

Stakeholder Engagement

Value creation through communication

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. The opinions obtained through engagement and constructive communication 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. Accordingly, management also actively engages in dialogue and works to build transparent and trusted relationships with all stakeholders.

Expanding opportunities for co-creation at Expo 2025 Osaka, Kansai, Japan

As a co-sponsor of the Theme Weeks at Expo 2025 Osaka, Kansai, Japan, we conducted dialogue programs on themes such as “well-balanced future lifestyle” and the “exciting future of the Earth” envisioned by children. Through co-creation with diverse stakeholders, we gained new insights into how the azbil Group’s automation technologies can help address societal issues and create value for the society of the future.

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 - Information dissemination via company website and social media - Contact form on our website - Exhibitions, webinars	- Discussion and exchange of views on ESG-related issues through case study presentations and ESG seminars for business partners - Interviews and support through visits to business partners 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 engagement survey - Establishing a contact point for various consultations, including whistleblowing	- General meetings of shareholders, financial results briefings, business strategy briefings, small meetings for dialogue between outside directors and institutional investors, 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 book, company website	- Seasonal events (such as summer evening festivals hosted by the company) and social contribution programs (such as educational support) - Regional volunteer activities - Support through the azbil Honeybee Club - Participation in international initiatives - Natural conservation initiatives and collaboration with domestic and international partner organizations
Examples of activities for FY2025	Booths at Industrial Transformation ASIA-PACIFIC, IIFES 2025, Smart Building EXPO, and other events, introducing advanced products and services utilizing DX and AI	- Approx. 150 companies participated in business partner case study presentations - Approx. 210 companies participated in ESG seminars for business partners - Conducted webinars on CO₂ emission reduction - Proposed diversity promotion initiatives through visits to business partners - Visited key business partners to discuss appropriate pricing and procurement practices	- Direct dialogues between the management and azbil Group employees - AI creativity contest - Introduced incentive plans such as the employee stock ownership plan (J-ESOP-RS) 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	- Financial results briefings, business strategy briefings, general meetings 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 a dialogue on the Group’s human rights initiatives with a lawyer specializing in business and human rights who is also active in a human rights NGO (April 2026, as part of FY2025 activities) - 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 - Obtained third-party opinions on environmental initiatives

Note: We are collaborating with the **Azbil Yamatake General Foundation**, among others, for engagement and contribution to local communities.

https://www.azbil.com/sustainability/contribution_to_society/foundation/index.html

Toward New Ways of Working That Foster Co-creation

Building a New Headquarters for Dialogue and Co-creation: An Initiative by Next-generation Employees

Chiharu Inose

Leads corporate communications, branding, and employee communications initiatives

Yuki Yamauchi

Supports overseas subsidiaries and coordinates global cash management

Ayaka Kubota

Oversees personnel and remuneration system, and plans new HR initiatives

In May 2026, Azbil relocated its headquarters. More than simply creating a new office, the move was an opportunity to foster a workplace where employees can take initiative and where dialogue flows naturally across organizational and hierarchical boundaries. Employees from a range of departments played a central role in the project. Here, they share the vision behind the new headquarters, the ways of working they sought to create, and the insights they gained through the experience.

A project entrusted to the next generation

Inose What's interesting is that before this project, we all worked in the same office but in different departments, and had little interaction with one another. Because the project would help shape the company's future, it came with significant responsibility and challenges. At the same time, it made me think more deeply about how we work and proved to be a highly rewarding experience.

Kubota When I was invited to join the project team, I did not fully realize how significant the project would be. At first, I simply assumed the company had brought together a group of younger employees.

Yamauchi What attracted me most was the opportunity to contribute to something that would have an impact across the company. Working with colleagues from other departments was a completely new experience, and I genuinely enjoyed it. It also broadened my perspective on the company and reinforced my belief that Azbil is a place where employees are encouraged to take on new challenges.

Beyond the office: rethinking the way we work

Kubota The first step was to identify the issues to address. What became clear was that the former headquarters no longer reflected the changing times. The ways of working and communicating had become fixed, making the workplace less flexible than it could be.

Inose When we spoke with employees at other locations, we heard comments such as "The headquarters feels closed-off" and "It doesn't feel very approachable." Having grown used to the environment ourselves, we were somewhat surprised by that feedback.

Yamauchi The headquarters was often so quiet that the only sound seemed to be the tapping of keyboards. At the same time, some departments already had a culture of open communication, with colleagues regularly talking about topics beyond work. The challenges people saw varied considerably across departments.

Kubota Every department has its own way of working, so there was never a single right answer. Our goal was to transform not only the physical space but also the way people connect, communicate, and work together. Over time, the project team came to share that vision. We were not simply aiming to create an attractive office, but a workplace where people naturally come together, feel comfortable starting conversations, and are empowered to take initiative.

Yamauchi After visiting a wide range of offices, we came to believe that what matters most is not the space itself, but how people work within it and the ways it supports the creation of different working styles. Some employees prefer to focus independently, while others thrive through discussion. At times, a change of environment can also help refresh thinking. Rather than promoting a single way of working, we aimed to create an office where employees can choose the setting that best suits their work and mood at any given time.

Inose The starting point of the project was a desire to encourage new ways of working. At the same time, we did not pursue our vision in isolation. Through ongoing interviews with employees, concerns were also raised about initiatives such as the introduction of unassigned seating.

Kubota We began the project with a vision for new ways of working. However, we soon recognized that employees have different needs and preferences, and that there is no single approach that suits everyone. Rather than prescribing how people should work, we focused on creating an office that supports a variety of working styles.

Toward New Ways of Working That Foster Co-creation

Bringing people together: our vision in action

Yamauchi Compared to the previous headquarters, people feel much more connected. Conversations often start naturally over a cup of coffee, creating more opportunities to learn about the work of other departments. As a result, our understanding of the company as a whole has deepened significantly.

Inose We have received encouraging feedback such as, “The unassigned seating arrangement is working better than I expected.” There was probably some uncertainty at first, but people have found approaches that suit them and adapted smoothly. Seeing people embrace the autonomous and flexible way of working we hoped to create has been especially encouraging.

Yamauchi Every time someone says, “Thank you” or “It’s become much easier to use,” it makes me incredibly happy. I feel that being able to receive that kind of feedback is one of the benefits of the new workplace.

Kubota More employees are choosing where to work based on the tasks they need to accomplish each day, saying things like “I think I’ll work here today.” Communication across departments has also increased, and the atmosphere at headquarters has become noticeably more open and vibrant. In addition, we created shared spaces that can be used by colleagues from other offices and group companies. We hope these spaces will foster interaction across

organizational boundaries and spark new ideas and value creation.

Inose The concept of a “headquarters that brings people together” can also be seen in MARU, our new lounge. While it serves as a showroom, its purpose extends beyond showcasing our technologies. We envisioned it as a hub where ideas can emerge through interaction not only among employees but also with customers, students, and other stakeholders. That is why we chose to call it a lounge rather than a showroom. The name “Azbil Lounge Tokyo O,” pronounced “MARU” and meaning “circle” in Japanese, reflects our desire to create a welcoming space where people can gather in a circle and engage in open dialogue. We believe this environment will foster communication and contribute to innovation, productivity, and higher engagement.

A place that continues to evolve

Kubota The office itself might be complete, but the way we work will continue to evolve. I hope this remains a workplace that grows and improves by listening to employees’ voices. Creating an environment where people can work comfortably and take initiative is also important for attracting and retaining talent.

Yamauchi I feel the same way. I would like to see conversations across departments and levels become even more natural, in an environment where people feel comfortable reaching out and saying “Can I ask you something?” Through our Building Automation business, we help customers create new ways of working and rethink the role of the office. Having experienced this transformation ourselves, I have come to appreciate its value even more.

Inose The environment is now in place. What matters now is the connections it creates. When people connect, new ideas emerge. As those ideas grow and come together, they can lead to co-creation, innovation, and ultimately greater enterprise value. We look forward to seeing where that journey takes us.

Where people and ideas meet: creating new value through dialogue and co-creation

Tomoyuki Takeda

Managing Executive Officer
azbil Group Work-Style
Creation (Well-being)



In May 2026, as Azbil marked the 120th anniversary of its founding, we relocated our headquarters. The move reflects our commitment to bringing the newly formulated azbil Group Purpose and Vision to life and marks an important step toward new ways of working and the creation of new brand value.

As described in the employee roundtable discussion, the younger employees involved in the headquarters relocation project from the planning stage shared a common goal: to create an environment where people naturally come together and where dialogue and co-creation can thrive. Their aim was not simply to renew an office, but to transform the way we work. I would like to express my sincere appreciation for the passion, initiative, and commitment they demonstrated throughout the project.

Since the relocation, interaction across organizational boundaries has increased markedly. The elimination of executives’ private offices has also fostered closer communication among executives while reducing the distance between management and employees. Building on the momentum created by the headquarters relocation, we will further deepen dialogue and co-creation with a diverse range of stakeholders, thereby creating new brand value and contributing to the sustained enhancement of enterprise value.

