Officers of azbil Group Overseas Subsidiaries

| Contents | Page |
|--|------|
| ●Azbil Korea Co., Ltd. | 2 |
| ●Azbil Taiwan Co., Ltd. | 3 |
| ●Azbil Vietnam Co., Ltd. | 4 |
| ●Azbil India Private Limited | 5 |
| ●Azbil (Thailand) Co., Ltd. | 6 |
| ●Azbil Production (Thailand) Co., Ltd. | 7 |
| ●Azbil Philippines Corporation | 8 |
| ●Azbil Malaysia Sdn. Bhd. | 9 |
| ●Azbil Singapore Pte. Ltd. | 10 |
| ●PT. Azbil Berca Indonesia | 11 |
| ●Azbil Saudi Limited | 12 |
| ●Azbil Control Instruments (Dalian) Co., Ltd. | 13 |
| ●Azbil Information Technology Center (Dalian) Co., Ltd. | 14 |
| ●Yamatake Environmental Control Technology (Beijing) Co., Ltd. | 15 |
| ●Beijing YTYH Intelli-Technology Co., Ltd. | 16 |
| ●Azbil Control Solutions (Shanghai) Co., Ltd. | 17 |
| ●Shanghai Azbil Automation Co., Ltd. | 18 |
| ●Yamatake Automation Products (Shanghai) Co., Ltd. | 19 |
| ●Azbil Hong Kong Limited | 20 |
| ●Azbil North America Research and Development, Inc. | 21 |
| ●Azbil North America, Inc. | 22 |
| ●Azbil VorTek, LLC | 23 |
| ●Azbil Brazil Limited | 24 |
| ●Azbil Europe NV | 25 |
| ■Azhil Tolstar S L II | 26 |

●Inquiries:

Contact Seiichi Ota or Masayoshi Kogai, PR Group, Corporate Planning Department, Azbil Corporation (TEL:81-3-3-6810-1006)

Azbil Korea Co., Ltd.

Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| J 11 1 | | |
|-----------------|--------------|--------------------------------------|
| Name | New Position | Current Position |
| Takayuki Yokota | Director | Azbil Corporation Executive Director |

b) Retired

| Name | New Position | Current Position |
|-----------------|--------------|------------------|
| Tadayuki Sasaki | Retired | Director |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-----------------|-------------------|-----------------|
| Acting Director | Masaharu Hata | Newly appointed |
| Director | Takayuki Yokota | Newly appointed |
| Director | Kenji Okumura | |
| Director | Seiichiro Hayashi | |
| Director | Cho Dongrae | |
| Director | Satoshi Horiuchi | |
| Director | Hong Junyou | |
| Auditor | Daishi Kumata | |

3. Management

| Title | Name | Note |
|----------------------------|------------------|------|
| President | Cho Dongrae | |
| Vice President | Satoshi Horiuchi | |
| Managing Executive Officer | Hong Junyou | |

• Contact: Please direct inquiries about the notice to the following.

Mr. Masayoshi Kogai Ms. Tomomi Ohta

Public Relations Group, Corporate Planning Department

Azbil Corporation Tel: 81-3-6810-1006

Azbil Taiwan Co., Ltd.

Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|-----------------|--------------|--------------------------------------|
| Masaharu Hata | Director | Azbil Corporation Director |
| Tetsuo Takamura | Director | Azbil Corporation Executive Director |

b) Retired

| Name | New Position | Current Position |
|------------------|--------------|------------------|
| Yoshifumi Suzuki | Retired | Director |
| Nobuyuki Satou | Retired | Director |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-------------|--------------------|-----------------|
| Chairperson | Michihiro Tomonaga | Newly appointed |
| Director | Masaharu Hata | Newly appointed |
| Director | Tetsuo Takamura | Newly appointed |
| Director | Seiichiro Hayashi | |
| Auditor | Hidetaka Koeda | |

3. Management

| Title | Name | Note |
|----------------|--------------------|-----------------|
| President | Michihiro Tomonaga | Newly appointed |
| Vice President | Chuchun Tan | |

Azbil Vietnam Co., Ltd.

Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|------------------|---------------------|-------------------|
| rvaine | New I osition | |
| Yusuke Oshida | Authorized Director | Azbil Corporation |
| i usuke Oshida | Authorized Director | Director |
| T | | Azbil Corporation |
| Tetsuo Kobayashi | Authorized Director | Director |
| Naoki Wakamatsu | Authorized Director | Azbil Corporation |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|---------------------|
| Toshihisa Murayama | Retired | Authorized Director |
| Satoshi Harada | Retired | Authorized Director |
| Kiyoshi Kurata | Retired | Authorized Director |

2. Board of Directors and Inspectors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|---------------------|-------------------|-----------------|
| Chairman | Masaharu Hata | Newly appointed |
| Authorized Director | Yusuke Oshida | Newly appointed |
| Authorized Director | Tetsuo Kobayashi | Newly appointed |
| Authorized Director | Naoki Wakamatsu | Newly appointed |
| Inspector | Yoshiaki Shishido | |

3. Management

| Title | Name | Note |
|------------------|-----------------|-----------------|
| General Director | Naoki Wakamatsu | Newly appointed |

Azbil India Private Limited

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|------------------|--------------|----------------------------|
| Tetsuo Kobayashi | Director | Azbil Corporation Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Mitsumasa Ishizuka | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|----------|-------------------|-----------------|
| Chairman | Masaharu Hata | Newly appointed |
| Director | Shailendra Sharma | |
| Director | Tetsuo Kobayashi | Newly appointed |
| Director | Tatsuya Wada | |
| Director | Tadasu Suzuki | |

| Title | Name | Note |
|-------------------|-------------------|------|
| Managing Director | Shailendra Sharma | |
| Vice President | Tadasu Suzuki | |

Azbil (Thailand) Co., Ltd.

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|-----------------|--------------|--------------------------------------|
| Kiyoshi Kurata | Director | Azbil Corporation |
| Takayuki Yokota | Director | Azbil Corporation Executive Director |
| Haruo Tamura | Director | Azbil Corporation Executive Director |

b) Retired

| Name | New Position | Current Position |
|-----------------|--------------|------------------|
| Yusuke Oshida | Retired | Director |
| Kazuyasu Hamada | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|----------|-----------------|-----------------|
| Director | Masaharu Hata | Newly appointed |
| Director | Kiyoshi Kurata | Newly appointed |
| Director | Kenji Okumura | |
| Director | Takayuki Yokota | Newly appointed |
| Director | Haruo Tamura | Newly appointed |
| Director | Nobuyuki Nemoto | |

3. Management

| Title | Name | Note |
|-------------------|----------------|-----------------|
| Managing Director | Kiyoshi Kurata | Newly appointed |

Azbil Production (Thailand) Co., Ltd. Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|-----------------|--------------|----------------------------|
| Takashi Imamura | Director | Azbil Corporation Director |
| Mitsuru Okuyama | Director | Azbil Corporation |
| Kiyoshi Kurata | Director | Azbil Corporation |

b) Retired

| Name | New Position | Current Position |
|-----------------|--------------|------------------|
| Yoshimitsu Hojo | Retired | Director |
| Yasuo Ootsuka | Retired | Director |
| Yusuke Oshida | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|----------|-----------------|-----------------|
| Director | Takashi Imamura | Newly appointed |
| Director | Mitsuru Okuyama | Newly appointed |
| Director | Nobuyuki Nemoto | |
| Director | Kiyoshi Kurata | Newly appointed |
| Director | Osamu Kaneshige | |

| Title | Name | Note |
|-------------------|-----------------|------|
| Managing Director | Nobuyuki Nemoto | |

Azbil Philippines Corporation

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|--------------|--------------|--------------------------------------|
| Haruo Tamura | Director | Azbil Corporation Executive Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Mitsuharu Miyazawa | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-----------------------|------------------------|-----------------|
| Chairman of the Board | Masaharu Hata | Newly appointed |
| Director | Haruo Tamura | Newly appointed |
| Director | Takaaki Kawamura | |
| Director | Rosa Michele C. Bagtas | |
| Director | 宮田 秀雄 | |

| - Tanagement | | |
|---------------------|-----------------------|------|
| Title | Name | Note |
| President | Takaaki Kawamura | |
| Secretary Treasurer | Rosa Michele C.Bagtas | |

• Azbil Malaysia Sdn. Bhd.

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|-------------------|--------------|----------------------------|
| Yoshikatsu Uchida | Director | Azbil Corporation |
| Tetsuo Kobayashi | Director | Azbil Corporation Director |

b) Retired

| Name | New Position | Current Position |
|------------------|--------------|------------------|
| Yoshifumi Suzuki | Retired | Director |
| Satoshi Harada | Retired | Director |
| Naoki Wakamatsu | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|----------|--------------------|-----------------|
| Director | Toshihisa Murayama | |
| Director | Yusuke Oshida | |
| Director | Yoshikatsu Uchida | Newly appointed |
| Director | Tetsuo Kobayashi | Newly appointed |
| Director | Akira Kimura | |

3. Management

| Title | Name | Note |
|-------------------------------------|-------------------------|-----------------|
| Managing Director | Toshihisa Murayama | Newly appointed |
| Process/Factory Automation Director | Dicky Yamany Bin Othman | |

■ Azbil Singapore Pte. Ltd.

Note: Directors will assume office when company decisions are finalized.

1. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|----------|--------------------|-----------------|
| Chairman | Masaharu Hata | Newly appointed |
| Director | Patric Lim | |
| Director | Toshihisa Murayama | |
| Director | Tetsuo Kobayashi | |
| Director | Yusuke Oshida | |

2. Management

| Title | Name | Note |
|--------------------------|--------------------|-----------------|
| Managing Director | Toshihisa Murayama | Newly appointed |
| Deputy Managing Director | Patric Lim | |

● PT. Azbil Berca Indonesia

Note: Commisioners and directors will assume office when company decisions are finalized.

1. Commisioner and Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|---------------|--------------|----------------------------|
| Masaharu Hata | Commissioner | Azbil Corporation Director |
| Yusuke Oshida | Director | Azbil Corporation Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Yoshifumi Suzuki | Retired | Commissioner |
| Toshihisa Murayama | Retired | Director |

2. Commissioners and Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|------------------------|----------------------|-----------------|
| President Commissioner | Murdaya Widyawimarta | |
| Commissioner | Takayuki Yokota | |
| Commissioner | Murdaya Karuna | |
| Commissioner | Masaharu Hata | Newly appointed |
| President Director | Mombang Sihite | |
| Director | Yusuke Oshida | Newly appointed |
| Director | Masakazu Shiraiwa | |
| Director | Murdaya Prajna | |
| Director | Isak Sinatrawan | |
| Director | Kenji Okumura | |

| Title | Name | Note |
|--------------------------|-------------------|------|
| President | Mombang Sihite | |
| Executive Vice President | Masakazu Shiraiwa | |
| Vice President | Isak Sinatrawan | |

Azbil Saudi Limited

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|---------------|--------------|--------------------------------------|
| Kenji Okumura | Director | Azbil Corporation Executive Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Mitsumasa Ishizuka | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|----------|---------------------|-----------------|
| Director | Tetsuya Kurasawa | |
| Director | Abdulaziz Al-Subaie | |
| Director | Kenji Okumura | Newly appointed |
| Director | Hiroyuki Masuda | |

| Title | Name | Note |
|-------------------|---------------------|------|
| Managing Director | Tetsuya Kurasawa | |
| Vice President | Isao Miyazaki | |
| Vice President | Abdulaziz Al-Subaie | |
| Treasurer | Hiroyuki Masuda | |

• Azbil Control Instruments (Dalian) Co., Ltd. Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|------------------|--------------|--------------------------------------|
| Takashi Imamura | Chairperson | Azbil Corporation Director |
| Yoshifumi Suzuki | Director | Azbil Corporation Executive Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Yoshimitsu Hojo | Retired | Chairperson |
| Michihiro Tomonaga | Retired | Director |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-------------|-------------------|-----------------|
| Title | Name | Note |
| Chairperson | Takashi Imamura | Newly appointed |
| Director | Yasuo Ootsuka | |
| Director | Ichiro Kayama | |
| Director | Yoshifumi Suzuki | Newly appointed |
| Director | Osamu Kaneshige | |
| Auditor | Toshihiko Akabane | |

| Title | Name | Note |
|----------------|---------------|------|
| President | Ichiro Kayama | |
| Vice President | 孫 徳貴 | |
| Vice President | 李 春松 | |

• Azbil Information Technology Center (Dalian) Co., Ltd.

Note: Directors and auditors will assume office when company decisions are finalized.

1. Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-------------|-------------------|------|
| Chairperson | Hiroshi Arai | |
| Director | Wen Sun | |
| Director | Toru Imanaka | |
| Director | Tadashi Masuko | |
| Director | Tadayoshi Ito | |
| Director | Shinya Dewa | |
| Auditor | Toshihiko Akabane | |

| Title | Name | Note |
|-----------|---------|------|
| President | Wen Sun | |

Yamatake Environmental Control Technology (Beijing) Co., Ltd.

Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|---------------|--------------|----------------------------|
| Yusuke Oshida | Director | Azbil Corporation Director |
| Masaharu Hata | Director | Azbil Corporation Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Toshihisa Murayama | Retired | Director |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|------------------|---------------------|-----------------|
| Chairperson | Yoshifumi Suzuki | Newly appointed |
| Vice Chairperson | Tomoyuki Hashimoto | |
| Director | Yoshimitsu Ishikawa | |
| Director | Yusuke Oshida | Newly appointed |
| Director | Masaharu Hata | Newly appointed |
| Director | Tetsuo Konami | |
| Auditor | Toshihiko Akabane | |

3. Management Changes

a) Newly appointed

| Name | New Position | Current Position |
|------------------|--------------|--------------------------------------|
| Yoshifumi Suzuki | President | Azbil Corporation Executive Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Tomoyuki Hashimoto | Retired | President |

4. Management

| | | <u> </u> |
|-----------|------------------|-----------------|
| Title | Name | Note |
| President | Yoshifumi Suzuki | Newly appointed |

Beijing YTYH Intelli-Technology Co., Ltd. Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|------------------|--------------|--------------------------------------|
| Yoshifumi Suzuki | Chairperson | Azbil Corporation Executive Director |
| Yusuke Oshida | Director | Azbil Corporation Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Michihiro Tomonaga | Retired | Chairperson |
| Toshihisa Murayama | Retired | Director |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|------------------|-------------------|-----------------|
| Chariperson | Yong Deng | |
| Vice Chairperson | Yoshifumi Suzuki | Newly appointed |
| Director | Yusuke Oshida | Newly appointed |
| Director | Kenichi Hayashi | |
| Director | Lidong Chen | |
| Auditor | Toshihiko Akabane | |

| Title | Name | Note |
|----------------|--------------------|------|
| President | Tomoyuki Hashimoto | |
| Vice President | Tetsuo Konami | |
| Vice President | Lidong Chen | |

Azbil Control Solutions (Shanghai) Co., Ltd. Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|---------------|--------------|----------------------------|
| Masaharu Hata | Chairperson | Azbil Corporation Director |
| Yusuke Oshida | Director | Azbil Corporation Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Toshihisa Murayama | Retired | Director |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|------------------|--------------------|-----------------|
| Chariperson | Yoshifumi Suzuki | Newly appointed |
| Vice Chairperson | Masaharu Hata | Newly appointed |
| Director | Tadayuki Sasaki | |
| Director | Tomoyuki Hashimoto | |
| Director | Tetsuo Takamura | |
| Director | Yusuke Oshida | Newly appointed |
| Auditor | Daishi Kumata | |

3. Management Changes

a) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Tomoyuki Hashimoto | Retired | Vice President |

4. Management

| Title | Name | Note |
|----------------|-------------------|-----------------|
| President | Yoshifumi Suzuki | Newly appointed |
| Vice President | Toshihiko Akabane | |

Shanghai Azbil Automation Co., Ltd.

Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|------------------|------------------|--------------------------------------|
| Yoshifumi Suzuki | Vice Chairperson | Azbil Corporation Executive Director |
| Tetsuo Kobayashi | Director | Azbil Corporation Director |

b) Retired

| Name | New Position | Current Position |
|--------------------|--------------|------------------|
| Michihiro Tomonaga | Retired | Vice Chairperson |
| Masato Iwasaki | Retired | Director |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|------------------|-------------------|-----------------|
| Chairperson | Weiguo Wang | |
| Vice Chairperson | Yoshifumi Suzuki | Newly appointed |
| Director | Tetsuo Kobayashi | Newly appointed |
| Director | Shigeru Wada | |
| Director | Guoming Tang | |
| Auditor | Toshihiko Akabane | |
| Auditor | Daogen Gu | |

| Title | Name | Note |
|----------------|--------------|------|
| President | Shigeru Wada | |
| Vice President | Daming Cheng | |
| Vice President | Min Zhang | |

■ Yamatake Automation Products (Shanghai) Co., Ltd. Note: Directors and auditors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

1) Newly appointed or promoted

| Name | New Position | Current Position |
|----------------|------------------|----------------------------|
| Masaharu Hata | Vice Chairperson | Azbil Corporation Director |
| Hidetaka Koeda | Director | Azbil Corporation |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|------------------|-------------------|-----------------|
| Chairperson | Yoshifumi Suzuki | Newly appointed |
| Vice Chairperson | Masaharu Hata | Newly appointed |
| Director | Tetsuo Takamura | |
| Director | Hidetaka Koeda | Newly appointed |
| Director | Takeshi Yoshizumi | |
| Auditor | Toshihiko Akabane | |

3. Management

| | | <u> </u> |
|-----------|------------------|-----------------|
| Title | Name | Note |
| President | Yoshifumi Suzuki | Newly appointed |

• Azbil Hong Kong Limited

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|-------------------|--------------|-------------------|
| Toshihiko Akabane | Director | Azbil Corporation |

b) Retired

| Name | New Position | Current Position |
|-----------------|--------------|------------------|
| Yoshimitsu Hojo | Retired | Director |

2. Board of Directors and Auditors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-------------|-------------------|-----------------|
| Chairperson | Akihiro Takamura | |
| Director | Toshihiko Akabane | Newly appointed |
| Director | Takashi Imamura | |

| Title | Name | Note |
|-----------|------------------|------|
| President | Akihiro Takamura | |
| Manager | Polly Au | |

• Azbil North America Research and Development, Inc. Note: Directors will assume office when company decisions are finalized.

1. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-----------------------|------------------|------|
| Chairman of the Board | Yoshihide Sugino | |
| Director | Gary W Johnson | |
| Director | Takeshi Kawai | |
| Director | Hiroyuki Masuda | |

| Title | Name | Note |
|-------------------------|-------------------|------|
| President | Takeshi Kawai | |
| Secretary | Reiko Hiramatsu | |
| Chief Financial Officer | Kazuhisa Yamazaki | |

• Azbil North America, Inc.

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|------------|--------------|----------------------------|
| Taro Sento | Director | Azbil Corporation Director |

b) Retired

| Name | New Position | Current Position |
|-----------------|--------------|------------------|
| Hirohiko Kazato | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|----------|-----------------|-----------------|
| Chairman | Masato Iwasaki | Newly appointed |
| Director | Gary W Johnson | |
| Director | Masaharu Hata | |
| Director | Hiroyuki Masuda | |
| Director | James A Unruh | |
| Director | Taro Sento | Newly appointed |

3. Management Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|--------------|--------------|-------------------|
| Akiko Sekino | Secretary | Azbil Corporation |

b) Retired

| Name | New Position | Current Position |
|--------------|--------------|------------------|
| Norio Murase | Retired | Secretary |

4. Management

| Title | Name | Note |
|--------------------------|-------------------|-----------------|
| CEO | Masato Iwasaki | Newly appointed |
| President | Gary W Johnson | |
| Executive Vice President | Aric Meares | |
| Vice President | Chuck Morgan | |
| Vice President | Fumitaka Nozawa | |
| Secretary | Akiko Sekino | Newly appointed |
| Chief Financial Officer | Kazuhisa Yamazaki | |

Azbil VorTek, LLC

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|----------------|--------------|-------------------------------------|
| Masato Iwasaki | Director | Azbil Corporation Executive Officer |

b) Retired

| Name | New Position | Current Position |
|---------------|--------------|------------------|
| Masaharu Hata | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-----------------------|----------------|-----------------|
| Chairman of the Board | Jim Storer | |
| Director | Masato Iwasaki | Newly appointed |
| Director | Gary W Johnson | |

3. Management Changes

a) Newly appointed or promoted

| _ | | | |
|---|--------------|--------------|-------------------|
| | Name | New Position | Current Position |
| | Akiko Sekino | Secretary | Azbil Corporation |

b) Retired

| Name | New Position | Current Position |
|--------------|--------------|------------------|
| Norio Murase | Retired | Secretary |

4. Management

| Title | Name | Note |
|-------------------------|----------------|-----------------|
| President & CEO | Jim Storer | |
| Chief Financial Officer | Gary W Johnson | |
| Secretary | Akiko Sekino | Newly appointed |

Azbil Brazil Limited

| Title | Name | Note |
|----------------|---------------------|------|
| President | Makoto Negishi | |
| Vice President | Tetsuya Chikaraishi | |

■ Azbil Europe NV

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Newly appointed or promoted

| Name | New Position | Current Position |
|----------------|--------------|-------------------|
| Hidetaka Koeda | Director | Azbil Corporation |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|-----------------------|----------------|-----------------|
| Chairman of the Board | Masaharu Hata | Newly appointed |
| Director | Hidetaka Koeda | Newly appointed |
| Director | Masami Nishida | |
| Director | Jochen Dick | |

| Title | Name | Note |
|-------------------|----------------|------|
| Managing Director | Masami Nishida | |

• Azbil Telstar, S.L.U.

Note: Directors will assume office when company decisions are finalized.

1. Board of Director Personnel Changes

a) Retired

| Name | New Position | Current Position |
|-----------------|--------------|------------------|
| Hirohiko Kazato | Retired | Director |

2. Board of Directors

Installation will take place after company decisions are finalized.

| Title | Name | Note |
|----------------------------|---------------------|------|
| Chairman of the Board | Antoni Capella Gali | |
| Vice Chairman of the Board | Jochen Dick | |
| Director | Kenji Hidaka | |
| Director | Masami Nishida | |
| Director | Shingo Kakizaki | |

| Title | Name | Note |
|-------|---------------------|------|
| CEO | Antoni Capella Gali | |
| COO | Jochen Dick | |