

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

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1. Organizational Restructuring

Effective April 1, 2025

Corporate departmental organizational reforms

- A new company-wide organization named the aG Management Strategy Department will be established to develop the Group's sustainable growth strategies, optimize the business portfolio, and lead the execution of initiatives, with the aim of strengthening the Group's management strategy development function.
- In the corporate departmental finance and accounting functions, to enhance and strengthen various measures such as financial and capital management and increase their effectiveness through dialogue with the stock market, and to reliably respond to the expanding disclosure requirements—from various financial information to sustainability information disclosures—of the stock market, the IR Group of the Communications Department will be abolished, and the IR Office will be established within the Group Management Headquarters.
- To strengthen DX promotion functions, which are crucial for business transformation, the Digital Enhancement Headquarters will be newly established with the Digital Development Department, Information Systems Department, and Cyber Security Office placed under it.
- The new Kyoto Office will be established within the Production Management Headquarters to manage and operate assets and the entire facility of Azbil Kyoto Co., Ltd., a production subsidiary of our Group. It will also maintain and manage Azbil's logistics functions as well as the testing and research facilities, while promoting environmental conservation activities and collaboration with the local community.
- The GX Solution Department will be abolished, and the new Sustainable Business Development Department will be established, to strongly advance business strategies for entering the market within the sustainable business domain, focusing on achieving a sustainable society through automation technology.
- To promote and strengthen new business ventures utilizing our actuator technology, the New Business Development Department will be established within the Actuator Development Headquarters.

< Service Headquarters >

- To strengthen the promotion of solutions related to the service business, the functions of the Service Engineering Department and the Service Engineering Development Department within the Service Headquarters will be integrated and reorganized into the Service Engineering Department.
- To strengthen the job execution system in the service business, the new Renovation Department will be established within the Service Headquarters.

Building Systems Company's organizational reform

- The Tachikawa Service Office within the BSC West Tokyo Branch will be abolished, and its functions will be transferred to Sales Department 1 of the same office.

Advanced Automation Company's organizational reform

- To strengthen business capabilities in the Advanced Automation business by enhancing customer experience (CX), the new CX Promotion Department will be established within the Business Development Group. This department will be responsible for driving improvements in customer experience.

2. Board of Directors

*Those listed under '(1) New Appointment' and '(3) List of Board of Directors' are all candidates.

*The current position is as of February 27, 2025.

(1) New Appointment

As of June 25, 2025

Name	New Position	Current Position
Satoko Nakatani	Outside Director	—

(2) Retirements

As of June 25, 2025

Name	New Position	Current Position
Hirozumi Sone	Advisor	Director and Chairperson Chairperson of the Board
Waka Fujiso	—	Outside Director
Fumitoshi Sato	—	Outside Director

(3) List of Board of Directors

As of June 25, 2025

Title	Name	Type of Change
Director	Kiyohiro Yamamoto	Reappointment
Director	Takayuki Yokota	Reappointment
Director	Hisaya Katsuta	Reappointment
Outside Director	Mitsuhiro Nagahama	Reappointment
Outside Director	Anne Ka Tse Hung	Reappointment
Outside Director	Shigeaki Yoshikawa	Reappointment
Outside Director	Tomoyasu Miura	Reappointment *
Outside Director	Sachiko Ichikawa	Reappointment
Outside Director	Hiroshi Yoshida	Reappointment
Outside Director	Satoko Nakatani	New appointment

*Tomoyasu Miura will assume the position of Chairperson of the Board at the Board of Directors meeting following the conclusion of the Ordinary General Meeting of Shareholders to be held on June 25, 2025.

3. Corporate Executives

*The current position is as of February 27, 2025.

(1) Retirement

As of June 25, 2025

Name	New Position	Current Position
Akihiko Naruse	Advisor	Managing Corporate Executive

(2) List of Corporate Executives

As of June 25, 2025

Title	Name	Type of Change
Representative Corporate Executive President and Group Chief Executive Officer	Kiyohiro Yamamoto	Reappointment
Representative Corporate Executive Deputy President	Takayuki Yokota	Reappointment
Managing Corporate Executive	Yoshimitsu Hojo	Reappointment
Managing Corporate Executive	Kazuyasu Hamada	Reappointment
Managing Corporate Executive	Hideaki Ishii	Reappointment

4. Executive Officers

*The current position is as of February 27, 2025.

(1) Promotion

As of April 1, 2025

Name	New Position	Current Position
Takashi Igarashi	Managing Executive Officer	Executive Officer Manager of AAC Tokyo Head Office

(2) New Appointments

As of April 1, 2025

Name	New Position	Current Position
Kenji Okumura	Managing Executive Officer	President of AT
Kazuhiko Yasuda	Executive Officer	Senior Director
Jun Iwamatsu	Executive Officer	Senior Director
Kazuaki Shirane	Executive Officer	Senior Officer
Masashi Takesako	Executive Officer	Senior Officer
Akinori Sugi	Executive Officer	Senior Officer
Takeshi Yoshizumi	Executive Officer	Senior Officer
Masahiro Uenishi	Executive Officer	President of AK
Yasuko Tsuda	Executive Officer	Senior Director

(3) Retirements

As of March 31, 2025

Name	New Position	Current Position
Tadayoshi Ito	Advisor	Managing Executive Officer
Tomohiro Takano	Counselor	Executive Officer

(4) List of Executive Officers

As of April 1, 2025

Title	Name	Type of Change
Managing Executive Officer	Shigeru Wada	Reappointment
Managing Executive Officer	Tomoyuki Takeda	Reappointment
Managing Executive Officer	Takashi Igarashi	Promotion
Managing Executive Officer	Kenji Okumura	New appointment
Executive Officer	Masashi Hirano	Reappointment
Executive Officer	Toshiyasu Sumitomo	Reappointment
Executive Officer	Akiko Sekino	Reappointment
Executive Officer	Tetsuya Kajita	Reappointment
Executive Officer	Anju Jaswal	Reappointment
Executive Officer	Norio Hashimoto	Reappointment
Executive Officer	Chosei Kaseda	Reappointment
Executive Officer	Toshihisa Murayama	Reappointment
Executive Officer	Hirimitsu Yoshizawa	Reappointment
Executive Officer	Norio Morokuma	Reappointment
Executive Officer	Taro Sento	Reappointment
Executive Officer	Kenji Sudo	Reappointment
Executive Officer	Eisuke Toyoda	Reappointment
Executive Officer	Isamu Ikeda	Reappointment
Executive Officer	Kazuhiko Yasuda	New appointment
Executive Officer	Jun Iwamatsu	New appointment
Executive Officer	Kazuaki Shirane	New appointment
Executive Officer	Masashi Takesako	New appointment
Executive Officer	Akinori Sugi	New appointment
Executive Officer	Takeshi Yoshizumi	New appointment
Executive Officer	Masahiro Uenishi	New appointment
Executive Officer	Yasuko Tsuda	New appointment

5. About Abbreviations

AAC : Advanced Automation Company
AT : Azbil Trading Co., Ltd.
AK : Azbil Kimmon Co., Ltd.