



Human-centered Automation

**Azbil Corporation** RIC: 6845.T, Sedol: 6985543

## Presentation Materials

For the Third Quarter of the Fiscal Year Ending March 31, 2017  
(Based on Japanese GAAP)

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→ **No revision from the announcement published on November 2, 2016**
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→ **No revision from the announcement published on May 13, 2016**



Azbil Corporation  
celebrated its 110th anniversary  
in 2016 .

Investor Relations,  
Group Management Headquarters

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# Notes:



1. Financial data and financial statements have been prepared based on Japanese GAAP and the amounts have been rounded down.
2. Segment names are abbreviated as follows:
  - BA : Building Automation
  - AA : Advanced Automation
  - LA : Life Automation
3. Sales for the azbil Group tend to be concentrated in the second quarter and fourth quarter accounting periods, while fixed costs are generated constantly. This means that profits in the first quarter and third quarter accounting periods are typically lower than those in the other two quarters.
4. The financial plan is based on management's assumptions, intent and expectations in light of the information currently available to it, and therefore this plan is not a guarantee of future performance. Due to various factors, actual results may differ from those discussed in this material.
5. The following company is no longer included in consolidated results:

|  |  |
|--|--|
| Beijing YTYH Intelli-Technology Co., Ltd.: | All shares in Beijing YTYH Intelli-Technology Co., Ltd. have been transferred and the company was excluded from the scope of consolidation at the end of the third quarter of the current consolidated accounting periods. |
|--|--|

# 1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2017

# 1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2017



## Consolidated Financial Results

### <Compared to the same period last year>

- Orders received fell mainly because of a revision made to the way orders received are recorded and the fact that orders received for a number of large-scale projects were recorded in the same period last year. Also, there was a drop in overseas orders received engendered by the appreciation of the yen up until the second half, etc.
- Sales grew for the BA and AA businesses, reflecting the build-up of order backlogs at the end of the previous fiscal year. Overall net sales increased.
- Operating income increased significantly as a result of sales growth, profit structure improvement, the progress of business structure reforms, and a reduction in goodwill amortization expenses.
- Ordinary income increased thanks to improved operating income and the recording of foreign exchange gains resulting from a significant depreciation of the yen at the end of the third quarter.
- Net income attributable to owners of parent increased, despite the recording of an extraordinary loss following a reassessment of part of our overseas business, thanks to improved operating income and a reduction in tax expenses.

[Billions of yen]

|  | This period<br>(A) | Same period<br>last year<br>(B) | Difference |          |
|--|--------------------|---------------------------------|------------|----------|
|  |                    |                                 | (A) - (B)  | % Change |
| Orders received                                | 194.3              | 214.6                           | (20.2)     | (9.4)    |
| Net sales                                      | 178.9              | 176.4                           | 2.4        | 1.4      |
| Japan  | 147.6              | 141.5                           | 6.1        | 4.3      |
| Overseas                                       | 31.2               | 34.9                            | (3.6)      | (10.5)   |
| Gross profit                                   | 62.5               | 61.4                            | 1.0        | 1.8      |
| %  | 34.9               | 34.8                            | 0.1P       |          |
| SG & A   | 52.6               | 54.4                            | (1.8)      | (3.3)    |
| [include amortization of goodwill]             | [0.0]              | [0.5]                           | [(0.4)]    |          |
| Operating income                               | 9.9                | 6.9                             | 2.9        | 41.6     |
| %  | 5.5                | 4.0                             | 1.6P       |          |
| Ordinary income                                | 10.5               | 7.0                             | 3.4        | 49.3     |
| Income before income taxes                     | 9.4                | 6.6                             | 2.8        | 42.2     |
| Net income attributable to<br>owners of parent | 6.6                | 3.4                             | 3.2        | 93.1     |
| %  | 3.7                | 2.0                             | 1.8P       |          |

# Segment Information - ■ BA Business

<Compared to the same period last year>

- Although the domestic business environment remained robust, overall orders received decreased. This was mainly because of a revision made to the way orders received are recorded\*<sup>1</sup>, the fact that orders received for a number of large-scale projects were recorded in the same period last year, and a drop in overseas orders received as a result of the appreciation of the yen up until the second half, etc.\*<sup>2</sup> Also, this was exacerbated by the impact of a temporary fall in new building projects scheduled for completion in the fiscal year ending March 31, 2018.
- Sales fell in the market for new buildings\*<sup>3</sup> and overseas as a result of the impact of the higher yen, but this was offset by growth in the domestic markets for existing buildings and service, so overall sales increased.
- Segment profit was negatively impacted by temporary expenses for allowance and by the effect of optimizing staff allocation to reinforce structures for ensuring on-site job processing capabilities. However, this was offset by increased sales in the profitable markets for existing buildings and service, so profit was up.

[Billions of yen]

|                                      | This period<br>(A) | Same period<br>last year<br>(B) | Difference |          |
|--------------------------------------|--------------------|---------------------------------|------------|----------|
|                                      |                    |                                 | (A) - (B)  | % Change |
| Orders received                      | 94.6               | 108.0                           | (13.3)     | (12.3)   |
| Sales                                | 78.7               | 77.6                            | 1.0        | 1.3      |
| Segment profit                       | 4.7                | 4.4                             | 0.2        | +6.6     |
| %                                    | 6.0                | 5.7                             | 0.3P       |          |
| (Reference) Amortization of goodwill | -                  | -                               | -          |          |

\*<sup>1</sup> In the fiscal year ended March 31, 2016, a revision was made to the way domestic orders received for multi-year contracts are recorded. This revision led to a transient jump in the value of orders received for multi-year contracts recorded in the fiscal year ended March 31, 2016. (Owing to the existence of previous multi-year contracts in the fiscal year ended March 31, 2015 and earlier, this revision resulted in the recording of a lump sum of approx. 4 billion yen in the fiscal year ended March 31, 2016.)

\*<sup>2</sup> Changes in the BA business environment in China led to implementing a reassessment of our business in that country and one company was excluded from the scope of consolidation. As a result of eliminating this company's order backlog, the figure for orders received decreased. The loss engendered by this change to our affiliated companies was recorded as an extraordinary loss, but there was also a decrease in tax expenses and thus there has been limited impact on net income attributable to owners of parent.

\*<sup>3</sup> Owing to a temporary fall in the completion of new building projects in the fiscal year ending March 31, 2018, sales were impacted by percentage of completion method. New building project completions are expected to increase again from the fiscal year ending March 31, 2019.

## Segment Information - ■ AA Business

### <Compared to the same period last year>

- Orders received were depressed by the fact that there had been orders received for large-scale projects in the same period last year and by the negative effect of foreign exchange rates, but a recovery in market conditions was observed in the third quarter (Oct. to Dec.) and orders received substantially increased.
- Although sales were depressed by fluctuations in foreign exchange rates, overall sales were up thanks to the expansion of domestic and foreign markets related to the semiconductor manufacturing equipment, and growth in the domestic materials-related field resulting from the build-up of order backlogs for system and service projects at the end of the previous fiscal year.
- Segment profit increased significantly, with initiatives aimed at improving the profit structure and domestic sales growth offsetting the negative impact of fluctuations in foreign exchange rates.

[Billions of yen]

|                                      | This period<br>(A) | Same period<br>last year<br>(B) | Difference |          |
|--------------------------------------|--------------------|---------------------------------|------------|----------|
|                                      |                    |                                 | (A) - (B)  | % Change |
| Orders received                      | 70.0               | 72.1                            | (2.0)      | (2.8)    |
| Sales                                | 68.5               | 66.0                            | 2.5        | 3.8      |
| Segment profit                       | 4.4                | 2.4                             | 1.9        | 81.0     |
| %                                    | 6.5                | 3.7                             | 2.8P       |          |
| (Reference) Amortization of goodwill | 0.0                | 0.1                             | (0.1)      |          |

# 1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2017



## Segment Information - ■ LA Business

### <Compared to the same period last year>

- Orders received increased for the gas/water meters field and residential central air-conditioning systems field, but fell overall because large-scale projects had been recorded in the same period last year in the Life Science Engineering (LSE) field, and this was exacerbated by the impact of a significant reform of the cleanroom business, etc.\* and foreign exchange rates.
- Sales grew for the gas/water meters field and residential central air-conditioning systems field, but fell in the LSE field due mainly to the above-mentioned business reform and appreciation of the yen. Overall sales decreased.
- Segment profit increased thanks to a reduction in amortization of goodwill and the progress of initiatives aimed at achieving business structure reforms in the LSE field, as well as growth in the residential central air-conditioning systems field.

[Billions of yen]

|                                      | This period<br>(A) | Same period<br>last year<br>(B) | Difference |          |
|--------------------------------------|--------------------|---------------------------------|------------|----------|
|                                      |                    |                                 | (A) - (B)  | % Change |
| Orders received                      | 30.4               | 35.1                            | (4.7)      | (13.4)   |
| Sales                                | 32.5               | 33.5                            | (1.0)      | (3.0)    |
| Segment profit                       | 0.7                | 0.0                             | 0.6        | -        |
| %                                    | 2.2                | 0.2                             | 2.0P       |          |
| (Reference) Amortization of goodwill | -                  | 0.3                             | (0.3)      |          |

\* As part of the business structure reforms in the LSE field, in addition to Azbil Telstar itself, from the fiscal year ending March 31, 2017, a significant reform has been made in the cleanroom and equipment businesses of its Dutch and Brazilian affiliated subsidiaries.

# 1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2017

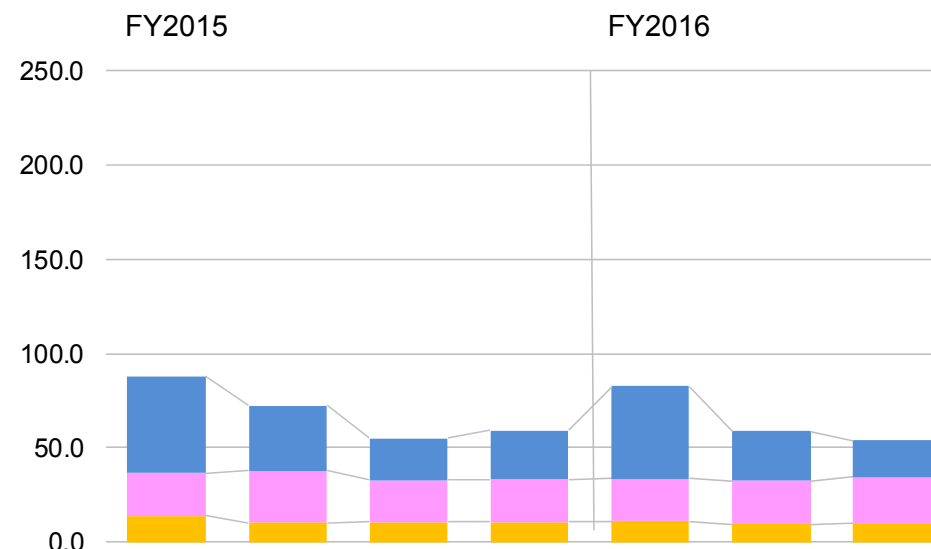
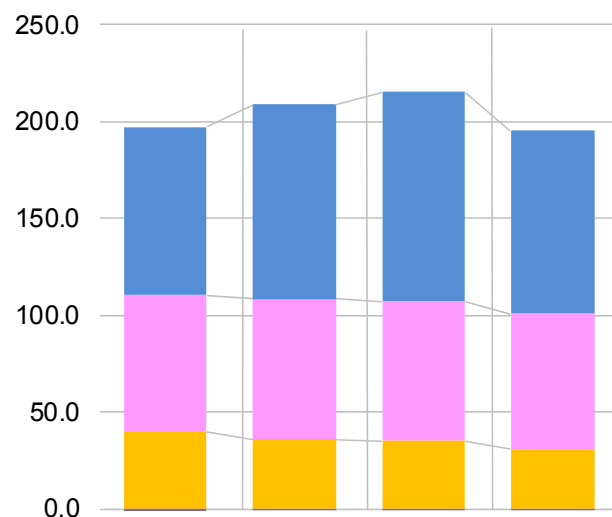


## [Reference] Orders Received by Segment

[Billions of yen]

< Same period comparison (9 months) >

< Quarterly (3 months) >



|              | FY2013<br>Q3 | FY2014<br>Q3        | FY2015<br>Q3        | FY2016<br>Q3 |
|--------------|--------------|---------------------|---------------------|--------------|
| ■ B A        | 86.8         | 100.4 <sup>*1</sup> | 108.0 <sup>*2</sup> | <b>94.6</b>  |
| ■ A A        | 70.3         | 72.5                | 72.1                | <b>70.0</b>  |
| ■ L A        | 39.9         | 35.9 <sup>*3</sup>  | 35.1                | <b>30.4</b>  |
| Consolidated | 195.8        | 208.2               | 214.6               | <b>194.3</b> |

|              | FY2015 |      |      |      | FY2016 |      |             |
|--------------|--------|------|------|------|--------|------|-------------|
|              | Q1     | Q2   | Q3   | Q4   | Q1     | Q2   | Q3          |
| ■ B A        | 51.4   | 34.1 | 22.4 | 25.8 | 48.9   | 26.2 | <b>19.5</b> |
| ■ A A        | 22.4   | 27.7 | 21.9 | 22.7 | 22.4   | 23.2 | <b>24.3</b> |
| ■ L A        | 14.0   | 10.3 | 10.8 | 10.5 | 11.1   | 9.3  | <b>10.0</b> |
| Consolidated | 87.8   | 71.8 | 54.8 | 58.9 | 82.2   | 58.4 | <b>53.6</b> |

\*1 Orders received resulting from the renewal of a number of large-scale service contracts that span several years have been included.

\*2 In the fiscal year ended March 31, 2016, a revision was made to the way domestic orders received for multi-year contracts are recorded. This revision led to a transient jump in the value of orders received for multi-year contracts recorded in the fiscal year ended March 31, 2016.

\*3 In the fourth quarter of the fiscal year ended March 31, 2015, all shares in Azbil Care & Support Co., Ltd. – which had been providing services in the health, welfare, and nursing care field – were transferred to SOHGO SECURITY SERVICES CO., LTD. (Feb. 2015). Regarding figures for orders received, sales, and segment profit, the subsidiary's results were consolidated until the third quarter of the fiscal year ended March 31, 2015. The impact on segment profit was negligible.



1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2017

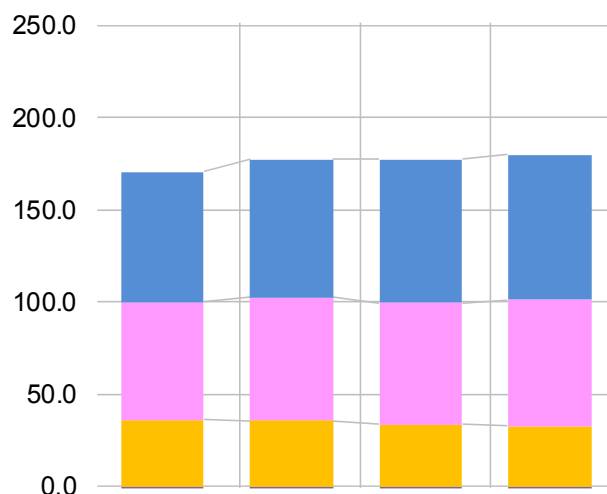


# [Reference] Sales by Segment

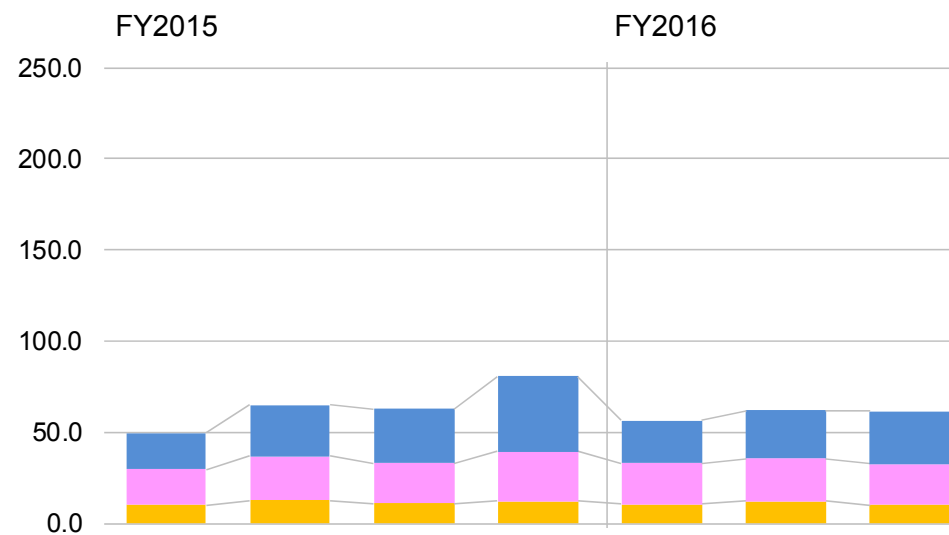
[Billions of yen]

< Same period comparison (9 months) >

< Quarterly (3 months) >



|              | FY2013<br>Q3 | FY2014<br>Q3 | FY2015<br>Q3 | FY2016<br>Q3 |
|--------------|--------------|--------------|--------------|--------------|
| ■ B A        | 70.5         | 74.9         | 77.6         | <b>78.7</b>  |
| ■ A A        | 63.7         | 66.4         | 66.0         | <b>68.5</b>  |
| ■ L A        | 36.1         | 35.6         | 33.5         | <b>32.5</b>  |
| Consolidated | 169.6        | 176.5        | 176.4        | <b>178.9</b> |



|              | FY2015 |      |      |      | FY2016 |      |             |
|--------------|--------|------|------|------|--------|------|-------------|
|              | Q1     | Q2   | Q3   | Q4   | Q1     | Q2   | Q3          |
| ■ B A        | 19.8   | 28.3 | 29.4 | 41.1 | 23.3   | 26.0 | <b>29.2</b> |
| ■ A A        | 19.3   | 24.2 | 22.4 | 27.4 | 22.6   | 23.3 | <b>22.4</b> |
| ■ L A        | 10.2   | 12.4 | 10.8 | 12.0 | 10.3   | 12.3 | <b>9.9</b>  |
| Consolidated | 49.2   | 64.8 | 62.4 | 80.3 | 56.1   | 61.4 | <b>61.3</b> |

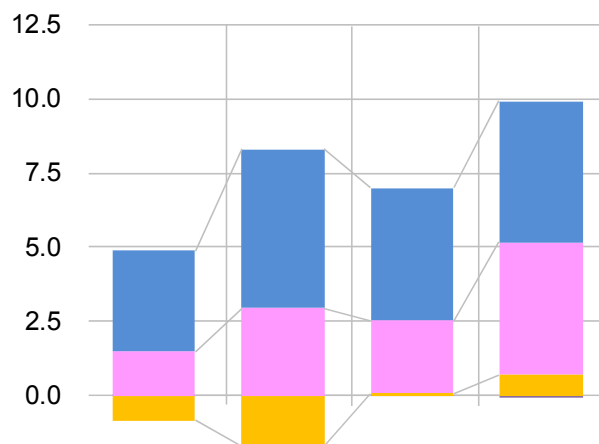
# 1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2017

## [Reference] Segment Profit (Operating Income)

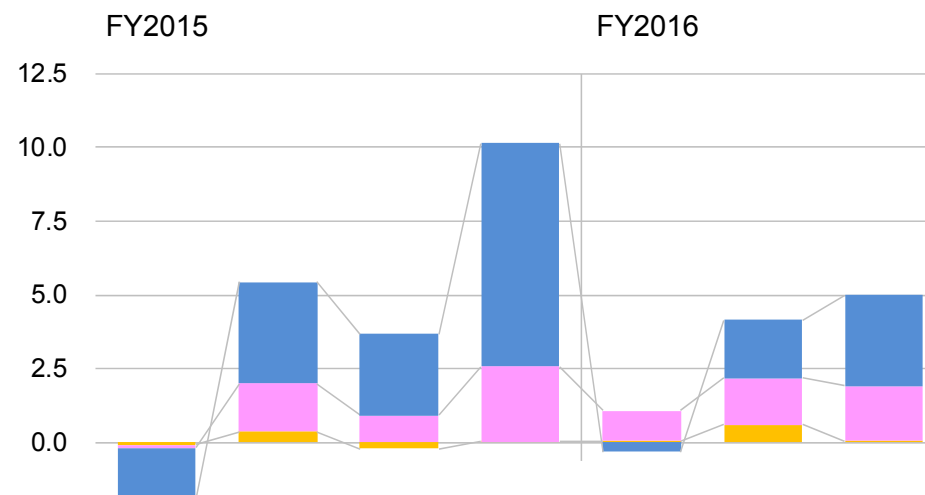
**azbil**

[Billions of yen]

< Same period comparison (9 months) >



< Quarterly (3 months) >



|              | FY2013<br>Q3 | FY2014<br>Q3 | FY2015<br>Q3 | FY2016<br>Q3 |
|--------------|--------------|--------------|--------------|--------------|
| ■ B A        | 3.3          | 5.3          | 4.4          | 4.7          |
| ■ A A        | 1.4          | 2.9          | 2.4          | 4.4          |
| ■ L A        | (0.8)        | (1.7)        | 0.0          | 0.7          |
| Consolidated | 4.0          | 6.5          | 6.9          | 9.9          |

|              | FY2015 |     |       |      | FY2016 |     | Q3 * |
|--------------|--------|-----|-------|------|--------|-----|------|
|              | Q1     | Q2  | Q3    | Q4   | Q1     | Q2  | Q3   |
| ■ B A        | (1.7)  | 3.4 | 2.7   | 7.5  | (0.3)  | 1.9 | 3.0  |
| ■ A A        | (0.1)  | 1.6 | 0.9   | 2.5  | 1.0    | 1.5 | 1.8  |
| ■ L A        | (0.0)  | 0.3 | (0.2) | 0.0  | 0.0    | 0.5 | 0.0  |
| Consolidated | (1.9)  | 5.4 | 3.4   | 10.1 | 0.7    | 4.1 | 4.9  |

\* Profits for the azbil Group tend to be lower in the first quarter and third quarter consolidated accounting period compared to the other two quarters. However, profits for the current third quarter of the consolidated accounting period reflect the progress of initiatives aimed at improving the profit structure as well as a decrease in selling, general and administrative expenses.

# 1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2017

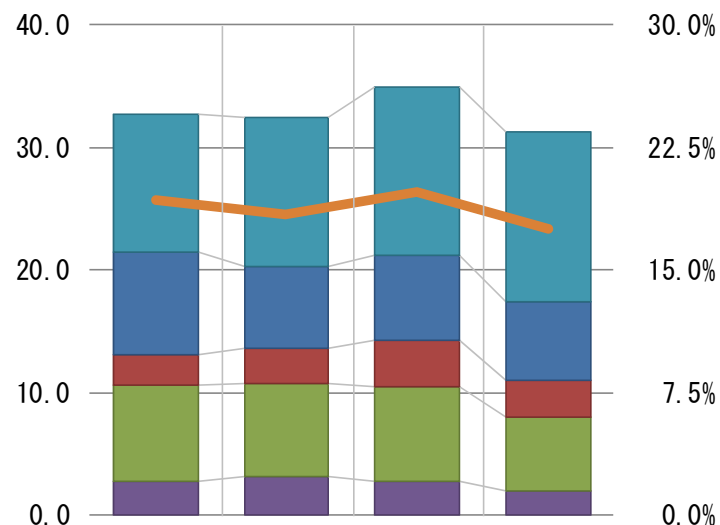


## Overseas Sales by Region

<Compared to the same period last year>

Overseas sales decreased compared to the same period last year mainly owing to the negative impact of foreign exchange rates.

- In Asia, despite the negative impact of foreign exchange rates, sales for the LA business increased and overall sales were slightly up.
- In China, the BA business and product sales of the AA business increased but, because of the effect of exchange rates, overall sales decreased.
- In North America, sales fell owing to the impact of foreign exchange rates and lower AA business sales to equipment manufacturers.
- In Europe, sales were down owing to the business reform of the LSE field (LA business) and the impact of foreign exchange rates.



|               | FY2013<br>Q3 | FY2014<br>Q3 | FY2015<br>Q3 | FY2016<br>Q3 |
|---------------|--------------|--------------|--------------|--------------|
| Asia          | 11.1         | 12.1         | 13.7         | <b>13.8</b>  |
| China         | 8.3          | 6.7          | 6.9          | <b>6.4</b>   |
| North America | 2.4          | 2.8          | 3.7          | <b>2.9</b>   |
| Europe        | 7.8          | 7.5          | 7.7          | <b>6.0</b>   |
| Others        | 2.8          | 3.1          | 2.7          | <b>1.9</b>   |
| Consolidated  | 32.6         | 32.4         | 34.9         | <b>31.2</b>  |

### [Reference information]

|                                    |        |        |        |               |
|------------------------------------|--------|--------|--------|---------------|
| Overseas sales/<br>Net sales       | 19.3%  | 18.4%  | 19.8%  | <b>17.5%</b>  |
| Average exchange rate<br>- USD/JPY | 96.84  | 102.94 | 120.99 | <b>108.59</b> |
| Average exchange rate<br>- EUR/JPY | 127.48 | 139.50 | 134.75 | <b>121.10</b> |

\* Overseas sales figures include only the sales of overseas affiliates and direct exports; indirect exports are excluded.  
\* The fiscal year used by overseas affiliates mainly ends on December 31.

# 1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2017



## Consolidated Financial Position

- **Assets** Total assets decreased by 17.5 billion yen from the previous fiscal year-end mainly as a result of a decrease in cash and deposits as well as a fall in notes and accounts receivable-trade.
- **Liabilities** Total liabilities decreased by 18.6 billion yen from the previous fiscal year-end primarily due to decreases in notes and accounts payable-trade, provision for bonuses, and income taxes payable.
- **Net assets** Despite the payment of dividends, thanks to the recording of net income attributable to owners of parent in the current period, net assets grew overall by 1 billion yen from the previous fiscal year-end.

|                                     |                               |                               |                         | [Billions of yen]                       |                               |                               |                         |
|-------------------------------------|-------------------------------|-------------------------------|-------------------------|---|-------------------------------|-------------------------------|-------------------------|
|                                     | As of Dec.<br>31, 2016<br>(A) | As of Mar.<br>31, 2016<br>(B) | Difference<br>(A) - (B) |   | As of Dec.<br>31, 2016<br>(A) | As of Mar.<br>31, 2016<br>(B) | Difference<br>(A) - (B) |
| <b>Current assets</b>               | <b>181.3</b>                  | <b>200.8</b>                  | <b>(19.5)</b>           | <b>Liabilities</b>                      | <b>83.5</b>                   | <b>102.1</b>                  | <b>(18.6)</b>           |
| Cash and deposits                   | 43.3                          | 48.2                          | (4.8)                   | <b>Current liabilities</b>              | <b>70.5</b>                   | <b>88.9</b>                   | <b>(18.4)</b>           |
| Notes and accounts receivable-trade | 80.6                          | 91.7                          | (11.1)                  | Notes and accounts payable-trade        | 35.6                          | 45.5                          | (9.9)                   |
| Inventories                         | 24.4                          | 24.1                          | 0.3                     | Short-term loans and bonds              | 9.8                           | 12.0                          | (2.1)                   |
| Others                              | 32.8                          | 36.6                          | (3.8)                   | Others                                  | 25.0                          | 31.3                          | (6.3)                   |
| <b>Non-current assets</b>           | <b>60.2</b>                   | <b>58.3</b>                   | <b>1.9</b>              | <b>Non-current liabilities</b>          | <b>13.0</b>                   | <b>13.2</b>                   | <b>(0.1)</b>            |
| Property, plant and equipment       | 23.1                          | 24.3                          | (1.1)                   | Long-term loans and bonds               | 0.5                           | 0.6                           | (0.0)                   |
| Intangible assets                   | 5.5                           | 5.6                           | (0.1)                   | Others                                  | 12.5                          | 12.6                          | (0.1)                   |
| Investments and other assets        | 31.5                          | 28.2                          | 3.3                     | <b>Net assets</b>                       | <b>158.0</b>                  | <b>156.9</b>                  | <b>1.0</b>              |
| <b>Total assets</b>                 | <b>241.5</b>                  | <b>259.1</b>                  | <b>(17.5)</b>           | <b>Shareholders' equity</b>             | <b>148.1</b>                  | <b>146.6</b>                  | <b>1.4</b>              |
|                                     |                               |                               |                         | Capital stock                           | 10.5                          | 10.5                          | -                       |
|                                     |                               |                               |                         | Capital surplus                         | 12.3                          | 12.3                          | 0.0                     |
|                                     |                               |                               |                         | Retained earnings                       | 129.9                         | 128.4                         | 1.5                     |
|                                     |                               |                               |                         | Treasury shares                         | (4.6)                         | (4.6)                         | (0.0)                   |
|                                     |                               |                               |                         | Accumulated other comprehensive income  | 8.0                           | 8.3                           | (0.2)                   |
|                                     |                               |                               |                         | Non-controlling interests               | 1.7                           | 1.9                           | (0.1)                   |
|                                     |                               |                               |                         | <b>Total liabilities and net assets</b> | <b>241.5</b>                  | <b>259.1</b>                  | <b>(17.5)</b>           |

(Reference) Shareholders' equity ratio: 64.7%(as of Dec. 31, 2016), 59.8%(as of Mar. 31, 2016)

## 2. Financial Plan for the Fiscal Year Ending March 31, 2017

→No revision from the announcement published  
on November 2, 2016

## Consolidated Financial Plan

- As regards the business plan for the full 2016 fiscal year, no changes are made to the details published on November 2, 2016.
- In the current fiscal year, steady progress is being made with such measures as the initiative to improve profits. Also, with market conditions showing signs of recovery, we are fully engaged in ensuring that our goals for financial results will not only be achieved but surpassed.

[Billions of yen]

|   | This year          |   | Previous fiscal year<br>(B) | Difference |          |
|---|--------------------|---|-----------------------------|------------|----------|
|   | Q3<br>(Cumulative) | Full year plan<br>(Nov. 2, 2016)<br>(A) |                             | (A) - (B)  | % Change |
| Net sales                                   | 178.9              | 260.0                                   | 256.8                       | 3.1        | 1.2      |
| [Amortization of goodwill]                  | [0.0]              | [0.0]                                   | [0.6]                       | [(0.6)]    |          |
| Operating income                            | 9.9                | 19.0                                    | 17.1                        | 1.8        | 10.9     |
| %   | 5.5                | 7.3                                     | 6.7                         | 0.6P       |          |
| Ordinary income                             | 10.5               | 18.0                                    | 16.6                        | 1.3        | 8.3      |
| Net income attributable to owners of parent | 6.6                | 11.5                                    | 8.2                         | 3.2        | 39.1     |
| %   | 3.7                | 4.4                                     | 3.2                         | 1.2P       |          |

2. Financial Plan for the Fiscal Year Ending March 31, 2017



# Segment Information

[Billions of yen]

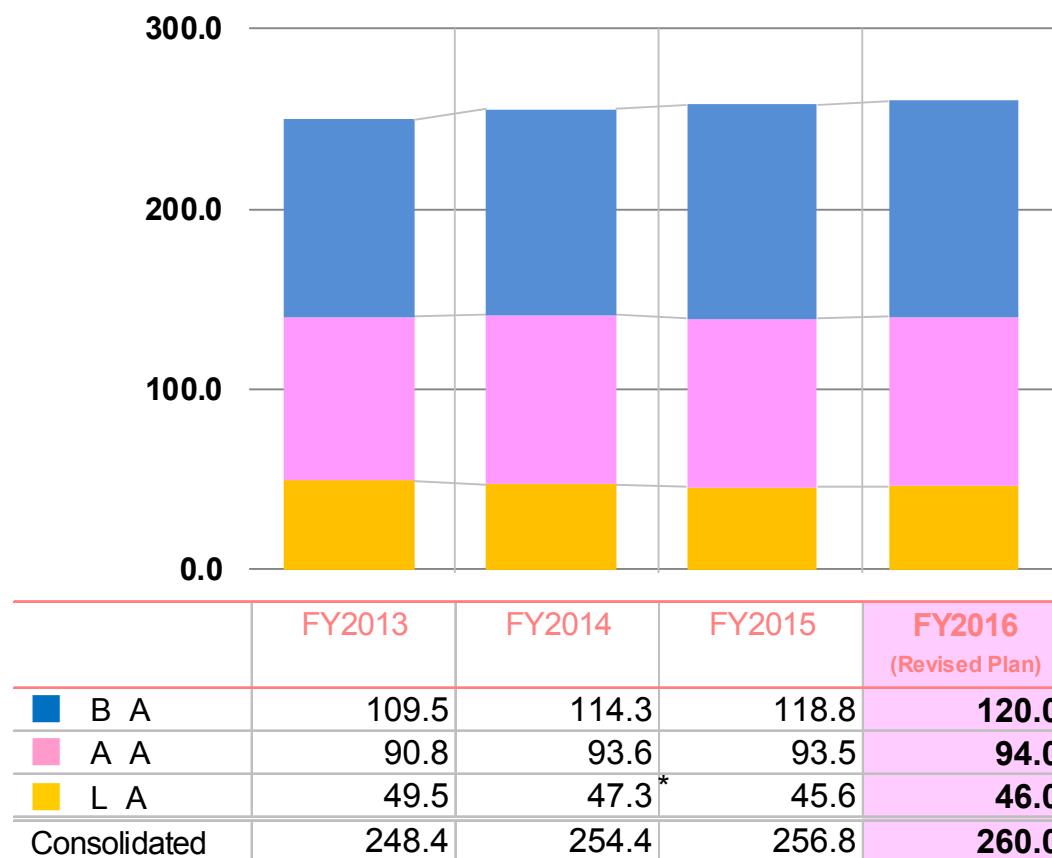
|                            | This year          |   | Previous fiscal year<br>(B) | Difference |          |
|----------------------------|--------------------|---|-----------------------------|------------|----------|
|                            | Q3<br>(Cumulative) | Full year plan<br>(Nov. 2, 2016)<br>(A) |                             | (A) - (B)  | % Change |
| <b>B A</b> Sales           | 78.7               | 120.0                                   | 118.8                       | 1.1        | 1.0      |
| [Amortization of goodwill] | [-]                | [-]                                     | [-]                         | [-]        |          |
| Segment profit             | 4.7                | 12.5                                    | 12.0                        | 0.4        | 4.0      |
| %                          | 6.0                | 10.4                                    | 10.1                        | 0.3P       |          |
| <b>A A</b> Sales           | 68.5               | 94.0                                    | 93.5                        | 0.4        | 0.5      |
| [Amortization of goodwill] | [0.0]              | [0.0]                                   | [0.1]                       | [(0.1)]    |          |
| Segment profit             | 4.4                | 5.0                                     | 5.0                         | (0.0)      | (0.6)    |
| %                          | 6.5                | 5.3                                     | 5.4                         | (0.1P)     |          |
| <b>L A</b> Sales           | 32.5               | 46.0                                    | 45.6                        | 0.3        | 0.8      |
| [Amortization of goodwill] | [-]                | [-]                                     | [0.5]                       | [(0.5)]    |          |
| Segment profit             | 0.7                | 1.5                                     | 0.0                         | 1.4        | -        |
| %                          | 2.2                | 3.3                                     | 0.2                         | 3.1P       |          |
| Consolidated Net sales     | 178.9              | 260.0                                   | 256.8                       | 3.1        | 1.2      |
| [Amortization of goodwill] | [0.0]              | [0.0]                                   | [0.6]                       | [(0.6)]    |          |
| Operating income           | 9.9                | 19.0                                    | 17.1                        | 1.8        | 10.9     |
| %                          | 5.5                | 7.3                                     | 6.7                         | 0.6P       |          |

## 2. Financial Plan for the Fiscal Year Ending March 31, 2017

# [Reference] Sales by Segment



[Billions of yen]



\* In the fourth quarter of the fiscal year ended March 31, 2015, all shares in Azbil Care & Support Co., Ltd. – which had been providing services in the health, welfare, and nursing care field – were transferred to SOHGO SECURITY SERVICES CO., LTD. (Feb. 2015). Regarding figures for sales and segment profit, the subsidiary's results were consolidated until the third quarter of the fiscal year ended March 31, 2015. The impact on segment profit was negligible.

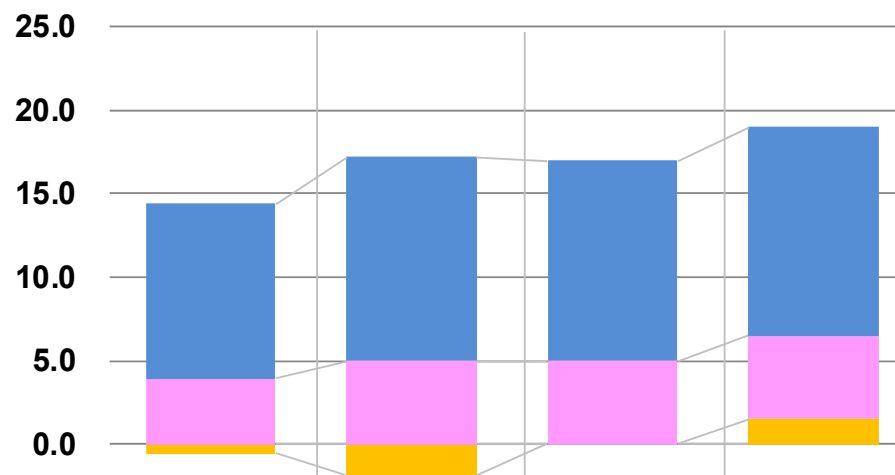


2. Financial Plan for the Fiscal Year Ending March 31, 2017



**[Reference] Segment Profit (Operating Income)**

[Billions of yen]



|              | FY2013 | FY2014 | FY2015 | FY2016<br>(Revised Plan) |
|--------------|--------|--------|--------|--------------------------|
| ■ B A        | 10.5   | 12.2   | 12.0   | <b>12.5</b>              |
| ■ A A        | 3.9    | 5.0    | 5.0    | <b>5.0</b>               |
| ■ L A        | (0.6)  | (1.9)  | 0.0    | <b>1.5</b>               |
| Consolidated | 13.9   | 15.3   | 17.1   | <b>19.0</b>              |

### 3. Return to Shareholders

→No revision from the announcement  
published on May 13, 2016

## Dividend Plan

### Dividend plan for the fiscal year ending March 2017

## Annual dividend: 74 yen per share

(Ordinary dividend raised by 2 yen, additional commemorative dividend of 5 yen)

#### [Basic policy]

We place great importance on the distribution of profits to shareholders, and would like to maintain stable dividends while striving to increase its dividends payout, taking into account comprehensively its consolidated performance, levels of ROE (Return On Equity), DOE (Dividend On Equity), as well as retained earnings for strengthening the corporate structure and developing future business.

For FY2016 our intention is to increase the distribution of profits to our shareholders by raising the dividend level; we therefore plan to raise the ordinary dividend by 2 yen per share. Also, to mark the 110th anniversary of our founding and the 10th anniversary of our new name, "azbil", we plan to issue a commemorative dividend of 5 yen per share.

- Dividends for the year ending March 2017 (interim/year-end) are planned as follows.

|                                | FY2015  |          | FY2016  |            |
|--------------------------------|---------|----------|---------|------------|
|                                | Interim | Year-end | Interim | Year-end   |
| Dividends per share<br>[ Yen ] | 33.5    | 33.5     | 37.0    | 37.0(Plan) |
| Payout ratio                   | 59.4%   |          | 47.1%   |            |
| Dividend on equity<br>(DOE)    | 3.1%    |          | 3.4%    |            |

(Reference) Dividend yield: 2.2% (as the end of Dec. 2016)

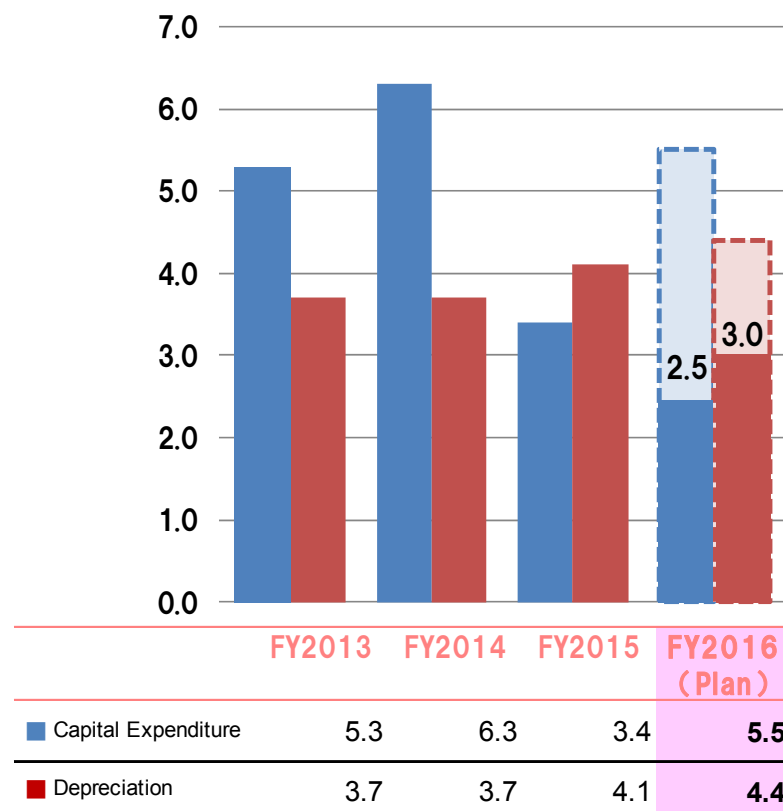
## Relevant Information

# Capital Expenditure, Depreciation and R&D Expenses

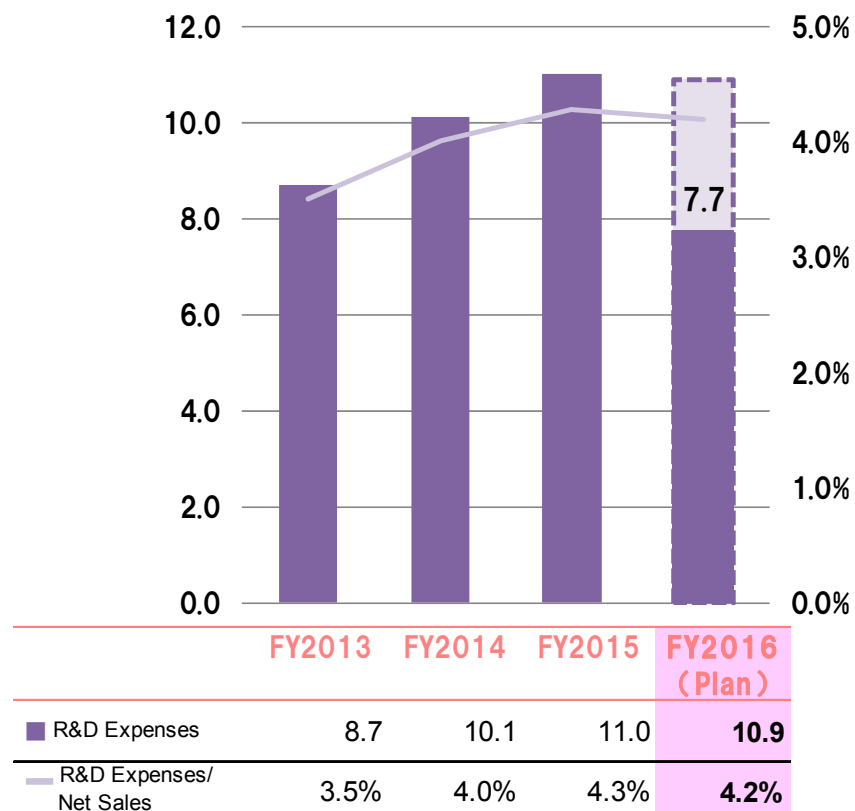


[Billions of yen]

■ Capital Expenditure, Depreciation



■ R&D Expenses, R&D Expenses/Net Sales



- Expenses for updating core information systems which have been running from May 2015 were incurred from the fiscal year ended March 2013. Also the investment in overseas production facilities occurred in the fiscal year ended March 2015. From the fiscal year ending March 2017, investment in restructuring the development and production systems is planned.

## azbil Group Philosophy

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

Azbil Corporation celebrated its 110th anniversary in 2016.

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Yamatake for 100 years, azbil for 10 years. Together 110 years. Through all of this time the azbil Group has put human happiness first with “human-centered automation.” We are determined to work closely with our customers in the future as well, using our measurement and control technologies as the basis for ever greater value creation.

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