azbil
Human-centered Automation

Azbil Corporation RIC: 6845.T, Sedol: 6985543

Presentation Materials

For the Third Quarter of the Fiscal Year Ending March 31, 2019
(Based on Japanese GAAP)

Contents

1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2019
2. Financial Plan for the Fiscal Year Ending March 31, 2019
   →**No revision to the announcement published on November 2, 2018**
3. Returning Profits to Shareholders
   →**No revision to the announcement published on November 2, 2018**

February 6, 2019

Notes

1. Financial data and financial statements have been prepared based on Japanese GAAP and the amounts have been rounded down.

2. The following are the Group’s segments (each identified by abbreviation) together with the various sub-segments and their principal business focus.

   B A： Building Automation
   A A： Advanced Automation
   - CP (Control Product) business: Supplying factory automation products such as controllers, sensors, etc.
   - IAP (Industrial Automation Product) business: Supplying process automation products such as differential pressure & pressure transmitters, control valves, etc.
   - SS (Solution & Service) business: Offering control systems, engineering service, maintenance service, energy-saving solution service, etc.

   L A： Life Automation
   - Lifeline field: Provision of gas meters and water meters, safety equipment such as alarms and automatic shut-off valves, regulators and other products for industry.
   - Life Science Engineering (LSE) field: Provision of an integrated solution from the development, engineering, installation, and sale of lyophilizers, sterilizers, and clean environment equipment to after-sales services for pharmaceutical companies and research laboratories.
   - Lifestyle-related field: Provision of residential central air-conditioning systems for houses.

3. Net sales for the azbil Group tend to be low in the first quarter of the consolidated accounting period and highest in the fourth quarter. However, fixed costs are generated constantly. This means that profits are typically lower in the first quarter and higher in the fourth quarter.

4. The financial plan is based on management’s assumptions, intent and expectations in light of the information currently available to it, and therefore is not a guarantee of future performance. Due to various factors, actual results may differ from those discussed in this material.

5. Revision in how orders received are calculated

   Previously, figures for orders received included the translation gains and losses associated with currency conversions for contracts denominated in foreign currencies incorporated within the order backlog at the beginning of the fiscal year. However, from the previous consolidated fiscal year these translation gains and losses are no longer included in orders received.
   With the expansion of the azbil Group’s overseas business, this revision has been made to provide investors with useful information for their investment judgement by reporting the Group's performance in line with our overseas business activities.

1. Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2019

azbil

Consolidated Financial Results

Compared to the same period last year

- Orders received decreased owing mainly to the fact that there were large-scale projects in the same period last year.
- Sales for the AA business and the LA business grew steadily, and overall net sales increased.
- Operating income increased thanks to sales growth and to measures implemented to strengthen business profitability.
- With the increase in operating income, there were also increases in ordinary income and net income attributable to owners of parent.

(Billions of yen)

	FY2018 1-3Q (A)	FY2017 1-3Q (B)	Difference (A) - (B)	Difference % Change
Orders received*	204.1	208.9	(4.7)	*(2.3)*
(See: previous calculation method)	203.6	209.9	(6.2)	*(3.0)*
Net sales	185.3	183.1	2.2	*1.2*
Japan	150.6	150.5	0.1	*0.1*
Overseas	34.6	32.5	2.0	*6.4*
Gross profit	70.8	67.2	3.5	*5.3*
%	*38.2*	*36.8*	*1.5P*	
SG&A	55.6	53.4	2.1	*4.0*
Operating income (loss)	15.2	13.8	1.4	*10.4*
%	*8.2*	*7.6*	*0.7P*	
Ordinary income (loss)	16.0	14.4	1.5	*10.8*
Income (loss) before income taxes	16.0	14.0	1.9	*13.8*
Net income (loss) attributable to owners of parent	11.2	9.4	1.8	*19.5*
%	*6.1*	*5.1*	*0.9P*	

* From the previous fiscal year, orders received figures do not include translation gains and losses associated with currency conversions following order backlog reevaluation. For details, refer to page 2 of this material.

Segment Information - ■ BA Business

Benefitting from a robust business environment in Japan and abroad, we have made efforts to secure orders with a view to enhanced profitability. At the same time, we have striven to enhance the capabilities and efficiencies of accomplishing work-related tasks, particularly on site.

Compared to the same period last year

- Orders received increased steadily in the domestic market, thanks to the robust business environment. There was also growth overseas, so overall there was an increase in orders received.
- Sales decreased because the previous year's sales were high, owing partly to the recording of large-scale projects.
- Segment profit decreased owing to the fall in sales and to the recording of temporary expenses for provision incurred in the first half.

(Billions of yen)

	FY2018 1-3Q (A)	FY2017 1-3Q (B)	Difference (A) - (B)	Difference *% Change*
Orders received*	101.0	97.9	3.0	*3.1*
(See: previous calculation method)	100.9	97.8	3.0	*3.1*
Sales	79.8	81.7	(1.9)	*(2.3)*
Segment profit (loss)	4.9	5.9	(1.0)	*(18.3)*
%	*6.1*	*7.3*	*(1.2P)*	

* From the previous fiscal year, orders received figures do not include translation gains and losses associated with currency conversions following order backlog reevaluation. For details, refer to page 2 of this material.

azbil

Segment Information - ■ AA Business

Operations for the three AA business sub-segments*1 have been streamlined, and measures to achieve business growth and strengthen business profitability have been implemented. We are also developing a new automation field by launching new products for it. Although business conditions have changed in some markets – such as those related to semiconductor manufacturing equipment, which has leveled off for the time being – the demand for automation aimed at rationalization and labor-saving has continued at a high level, reflecting labor shortages and other factors.

Compared to the same period last year

- Orders received decreased; this was mainly because large-scale projects in energy-related markets had been recorded in the same period last year.
- Sales in Japan and abroad grew steadily, resulting in overall growth.
- Segment profit grew, thanks to sales growth plus the expanded success of initiatives designed to strengthen business profitability.

(Billions of yen)

	FY2018 1-3Q (A)	FY2017 1-3Q (B)	Difference	
			(A) - (B)	*% Change*
Orders received*2	74.7	76.8	(2.0)	*(2.6)*
(See: previous calculation method)	74.7	77.1	(2.3)	*(3.1)*
Sales	73.0	70.2	2.8	*4.1*
Segment profit (loss)	8.8	6.8	2.0	*29.6*
%	*12.1*	*9.7*	*2.4P*	

*1 Three AA business sub-segments:
CP (Control Product) business, IAP (Industrial Automation Product) business, and SS (Solution & Service) business

*2 From the previous fiscal year, orders received figures do not include translation gains and losses associated with currency conversions following order backlog reevaluation. For details, refer to page 2 of this material.

Segment Information - ■ LA Business

The Lifeline field (gas/water meters, etc.) is a relatively stable business environment since it is focused on meeting the cyclical meter replacement demand, as required by law. On the other hand, in the two other fields – Life Science Engineering (LSE) and Lifestyle-related (residential central air-conditioning systems) – we are continuing initiatives to stabilize profit structure by implementing business structure reforms.

Compared to the same period last year

- Orders received fell in the LSE field compared with the same period last year, when large-scale projects were recorded. Overall too, orders received decreased.
- Sales grew in all three fields – Lifeline, LSE and Lifestyle-related – resulting in an overall increase.
- Segment profit increased overall, thanks to sales growth plus improved profitability resulting from business structure reforms.

(Billions of yen)

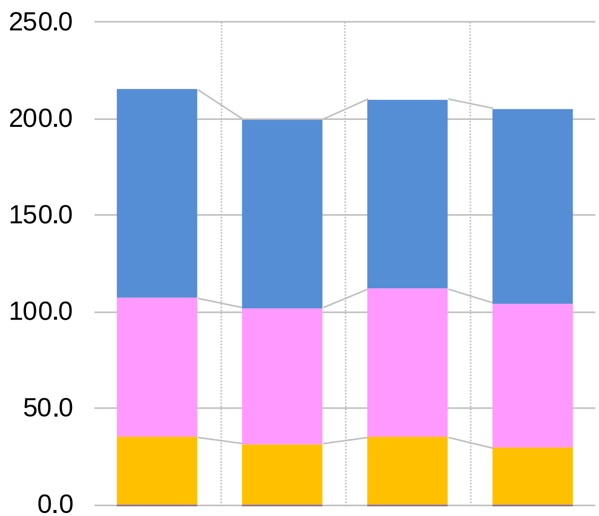
	FY2018 1-3Q (A)	FY2017 1-3Q (B)	Difference	
			(A) - (B)	*% Change*
Orders received*	29.4	35.1	(5.6)	*(16.1)*
(See: previous calculation method)	29.1	35.8	(6.6)	*(18.5)*
Sales	33.6	32.0	1.5	*4.9*
Segment profit (loss)	1.4	0.9	0.5	*53.6*
%	*4.4*	*3.0*	*1.4P*	

* From the previous fiscal year, orders received figures do not include translation gains and losses associated with currency conversions following order backlog reevaluation. For details, refer to page 2 of this material.

Reference: Orders Received by Segment

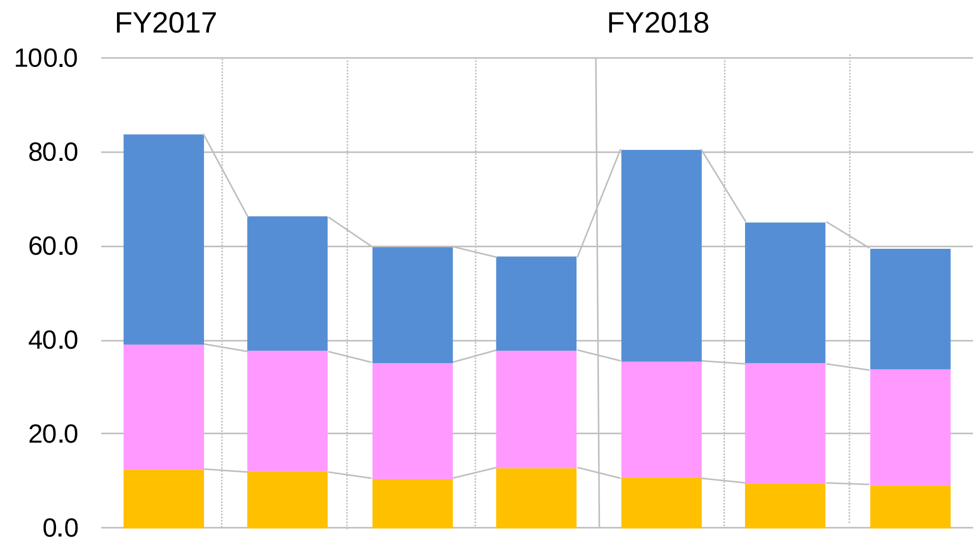
(Billions of yen)

Comparison to past results (1-3Q)



	FY2015 1-3Q	FY2016*2 1-3Q	FY2017*2 1-3Q	**FY2018*2 1-3Q**
BA	108.0*1	97.8	97.9	**101.0**
AA	72.1	70.2	76.8	**74.7**
LA	35.1	31.6	35.1	**29.4**
Consolidated	214.6	198.9	208.9	**204.1**

Quarterly (3 months)



	FY2017*2				FY2018*2		
	1Q	2Q	3Q	4Q	1Q	2Q	**3Q**
BA	44.7	28.5	24.6	19.8	45.0	30.1	**25.8**
AA	26.5	25.6	24.5	24.9	24.9	25.4	**24.4**
LA	12.5	11.9	10.5	12.9	10.6	9.5	**9.2**
Consolidated	83.5	65.8	59.4	57.3	80.2	64.8	**59.0**

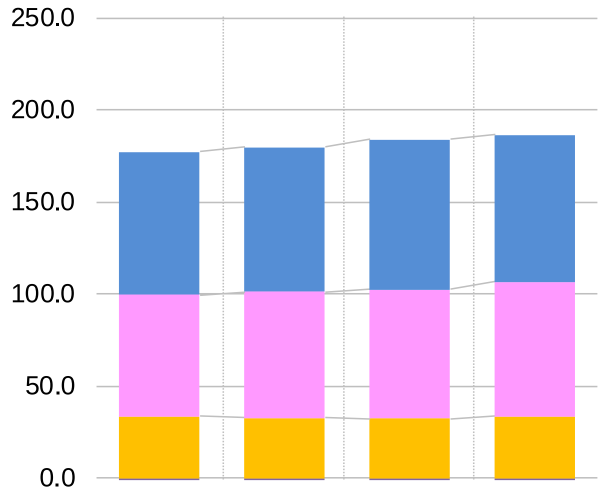
*1 A revision was made to the way domestic orders received for multi-year contracts are recorded. This revision led to a transient jump in the value of orders received for multi-year contracts.

*2 From FY2016, orders received figures do not include translation gains and losses associated with currency conversions following order backlog reevaluation. For details, refer to page 2 of this material. Note that this does not apply to the FY2015 figures above, which are based on the previous calculation method before the revision.

Reference: Sales by Segment

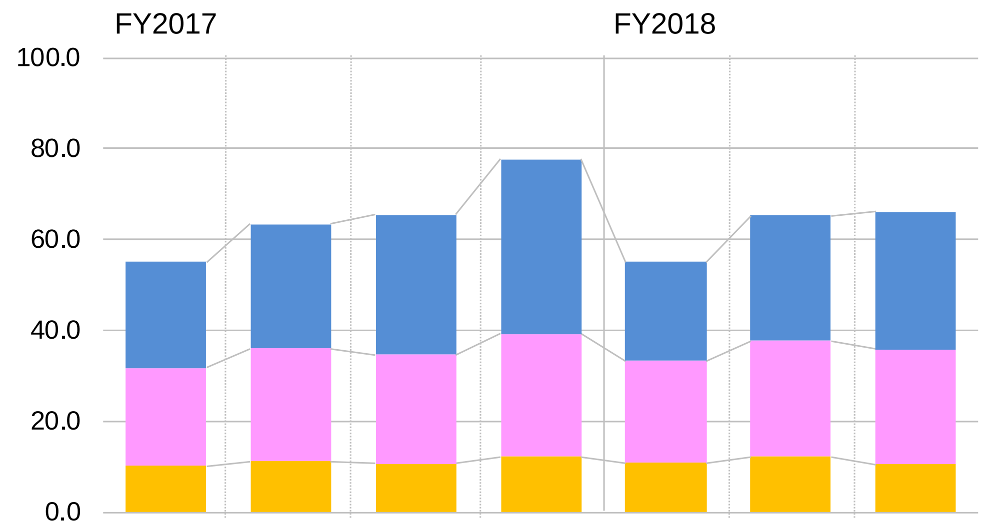
(Billions of yen)

Comparison to past results (1-3Q)



	FY2015 1-3Q	FY2016 1-3Q	FY2017 1-3Q	**FY2018 1-3Q**
B A	77.6	78.7*	81.7	**79.8**
A A	66.0	68.5	70.2	**73.0**
L A	33.5	32.5	32.0	**33.6**
Consolidated	176.4	178.9	183.1	**185.3**

Quarterly (3 months)



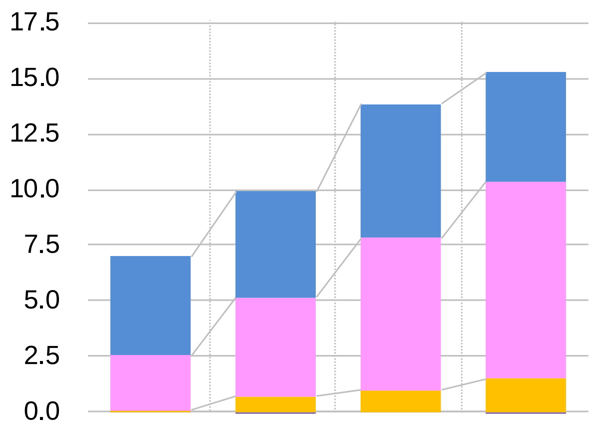
	FY2017				FY2018		
	1Q	2Q	3Q	4Q	1Q	2Q	**3Q**
B A	23.3	27.5	30.8	38.4	21.8	27.7	**30.2**
A A	21.5	24.7	23.9	27.0	22.3	25.4	**25.2**
L A	10.1	11.2	10.6	12.1	10.8	12.2	**10.5**
Consolidated	54.7	63.0	65.2	77.2	54.8	64.9	**65.6**

* In December 2016, the Chinese subsidiary Beijing YTYH Intelli-Technology Co., Ltd. was removed from consolidation. The consolidated figures included the subsidiary until the third quarter of FY2016.

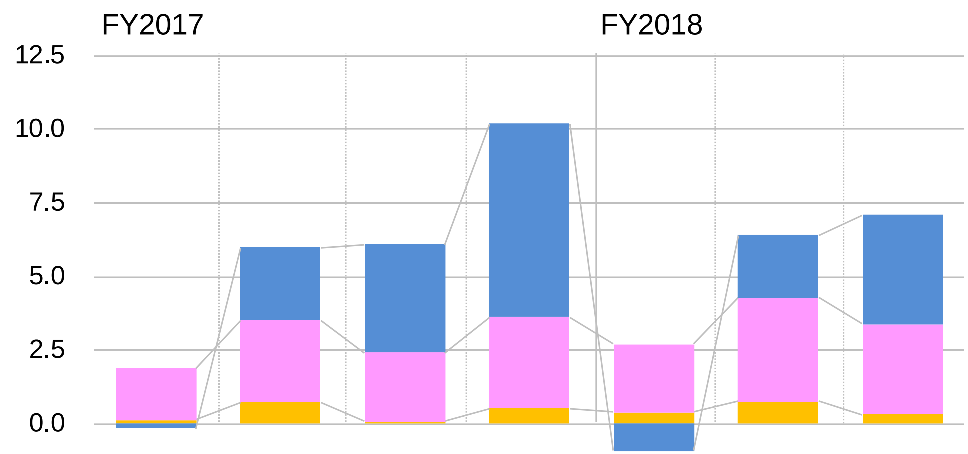
Reference: Segment Profit (Operating Income)

(Billions of yen)

Comparison to past results (1-3Q)



Quarterly (3 months)



	FY2015 1-3Q	FY2016 1-3Q	FY2017 1-3Q	**FY2018 1-3Q**
B A	4.4	4.7*	5.9	**4.9**
A A	2.4	4.4	6.8	**8.8**
L A	0.0	0.7	0.9	**1.4**
Consolidated	6.9	9.9	13.8	**15.2**

	FY2017				FY2018		
	1Q	2Q	3Q	4Q	1Q	2Q	**3Q**
B A	(0.1)	2.4	3.6	6.5	(0.9)	2.1	**3.7**
A A	1.7	2.7	2.3	3.0	2.2	3.5	**3.0**
L A	0.1	0.7	0.0	0.5	0.4	0.7	**0.3**
Consolidated	1.7	6.0	6.0	10.2	1.7	6.3	**7.0**

* In December 2016, the Chinese subsidiary Beijing YTYH Intelli-Technology Co., Ltd. was removed from consolidation. The consolidated figures included the subsidiary until the third quarter of FY2016.

azbil

Overseas Sales by Region

Compared to the same period last year

Overseas sales increased by 6.4% compared with the same period last year, with revenue growth in Asia, China, North America and Europe.

BA Business

Owing to the impact of large-scale projects in the same period last year, sales decreased in the Asian region, but increased in China, so that overall sales were on par with the same period last year.

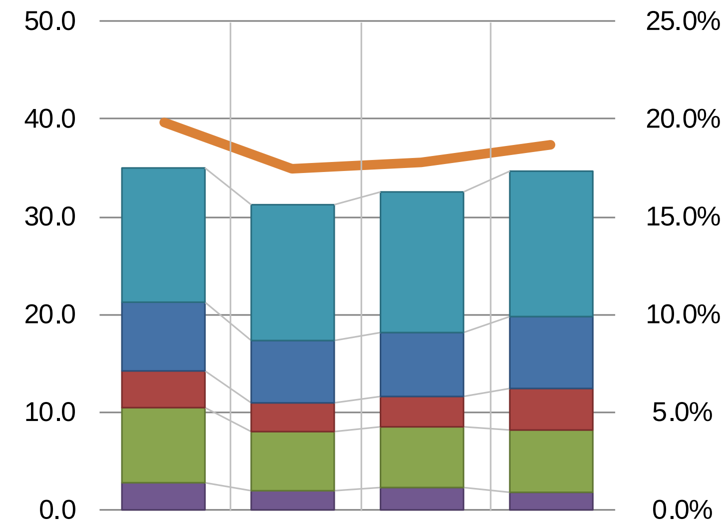
AA Business

Overall sales increased, owing mainly to sales growth in China for valves and field instruments.

LA Business

Sales grew, with revenue steadily increasing from projects ordered in the previous fiscal year.

(Billions of yen)



	FY2015 1-3Q	FY2016 1-3Q	FY2017 1-3Q	**FY2018 1-3Q**
Asia (ex-China)	13.7	13.8	14.4	**14.8**
China	6.9	6.4	6.5	**7.3**
North America	3.7	2.9	3.1	**4.2**
Europe	7.7	6.0	6.2	**6.3**
Others	2.7	1.9	2.2	**1.8**
Consolidated	34.9	31.2	32.5	**34.6**

[Reference information]

Overseas sales/ Net sales	19.8%	17.5%	17.8%	**18.7%**
Average exchange rate - USD/JPY	120.99	108.59	111.89	**109.61**
Average exchange rate - EUR/JPY	134.75	121.10	124.58	**130.87**

• Overseas sales figures include only the sales of overseas subsidiaries and direct exports; indirect exports are excluded.
• The accounting year used by overseas subsidiaries mainly ends on December 31.

azbil

Consolidated Financial Position

- **Assets** Owing to a fall in notes and accounts receivable-trade as well as in securities, total assets decreased by 12.8 billion yen compared to the end of the previous fiscal year.
- **Liabilities** Total liabilities decreased by 10.7 billion yen compared to the end of the previous fiscal year. This was mainly due to decreases in provision for bonuses, income taxes payable, and notes and accounts payable-trade.
- **Net assets** Net assets saw a decrease of 2.1 billion yen compared to the end of the previous fiscal year, despite an increase from the recording of net income attributable to owners of parent. This decrease was due to the payment of dividends, the repurchase of own shares, and to a fall in valuation difference on available-for-sale securities.

(Billions of yen)

	As of Dec. 31, 2018 (A)	As of Mar. 31, 2018 (B)	Difference (A) - (B)
Current assets	**194.7**	**206.7**	**(11.9)**
Cash and deposits	42.8	46.1	(3.3)
Notes and accounts receivable-trade	84.2	91.4	(7.1)
Inventories	28.6	23.8	4.8
Others	39.0	45.3	(6.3)
Non-current assets	**66.1**	**67.0**	**(0.9)**
Property, plant and equipment	26.9	25.4	1.4
Intangible assets	5.2	5.2	(0.0)
Investments and other assets	33.9	36.3	(2.4)
Total assets	**260.9**	**273.8**	**(12.8)**

	As of Dec. 31, 2018 (A)	As of Mar. 31, 2018 (B)	Difference (A) - (B)
Liabilities	**85.1**	**95.8**	**(10.7)**
Current liabilities	**76.5**	**87.5**	**(10.9)**
Notes and accounts payable-trade	38.0	41.4	(3.4)
Short-term loans payable	10.1	10.1	0.0
Others	28.3	35.8	(7.4)
Non-current liabilities	**8.5**	**8.3**	**0.2**
Long-term loans payable	0.1	0.5	(0.3)
Others	8.3	7.8	0.5
Net assets	**175.7**	**177.9**	**(2.1)**
Shareholders' equity	**162.8**	**162.9**	**(0.0)**
Capital stock	10.5	10.5	-
Capital surplus	11.6	11.6	0.0
Retained earnings	152.6	147.7	4.8
Treasury shares	(11.9)	(6.9)	(4.9)
Accumulated other comprehensive income	**11.0**	**13.0**	**(2.0)**
Non-controlling interests	**1.9**	**1.9**	**(0.0)**
Total liabilities and net assets	**260.9**	**273.8**	**(12.8)**

(Reference) Shareholders' equity ratio: 66.6% (as of Dec. 31, 2018), 64.3% (as of Mar. 31, 2018)

* As a result of applying "Partial Amendments to Accounting Standard for Tax Effect Accounting", total assets at the end of the current period were 3.3 billion yen lower than they would have been before the amendments. Furthermore, these partial amendments have been retrospectively applied to the end of the previous period, resulting in a decrease in total assets of 4.8 billion yen.

2. Financial Plan for the Fiscal Year Ending March 31, 2019

→No revision to the announcement published on November 2, 2018

Consolidated Financial Plan

- There are no changes to the full-year financial plan for FY2018 published on November 2, 2018.
- We will progressively implement our business plan to achieve the full-year financial plan. At the same time, to realize sustained growth from FY2019 onwards, we will continue to make steady progress with various measures and investments aimed at strengthening and upgrading the business foundation including technology development, production systems, etc.

(Billions of yen)

	FY2018		FY2017	Difference	
	1-3Q (results)	Full-year plan (Nov. 2, 2018) (A)	(B)	(A) - (B)	*% Change*
Net sales	185.3	267.0	260.3	6.6	*2.5*
Operating income	15.2	26.0	24.0	1.9	*8.2*
%	*8.2*	*9.7*	*9.2*	*0.5P*	
Ordinary income	16.0	26.5	24.3	2.1	*9.0*
Net income attributable to owners of parent	11.2	18.5	17.8*	0.6	*3.4*
%	*6.1*	*6.9*	*6.9*	*0.1P*	

* The figures for the previous fiscal year net income attributable to owners of parent include the effect of a reduction in tax expenses following a reappraisal of the recoverability of a subsidiary's deferred tax assets (Azbil Kimmon's deferred tax assets increased by 1.2 billion yen).

Plan by Segment

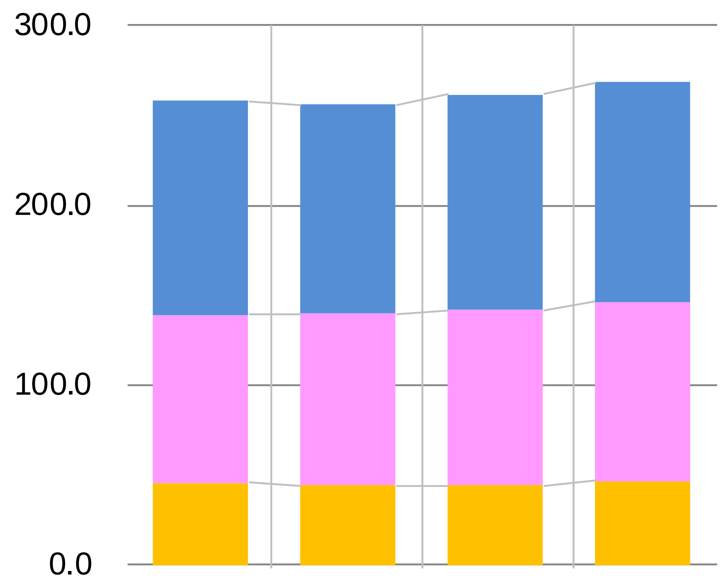
- There are no changes to the plan by segment published on November 2, 2018.

(Billions of yen)

		FY2018 1-3Q (results)	FY2018 Full-year plan (Nov. 2, 2018) (A)	FY2017 (B)	Difference (A) - (B)	Difference *% Change*
B A	Sales	79.8	122.0	120.2	1.7	*1.5*
	Segment profit	4.9	13.0	12.5	0.4	*3.3*
	%	*6.1*	*10.7*	*10.5*	*0.2P*	
A A	Sales	73.0	100.0	97.2	2.7	*2.8*
	Segment profit	8.8	11.0	9.9	1.0	*10.8*
	%	*12.1*	*11.0*	*10.2*	*0.8P*	
L A	Sales	33.6	46.5	44.2	2.2	*5.2*
	Segment profit	1.4	2.0	1.5	0.4	*33.2*
	%	*4.4*	*4.3*	*3.4*	*0.9P*	
Consolidated	Net sales	185.3	267.0	260.3	6.6	*2.5*
	Operating income	15.2	26.0	24.0	1.9	*8.2*
	%	*8.2*	*9.7*	*9.2*	*0.5P*	

Reference: Sales by Segment

(Billions of yen)

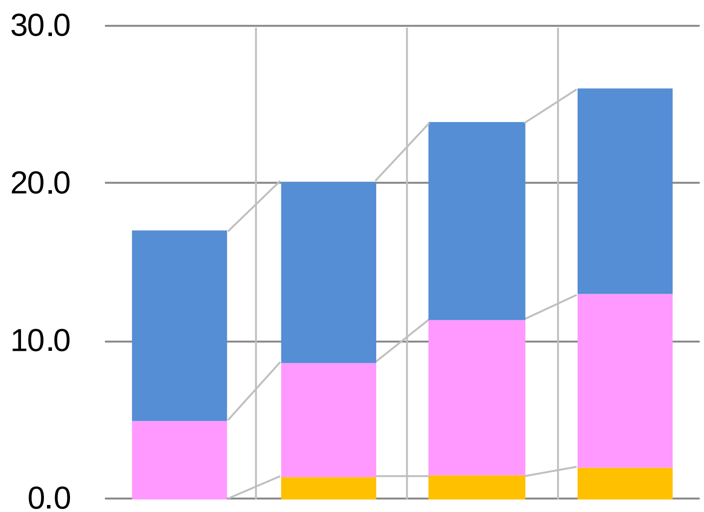


	FY2015	FY2016	FY2017	**FY2018** **(Plan)**
B A	118.8	116.4*	120.2	**122.0**
A A	93.5	95.4	97.2	**100.0**
L A	45.6	44.1	44.2	**46.5**
Consolidated	256.8	254.8	260.3	**267.0**

* In December 2016, the Chinese subsidiary Beijing YTYH Intelli-Technology Co., Ltd. was removed from consolidation. The consolidated figures included the subsidiary until the third quarter of FY2016.

Reference: Segment Profit (Operating Income)

(Billions of yen)



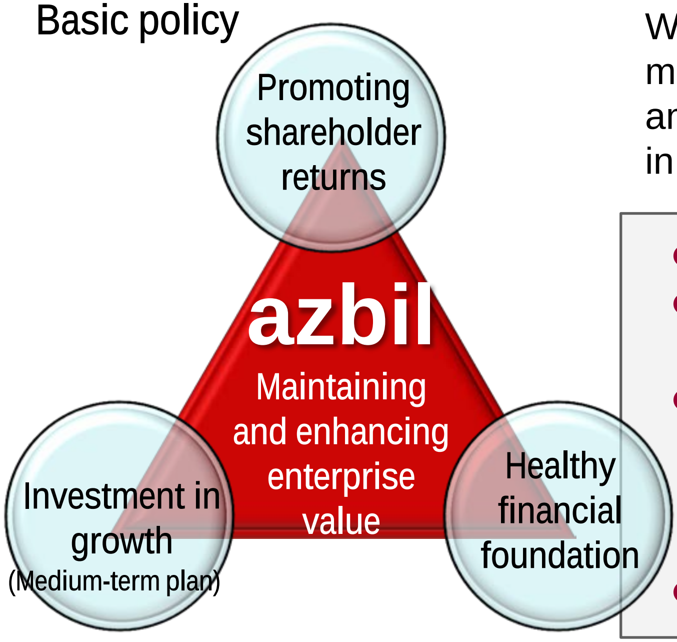
	FY2015	FY2016	FY2017	**FY2018 (Plan)**
B A	12.0	11.5*	12.5	**13.0**
A A	5.0	7.2	9.9	**11.0**
L A	0.0	1.4	1.5	**2.0**
Consolidated	17.1	20.1	24.0	**26.0**

* In December 2016, the Chinese subsidiary Beijing YTYH Intelli-Technology Co., Ltd. was removed from consolidation. The consolidated figures included the subsidiary until the third quarter of FY2016.

3. Returning Profits to Shareholders

→No revision to the announcement published on November 2, 2018

Basic policy



We will develop well-disciplined capital policies and aim to maintain/enhance azbil's enterprise value while carefully balancing among three key elements: promoting shareholder returns, investing in growth, and maintaining a healthy financial foundation.

- To treat the return of profits to shareholders as a management priority.
- To return profits to shareholders mainly via dividends, but also to repurchase the company's own shares expeditiously.
- In deciding the level of such returns, to give consideration to consolidated financial results, levels of return on equity (ROE), dividends on equity (DOE), and retained earnings required for future business development and strengthening the corporate structure.
- To maintain a stable dividend level while at the same time striving to raise it.

FY2018 Capital Policy

While striving to make further progress in promoting shareholder returns, we implemented a stock split for the purpose of increasing share liquidity.

May 11, 2018: Dividends increase and repurchase of own shares announced

- **Dividends increase**

  Reflecting the business environment and the success of our business structure reforms as well as initiatives to strengthen the profit structure, continued profit growth is planned. Also, since sustained growth is anticipated with the medium-term plan, dividends increase is planned so as to further raise the dividend level.

  - Ordinary dividends raised by 10 yen per share (annual dividends: 92 yen)

    * Pre-split conversion

- **Repurchase of own shares**

  Along with improving capital efficiency, we are committed to further enhancing shareholder return and implementing flexible capital policies according to changes in the corporate environment in a manner that reflects our performance situation and outlook. With this in mind, the Company repurchased its own shares (May 14 to June 19, 2018).

  - Total value of shares repurchased: 4,999 million yen
  - Total number of shares repurchased: 936,200 shares*

    * The number of shares at the time of repurchase (pre-split conversion)
    The number after the stock split is 1,872,400 shares

August 30, 2018: Stock split (2-for-1) announced

- **Stock split**

  By lowering the unit price of the company's shares, we are providing an environment that makes it easier for investors to purchase our shares, and also raising share liquidity. We therefore implemented a 2-for-1 common stock split.
  The date of stock split: October 1, 2018

Dividends

FY2018 Dividends Plan (No change)*1

(published on November 2, 2018)

Interim dividends: 46 yen per share

Year-end dividends (plan): 23 yen per share

(Pre-split conversion 46 yen)

*1 The interim dividends per share are issued based on the number of shares held prior to the stock split, while the year-end dividends (planned) are issued based on the number of shares held after the stock split. If the stock split were not taken into account, the year-end dividends would be 46 yen (pre-split conversion), and the annual dividends (ditto) including the interim dividends would be 92 yen. Therefore, this effectively represents no change to the dividend level in the initial plan announced on May 11, 2018.

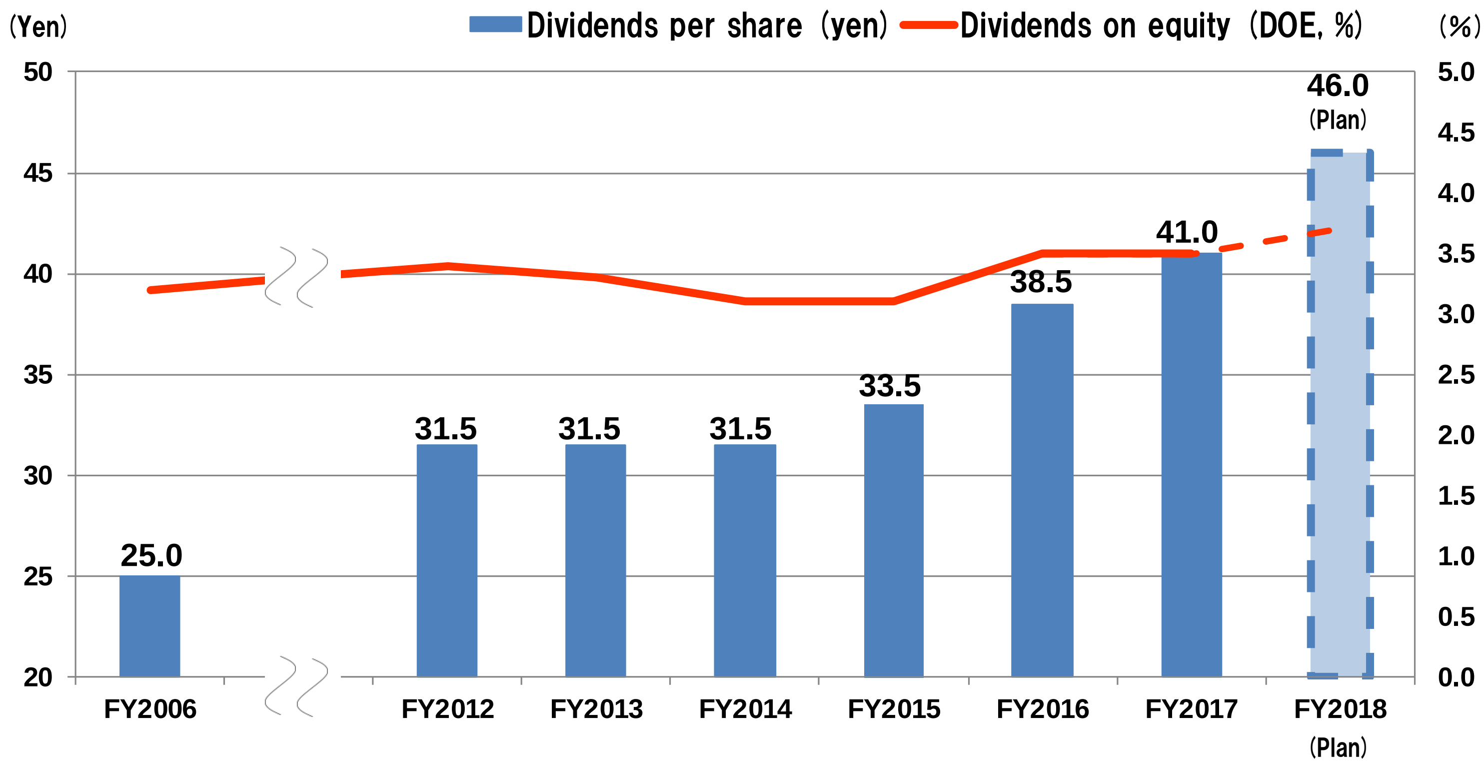
	Dividends per share (Yen)			Payout ratio	Dividends on equity (DOE)
	Interim	Year-end	Annual		
Results for the previous fiscal year	41.0	41.0	82.0	33.3%	3.5%
Announcement on May 11, 2018 (Initial plan)	46.0	46.0	92.0	38.1%	3.7%
Announcement on November 2, 2018	46.0	23.0	-	35.6%*2	3.7%*3
(Pre-split conversion)	(46.0)	(46.0)	(92.0)		

*2 In the first quarter of the current consolidated accounting period, we implemented the repurchase of own shares (see page 19). We are taking into account the effect of this repurchase in deciding the payout ratio.

*3 The following factors have been taken into account for the trial calculation, which is based on shareholders' equity on March 31, 2018: the above-mentioned share repurchases already completed in FY2018, year-end dividends for FY2017, interim dividends for FY2018, and net income attributable to owners of parent in consolidated financial plan for FY2018.

Reference: Trends of Shareholders' Returns

The dividends per share and the number of own shares repurchased have been retroactively revised, taking into account the effects of the stock split.



Dividends per share (yen)	25.0		31.5	31.5	31.5	33.5	38.5	41.0	46.0
Dividends on equity (DOE, %)	3.2		3.4	3.3	3.1	3.1	3.5	3.5	3.7

Repurchase of own shares Total amount (billions of yen)						1.9		2.9	4.9*
(Number of own shares repurchased (million shares))						(1.2)		(1.4)	(1.8)

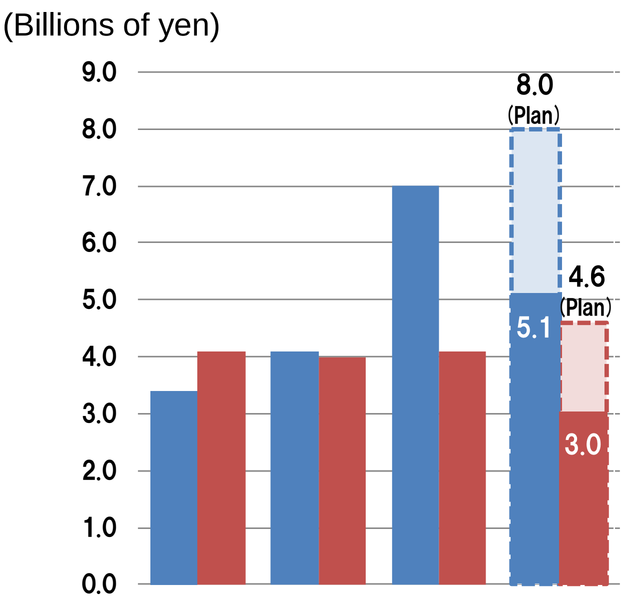
* Repurchase of own shares was completed on June 19, 2018.

Appendix

Capital Expenditure, Depreciation and R&D Expenses

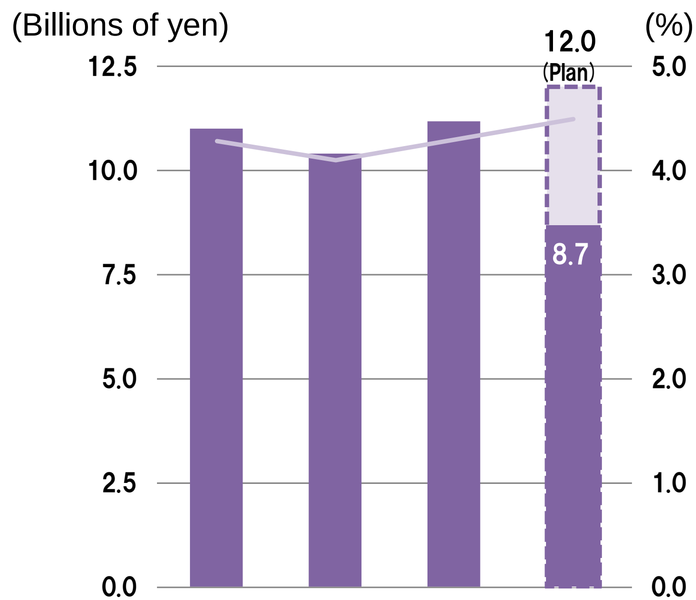
Full-year results/3Q cumulative results for FY2018
Full-year plan for FY2018

Capital Expenditure, Depreciation



	FY2015	FY2016	FY2017*1	FY2018*1 (Plan)
Capital Expenditure	3.4	4.1	7.0	**8.0**
Depreciation	4.1	4.0	4.1	**4.6**

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



	FY2015*2	FY2016	FY2017*3	FY2018*3 (Plan)
R&D Expenses	11.0	10.4	11.2	**12.0**
R&D Expenses/ Net Sales	4.3	4.1	4.3	**4.5**

*1 Investments earmarked for the integration of the Shonan and Isehara factories, and for upgrading R&D facilities at the Fujisawa Technology Center have been incurred from FY2017.
*2 Most of the increase in R&D expenses was accounted for by development of next-generation BA system products.
*3 Product development expenses related to new technological innovations (IoT, big data, AI, etc.) have been increasing from FY2017.

Sustainable Development Goals and the azbil Group

The founder's vision formed the basis for the azbil Group's philosophy "human-centered automation." By conducting business that draws on this philosophy, we are continuously pursuing sustainable development goals.

< Group Philosophy >
To realize safety, comfort, and fulfillment in people's lives and contribute to global environmental preservation through "human-centered automation."

Our founder believed in "freeing people from drudgery using advanced technology" – and that spirit lives on, evolving over the years.

azbil Group Philosophy

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

Investor Relations,
Group Management Headquarters

Email: azbil-ir@azbil.com
URL: https://www.azbil.com/ir/