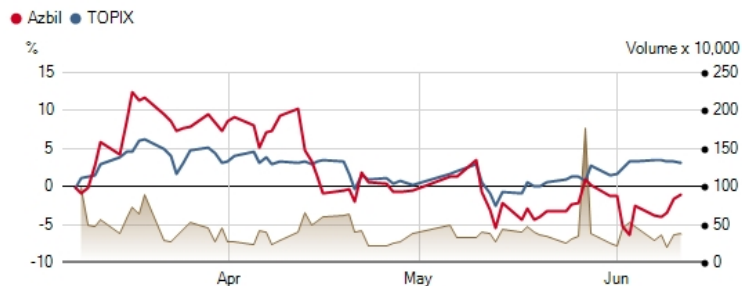


Since our establishment in 1906, we have focused on "measurement" and "control" technology, delivering unique solutions to our customers. Our evolution having taken us from the idea of controlling machines to the idea of creating fulfillment for people, we now strive to realize work styles and lifestyles that give people a sense of "safety", "comfort", and "fulfillment" as well as "to contribute to benefit the global environment" in our quest for "human-centered automation." And we place great importance on the distribution of profits to our shareholders. The management would like to maintain stable dividends while striving to increase its dividends payout with the business growth.

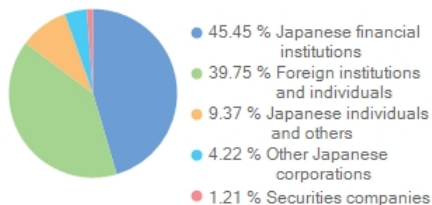
Stock Information (11/06/2021)



Previous Close (Yen)	4,395
Change (%)	0.57
Volume	393,700
Number of Shares (Thousands)	145,200.88
Market Cap (Millions of Yen)	638,157.89

Shareholders Information (31/03/2020)

Composition of Shareholders



Shareholder Name	Number of Shares (Thousands)	Percentage of Total Shares Issued (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	12,160	8.59
Meiji Yasuda Life Insurance Company	10,428	7.37
SSBTC CLIENT OMNIBUS ACCOUNT	8,890	6.28
Custody Bank of Japan, Ltd. (Trust account)	6,354	4.49
Custody Bank of Japan, Ltd. (Trustee for Mizuho Trust & Banking Co., Ltd. Retirement Benefit Trust Account)	4,631	3.27

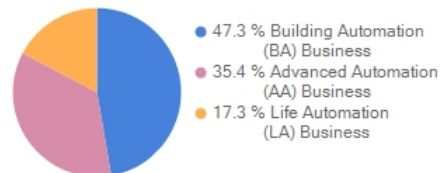
Representative Directors

Executive Chairperson	Hirozumi Sone
President and Group Chief Executive Officer	Kiyohiro Yamamoto

* Five independent outside directors in place (31/3/2021)

Business Segment (2021/3)

Sales Composition



3-Year Key Financial Figures

Millions of yen

Fiscal Year	2019/3	2020/3	2021/3
Financial Results (For the Year):			
Net Sales	262,054	259,411	246,821
Gross profit	102,338	103,642	99,369
Operating income	26,690	27,255	25,720
Net income attributable to owners of parent	18,951	19,793	19,918
Capital expenditures	6,363	4,933	5,039
Depreciation	4,166	4,461	4,483
R&D expenses	11,896	11,788	11,181
Cash Flows (For the year):			
Net cash provided by (used in) operating activities	16,112	29,811	22,603
Net cash provided by (used in) investing activities	(4,075)	(4,172)	283
Free cash flow	12,037	25,639	22,886
Net cash provided by (used in) financing activities	(12,024)	(18,767)	(6,996)
Financial Position (At Year-end):			
Total assets	275,518	274,559	284,597
Net assets	183,097	185,301	200,607
Per Share Data:			
Net income (Yen)	132.03	140.80	142.77
Net assets (Yen)	1,264.88	1,313.17	1,420.52
Cash dividends (Yen)	46.00	50.00	55.00
Ratios:			
Gross profit/Net sales (%)	39.1	40.0	40.3
Operating income/Net sales (%)	10.2	10.5	10.4
R&D expenses/Net sales (%)	4.5	4.5	4.5
Shareholders' equity/Total assets (%)	65.7	66.7	69.6
Return on equity (ROE) (%)	10.6	10.9	10.4
Dividend on equity (DOE) (%)	3.7	3.9	4.0
Dividend payout ratio (%)	34.8	35.5	38.5

Investor Relations, Group Management Headquarters,

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