

Research and Development

We contribute to solving societal and customer challenges and creating new value by advancing automation technologies and providing solution-oriented products and technologies.

The strengths of the azbil Group are measurement and control technologies and solutions.

Guided by our Purpose, “Expanding Technological Frontiers, Unlocking Human Potential,” we advance automation technologies based on our core expertise in measurement and control to solve societal challenges and create new value. We view rapid changes in the business environment and technology trends as opportunities for growth, and we are accelerating structural transformation driven by the development of systems, products, and services.

Under the current medium-term plan, we are strengthening development capabilities in both the systems and products domains and establishing competitive advantages in priority areas, including systems and cloud services, sensing technologies, and actuators. In particular, rather than simply commercializing advanced technologies, we are shifting toward developing solution-oriented technologies and products that are driven by customer value creation and that directly contribute to business growth.

In FY2026, we will further concentrate resources on growth areas by allocating technology/product development investments to strategic priority areas. Through these efforts, we regard development activities not merely as costs but as strategic investments that will generate future revenue.

We have established a development framework that coordinates business-line and corporate R&D. By rapidly connecting market needs with technical capabilities, this will create value at customer sites and, at the same time, drive business growth. In addition, we are strengthening collaboration with universities, research institutions, and start-ups to promote open innovation that combines in-house and external expertise.

We are also actively incorporating advanced digital technologies, including generative AI and physical AI, to start transforming the way development is conducted. We will continue evolving the development process itself, creating unprecedented added value.

To strengthen the foundation supporting these initiatives, we are enhancing R&D management through the promotion of DX in development, optimization of our talent portfolio, and strengthening of intellectual property strategies. To sustain competitiveness in a rapidly changing environment, what is essential is not only advanced technologies but also an evolution of the systems and people that create new technology.

Aiming to solve societal issues and contribute to the realization of a sustainable society while focusing on value creation guided by its Purpose, the azbil Group is working to achieve business growth over the medium to long term and to maximize enterprise value through innovation driven by development.

Technology and product development supporting our unique business model

The mission of technology/product development is to expand business opportunities by leveraging the technological expertise and problem-solving capabilities that we have cultivated and refined over many years through our core business of measurement and control. This includes actively incorporating innovative technologies, such as AI and digital twins, and responding flexibly to societal challenges, including carbon neutrality and changing global supply chains.

A distinctive feature of the azbil Group is our life-cycle solutions business, through which we support customers worldwide over the long term, not only through the sale and installation of products and services but also through ongoing maintenance after installation. To sustain this business model over the long term, we must continue to provide the technical capabilities that underpin our products while at the same time evolving them in response to changing needs. To this end, we make timely and appropriate development investments, we train development talent, and we are refining a globally integrated development framework. We also focus on strengthening the foundations of technology/product development through initiatives such as enhancing calibration capabilities that underpin measurement reliability, utilizing international standards, and establishing KPIs for technology/product development.

R&D investment

The field of measurement and control continues to evolve, with developments in IoT, DX, AI, and cloud technologies. At the same time, there has been a rapid rise in societal expectations regarding such matters as sustainability and wellness.

To meet these societal demands and customer needs, the azbil Group will accelerate the development of innovative



Hideaki Ishii

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azbil Group Production,
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technologies, new products, and services. By integrating AI, synergizing with DX, and fostering autonomy in automation, we will further strengthen our efforts and make focused investments toward the realization of a sustainable society.

In the systems and cloud domain, we are actively incorporating advanced technologies such as generative AI and digital twins to promote digital transformation in production spaces, office spaces, and living spaces. In addition, we are utilizing the experimental building (Building 103) at the Fujisawa Technology Center as a field-testing environment, creating a framework that enables practical technology development and the demonstration of value in real-world settings. We are also strengthening development capabilities to respond to customer needs, which are expanding from IT to operational technology (OT). This includes initiatives to transform on-site work environments through the active use of mobile devices.

In the field of sensors, we continue to strengthen our development capabilities in MEMS and shift to more advanced kinds of measurement that determine not only quantity but also quality. In both measurement and control, MEMS is a core technology for measurement devices and field instruments. We will reinforce our development and production environment with a new clean room (Building 104). We will continue developing MEMS, expand the scope of MEMS applications, and take on new R&D challenges.

In the actuator domain, we are promoting product development utilizing valve-related and robotics technologies to strengthen the product business. We are also exploring the application of physical AI, enabling actuators themselves to recognize their surrounding environment and equipment conditions through sensing technologies and autonomously determine and execute optimal actions. Furthermore, by linking actuators with digital twins and cloud platforms, we are advancing the development of high value-added technologies capable of learning and adapting to changes in on-site conditions. Through these efforts, we aim to enhance product competitiveness and expand applications into new fields. Through active investment in these priority

areas, we aim to contribute “in series” to the achievement of a sustainable society, guided by the SDGs; this includes reducing environmental impact, improving energy efficiency, and enhancing wellness.



Building 103

- Featuring improved facilities for the development of central air-conditioning technology that offers superior comfort, energy efficiency, and harmony with the environment
- An innovative development environment that stimulates creativity
- Recognized for excellence in the design and operation of building facilities, Building 103 won the FY2025 Award of Technology (Building Equipment Division) from the Society of Heating, Air-Conditioning and Sanitary Engineers of Japan (SHASE).



Building 104

- Center for developing measurement and control technologies with expanded facilities for MEMS sensor development and production using world-class MEMS technology
- Enhanced facilities for developing measurement standardization technology, which is the basis for high-precision, high-reliability products

Strengthening development talent

We will continue to focus on training development talent to increase product and service competitiveness. In addition to enhancing the diverse technical expertise of individual engineers, we encourage employees to demonstrate initiative—thinking independently, learning continuously, collaborating effectively, improving performance, and generating results. Through these efforts, we develop talent capable of generating value at customer sites and rising to the challenge of creating innovation. We are also promoting the development and recruitment of talent with diversity

and inclusiveness to strengthen collaboration with external partners within our global development framework.

To support these efforts, we have introduced and utilize a talent management system (TMS), which enables us to visualize, objectively assess, and quantitatively evaluate the technical and human skills of engineers in development organizations across the azbil Group. The system also serves as a tool for supporting engineers in their career development. For example, engineers can apply for internal training programs through the TMS, allowing them to objectively identify skill gaps and develop effective study plans while consulting with their supervisors regarding skills that require further improvement.

We also implement initiatives to cultivate engineers' creativity and innovative thinking. Under our program, engineers may propose development themes related to acquiring new technologies or improving productivity within their development section, and they can devote a portion of their working hours to pursuing such initiatives. Opportunities are provided once a year to review the progress of these activities and further refine ideas.

These initiatives have produced tangible results, leading to Azbil winning the FY2025 New Product Award from the Society of Instrument and Control Engineers of Japan (SICE).^{*} Azbil has won 11 SICE New Product Awards over the past five years.

^{*} Founded in 1961, the SICE is a leading academic society that promotes research in the fields of measurement, control, and systems engineering, while also facilitating collaboration among industry, government, and academia, and disseminating technical information.



Sapphire capacitance diaphragm gauges (Model V8C, left; Model V8S, right), for which Azbil won the FY2025 SICE New Product Award

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Global development framework

The azbil Group promotes efforts to strengthen technology and product development from a global perspective to achieve a sustainable society. As described below, we utilize research and development centers in various regions to strengthen our global collaboration network.

At our research and development center in Silicon Valley in the United States, we promote technology development for next-generation measurement and control technologies. We conduct trend analysis of the latest technologies such as IoT and AI, engage in international standardization activities, and strengthen links with local universities and start-ups to promote the development of innovative technologies via joint research. We particularly focus on new measurement and control technologies utilizing AI to provide the market with future-ready products and services.

Our research and development center in Singapore is accelerating technological development and deployment of products and services in the Asian market. We are strengthening its links with our research and development functions in Japan and leveraging its proximity to the local market for swift application development and test marketing. We will enhance our research and development capabilities throughout Asia, focusing on our center in Singapore, to provide solutions that meet regional needs.

Our research and development centers in Japan, the United States, Asia, and other regions will take the initiative while working closely with one another to advance technological development from a global perspective. By identifying market changes in a timely manner and flexibly collaborating with business lines, we can swiftly develop products and services. Moreover, strengthening co-creation by linking our regional centers with external partners will generate innovative technologies, products, and services.

Global research and development centers

(as of July 1, 2026)



Cross-border collaboration among engineers

Ng Yee Siang Terence

Strategic Planning & Development Office
for Southeast Asia
Global Business Headquarters



I joined Azbil in 2022 and have worked on the development of digital twins and energy-saving applications for building HVAC systems as a member of the development group at Azbil's Strategic Planning & Development Office for Southeast Asia. From April 2025 to March 2026, I participated in a one-year exchange at the Azbil R&D department in Japan, an experience that emphasized growth, adaptability, and collaboration.

In addition to completing assigned projects, the focus was on expanding technical skills and building confidence in tackling unfamiliar challenges. A key outcome of the program was the strengthening of problem-solving skills and learning agility. By actively exploring new concepts and applying them in practice, I developed a more flexible mindset and enhanced my ability to contribute independently to the future of Azbil's technology. Collaboration was also central to the program. Working with colleagues from diverse cultural and professional backgrounds improved my communication skills and deepened my understanding of effective teamwork. Adapting to different languages, workflows, and perspectives fostered mutual trust and more productive collaboration.

Overall, this experience provided valuable growth in technological and communication skills and established a strong foundation for continued contributions to Azbil's innovation efforts.

Research and Development

Enhancing calibration capabilities to support measurement reliability

With accurate measurement as the foundation for measurement and control, the azbil Group provides safety, comfort, and fulfillment for its customers. The key to this is calibration, the process of confirming that sensors and measuring instruments can ensure high precision. In this, Azbil is second to none in Japan. The Measurement Standards Section at Azbil's Fujisawa Technology Center is highly competent in the maintenance and development of measuring instruments (reference standards) used as benchmarks for calibration. The section is recognized as a JCSS Accredited Laboratory* by International Accreditation Japan—a national accreditation organization authorized by the Japanese government—possessing first-rate calibration capabilities for temperature, humidity, electricity, pressure, vacuum, liquid microflow, gas flow, and time (frequency). Members of the azbil Group also possess superior calibration capabilities. For example, the Calibration Division at the Shirakawa Factory of Azbil Kimmon Energy Products, Co. Ltd., and the Calibration Group at Azbil Kyoto Co., Ltd. are certified as JCSS Accredited Laboratories. The azbil Group's accurate measurements are supported by these outstanding calibration capabilities and high-precision physical standards.

* Details of the categories registered and certified under JCSS can be viewed on the website of the National Institute of Technology and Evaluation (NITE).



The Calibration Office at the Fujisawa Technology Center and its high-precision vacuum calibration system (center)

Company	Location	Calibration capabilities
Azbil Corporation	Fujisawa Technology Center Calibration Office	Temperature, humidity, electricity (current, voltage, resistance), fluid flow (gas, liquid), pressure, vacuum, time (frequency), length, weight, torque
	Kawara Technology Center Calibration Office	Temperature, humidity, electricity (current, voltage, resistance), pressure, time (frequency), length, weight, torque
Azbil Kyoto Co., Ltd.	Calibration Group	Flow rate (liquid)
Azbil Kimmon Energy Products Co., Ltd.	Shirakawa Factory Calibration Division	Flow rate (gas)

Utilization of international standards

To promote global business, utilizing international standards is essential for market formation, certification of high quality, and assurance of interoperability. The azbil Group works on international standardization directly related to its businesses and has established a framework for discussing the use of international standards group-wide to strengthen our global business. Moreover, we view compliance with international standards not as a constraint but rather as a seed for innovation, promoting initiatives to create new value and develop technology that is unrestrained by past limitations and preconceptions. At the same time, we continue to explore ways to make proper use of international standards while taking into account the protection of intellectual property.

KPIs for technology and product development

To quantitatively evaluate the progress and results of our development of technologies, products, and services, we have set the following KPIs and promote strategic efforts based on these indicators.

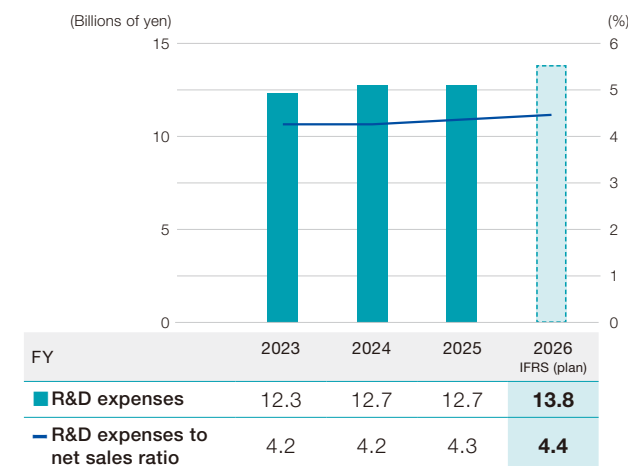
■ **Ratio of R&D expenses to net sales:** Measures investment in R&D against net sales to check investment allocation

■ **Product sales:** Assesses the degree to which development of technologies, products, and services directly contributes to sales

■ **Ratio of new products to product sales:** Identifies our capability to develop products and services

We also periodically revise our R&D strategies and investments to achieve sustainable growth by continuously monitoring the investment returns on the technologies, products, and services we develop. For research and development, we invested ¥12.3 billion in FY2023, ¥12.7 billion in FY2024, and ¥12.7 billion in FY2025. We plan to invest ¥13.8 billion in FY2026, which will enable us to pursue sustainable growth by increasing our investments in technology, product, and service development, and by providing ground-breaking solutions.

R&D expenses, R&D expenses to net sales ratio



Intellectual Property

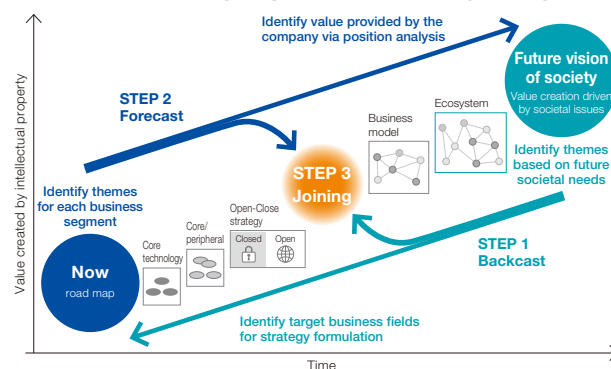
Intellectual property strategy supporting business growth

Intellectual property activities combining offensive and defensive approaches

As expectations grow for the effective use of intangible assets as a source of enterprise value, the azbil Group is promoting the formulation and execution of a company-wide intellectual property strategy that contributes to enhancing enterprise value. In implementing this strategy, our intellectual property, business, and development divisions work closely together to strengthen and innovate the processes for creating and utilizing intellectual property.

As part of these efforts, our offensive intellectual property activities promote IP landscape analysis that integrates intellectual property information with business information, thereby improving the quality of decision-making related to product development through dialogue with business and development managers. Meanwhile, our defensive intellectual property activities reinforce our stable business foundation through the steady acquisition of intellectual property rights, freedom to operate (FTO) searches, and the confidentiality management of know-how related to important technologies.

Framework for investigating intellectual property strategies



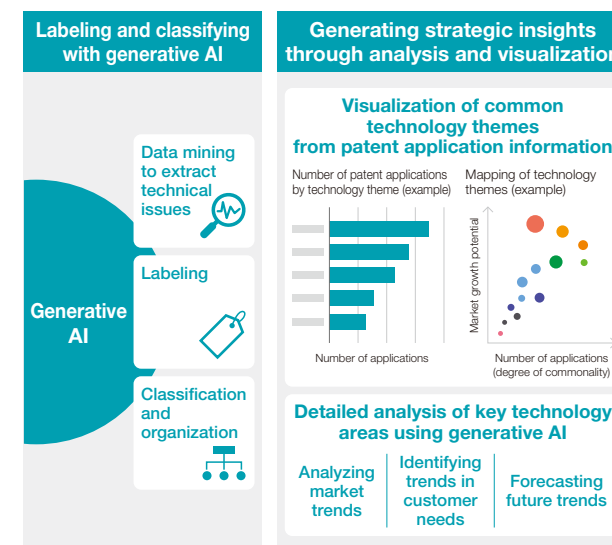
Approach to company-wide intellectual property strategy

In formulating the company-wide intellectual property strategy, we conduct integrated analyses of information that falls both within and outside the intellectual property category in order to (a) assess the current status of key technologies, including automation technologies, and (b) forecast future developments. Based on these analyses, we define our desired endpoint from an intellectual property perspective and adopt a backcasting approach that integrates intellectual property strategy with business strategy to bridge the gap between present and future positions. In recent years, the use of generative AI has enabled more efficient analysis of vast amounts of information, facilitating faster and more detailed assessments of current conditions and future projections. By utilizing this, we have deepened our analyses and further enhanced the contributions made by intellectual property to product development.

Contribution to business through intellectual property information analysis

As one example of intellectual property information analysis, we use generative AI to label and classify technical problems appearing in published patent applications and to visualize technology themes that emerge from multiple patent applications. Based on these results, we conduct detailed analyses of patent applications related to particularly noteworthy areas of technology so as to gain insights into market trends, customer needs, and future developments. Analysis results are shared with the relevant departments, including those concerned with marketing and development, and are utilized for reviewing business strategies and development themes that anticipate customer needs. These initiatives—which are primarily conducted for priority technology areas such as cloud systems, MEMS sensors, and smart meters—support strategy formulation based on intellectual property information.

Contributing to business through intellectual property information analysis



Trademark strategy supporting brand value

The azbil Group views trademarks as important intangible assets that support brand value and is developing a basic approach to acquiring and maintaining trademark rights based on the characteristics of globally used brands, product family names, and product names.

In particular, regarding the “azbil” Group symbol, we have established principles for the acquisition and maintenance of rights in line with business conditions, and we operate under appropriate governance, continuously reviewing the scope of rights in consultation with the relevant departments. In addition, we promote the standardization of brand usage guidelines and trademark displays while monitoring the markets for counterfeit products to ensure proper use across the Group.

Manufacturing and Procurement

Strengthening our global production and procurement system

To support global business expansion, the azbil Group has established a new production base in Vietnam, which joins the existing three-pronged production system in Japan, China, and Thailand. At each location, we are strengthening our production and procurement network and developing our sales and distribution channels to enhance productivity, expand production capacity, strengthen the supply chain, reduce costs, and improve quality.

At the Shonan Factory in Japan, which serves the core site for advancing manufacturing, we are strengthening collaboration with the Fujisawa Technology Center. We will continue to enhance our mother factory functions that support our global manufacturing and procurement system.

At the Dalian base in China, with the completion of a new factory building, industrial valve production has been almost completely automated. We are making progress with comprehensive process automation for industrial valves, including a new valve series. In addition, we have reduced costs by expanding local procurement.

At the Thailand base, a new factory building was completed to expand production of electromagnetic flowmeters for the industrial market, in addition to existing component products. We are progressively installing new production equipment.

The global production system



At the Vietnam base, a new factory has been built in Thang Long II Industrial Park in Hung Yen Province. We will strengthen production capacity and competitiveness there while establishing a sustainable supply system.

Enhancing global production governance

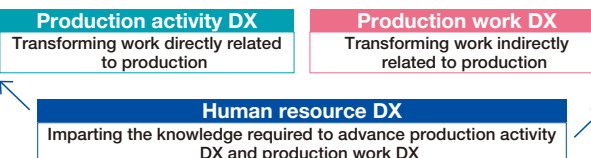
In Japan and overseas, we maintain a consistent level of governance by employing operational standards for quality management and product certification at all our production bases. We are further strengthening governance by expanding the scope of these standards to cover overseas control panel production, aiming to ensure that product quality is maintained and best production practices implemented throughout the azbil Group.

Production IT (DX/LX)

As part of our production DX initiative, we are promoting digital transformation in three areas—production activities, production work, and training—to advance site automation, improve operational efficiency, and develop human resources.

As part of production legacy transformation (LX), we are systematically updating and consolidating production management systems, aiming to create a single optimized system that is integrated with our core systems.

Three pillars of production DX

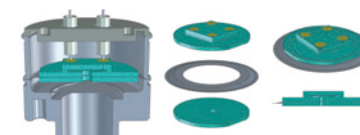


Strengthening production engineering

The azbil Group is making advances with MEMS sensor packaging and precision machining technologies, while also developing and applying new manufacturing methods, all of which contribute to strengthening product competitiveness. In addition, we are working to enhance productivity as well

as maintain and improve global quality through the use of subcommittee meetings and technical exchange activities aimed at intergenerational skills transfer.

MEMS sensor packaging technology that takes advantage of the material properties of sapphire



Vacuum measuring devices that take advantage of the exceptional properties of sapphire are made possible by the azbil Group's sensor packaging technology. These devices feature highly airtight bonding with a nickel-based alloy, which, like sapphire, has high heat and corrosion resistance.



Ensuring reliability through image inspection of joints

We have developed an image inspection technology that evaluates the reliability of joints by observing them with a special microscope.

BCP for manufacturing and procurement

We have established a business continuity planning framework that addresses such contingencies as natural disasters and abrupt changes in the international situation; it covers production lines, components, distribution, and emergency response, as well as targeting improvements in disaster prevention. To address parts procurement difficulties, we have adopted a standardized response posture, based on the knowledge and lessons gained from past experience, to ensure readiness for similar challenges in the future.

Legal compliance and fair transactions in the supply chain

Fair transactions are a crucial element in maintaining the sustainability of the supply chain. We deepen trust with our business partners and ensure overall soundness and stability by fairly and transparently reflecting increases in raw material costs and logistics expenses in our pricing. We also fulfill our corporate social responsibilities, ensuring strict compliance with laws and regulations while enhancing competitiveness and pursuing long-term growth by conducting fair transactions.

For more information on our sustainable procurement activities, please refer to the following:

p.58- Supply Chain

Sustainable Procurement Annual Report

<https://www.azbil.com/sustainability/social/supplychain/annualreport.html>

Digital Transformation (DX)

Connecting internal transformation through digitalization “in series” to transformation for customers and society Creating the azbil Group’s unique value through field-proven DX

The azbil Group promotes DX through two complementary initiatives: internal DX, which improves productivity and creates new ways of working, and product DX, which creates new value for customers in manufacturing sites, building operations, and lifeline utilities. To keep pace with advances in digital technologies, we increased DX investments under our current medium-term plan (FY2025–FY2027) by approximately ¥5 billion compared with the previous medium-term plan. The Digital Promotion Headquarters, established in April 2025 as an organization reporting directly to the president & group CEO, is accelerating internal DX across the azbil Group. The know-how gained through these initiatives, together with the Group’s expertise in measurement and control, is being applied to product DX. In particular, the use of generative AI has expanded throughout the Group, enhancing daily operations and realizing the intergenerational skills transfer from experienced engineers, thereby helping ensure business continuity. In product DX, the azbil Group is leveraging AI and cloud computing to provide anomaly prediction and detection and optimal control solutions. These initiatives contribute to the stable operation and energy efficiency of customer facilities and create new added value at the customers’ sites and inside the Group, going beyond improvements in operational efficiency.

In recognition of these initiatives, Azbil was selected as a Noteworthy DX Company 2026 under the Digital Transformation Stocks (DX Stocks) 2026 program, jointly administered

by Japan’s Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange, and the Innovation Platform Agency, Japan (IPA).

Internal DX has expanded the adoption of a Fit to Standard approach, which reviews business processes to align with industry standards, while strengthening governance on a global basis and accelerating decision-making. In addition, the use of generative AI and low-code tools has become widespread across the Group, driving greater efficiency and sophistication of business processes. We are also using generative AI to convert the tacit knowledge of experienced engineers into explicit knowledge, thereby establishing mechanisms for intergenerational skills transfer. Alongside these initiatives, we have strengthened measures to address information security risks and are working to enhance enterprise value and ensure stable business operations. From an organizational perspective, we established the Co-creation Group within the Digital Promotion Headquarters in FY2026. This cross-functional organization brings together key talent in digital initiatives from across the company and shifts DX activities from an IT-led support model to a self-driven model within each business unit, enabling the faster execution of DX initiatives. We are also focusing on developing DX talent to foster a corporate culture in which employees leverage digital technologies and actively take on new challenges. Specifically, DX talent is classified into three levels—leader, expert, and DX-literate—and training programs tailored to each role are provided.

In product DX, each business segment is advancing the development of services that contribute to greater customer value.

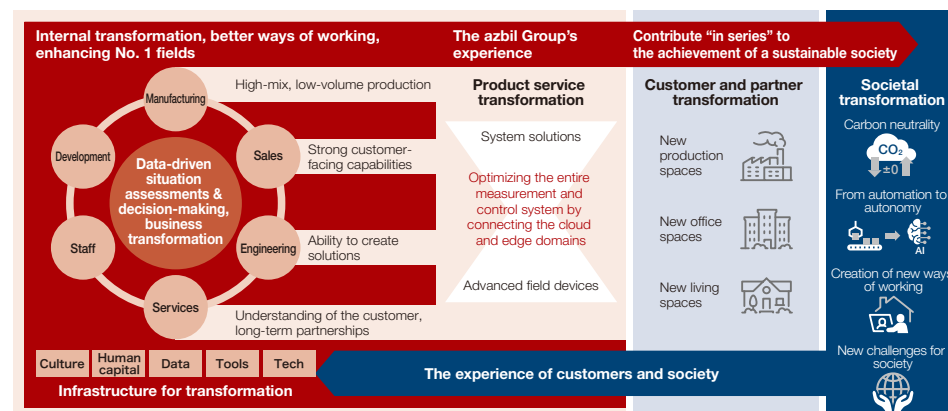
In the Advanced Automation (AA) business, on-site services utilizing AI and cloud computing have evolved beyond supporting implementation to transforming customers’ maintenance operations themselves. The AI-based online anomaly detection system has expanded its applications beyond improving maintenance efficiency and supporting stable operations to include adapting to changes following scheduled equipment maintenance and supporting high-mix, low-volume production. Our control valve maintenance support system provides cloud-based analysis and visualization of valve operating data. In addition to improving quality and operational efficiency, the service supports the transition from time-based maintenance to condition-based maintenance and contributes to the transformation of customers’ maintenance workflows.

In the Building Automation (BA) business, we provide cloud services for building management that enable remote, centralized control and monitoring. Through these services, building operators can monitor and control the status of air-conditioning systems in individual rooms in real time from remote locations. This helps streamline building management operations and improves operational efficiency.

In the Life Automation business, smart metering as a service connects smart meters with the cloud to provide remote meter reading, smart maintenance, and leak detection. The multi-utility metering of gas, water, and electricity contributes to data integration, the utilization of big data, and enhanced disaster response capabilities. These initiatives contribute to the realization of safe, secure, and smart social infrastructure.

Overview of the azbil Group’s DX

Contributing “in series” to the transformations of customers, partners, and society through self-transformation, with feedback for our next transformation



Digital Transformation (DX)

Transforming field services through DX

Digitalizing the entire service workflow to connect engineers and customers on a single platform

Field services, which support customers' equipment over the long term, are positioned as one of the azbil Group's most important businesses. While these services require the company's unique expertise in measurement and control, the aging and retirement of experienced engineers have made intergenerational skills transfer and the development of the next generation of engineers urgent priorities. In addition, improving working conditions, including addressing labor shortages and reducing on-call duties during nights and weekends, has become a pressing issue.

To address these challenges, the azbil Group launched a DX project to standardize and digitalize field service workflows, starting with the service division of the AA business, to improve engineer productivity and promote intergenerational skills transfer. As the foundation for this initiative, we adopted a cloud-based field service management system with a proven global track record. As an initial step, we established a common information platform that enables approximately 300 service engineers, including personnel from partner companies, to centrally access equipment operating data, work histories, and maintenance information. This initiative improves operational efficiency while facilitating the systematic transfer of skills from experienced engineers. In FY2026, the system is scheduled to be linked with the Group-wide data utilization platform, enabling real-time visibility into equipment information for each customer site. We also plan to gradually roll out a call center platform and dedicated customer portals. Over time, these services will evolve into a new offering that enables customers to monitor their equipment and service status and carry out certain routine maintenance activities on their own. Through these initiatives, the azbil Group aims to deliver faster response times and ensure the stable operation of customer equipment, contributing to higher customer asset value.

Transforming building operations through product DX

Supporting energy efficiency and optimized facility operations through data utilization, leveraging remote maintenance

Azbil is combining the measurement and control technologies developed through its BA business with digital technologies, including cloud computing and data utilization capabilities, as it aims to create new added value in building management and operations. As an air-conditioning control vendor, we have provided control applications and engineering services for their installation in individual buildings, while striving to ensure stable operation and optimize energy consumption from the start of building operation. In our remote maintenance services, which enhance our after-sales support capabilities, approximately 4,300 office buildings, factories, and commercial facilities across Japan are connected to our network.

We now combine the expertise gained through energy-saving potential assessments conducted by specialist engineers with instrumentation, facility, and energy-saving technologies to seamlessly automate the process, from identifying improvement opportunities and estimating potential benefits to control tuning, quality assurance, and effectiveness verification. Through these initiatives, we are advancing DX initiatives that enable energy optimization across more buildings while maintaining both occupant comfort and stable facility operations. A key strength of Azbil lies in the close collaboration among its sales, engineering, and specialist support teams, which has been cultivated over more than 20 years. Supported by integrated efforts in human resource development, organizational capability building, process reform, and digitalization, this collaboration enables us to deliver a consistently high level of service nationwide. This is a prime example of product DX, transforming maintenance services from a reactive, operations-focused function into a more consultative and customer-focused service. By accelerating and streamlining the cycle from assessment and improvement to outcome verification, the azbil Group helps customers realize value more quickly.

Leveraging remote maintenance, the azbil Group is evolving its services to contribute to increased energy efficiency, operational efficiency, and sustainability, thereby creating new value for customers.



Tsuyoshi Kitai

DX Promotion & Development Department
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