

Consolidated Financial Results

for Fiscal Year 2010 (ended March 31, 2011)

Company Name Changes & Initiatives for the Period of Growth (Fiscal Years 2010 - 2013)



May 10, 2011

Yamatake Corporation

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Current plans, targets, etc. discussed in this document that are not based on historical fact are projections of future performance. They are based on management's assumptions, intent and expectations in light of the information currently available to it, and therefore these statements are not guarantees of future performance.
Due to various factors, actual results may differ from these projections.

* Figures are rounded off.

The azbil Group extends its deepest sympathy to all those who have suffered as a result of the Great East Japan Earthquake.

Driven by the philosophy of “human-centered automation” to deliver safety and security, everyone in the azbil Group is working to help ensure that the affected areas recover as soon as possible.

The Tohoku crisis – impact & response



Regarding the impact of the Great East Japan Earthquake and the resulting electrical power supply shortages, the azbil group was able to rapidly implement countermeasures and thus ensure that its operations suffered only relatively minor impact. Going forward, everything is being done to reduce the projected risks to business activities.

Production

As of May 10, 2011

Kimmon Manufacturing suffered building and equipment damage at some of its factories, but these are now all back in operation.

* There was an extraordinary loss of 98 million yen related to the Tohoku crisis (inventory losses, equipment restoration costs, etc.); charitable donations are not included. (It is possible an additional loss will be recorded in FY2011.)

Through control of stock parts and replenishment of distribution stock, it is expected that there will be no significant impact on production for the bulk of the business for the time being.

Contingency plans are being developed and put into action to head off problems caused by future shortages in the supply of electronic and other components; these include the use of alternative parts in manufacturing and an emphasis on the development of new products that do not use those parts that are in short supply.

Coping with power supply shortages

Working hours and shift patterns are being reexamined, comprehensive energy-saving measures are being introduced in each place of business, and plans are being developed to ensure a more robust infrastructure for operations with the acquisition of additional generators, etc.

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Consolidated Financial Results for Fiscal Year 2010

1-1. FY2010 Financial Results

- BA and AA financial results (consolidated sales and profits) have been steadily recovering, as reflected in increased sales and profits. Of special note is the significant improvement seen in the profitability of the AA business.
- The impact of the Tohoku crisis on business performance has been relatively minor. However, operations were halted at some of Kimmon Manufacturing's factories, which considerably affected the LA business.
- Overseas sales were helped by robust market conditions as well as the success of measures aimed at business expansion. This led to an increase in sales in spite of the high exchange value of the yen.



FY2010

Consolidated Financial Results



《Compared to the same period last year and the business plan》

- With growth in both the BA and AA businesses, sales grew by 3.3% to 219.2 billion yen. However, owing to a weaker than expected recovery in domestic capital investment, this result was 2.6% below the target set in the initial plan for the year.
- Operating income increased by 20.3% to 14.9 billion yen, thanks to strong profit growth in the AA business. Nevertheless, this figure was 6.9% below the target set in the initial plan for the year owing to the impact of fierce competition on BA business profitability and the effect of the Tohoku crisis on the LA business.

(Billions of yen)

	FY2009	FY2010								
	Actual (A)	Actual (B)	Difference		Initial plan (C) (07/May/2010)	Difference		Revised plan (D) (29/Oct/2010)	Difference	
			(B) - (A)	% Change		(B) - (C)	% Change		(B) - (D)	% Change
Orders received	208.0	217.4	9.4	4.5 %						
Net sales	212.2	219.2	7.0	3.3 %	225.0	(5.8)	(2.6)%	225.0	(5.8)	(2.6)%
Gross profit	76.4	79.7	3.3	4.3 %						
<i>Gross profit margin</i>	36.0 %	36.4 %	0.4							
Operating income	12.4	14.9	2.5	20.3 %	16.0	(1.1)	(6.9)%	16.0	(1.1)	(6.9)%
<i>OP margin</i>	5.8 %	6.8 %	1.0		7.1 %	(0.3)		7.1 %	(0.3)	
Ordinary income	12.6	14.9	2.2	17.8 %	15.7	(0.8)	(5.1)%	15.5	(0.6)	(3.9)%
Net income	6.2	7.9	1.7	27.0 %	9.5	(1.6)	(16.5)%	8.2	(0.3)	(3.3)%

FY2010

Orders Received , Net Sales and Segment Profit (Operating Income)



《Compared to the same period last year and the business plan》

- Overall conditions for the BA business were robust and sales were much in line with the revised plan, growing by 5.6% on the previous year to reach 102.1 billion yen. A segment profit was achieved but fiercer competition meant that operating income was 11.7 billion yen, up only 2.0% on the previous year.
- The AA business benefited from a recovery in demand for products aimed at equipment manufacturers in Japan and overseas, and this led to strong growth in orders received, net sales, and segment profit. As regards segment profit, the higher target of 3.2 billion yen set in the revised plan during the fiscal year was achieved.
- Compared to the previous year, sales and profits for the LA business fell owing to a decline in demand for LP gas meters and the suspension of operations in the wake of the Great East Japan Earthquake.

(Billions of yen)

		FY2009	FY2010								
		Actual (A)	Actual (B)	Difference		Initial plan (C) (07/May/2010)	Difference		Revised plan (D) (29/Oct/2010)	Difference	
				(B) - (A)	% Change		(B) - (C)	% Change		(B) - (D)	% Change
BA	Orders received	98.9	97.3	(1.7)	(1.7)%						
	Net sales	96.7	102.1	5.5	5.6%	105.0	(2.9)	(2.7)%	103.0	(0.9)	(0.9)%
	Segment profit	11.5	11.7	0.2	2.0%	13.0	(1.3)	(9.6)%	12.4	(0.7)	(5.3)%
	%	11.9%	11.5%	(0.4)		12.4%	(0.9)		12.0%	(0.5)	
AA	Orders received	69.7	83.0	13.2	19.0%						
	Net sales	76.9	81.0	4.0	5.2%	83.0	(2.0)	(2.4)%	84.0	(3.0)	(3.6)%
	Segment profit	0.6	3.2	2.7	485.4%	2.5	0.7	29.4%	3.2	0.0	1.1%
	%	0.7%	4.0%	3.3		3.0%	1.0		3.8%	0.2	
LA	Orders received	35.2	32.8	(2.4)	(6.8)%						
	Net sales	34.7	32.6	(2.1)	(6.0)%	35.0	(2.4)	(6.8)%	34.0	(1.4)	(4.1)%
	Segment profit	0.4	(0.2)	(0.6)	—	0.5	(0.7)	—	0.3	(0.5)	—
	%	1.0%	(0.7)%	(1.7)		1.4%	(2.1)		0.9%	(1.6)	
Others	Orders received	5.5	6.1	0.6	11.0%						
	Net sales	5.3	5.1	(0.2)	(3.9)%	3.8	1.3	34.8%	5.0	0.1	2.5%
	Segment profit	(0.0)	0.1	0.2	—	0.0	0.1	—	0.1	0.0	44.9%
	%	(0.8)%	2.8%	3.6		0.0%	2.8		2.0%	0.8	
Consolidated	Orders received	208.0	217.4	9.4	4.5%						
	Net sales	212.2	219.2	7.0	3.3%	225.0	(5.8)	(2.6)%	225.0	(5.8)	(2.6)%
	Operating income	12.4	14.9	2.5	20.3%	16.0	(1.1)	(6.9)%	16.0	(1.1)	(6.9)%
	OP margin	5.8%	6.8%	1.0		7.1%	(0.3)		7.1%	(0.3)	

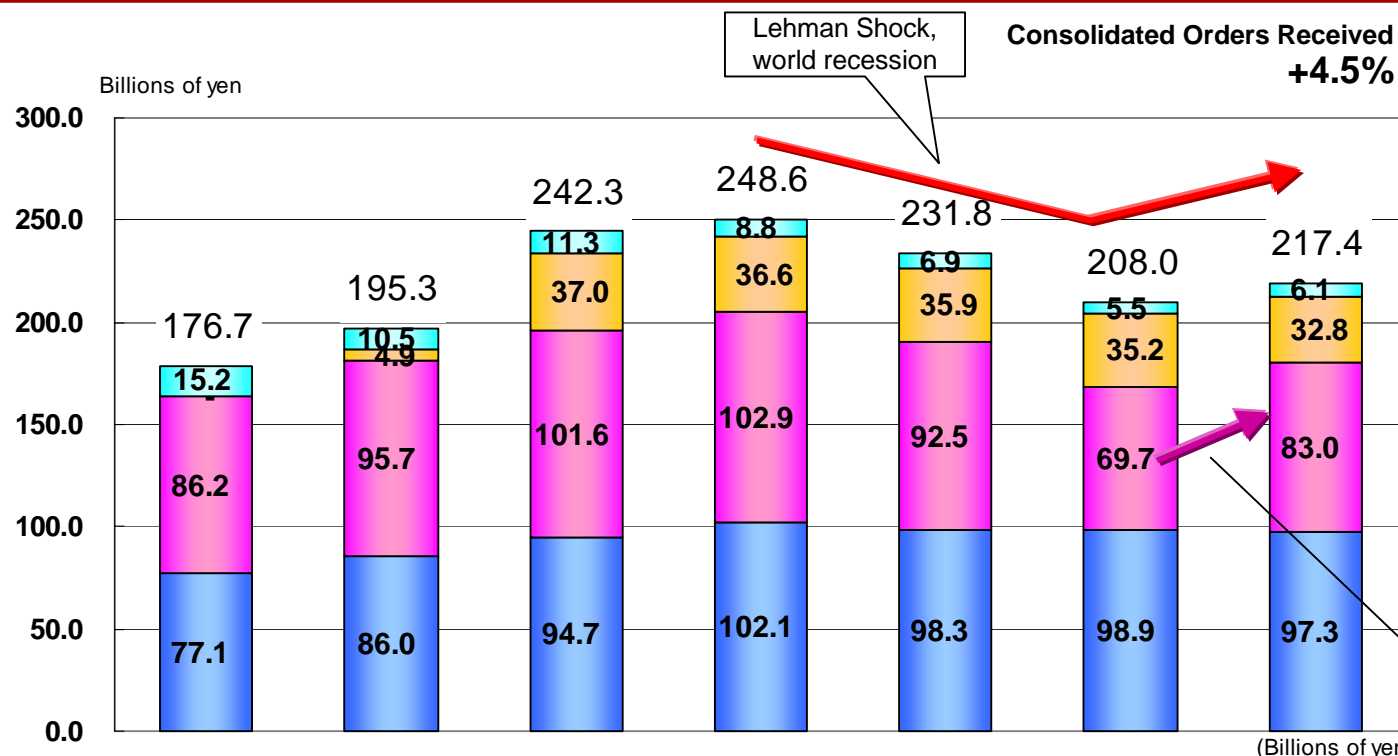
* Effective from the current fiscal year, 2010, the company has applied "Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Statement No. 17, March 27, 2009) and "Guidance on the Accounting Standard for Disclosures about Segments of an Enterprise and Related information" (ASBJ Guidance No. 20, March 21, 2008).

* "Others" includes the importing, buying-in and marketing of inspection and measurement equipment.

* Each segment amounts include internal transactions between business segments.

[Reference] FY2004 to 2010

Orders Received by Segment



Despite the downward trend in orders from FY2008 that resulted from the global financial crisis sparked by the "Lehman Shock," FY2010 results showed an improvement, owing mainly to an increase in orders received for the AA business. The BA business recorded a slight decrease, but showed signs of recovery over the year. Figures for the LA business were down owing to the Great East Japan Earthquake.



**AA Business
+19.0%**

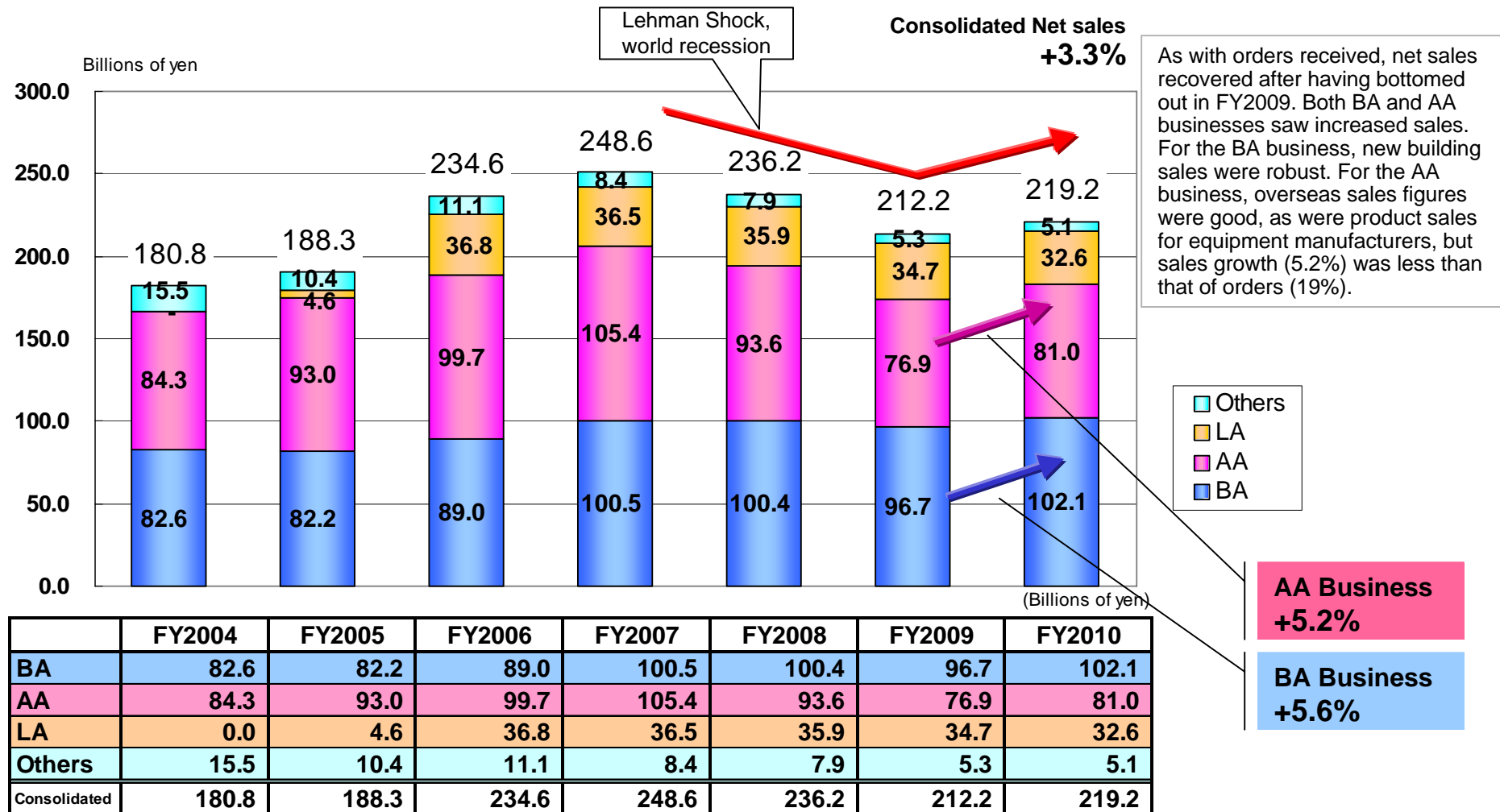
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
BA	77.1	86.0	94.7	102.1	98.3	98.9	97.3
AA	86.2	95.7	101.6	102.9	92.5	69.7	83.0
LA	0.0	4.9	37.0	36.6	35.9	35.2	32.8
Others	15.2	10.5	11.3	8.8	6.9	5.5	6.1
Consolidated	176.7	195.3	242.3	248.6	231.8	208.0	217.4

* Effective from the current fiscal year, 2010, the company has applied "Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Statement No. 17, March 27, 2009) and "Guidance on the Accounting Standard for Disclosures about Segments of an Enterprise and Related information" (ASBJ Guidance No. 20, March 21, 2008).

* "Others" includes the importing, buying-in and marketing of inspection and measurement equipment.

* Each segment amounts include internal transactions between business segments.

[Reference] FY2004 to 2010 Net Sales by Segment

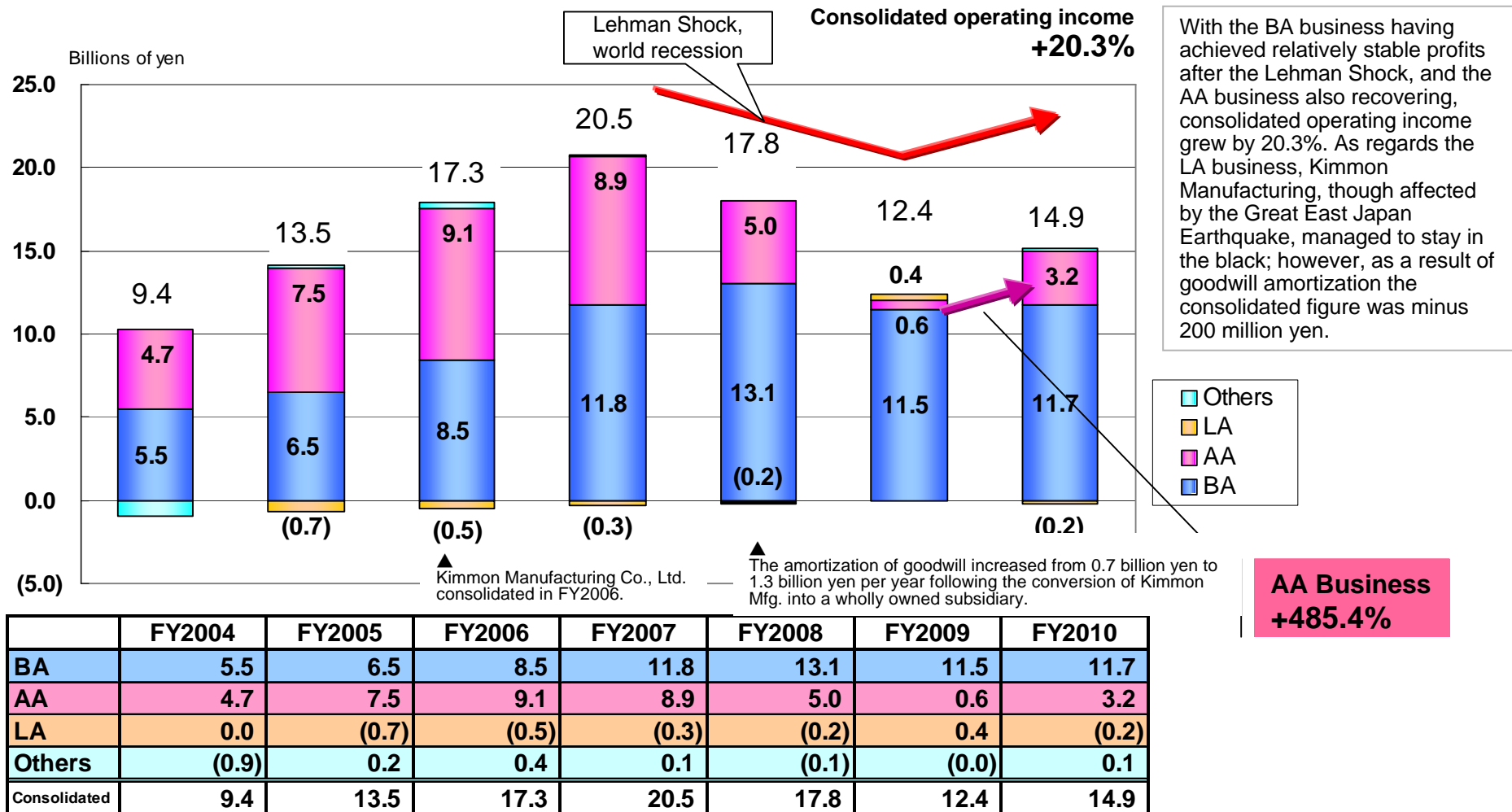


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* "Others" includes the importing, buying-in and marketing of inspection and measurement equipment.

* Each segment amounts include internal transactions between business segments.

[Reference] FY2004 to 2010 Segment Profit (Operating Income)



* Effective from the current fiscal year, 2010, the company has applied "Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Statement No. 17, March 27, 2009) and "Guidance on the Accounting Standard for Disclosures about Segments of an Enterprise and Related information" (ASBJ Guidance No. 20, March 21, 2008).

* "Others" includes the importing, buying-in and marketing of inspection and measurement equipment.

* Each segment amounts include internal transactions between business segments.

FY2010 Non-operating Income/Expenses and Extraordinary Income/Loss



《Compared to the same period last year》

- As regards non-operating expenses, principally as a result of foreign exchange losses caused by the high value of the yen (approximately 0.47 million yen, up 0.4 million yen on FY2009), these expenses grew by 200 million yen, almost balancing out with non-operating income.
- An extraordinary income of 0.2 billion yen was recorded, mainly as a result of gains on sales of investment securities.
- In spite of losses from the write-down of securities and goodwill amortization, there was an extraordinary loss of 1.4 billion yen, almost the same as the previous fiscal year. This is because of such new factors as loss on adjustment for changes of accounting standard for asset retirement and environmental expense (approx. 0.8 billion yen), as well as loss on disaster (approx. 0.2 billion yen).

(Billions of yen)

	FY2009	FY2010		
		Actual (B)	Difference	
			(B) - (A)	% Change
Operating income	12.4	14.9	2.5	20.3%
Non-operating income	1.1	1.0	(0.1)	(6.4)%
Non-operating expenses	0.8	1.0	0.2	24.9%
Ordinary income	12.6	14.9	2.2	17.8%
Extraordinary income	0.0	0.2	0.2	-
Extraordinary loss	1.5	1.4	(0.1)	(7.4)%
Income taxes	4.7	5.5	0.8	17.9%
Minority interests in income	0.2	0.3	0.1	40.3%
Net income	6.2	7.9	1.7	27.0%

※ Income before income taxes and
minority interests

11.1 13.7 2.6 23.4%

FY2010

International Business (Overseas Sales)



《Compared to the same period last year》

- Helped by the growth seen in Asian and other markets, sales increased by 24.3% on the previous year, despite the negative impact of exchange rates. This can be attributed to the success of various measures, such as the establishment of both overseas subsidiaries and tie-ups with local companies in order to expand the business area, as well as investment in new staff and facilities to bolster the capabilities of the solutions business.
- In FY2009 overseas sales accounted for 6.9% of the total, and this increased to 8.2% in FY2010.

(Billions of yen)

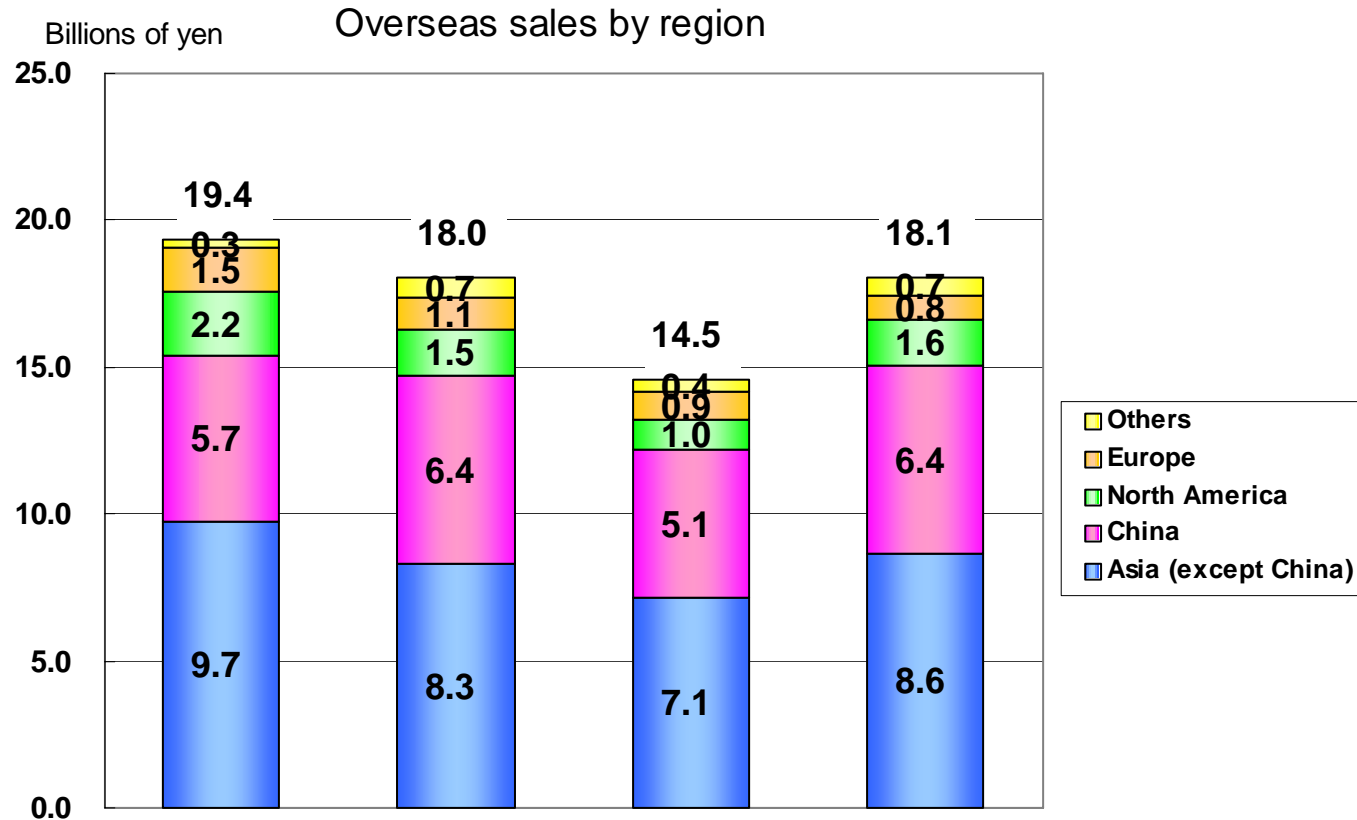
	FY2009	FY2010		
	Actual	Actual	Difference	
	(A)	(B)	(B) - (A)	% Change
Asia (except China)	7.1	8.6	1.5	21.2 %
China	5.1	6.4	1.3	25.4 %
North America	1.0	1.6	0.6	60.6 %
Europe	0.9	0.8	(0.1)	(15.3)%
Others	0.4	0.7	0.3	65.6 %
Total	14.5	18.1	3.5	24.3 %

* International business (overseas sales) figures include only the sales of overseas subsidiaries and direct exports; indirect exports are excluded.

* The accounting year used by overseas subsidiaries ends on December 31.

[Reference] FY2007 to 2010

International Business (Overseas Sales)



Reference : Average Exchange Rate

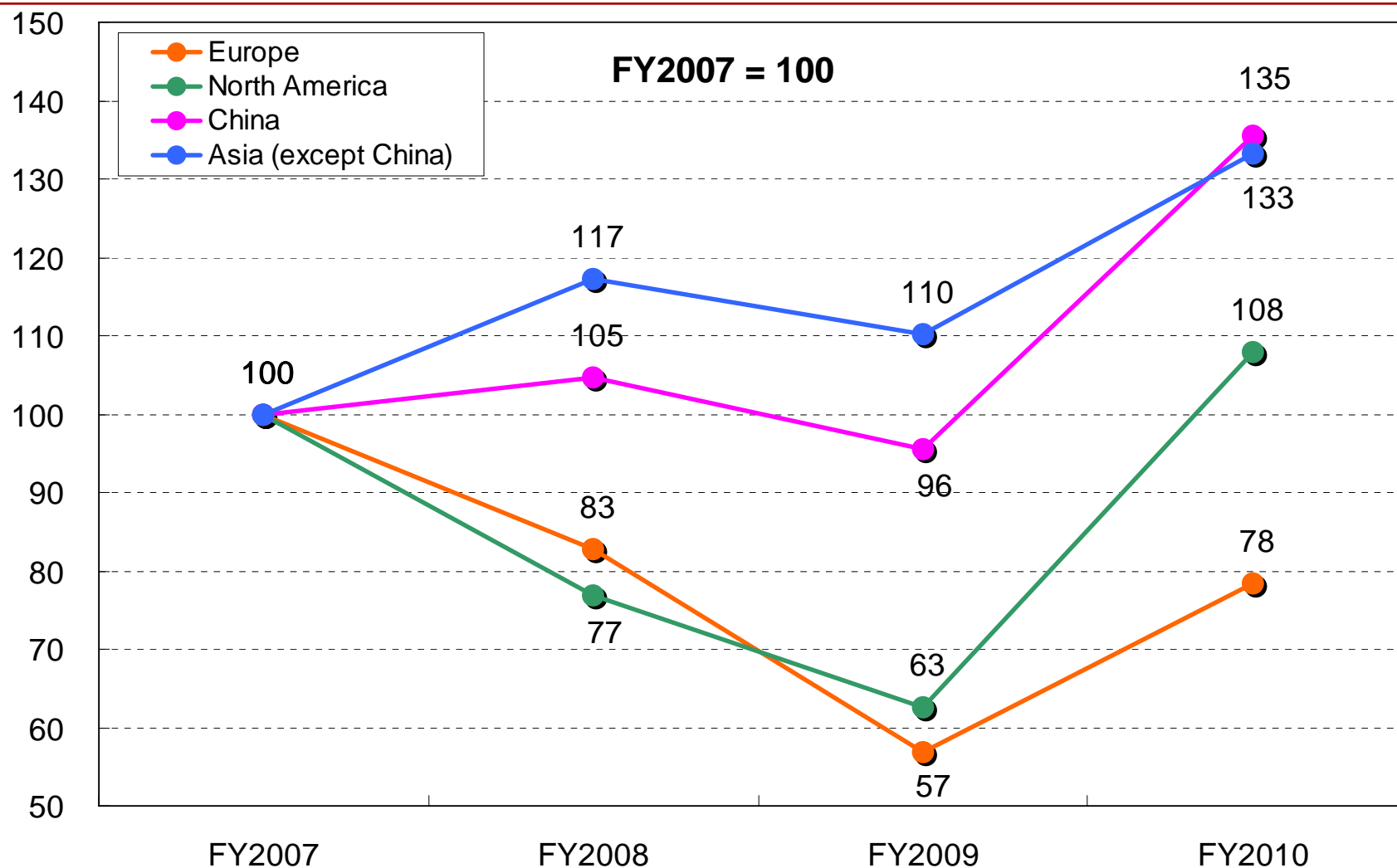
	FY2007	FY2008	FY2009	FY2010
Yen - 1USD	117.86	103.49	93.65	87.79
Yen - 1Euro	161.31	152.65	130.36	116.28

- * International business (overseas sales) figures include only the sales of overseas subsidiaries and direct exports; indirect exports are excluded.
- * The accounting year used by overseas subsidiaries ends on December 31.
- * It is assumed that the exchange rate of fiscal 2011 was 80 yen = 1 US dollar.

[Reference] FY2007 to 2010

Changes of Sales of Overseas Subsidiaries

(on local currency basis)



* The percentage changes of sales from fiscal 2007 are shown in each local currency. In Asian regions, there are several currencies. In order to remove the effects of exchange rates, we multiplied the amount in the local currency in each fiscal year by the average rate in fiscal 2007, for convenience.

* The percentage was calculated based on only the sales of overseas subsidiaries; direct exports and indirect exports are not included.

FY2010

Consolidated Balance Sheets



- Inventories fell by 2.6 billion yen with the completion of projects started prior to April 2009 (and thus subject to the complete-contract method).
- As a result of the clearing of Kimmon Manufacturing's existing long-term loans payable and the partial repayment made when its remaining short-term loans payable were refinanced (as long-term loans payable with contracted reimbursement), the combined total of long- and short-term loans fell by 3.3 billion yen.

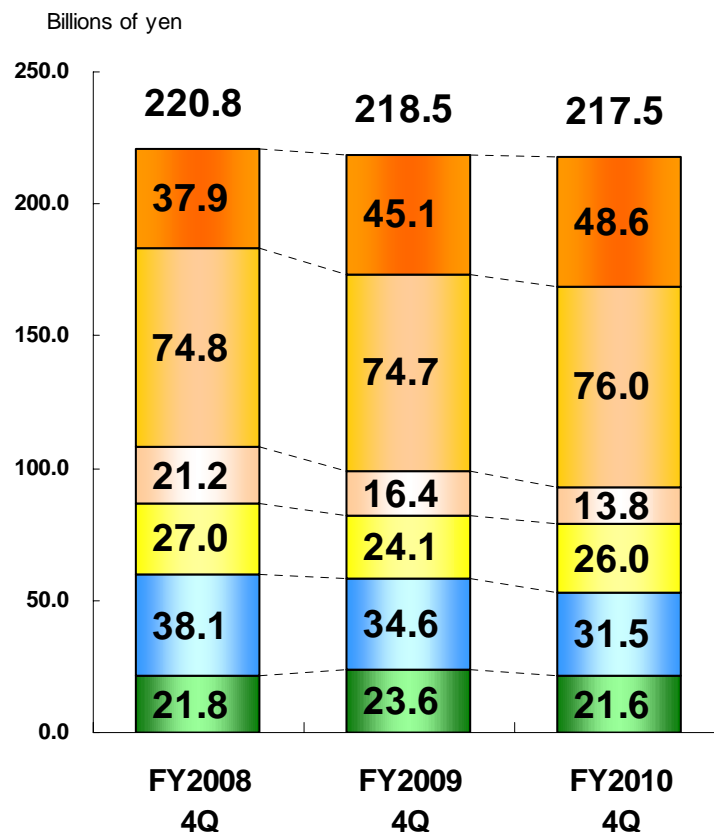
(Billions of yen)									
	FY2008	FY2009	FY2010	Difference		FY2008	FY2009	FY2010	Difference
	4Q	4Q	4Q			4Q	4Q	4Q	
	Mar.2009	Mar.2010	Mar.2011	(B) - (A)		Mar.2009	Mar.2010	Mar.2011	(B) - (A)
	(A)	(B)				(A)	(B)		
Current assets	161.0	160.2	164.4	4.1	Liabilities	95.9	89.2	86.1	(3.1)
Cash & deposits	37.9	45.1	48.6	3.5	Current liabilities	78.7	74.0	65.5	(8.5)
Notes & accounts receivable - trade	74.8	74.7	76.0	1.4	Notes & accounts payable - trade	36.0	35.0	33.9	(1.0)
Inventories	21.2	16.4	13.8	(2.6)	Short-term loans & Bonds	14.7	14.4	5.7	(8.8)
Others	27.0	24.1	26.0	1.9	Others	28.1	24.5	25.9	1.3
Noncurrent assets	59.9	58.2	53.1	(5.1)	Noncurrent liabilities	17.1	15.2	20.6	5.4
Property, plant & equipment	29.8	27.4	25.7	(1.7)	Long-term loans & Bonds	2.2	0.7	6.2	5.4
Intangible assets	8.3	7.1	5.8	(1.3)	Others	14.9	14.5	14.5	(0.0)
Investments & other assets	21.8	23.6	21.6	(2.0)					
					Net assets	125.0	129.3	131.4	2.1
					Shareholders' equity	123.8	125.4	128.8	3.3
					Capital stock	10.5	10.5	10.5	-
					Capital surplus	17.2	17.2	17.2	0.0
					Retained earnings	98.7	100.4	103.7	3.3
					Treasury stock	(2.6)	(2.6)	(2.6)	(0.0)
					Total accumulated other comprehensive income	(0.2)	2.2	0.8	(1.4)
					Subscription rights to shares & Minority interests	1.4	1.6	1.8	0.1
Total assets	220.8	218.5	217.5	(1.0)	Total liabilities & net assets	220.8	218.5	217.5	(1.0)

[Reference] FY2008 to 2010

Consolidated Balance Sheets

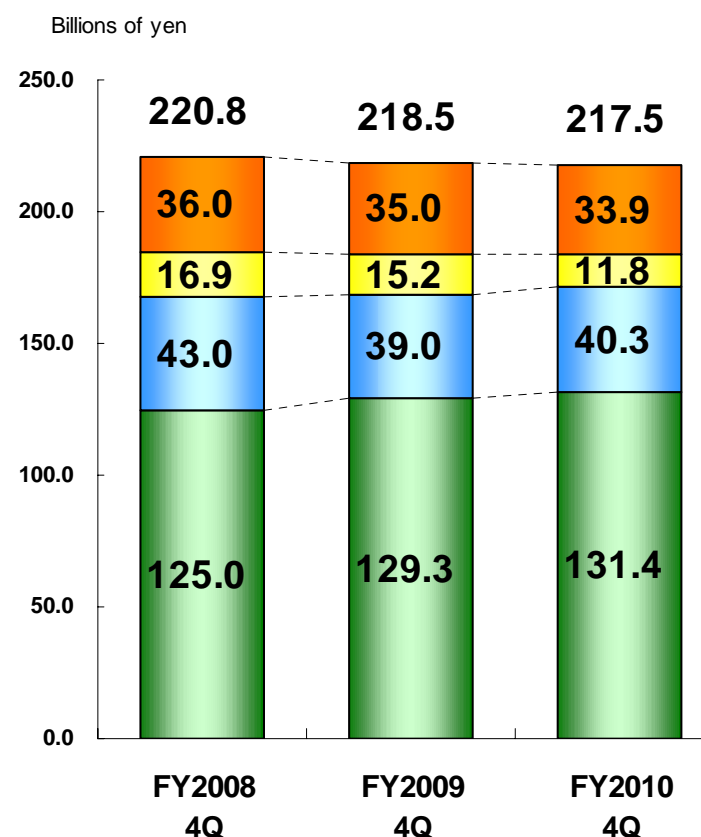


Assets



- Cash and deposits
- Notes and accounts receivable-trade
- Inventories
- Other current assets
- Noncurrent assets
- Investments and other assets

Liabilities & Net assets



- Notes and accounts payable-trade
- Loans and Bonds
- Other liabilities
- Net assets

FY2010

Consolidated Cash Flows



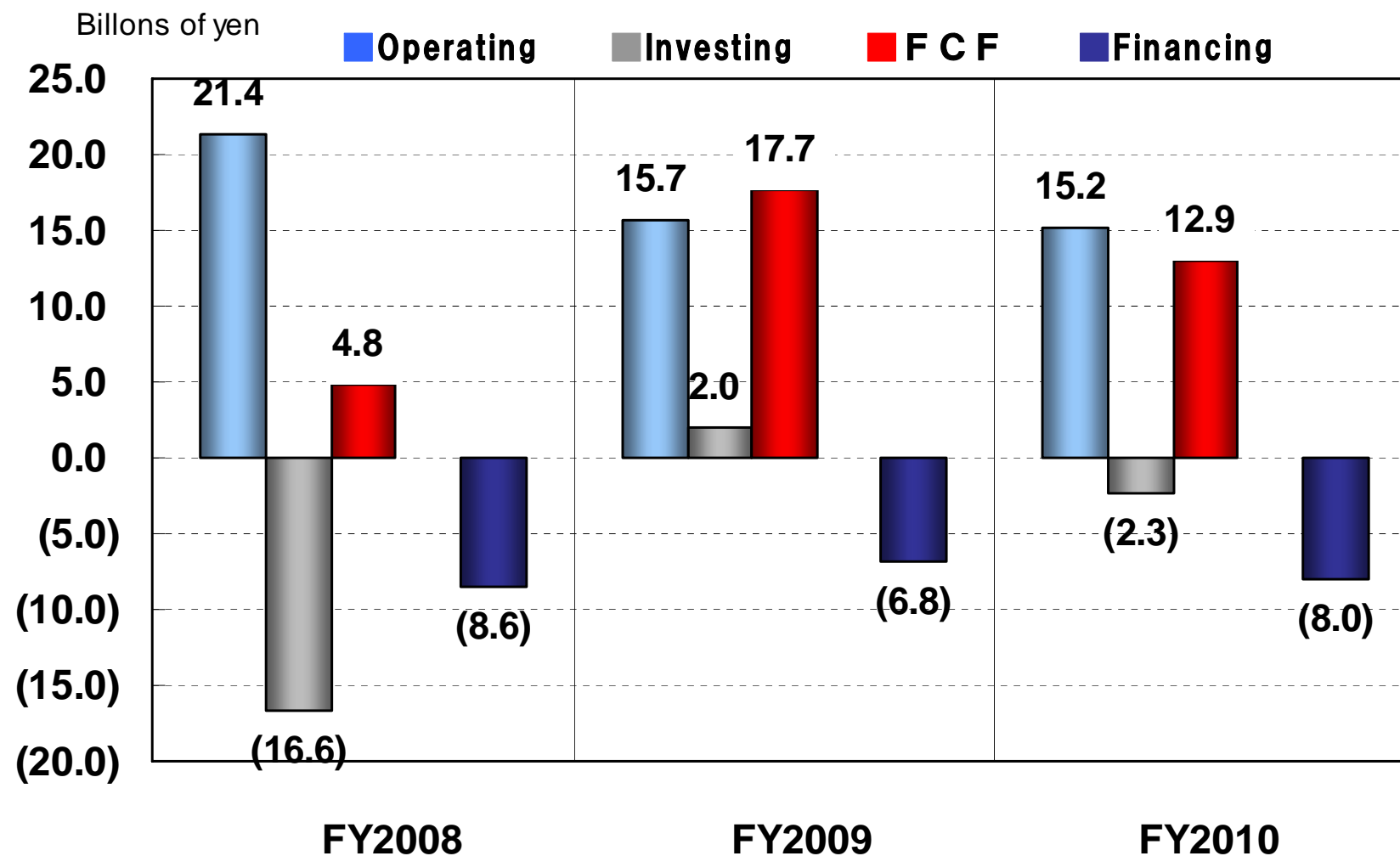
- Net cash provided by operating activities increased by 15.2 billion yen.
- Despite the proceeds from sale of some short-term investment securities, net cash used in investing activities decreased to 2.3 billion yen due to the purchase of property, plant and equipment.
- Net cash used in financing activities fell by 8.0 billion yen as a result of dividend payments and the repayment of loans.

(Billions of yen)

	FY2009	FY2010		
		Actual (B)	Difference	
			(B) - (A)	% Change
Cash flows from operating activities	15.7	15.2	(0.5)	(3.1)%
Cash flows from investing activities	2.0	(2.3)	(4.2)	—
Free cash flows	17.7	12.9	(4.7)	(26.7)%
Cash flows from financing activities	(6.8)	(8.0)	(1.2)	—
Effect of exchange rate change on cash and cash equivalents	0.1	(0.5)	(0.5)	—
Net increase (decrease) in cash and cash equivalents	11.0	4.5	(6.6)	(59.4)%
Cash and cash equivalents at end of period	55.4	59.8	4.5	8.1 %

[Reference] FY2008 to 2010

Consolidated Cash Flows



1 Consolidated Financial Results for Fiscal Year 2010

1-2. Business Plan for FY2011

The forecast for FY2011 are based on currently available information and some reasonable assumptions .

Regarding the impact of the Great East Japan Earthquake, there are many uncertainties involving the procurement of parts and materials, the availability of electrical power, and the nature and progress estimates for the planned recovery of customers' business operations.

Consequently, in many instances it is difficult to make projections with any high degree of certainty, and actual results may differ from these projections as a result of various possible developments in future economic and business conditions.



Key points regarding FY2011 planning

- The azbil Group will make every possible effort to contribute to the recovery of customer businesses following the Great East Japan Earthquake.
- In order to minimize the impact of the Great East Japan Earthquake and the ensuing supply problems (power shortages, supply chain disruptions), arrangements for product procurement and manufacturing will be reviewed and improved.
- Moreover, to ensure medium/long term growth and profitability, the programs for “creating new businesses (business structural reform)”, and “creating new work styles (business operation reform)” will be continued and accelerated.



Strengthen/expand the business to coordinate with the lifecycle of customer facilities



Enhance capabilities to find on-site customer solutions (products, service, personnel)



Expand International business



Progressively develop business that makes full use of emerging environmental & energy-saving sales opportunities



Enhance cost competitiveness of current businesses and achieve business expansion through synergies

FY2011

Consolidated Operating Plan



- It is very difficult to accurately calculate the extent of the impact, both direct and indirect, of the Tohoku crisis on general economic activity, or specifically on the business performance of the azbil Group. Nevertheless, while minimizing this impact through the rapid implementation of appropriate countermeasures, the azbil Group will aim to achieve sales of 220 billion yen (an increase of 0.4% on the previous year) by accurately responding to customer needs.
- Continuous efforts will be made to curb expenditure and reinforce the business structure, but profits will be affected by such factors as the decreased availability of the production facilities operated by Kimmon Manufacturing as well as increased health insurance and pension costs. It is thus expected that operating income will be 13 billion yen (down 12.7% on the previous year).

(Billions of yen)

	FY2010	FY2011				
	Full year Actual (A)	1 H	2 H	Full year Initial plan (B)	Difference	
					(B) - (A)	% Change
Net sales	219.2	99.0	121.0	220.0	0.8	0.4 %
Operating income	14.9	2.5	10.5	13.0	(1.9)	(12.7)%
<i>OP margin</i>	6.8 %	2.5 %	8.7 %	5.9 %	(0.9)	
Ordinary income	14.9	2.4	10.6	13.0	(1.9)	(12.7)%
Net income	7.9	0.9	6.4	7.3	(0.6)	(7.9)%

FY2011

Operating Plan by Segment



- In addition to responding to customer demand for reductions in electrical power consumption, the BA business aims to increase sales through expansion of its service business. However, profits are expected to decline as a result of increased health insurance and pension costs as well as stiffer competition in the market for existing buildings.
- The AA business plans also foresee increased sales, thanks in part to the robust overseas market and a backlog of orders. After absorbing increased health insurance and pension costs, profits too are expected to grow.
- The LA business expects reduced sales and profits as a result of the unavoidable fall in output occasioned by the interruption in parts supply during the first half.

(Billions of yen)

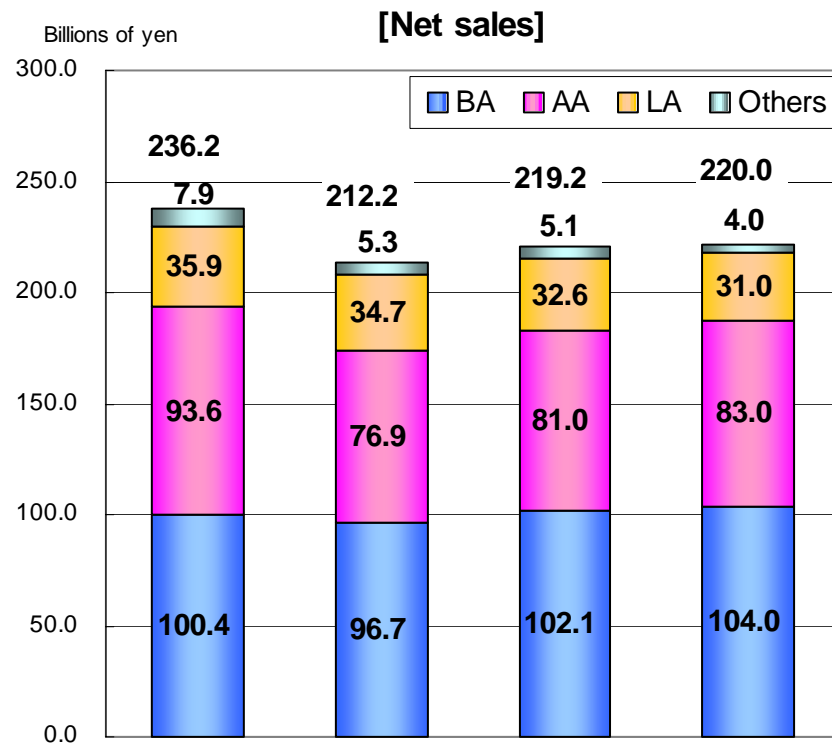
		FY2010	FY2011				
		Full year Actual (A)	1 H	2 H	Full year Initial plan (B)	Difference	
						(B) - (A)	% Change
BA	Net sales	102.1	44.0	60.0	104.0	1.9	1.8%
	Segment profit	11.7	2.2	8.4	10.6	(1.1)	(9.8)%
	%	11.5%	5.0%	14.0%	10.2%	(1.3)	
AA	Net sales	81.0	39.0	44.0	83.0	2.0	2.5%
	Segment profit	3.2	1.3	2.1	3.4	0.2	5.1%
	%	4.0%	3.3%	4.8%	4.1%	0.1	
LA	Net sales	32.6	15.0	16.0	31.0	(1.6)	(5.0)%
	Segment profit	(0.2)	(0.9)	0.0	(0.9)	(0.7)	-
	%	(0.7)%	(6.0)%	0.0%	(2.9)%	(2.2)	
Others	Net sales	5.1	2.0	2.0	4.0	(1.1)	(21.9)%
	Segment profit	0.1	(0.1)	0.0	(0.1)	(0.2)	-
	%	2.8%	(5.0)%	0.0%	(2.5)%	(5.3)	
Consolidated	Net sales	219.2	99.0	121.0	220.0	0.8	0.4%
	Operating income	14.9	2.5	10.5	13.0	(1.9)	(12.7)%
	OP margin	6.8%	2.5%	8.7%	5.9%	(0.9)	

* Each segment amounts include internal transactions between business segments.

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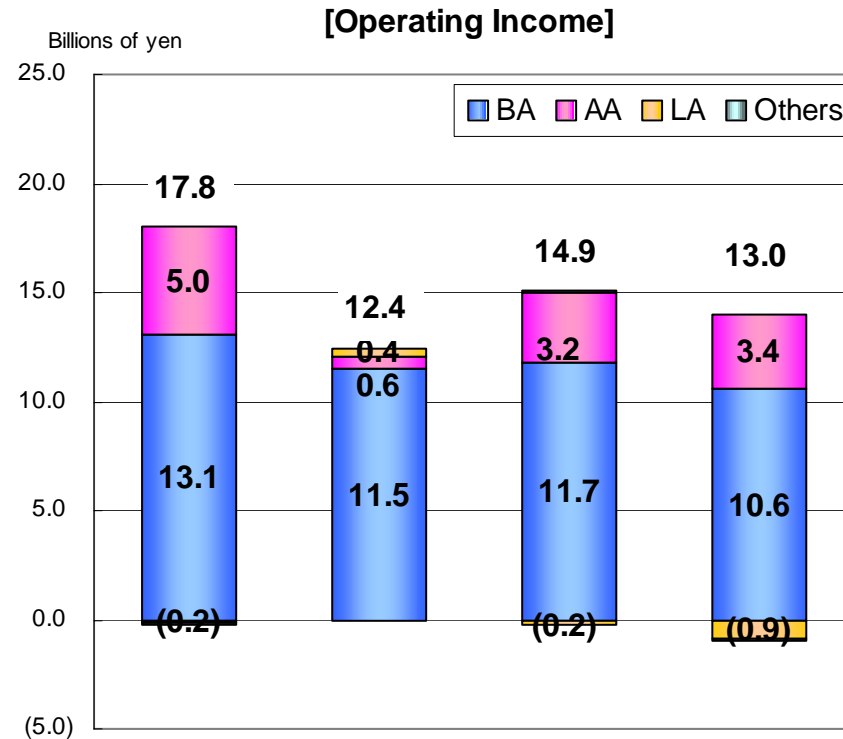
[Reference] FY2008 to 2011

Results and Business Plan for FY2011 by Segment



(Billions of yen)

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Plan
BA	100.4	96.7	102.1	104.0
AA	93.6	76.9	81.0	83.0
LA	35.9	34.7	32.6	31.0
Others	7.9	5.3	5.1	4.0
Consolidated	236.2	212.2	219.2	220.0



(Billions of yen)

	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Plan
BA	13.1	11.5	11.7	10.6
AA	5.0	0.6	3.2	3.4
LA	(0.2)	0.4	(0.2)	(0.9)
Others	(0.1)	(0.0)	0.1	(0.1)
Consolidated	17.8	12.4	14.9	13.0

* Each segment amounts include internal transactions between business segments.

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Consolidated Financial Results for Fiscal Year 2010

1-3. Return to Shareholders

FY2010 (ended March 31, 2011) Dividends

FY2011 (ending March 31, 2012) Dividends Forecast



FY2010 Dividends



- Placing great importance on the profit sharing with shareholders, Yamatake is planning to issue dividends of 63 yen per share, as announced at the beginning of May, 2010.

FY2010

(Interim)

Paid on
December, 2010

(Year-end)

Planned to pay on
June, 2011

(Annual)

31.5 yen + 31.5 yen = 63 yen

FY2011 Dividends Forecast

- In spite of the continuing uncertainties in the business environment as a result of the Great East Japan Earthquake, and the challenges expected to depress profits, Yamatake will issue an annual dividend for FY2011 of 63 yen per share, the same as for FY2010, in order to maintain shareholders' return.

FY2011

(Interim)

(Year-end)

(Annual)

December, 2011
Forecast

June, 2012
Forecast

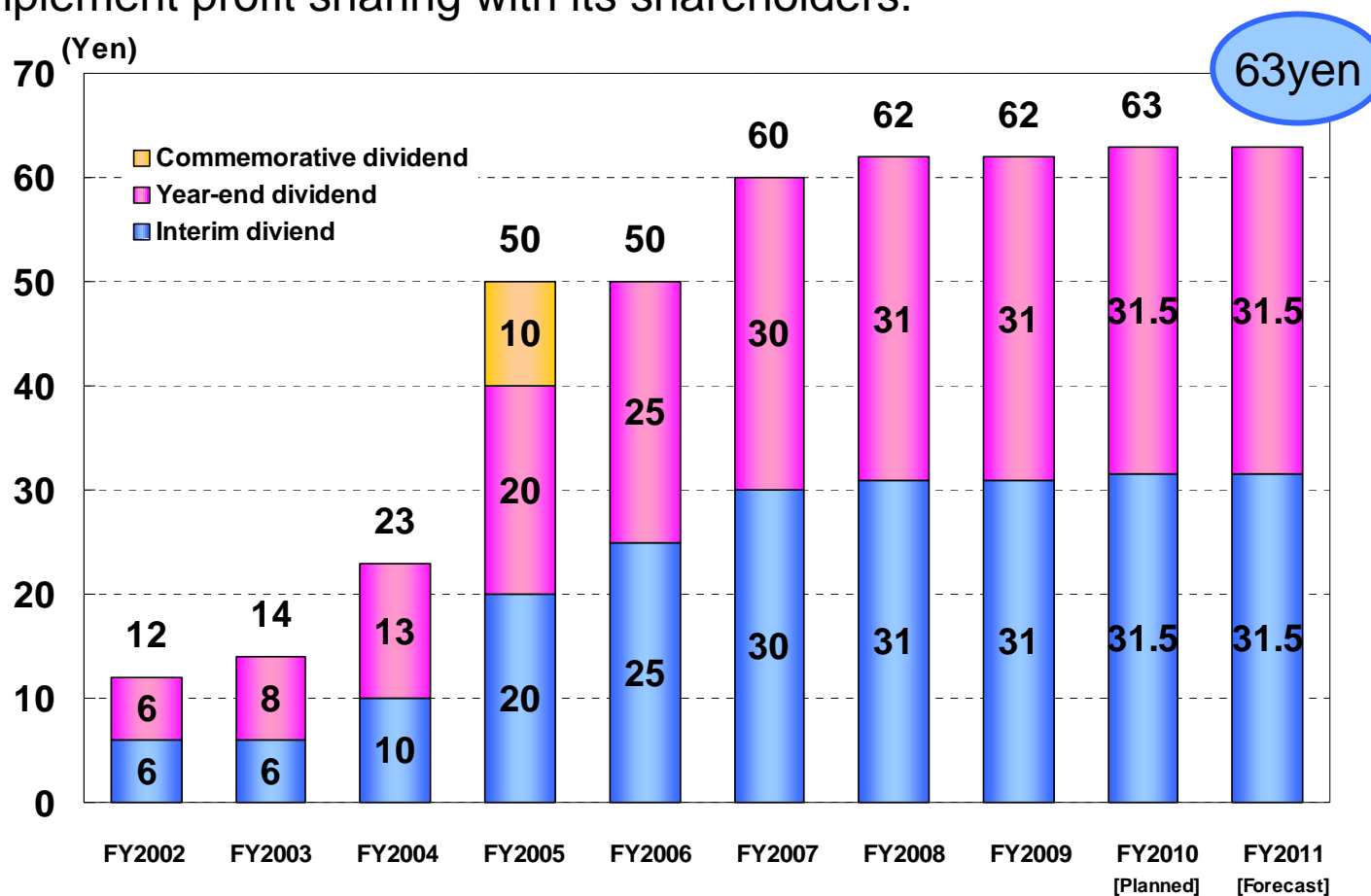
$$31.5 \text{ yen} + 31.5 \text{ yen} = 63 \text{ yen}$$

- This would result in an expected DOE* of 3.5% and payout ratio of 63.7%.

* DOE: Dividends on equity ratio

Dividends per Share

- Since FY2003 the Group has continuously striven to raise the dividend level and actively implement profit sharing with its shareholders.



	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010 [Planned]	FY2011 [Forecast]
Annual dividends (Yen)	12	14	23	50	50	60	62	62	63	63
Dividends on equity (consl.)	0.9%	1.1%	1.7%	3.5%	3.2%	3.7%	3.7%	3.6%	3.6%	3.5%
Payout ratio (consl.)	16.6%	31.8%	45.6%	37.6%	34.6%	41.2%	48.5%	73.4%	58.7%	63.7%

2

Company Name Changes & Initiatives for the Period of Growth



From “Yamatake” to “Azbil”



**On the 105th anniversary of the company’s founding,
and the 5th anniversary of the debut of “azbil,”
Yamatake Corporation will change its name.**

April 1, 2012 (tentative)

Azbil Corporation

Simultaneously the other main Group companies in Japan
will add “Azbil” to their company names,
thus realizing a single “azbil” brand worldwide.

Objectives for the Change in Company Name **azbil**

- 1) Unifying the Group philosophy, Group name, Group company names will strengthen the brand globally.

- **Group philosophy: Human-centered automation
= Automation Zone Builder (introduced October 2006)**
- **Group name: azbil Group (introduced October 2008)**
- **Group company names: uniformly add “azbil”
(April 2012 for companies in Japan)**

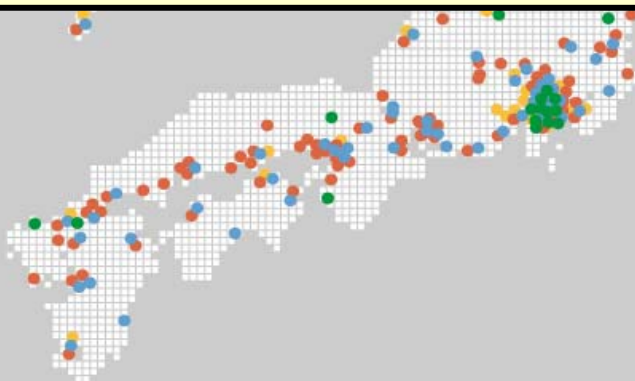
*Beginning in January 2009, overseas subsidiaries have already incorporated “Azbil” in their company names.

- 2) The azbil Group will be better recognized as a corporate entity that interacts with its customers in multiple modes, and which contributes to solving the issues faced by customers with its products and on-site solutions.
- 3) The azbil Group as a whole will gain an enhanced, shared awareness of being and acting as a good corporate citizen (CSR and social contribution).

Group companies subject to name change and new company names (April 1, 2012)



Current company name	New company name
Yamatake Corporation	Azbil Corporation
Yamatake & Co., Ltd.	Azbil Trading Co., Ltd.
Yamatake Control Products Co., Ltd.	Azbil Products Co., Ltd.
Yamatake Friendly Co., Ltd.	Azbil Friendly Co., Ltd.
SecurityFriday Co., Ltd.	Azbil SecurityFriday Co., Ltd.
Kimmon Manufacturing Co., Ltd.	Azbil Kimmon Co., Ltd.
Yamatake Mizuho Co., Ltd.	Azbil Kyoto Co., Ltd.
Royal Controls Co., Ltd.	Azbil RoyalControls Co., Ltd.
Taishin Co., Ltd.	Azbil Taishin Co., Ltd.

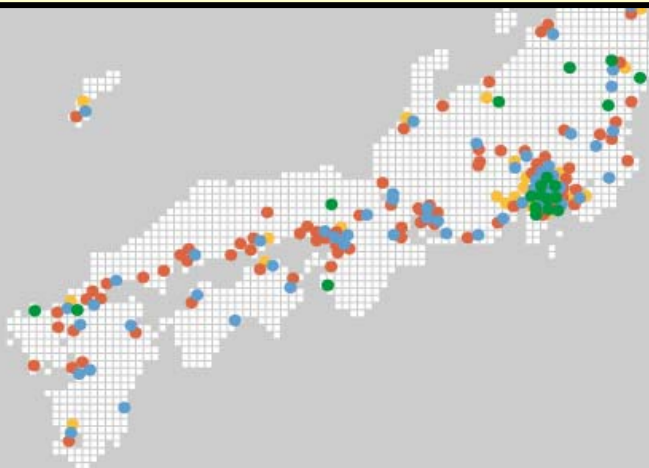


* For Group companies in Japan not listed above, the timing of introducing new names is under review, and name changes will be implemented gradually.

Kimmon Manufacturing companies and new company names (April 1, 2012)



Current company name	New company name
Aomori Manufacturing Co., Ltd.	Azbil Kimmon Aomori Co., Ltd.
Wakayama Seiki Co., Ltd.	Azbil Kimmon Wakayama Co., Ltd.
Shirakawa Seiki Co., Ltd.	Azbil Kimmon Shirakawa Co., Ltd.
Kimmon Shirasawa Co., Ltd.	Azbil Kimmon Shirasawa Co., Ltd.
Kimmon Aizu Co., Ltd.	Azbil Kimmon Aizu Co., Ltd.
Kimmon Haramachi Co., Ltd.	Azbil Kimmon Haramachi Co., Ltd.
Kimmon Karatsu Co., Ltd.	Azbil Kimmon Karatsu Co., Ltd.



* For Group companies in Japan not listed above, the timing of introducing new names is under review, and name changes will be implemented gradually.

[Reference]

azbil Group Network in Japan



Azbil Corporation

Azbil Trading Co., Ltd.

Azbil Products Co., Ltd.

Azbil Friendly Co., Ltd.

Azbil SecurityFriday Co., Ltd.

Azbil Kimmon Co., Ltd.

Azbil Kyoto Co., Ltd.

Azbil RoyalControls Co., Ltd.

Azbil Taishin Co., Ltd.

Yamatake Care-Net Co., Ltd.

Safety Service Center Co., Ltd.

Tem-tech Lab.

**A unified azbil Group offering
BA/AA/LA total service through
more than 200 offices nationwide**

Hara Engineering Co., Ltd.

Azbil Kimmon Aomori Co., Ltd.

Azbil Kimmon Wakayama Co., Ltd.

Azbil Kimmon Shirakawa Co., Ltd.

Azbil Kimmon Shirasawa Co., Ltd.

Azbil Kimmon Aizu Co., Ltd.

Azbil Kimmon Haramachi Co., Ltd.

Azbil Kimmon Karatsu Co., Ltd.

Kimmon Environment Equipment Co., Ltd.

Hokkaido Kimmon Construction Co., Ltd.

Tohoku Kimmon Construction Co., Ltd.



[Reference]

azbil Group's Global Network



Azbil Control Solutions (Shanghai) Co.,Ltd.	North America, Inc.	Azbil Information Technology Center (Dalian) Co., Ltd.
Shanghai Azbil Automation Co., Ltd.	Azbil Korea Co., Ltd	Azbil Control Instruments (Dalian) Co.,Ltd.
Azbil Europe NV	Azbil Taiwan Co., Ltd.	Azbil Vietnam Co., Ltd.
Azbil (Thailand) Co., Ltd.	Azbil Malaysia Sdn.Bhd.	Azbil Singapore Pte. Ltd.
PT. Azbil Berca Indonesia	Azbil Philippines Corporation	Azbil Hong Kong Limited
Azbil Brazil Ltd.	Azbil India Pvt. Ltd.	Azbil Kimmon Technology Corporation

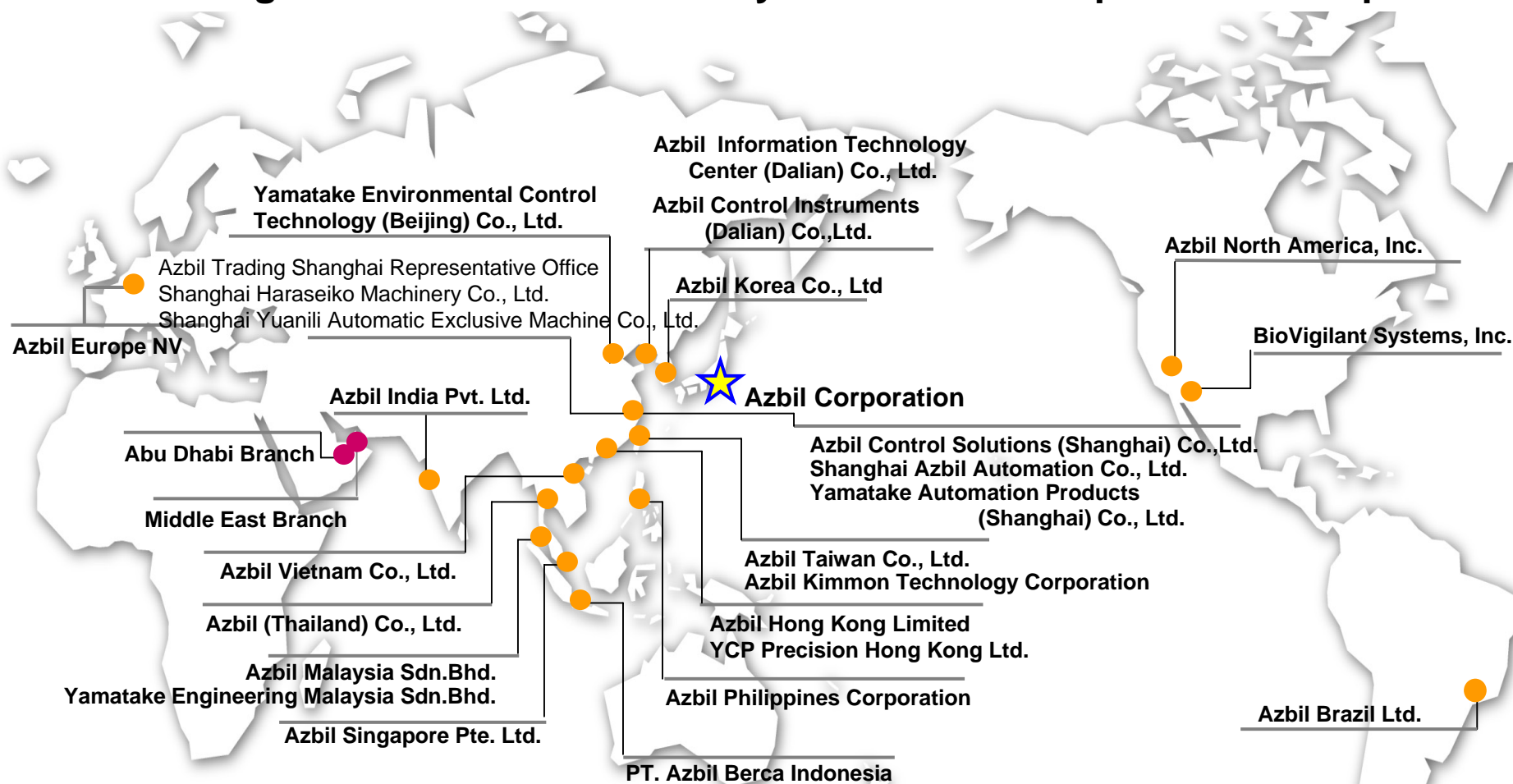
Beginning in January 2009, overseas subsidiaries have already changed its names. They have been already providing BA/AA/LA service under the unified azbil brand.

[Reference]

azbil Group's Global Network



- Offering worldwide the same finely-tuned solutions provided in Japan -



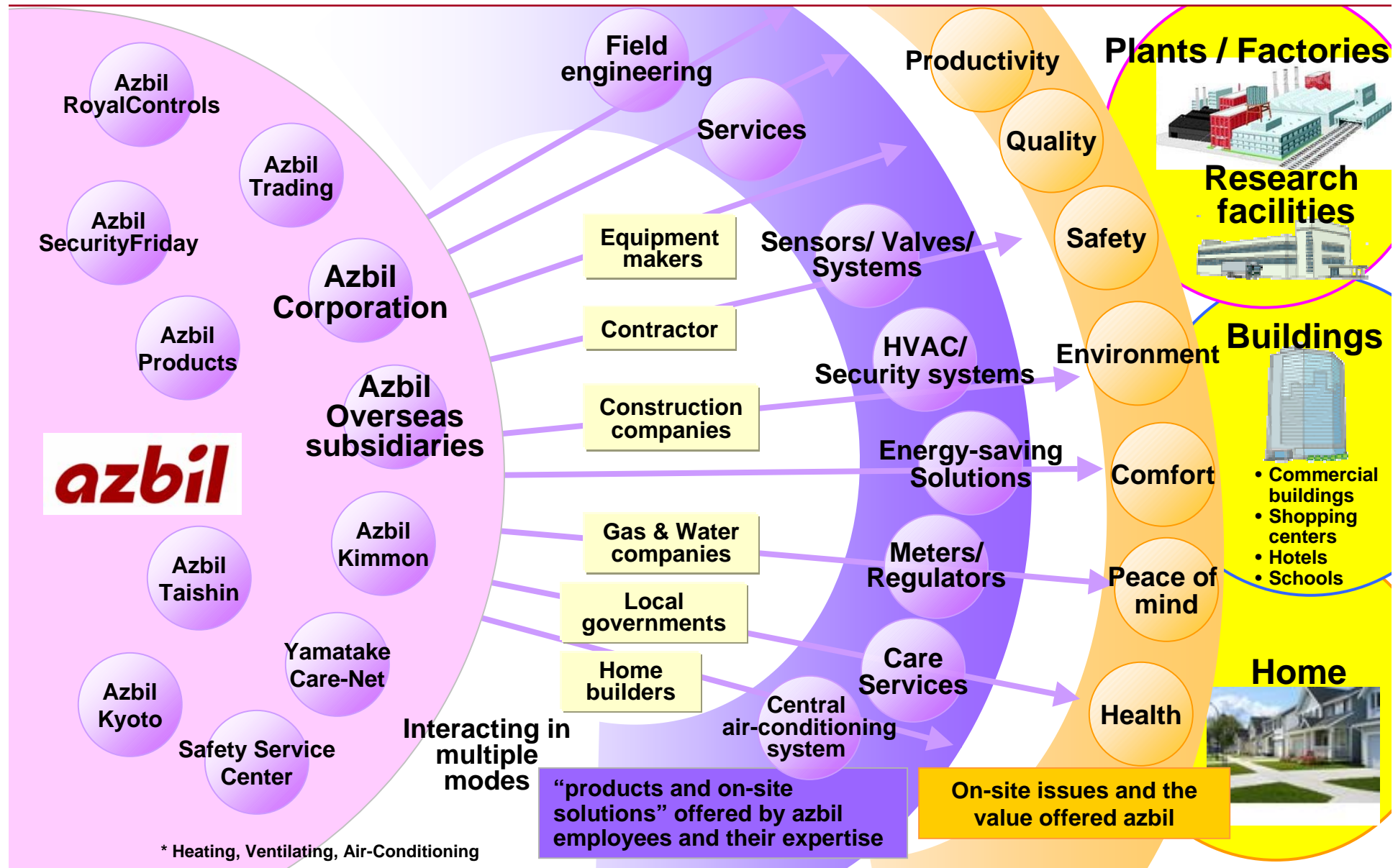
25 overseas subsidiaries and affiliates, 2 branch offices, 1 representative office

● Overseas subsidiaries and affiliates

● Overseas branches

Tackling problems faced by customers with products and on-site solutions by making use of interaction with customers in multiple modes

azbil



Creating new business with products and on-site solutions

AA

azbil

● Develop life-cycle solutions for overseas markets



Life-cycle support extends from introducing new factory/plant control systems and field instruments to offering maintenance and upgrades.

[Product & on-site solution resources]

- AEP(azbil Evolution Program): Maintains the performance and extends the working life of existing equipment
- Asia Solutions Center (Engineering)
- CV Maintenance Center



Thailand(Rayong)
CV Maintenance
Center



Taiwan(Kaohsiung)
CV Maintenance
Center

● Strengthen the overseas product solutions business

Products are developed and manufactured in response to the needs of local customers.

[Product & on-site solution resources]

- Device Management System, Innovative Field Organizer
- Enhanced development framework for North America (offering unit instrumentation)

Creating new business with products and on-site solutions

BA

azbil

● Coordinated AA/BA/LA solutions to realize large-scale power-saving in Japan

Offer energy management/control products, consulting and services to contribute to energy-saving and reduced power consumption in buildings, factories, plants and residential houses.

[Product & on-site solution resources]

- Control of electrical power demand
- ESCO business
- Utility Optimization (U-OPT) system for factories



● Attract overseas BA customers by highlighting energy-saving achievements in Japan



Emphasize tie-ups with equipment manufacturers and local energy-saving consultants to attract local customers with growing energy-saving needs. Ensure clear differentiation from overseas BA manufacturers.

[Product & on-site solution resources]

- Advantage when making proposals based on energy-saving track record and accumulated data unrivalled in Japan
- Hanil Mechanical & Electrical Consultants (Korea), Environmental Automation (Australia), Chinese energy-saving consultants, etc.
- Growing track record in local markets, such as Tianjin Eco-city

Creating new business with products and on-site solutions

LA

azbil

● Break into Asian infrastructure markets by highlighting safety

Enter Asian infrastructure markets with their growing safety/security needs by highlighting track record in Japan to differentiate from the competition

- Establish a production base (joint venture) in Taiwan, where revised legislation has come into effect -

[Product & on-site solution resources]

- Intelligent gas meter with safety function
- Water meter compatible with international standards following JIS revision
- Experience of maintenance/repairs performed through cooperation with partner company in joint venture



Azbil Kimmon Technology Corporation

● Break into the life sciences field

Establish presence in laboratory and bio/pharma markets by highlighting industrial HVAC

[Product & on-site solution resources]

- Critical environmental system for safety management and quality control in laboratories/hospitals/plants
- IMD™(Instantaneous Microbial Detection™)
- Majority stake in BioVigilant Systems, Inc.

Embodying the Group's philosophy in “azbil”



■ 2006 Adopted as the Group's symbol

azbil (azbil: Automation Zone Builder)

Symbol of the Group philosophy of “human-centered automation”

■ azbil Group Philosophy ■

To realize **safety, comfort** and **fulfillment** in people's lives and contribute to global environmental preservation through “**human-centered automation.**”

To achieve our philosophy,

- We create value together with customers at their site.
- We pursue our unique value based on the idea of “human-centered.”
- We think toward the future and act progressively.

Appendix

Capital Investments, Depreciation and R&D Cost (FY2010 Financial Results / Business Plan for FY2011)



[Reference]

Capital Investments, Depreciation and R&D Cost



(Billions of yen)

	FY2010	FY2011		
	Actual (A)	Initial plan (B)	Difference	
			(B) - (A)	% Change
●Capital investments				
Yamatake	2.2	2.8	0.6	27.2 %
Consolidated subsidiaries	1.1	1.4	0.3	27.0 %
Total	3.3	4.2	0.9	27.2 %
●Depreciation				
Yamatake	3.1	3.0	(0.1)	(4.4)%
Consolidated subsidiaries	1.3	1.4	0.1	5.9 %
Total	4.5	4.4	(0.1)	(1.3)%
●Research & development cost	9.0	9.5	0.5	6.1 %
% to net sales	4.1 %	4.3 %	0.2	

To realize safety, comfort and fulfillment in people's lives, and contribute to the global environment through "human-centered automation."



These 3 characters appear in azbil corporate advertising. From the left: Billy, Ippei and Lisa. Their initials represent the 3 core businesses of the azbil Group: B for Building, I for Industrial, and L for Life. As the azbil Group grows, so too will they grow.