

Stakeholder Engagement

Value creation through communication with stakeholders

The azbil Group considers it important to engage with our various stakeholders and communicate constructively with them. Their opinions can serve as valuable input for management and business operations, and by working collaboratively toward solving issues, we aim to create new value that will lead to sustainable growth. Issues vary by country and region. Yet by gaining a clear idea of them through meaningful communication with our stakeholders, we aim to find appropriate solutions and thus create value for sustainable

growth. This is why management proactively promotes active dialogue and works to create more transparent relationships of trust with all our stakeholders. Here we introduce such opportunities for communication with stakeholders and some examples of our activities in FY2024. Under the guidance of the corporate executive in charge of corporate communication activities, we have set up a system (Corporate Communication Task Force) to facilitate dialogue with stakeholders through collaboration among internal departments. In addition, we are collaborating with the Azbil Yamatake General Foundation, among others, for engagement and contribution to local communities.

Details of dialogue with each stakeholder

	Customers	Business partners	Employees	Shareholders and investors	Local and international communities
Value creation through communication	- Developing better products and services - Provision of consulting, quality assurance, high-value-added engineering, and maintenance services	- Value sharing and fulfillment of social responsibility with the SDGs as a common goal - Coexistence and co-prosperity with business partners - Building long-term relationships of trust	Implementing health and well-being management so that all employees can work with vitality and exercise their full potential	- Timely and appropriate disclosure of information - Enhancing enterprise value by acquiring appropriate valuations and by understanding the expectations of the capital markets - Disclosure of financial and non-financial information	- Communication that responds to the needs of local and international communities and participation in social contribution activities - Participation in various declarations and initiatives (promoting responsible corporate practices)
Communication opportunities	- Sales and quality assurance activities - Offering safe, dependable, and valuable products and services - Providing information via website - Inquiry/contact form on website - Exhibitions, webinars	- Briefings of the Sustainable Procurement Guidelines - Visiting business partners to encourage and support them from an ESG perspective - Implementing business partners' self-evaluation surveys from an ESG perspective and providing feedback	- Direct and indirect dialogues on company policies - Regular dialogue between the management and the labor union (e.g., joint management council) - Annual employee satisfaction survey - Establishing a contact point for various consultations, including whistleblowing	- General meetings of shareholders, financial results briefings, facility tours, exhibitions - Individual meetings with domestic and overseas institutional investors and analysts - Company briefings for individual investors - Disseminating information via integrated reports, ESG data books, websites, etc.	- Seasonal events (such as summer evening festivals hosted by the company) and programs to contribute to society (such as educational support) - Volunteer activities in each business area - Support through the azbil Honey Bee Club - Participation in international initiatives - Natural conservation initiatives (collaboration with involved domestic and international organizations)
Examples of activities for FY2024	Booths at Industrial Transformation ASIA-PACIFIC, Measurement and Control Show 2024 OSAKA, Smart Building EXPO, and other events, introducing advanced products and services utilizing DX and AI	- Briefings on Sustainable Procurement Guidelines attended by 255 business partners - Support through visits to business partners - Proposals for the promotion of diversity - Support for CO₂ emission reduction - Conducted business partners' human rights violation risk assessments and requested necessary improvements - Conducted discussions on order pricing and fair transactions	- Direct dialogues between the management and azbil Group employees - AI creativity contest - Introduced incentive plans such as the employee stock ownership plan (restricted stock) and conducted briefings for employees to explain the objective and details of the programs - Support to employees leading the project at EXPO 2025 Osaka, Kansai, Japan	- Results briefings, general meeting of shareholders (hybrid format: in-person and virtual attendance) - Meetings with domestic and overseas institutional investors, including senior management - Held a small meeting for dialogue between outside directors and institutional investors	- Held dialogues with human rights experts and NPOs regarding human rights initiatives - Continued to co-sponsor a wheelchair basketball event for children with Shonan United BC, Fujisawa City, and Azbil Yamatake General Foundation - Co-sponsored theme weeks at Expo 2025 Osaka, Kansai, Japan - Conducted third-party dialogues on environmental initiatives

Sponsorship of Theme
Weeks at Expo 2025
Osaka, Kansai, Japan

Creating a Well-balanced Future Lifestyle with Automation



Ashitaka Kurita

Primary responsibility: Design and development
of field equipment for industrial use as an
electrical circuit designer



Hikaru Fujise

Primary responsibility: Development of measurement
technologies for optical and chemical applications at
R&D Department



Shoji Ueoka

Primary responsibility: Product
planning of field instruments for
industrial markets

Azbil Corporation co-sponsored the Theme Weeks at the Expo 2025 Osaka, Kansai, Japan. During the “The Future of Community and Mobility” Theme Week in May 2025, young employees took the initiative in organizing and hosting a talk session. The event, themed “Creating a Well-Balanced Future Lifestyle with Automation,” involved many employees in both preparation and implementation, and was met with an enthusiastic response. In this article, three team members reflect on their experiences and the significance of the event.

How can we express what makes azbil “unique”?

Fujise When I received the e-mail recruiting members for the Expo project, I was in my third year at the company. Although I was not fully aware of all the details, I thought, “Why not take on the challenge?” I felt it would be a truly unique experience in my career.

Kurita I felt the same way. The Expo was being held in Japan, and our company was a co-sponsor. I saw no reason not to apply.

Ueoka Mr. Kurita, if I recall correctly, you were still in your second year at the company at that time, correct?

Kurita That’s right. I had not even been in my permanent position for a full year, and I decided to participate without much prior consultation with my supervisor. Mr. Ueoka, you were selected to support us, were you not?

Ueoka Yes, I believe part of my role was to provide

balance, as a team composed solely of young members might have too many ideas at once. However, I also felt that this was a once-in-a-lifetime opportunity. Because I was given the chance, I wanted to make the most of it and learn as much as possible.

Fujise To be honest, I did not expect to be given so much autonomy. The only requirement was that the talk session be held at the Expo Theme Week Studio. We were told we had creative freedom, but the pressure was significant, knowing that the event would be accessible to a global audience. What would be an appropriate theme? Who should we invite as guest speakers? What message should we convey as azbil? I found myself reflecting on these questions more deeply than ever before. Eventually, we began planning the event around the theme of “Creating a Well-Balanced Future Lifestyle with Automation,” but progress was slow and at times frustrating.

Kurita I remember when you, Ms. Fujise, who are usually so cheerful and positive, were feeling overwhelmed. That was when the strength of teamwork truly became apparent. I felt even more motivated to do my best and support you.

Ueoka After much discussion, the two of you proposed ideas, and as a team, we refined them into a well-structured event. Neither of you compromised during this process. I believe that is why you were able to approach the event with confidence. Ms. Fujise and Mr. Kurita served as moderators, joined by an excellent guest facilitator. The lively discussion among the three seemed to encourage the guest speakers to speak with passion and authenticity. I believe the event was rich in content and truly highlighted azbil’s unique qualities.

Young members changing the organizational atmosphere by taking on new challenges

Kurita At the internal event held just before the main talk session, 150 employees attended in person and another 450 watched the live stream online. Out of more than 5,000 group employees in Japan, about 600 participated in real time, which was quite a number. We wanted our colleagues to feel positive about the Expo and learn about the talk session, so the strong response was rewarding.

Many colleagues also watched the live stream of the actual talk session at the Expo, and we received many encouraging comments from various departments, including senior management who attended in person. Some colleagues might have a stereotype that “azbil is a company that works behind the scenes” or “doesn’t need to stand out by playing a leading role.” But after seeing us confidently interact with well-known celebrities and experts, I thought many realized “azbil can play a leading role.”

Ueoka You both really showed the boldness and energy that only young people can bring. Watching you take on this challenge up close was truly inspiring. In the marketing department where I am based, experience is highly valued, so our team tends to be composed of more senior members. However, when people with similar backgrounds gather, their ideas can sometimes become too similar. By incorporating the fresh perspectives of younger employees like yourselves, I am confident that we can foster innovation and create something truly original. That’s what I felt watching you in action.

Fujise If this talk session has inspired other young employees to think, “I would like to take on new challenges as well,” then I believe our efforts were truly worthwhile. Furthermore, through this experience, I have begun to consider more concretely the kind of future to which I can personally contribute. The future is built on the accumulation

of each moment, and even if results are not immediately visible, I am confident that steady, persistent efforts will eventually lead to valuable innovations. This experience has also reaffirmed for me the importance of considering the future not only from a short-term perspective but also with a long-term view.

Ueoka When new technology emerges in society, there is a tendency to focus solely on how to utilize it. However, that is not the essence. What truly matters is the value we can provide to people by using these new technologies. There are fundamental values in people’s lives—values that AI might not be able to recognize. I believe these essential values are at the heart of what we call “a well-balanced future lifestyle.” By envisioning the future of society in concrete terms and considering what actions we should take now to realize that vision, I feel that this challenge has become a valuable starting point for me.



Mr. Kurioka and Ms. Fujise jointly served as moderators at a talk session.