976
Europe	5,365	5,679	64,639
Others	146	171	1,759
Total	¥21,280	¥20,731	\$256,386
Percentage of overseas sales to consolidated net sales	25.5%	26.4%	

Overseas sales represents the total amount of export sales of the Company and domestic subsidiaries and sales of the overseas subsidiaries.

16. Per Share Data

Net assets and net income per share as of and for the years ended March 31, 2011 and 2010:

	Yen		U.S.dollars (Note 5)
	2011	2010	2011
Amounts per share			
Net assets	¥945.23	¥964.78	\$11.388
Net income:			
Basic	40.01	13.20	0.482

Corporate Data

Board of Directors

Chairman & Representative Director

Kaoru Haruta

President & Representative Director

Izumi Nakajima

Executive Officer & Representative Director

Haruhiko Yamaguchi

Director & Managing Operating Officers

Minoru Koyama

Nobuyuki Tabata

Hiroshi Shiraishi

Naoki Nakata

Director & Operating Officers

Kenji Kohori

Toru Ueno

Corporate Auditors

Kazuo Unno

Toshio Kusanagi

Satoru Ueno

Yoshiyuki Sato

Managing Operating Officer

Masamiki Konno

Operating Officers

Bungo Nogawa

Takeshi Akagi

Yutaka Kaneko

Isao Terasaki

Kunihiro Ihara

Morio Kaneko

Osamu Otani

Yuhiko Hashidume

Minoru Yonezawa

Susumu Ikoma

Domestic Operations

HEAD OFFICE

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

FACILITIES

YOKOHAMA Facility

TSUKUI Facility

HOSOE Facility

MIYAKODA Facility

SALES OFFICES

74 Sales Officers Located in major cities,
including

TOKYO Office

YOKOHAMA Office

NAGOYA Office

OSAKA Office

SAPPORO Office

SENDAI Office

OMIYA Office

NAGANO Office

NIIGATA Office

HAMAMATSU Office

KANAZAWA Office

KYOTO Office

OKAYAMA Office

HIROSHIMA Office

TAKAMATSU Office

FUKUOKA Office

SYSTEM CENTERS

TOKYO System Center

KANAGAWA System Center

NAGOYA System Center

OSAKA System Center

SENDAI System Center

SAPPORO System Center

OMIYA System Center

SHINJUKU System Center

SHINAGAWA System Center

TACHIKAWA System Center

SHIZUOKA System Center

NAGANO System Center

NIIGATA System Center

KANAZAWA System Center

HIROSHIMA System Center

TAKAMATSU System Center

FUKUOKA System Center

DOMESTIC SUBSIDIARIES

AMANO BUSINESS SOLUTIONS CORPORATION

ENVIRONMENTAL TECHNOLOGY CO., LTD.

AMANO MANAGEMENT SERVICE CORPORATION

AMANO MAINTENANCE ENGINEERING CORPORATION

AMANO MUSASHI ELECTRIC CORPORATION

AMANO AGENCY CORPORATION

Overseas Operations

1. **AMANO USA HOLDINGS, INC.**
CORPORATE HEADQUARTERS
140 Harrison Avenue Roseland, New Jersey 07068 U.S.A.
2. **AMANO CINCINNATI, INC.**
HEAD OFFICE
140 Harrison Avenue Roseland, New Jersey 07068 U.S.A.
3. **AMANO CINCINNATI, INC.**
OHIO FACTORY
130 Commerce Blvd. Loveland, Ohio 45140-7726 U.S.A.
4. **AMANO CINCINNATI CANADA INC.**
2740 Matheson Blvd. East, Unit 4 Mississauga, ONT L4W 4X3 Canada
5. **AMANO PIONEER ECLIPSE CORPORATION**
1 Eclipse Road, Sparta, North Carolina 28675-0909 U.S.A.
6. **AMANO McGANN, INC.**
HEAD OFFICE
651 Taft Street NE, Minneapolis, Minnesota 55413 U.S.A.
7. **ACCU-TIME SYSTEMS, INC.**
420 Somers Road, Ellington, Connecticut 06029 U.S.A.
8. **ACCU-TECH SYSTEMS, Ltd.**
C1 Caerphilly Business Park Caerphilly Mid Glamorgan CF83 3ED, U.K.
9. **AMANO EUROPE HOLDINGS, N.V.**
CORPORATE HEADQUARTERS
Westerring 2, 3600 Genk, Belgium
10. **AMANO EUROPE, N.V.**
CORPORATE OFFICE
Westerring 2, 3600 Genk, Belgium
11. **AMANO UK. LTD.**
PARKING DIVISION
8 Newhouse Business Centre, Old Crawley Road, Horsham, West Sussex, RH12 4RU
TIME DIVISION
1415 Charlton Court, Gloucester Business Park, Brockworth, Gloucester, GL3 4AE
12. **AMANO TIME&PARKING SPAIN S.A.**
C/. Plomo, N°5-7, Planta 2 - Oficina 2 - 08038 Barcelona, Espana
13. **HOROSMART, S.A.**
CORPORATE HEADQUARTERS
Tour CIT, 3 rue de l'Arrivée 75015 Paris, France
14. **HOROQUARTZ, S.A.**
HEAD OFFICE
Tour CIT, 3 rue de l'Arrivée 75015 Paris, France
15. **HOROQUARTZ MAROC, S.A.**
67, Bd Al Massira Al Khadra Mâarif 20110 Casablanca, Kingdom of Morocco
16. **SCOPUS-OMNIBADGES, S.A.**
19 rue Nicolas Leblanc, 33700 Mérignac
17. **PIAL TECHNOLOGIES, S.A.**
ZI route de Niort BP 251 85205 Fontenay-le-Comte, France
18. **AMANO KOREA CORPORATION**
HEAD OFFICE
#407 Woolim e-Biz Center2, Yangpyeong-Dong 3Ga, Yeongdeungpo-Gu, Seoul, Korea
19. **@PARK KOREA CO., LTD.**
#408 Woolim e-Biz Center2, Yangpyeong-Dong 3Ga, Yeongdeungpo-Gu, Seoul, Korea
20. **TIME STAMP SOLUTION CORPORATION**
#411, Woolim e-BIZ Center2, Yangpyeong-Dong 3Ga, Yeongdeungpo-Gu, Seoul, Korea
21. **AMANO INTERNATIONAL TRADING(SHANGHAI)CO.,LTD.**
HEAD OFFICE
Room No.901, Zhongdian Mansion 1029 Nanquan Road (N), Pudong, Shanghai, China 200122
22. **AMANO SOFTWARE ENGINEERING (SHANGHAI)CO.,LTD.**
14F Nextage Business Center, No.1111 Pudong Road(South), Pudong New Area, Shanghai, China 200120
23. **AMANO CLEANTECH MALAYSIA SDN.BHD.**
HEAD OFFICE
No.12, Jalan Pengacara U1/48, Temasya Industrial Park 40150 Shah Alam, Selangor Darul Ehsan, Malaysia
24. **AMANO MALAYSIA SDN.BHD.**
No.12, Jalan Pengacara U1/48, Temasya Industrial Park 40150 Shah Alam, Selangor Darul Ehsan, Malaysia
25. **AMANO TIME&AIR SINGAPORE PTE.LTD.**
Blk 213 Henderson Road, #04-06/07 Henderson Industrial Park Singapore 159553
26. **PT.AMANO INDONESIA**
Gedung Pusat Perfilman H.Usmar Ismail, Lantai 3 JL.H.R.Rasuna Said Kav. C-22 Jakarta 12940 Indonesia
27. **AMANO THAI INTERNATIONAL CO.,LTD.**
Room No. 3A, 3rd Fl., Chai-Ho Wong Wai Wit Building, 889 Moo 5, Srinakarin Road, T. Samrong-nua, A. Muang Samutprakarn 10270, Thailand





275 MAMEDOCHO, KOHOKU-KU , YOKOHAMA, KANAGAWA,
JAPAN 222-8558

PHONE : +81 (45) 401-1441

FAX : +81 (45) 439-1150

HOME PAGE : <http://www.amano.co.jp/English/>