

Azbil Corporation to Implement Organizational Restructuring and Personnel Reassignments (Directors, Corporate Executives and Executive Officers)

TOKYO, February 28, 2023 — Azbil Corporation (Head Office: 2-7-3 Marunouchi, Chiyoda-ku, Tokyo; President & CEO: Kiyohiro Yamamoto) has announced that, effective April 1, 2023, it is reorganizing its executive structure for the purposes listed below. Details of this organizational restructuring and the reassignments of directors, corporate executives and executive officers are to be found on the following pages.

Purposes of the reorganization

Azbil Corporation is launching these reforms to achieve the 5 objectives for growth indicated in our current medium-term plan (FY2021-FY2024).

1. Strengthen product competitiveness and production capabilities in the product business domain
 - To enhance the competitive advantage of our technologies, we are creating a system that contributes to the strengthening of our development capabilities in MEMS development/production, sensing device technologies, and actuator-related technologies, while at the same time promoting spiral-type business development.
 - By creating an organization that integrates multiple functions—the development of construction methods suited to production characteristics, production preparations, and production maintenance—we will secure innovative production processes and a stable production supply.
2. Strengthen the service foundation in the systems business domain by harnessing DX
 - We are creating an organization in charge of cloud services for the entire azbil Group; we are developing the foundation for our cloud business, and planning new cloud services.
3. Strengthen executive power for our overseas business as a growth area
 - To achieve rapid growth in our overseas business, we are integrating the Strategic Planning & Development Office for Southeast Asia, which is headed by an executive officer with non-Japanese nationality, within the International Business Headquarters, thus strengthening both business line coordination and regional response capabilities.
4. Investments and reforms to strengthen our business portfolio
 - From the perspective of business portfolio management we are strengthening the management of our existing businesses, which includes restructuring. We are also reinforcing our sales capabilities and sales risk management by means of comprehensive investments related to energy solutions for buildings, including GX and renewable energy, and the promotion of DX.
5. Strengthen human capital & intellectual property, and defense
 - We are raising productivity and encouraging growth by means of appropriate human capital development, including reskilling, and by strategic investments in intellectual property; we are also improving protection with enhanced risk management systems.

In addition to the above, we are restructuring the Group's internal communications system to

ensure our stakeholders are promptly notified regarding changes related to ESG, etc.

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azbil

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Reorganization

Effective April 1, 2023

1. Strengthen product competitiveness and production capabilities in the product business domain

Reorganization within the Technology Development Headquarters

- To strengthen development support functions—which run transversely through the organization—and the development of core technologies, especially in MEMS development/production and sensing device technology areas, we are eliminating the Product Development Department, the Sensing Device Technology Department, the HCA Technology Department, and the Process Engineering Department. At the same time, we are creating the Co-Innovation Department, the Micro Device Department, and the Core-Technology Department.

Establishment of the Actuator Development Headquarters

- To strengthen our development capabilities for actuator-related products, the Valve Product Development Department is being eliminated and a new Actuator Development Headquarters established; Development Department 1, Development Department 2, and Development Department 3 are being set up within the new headquarters.

Reorganization of the Production Management Headquarters

- The new Production Engineering Department is being created to improve the efficiency of advanced production processes and operations, to solve production issues and promote production BCP, to accelerate global procurement, and to enhance the efficiency of efforts to promote SDGs in our supply chains.
- We are establishing the new Quality Control Department to ensure the independence of functions related to auditing and supervising the quality of production processes, and to strengthen internal checks and balances.
- In line with these changes, the Manufacturing and Quality Engineering Department within the Production Management Headquarters is being eliminated.

Reorganization of the Advanced Automation Company

- In order to enhance the competitiveness of products offered by the Advanced Automation business, we are establishing a new Strategic Products Development Department that will promote spiral business development.

2. Strengthen the service foundation in the systems business domain by harnessing DX

Reorganization of the Service Headquarters

- The new aG Cloud Service Department and Building Operation Support System Center are being established to strengthen the planning, development and operation of our cloud services, while the Network Service Department and Cloud Operations Center within the Service Headquarters are being eliminated.

Reorganization of the Building Systems Company

- In conjunction with the establishment of the aG Cloud Service Department in the Service Headquarters, the Digital Platform Department in the Facility Management Headquarters is being eliminated.

3. Strengthen execution capabilities for our overseas business as a growth area

Reorganization of the International Business Headquarters

- To further strengthen functions, organization, and product development capabilities that reflect different regional characteristics, the Strategic Planning & Development Office for Southeast Asia is being integrated within the International Business Headquarters.

4. Investments and reforms to strengthen our business portfolio

Corporate Administration Reorganization

- To strengthen management index supervision and management accounting functions, the Financial Planning and Management Accounting Department within the Group Management Headquarters is being eliminated, while the new Business Management Promotion Office is being established within the same headquarters.

Reorganization of the Building Systems Company

- A new Environmental GX Solution Department is being established within the Environmental Solutions Headquarters so as to contribute to GX (Green Transformation) as required by society today.
- To centralize and rationalize the back-office functions of our nationwide service and sales departments, a new Business Management Department is being established within the Facility Management Headquarters.

Reorganization of the Advanced Automation Company

- To enhance sales capabilities and sales risk management by promoting DX, the Business Promotion Department within the Business Development Group is being eliminated, while the new Business DX Promotion Department and Business Infrastructure Development Department are being established.

Establishment of the LA Business Planning & Administration Department

- To further strengthen business management for the Life Automation business, the Life Science Engineering Department is being eliminated and the new Life Automation Business Planning & Administration Department is being established.

5. Strengthen human capital, intellectual property, and defense

Corporate Administration Reorganization

- We are integrating communications-related departments (IR Relations, Group Management Headquarters; Public Relations Section, Corporate Planning Department; and the Document Production Department), and we are establishing the new Communication Department to promote consistent communications with

all of our stakeholders, strengthening dialogue and promoting branding.

- We are consolidating and making independent the operational functions of our business offices throughout Japan, and establishing the new Operations Department to increase the efficiency and productivity of operations related to human resources, general affairs, and accounting.
- Aiming to promote and strengthen internal controls, CSR/risk management, and sustainability, while enhancing both the quality and quantity of our responses to disclosure requests related to non-financial matters, the Corporate Sustainability Promotion Headquarters is being split into the Internal Control Department of the Group Management Headquarters, the CSR and Risk Management Department, and the Corporate Sustainability Promotion Department.
- To strengthen intellectual assets, the new Intellectual Property Strategy Department is being established, and the Legal & Intellectual Property Department is being renamed the Legal Department.

2. List of Board of Directors

As of June 27, 2023

Title	Name	Type of Change	Notes
Director	Hirozumi Sone	Reappointment	Director and Chairperson Chairperson of the Board
Director	Kiyohiro Yamamoto	Reappointment	
Director	Takayuki Yokota	Reappointment	
Director	Hisaya Katsuta	Reappointment	
Outside Director	Takeshi Itoh	Reappointment	
Outside Director	Waka Fujiso	Reappointment	
Outside Director	Mitsuhiro Nagahama	Reappointment	
Outside Director	Anne Ka Tse Hung	Reappointment	
Outside Director	Minoru Sakuma	Reappointment	
Outside Director	Fumitoshi Sato	Reappointment	
Outside Director	Shigeaki Yoshikawa	Reappointment	
Outside Director	Tomoyasu Miura	Reappointment	

3. Personnel Changes for Corporate Executives

(1) Promotions

As of June 27, 2023

Name	New Position	Current Position
Takayuki Yokota	Representative Corporate Executive Deputy President	Representative Senior Managing Corporate Executive

(2) New Appointments

As of June 27, 2023

Name	New Position	Current Position
Akihiko Naruse	Managing Corporate Executive	Managing Executive Officer

(3) List of Corporate Executives

As of June 27, 2023

Position	Name	Type of Change
Representative Corporate Executive President and Chief Executive Officer	Kiyohiro Yamamoto	Reappointment
Representative Corporate Executive Deputy President	Takayuki Yokota	Promotion
Managing Corporate Executive	Yoshimitsu Hojo	Reappointment
Managing Corporate Executive	Kazuyasu Hamada	Reappointment
Managing Corporate Executive	Akihiko Naruse	New appointment

4. Personnel Changes for Executive Officers

(1) New Appointments

As of April 1, 2023

Name	New Position	Current Position
Tetsuya Kajita	Executive Officer Head of Technology Development Headquarters	Senior Officer Deputy Head of Technology Development Headquarters
Anju Jaswal	Executive Officer Deputy Head of International Business Headquarters Managing Director of Strategic Planning & Development Office for Southeast Asia	Managing Director of Strategic Planning & Development Office for Southeast Asia
Hiromitsu Yoshizawa	Executive Officer Head of BSC Engineering Headquarters	Senior Officer Deputy Head of BSC Engineering Headquarters
Eisuke Toyoda	Executive Officer General Manager of AAC AA CP Business	Senior Officer General Manager of AAC CP Marketing Department

(2) Reassignment/Retirement

As of March 31, 2023

Name	New Position	Current Position
Junya Nishimoto	Advisor	Managing Executive Officer
Takahiro Sakamoto	Counselor	Executive Officer Head of Technology Development Headquarters
Masahiko Fujikawa	Counselor General Manager of Department of Safety Assessment, General Manager of aG Quality Assurance Department	Executive Officer General Manager of Department of Safety Assessment, General Manager of aG Quality Assurance Department
Kenichi Hayashi	Counselor	Executive Officer General Manager of BSC Business Planning Department
Takashi Sawada	Counselor	Executive Officer
Kanichiro Tsuruta	Senior Officer Deputy Head of BSC Engineering Headquarters	Executive Officer Head of BSC Engineering Headquarters
Tetsuo Takamura	Counselor	Executive Officer General Manager of AAC AA CP Business

(3) List of Executive Officers

Title	Name
Director, Representative Corporate Executive President and Chief Executive Officer	Kiyohiro Yamamoto
Director, Representative Corporate Executive Deputy President	Takayuki Yokota
Managing Corporate Executive	Yoshimitsu Hojo
Managing Corporate Executive	Kazuyasu Hamada
Managing Corporate Executive	Akihiko Naruse
Managing Executive Officer	Tadayoshi Ito
Managing Executive Officer	Hideaki Ishii
Managing Executive Officer	Shigeru Wada
Executive Officer	Masato Iwasaki
Executive Officer	Masashi Hirano
Executive Officer	Toshiyasu Sumitomo
Executive Officer	Masatoshi Yamada
Executive Officer	Akiko Sekino
Executive Officer	Tomohiro Takano
Executive Officer	Tomoyuki Takeda
Executive Officer	Tetsuya Iwasaki
Executive Officer	Toshihisa Murayama
Executive Officer	Yukiya Kitaura
Executive Officer	Taro Sento
Executive Officer	Tetsuo Kobayashi
Executive Officer	Takashi Igarashi
Executive Officer	Kenji Sudo
Executive Officer	Tetsuya Kajita
Executive Officer	Anju Jaswal
Executive Officer	Hiromitsu Yoshizawa
Executive Officer	Eisuke Toyoda

About Abbreviations

BSC	:	Building Systems Company
AAC	:	Advanced Automation Company
AA	:	Advanced Automation
CP	:	Control Products