

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

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1. Organizational Restructuring

Effective April 1, 2026

Corporate departmental reorganization

- To reallocate resources for overseas business growth, and support overseas affiliates and strengthen governance through integrated business and management operation, aiming to strengthen our regional core, the International Business Headquarters and the Building Systems Company International Business Headquarters will be integrated and a Global Business Headquarters will be established. Under it, the International Strategic Planning Department, International Business Management Department, Strategic Planning & Development Office for Southeast Asia, Building Automation International Sales Department, Building Automation International Engineering Department, and Building Automation International Planning Department will be established.
- To strengthen our product development capabilities focused on the building systems business and advanced automation business based on customer needs, the Technology Development Headquarters will be abolished and its functions will be transferred to the Advanced Automation Company, Building Systems Company, Production Management Headquarters, Technology Standardization Department, and Communication Department, respectively.
- To strengthen production capabilities for valves and actuators and integrate production engineering departments, Actuator Development Headquarters Develop Department 3 will be abolished and its functions will be transferred to the Production Engineering Department within the Production Management Headquarters.
- The microelectromechanical system (MEMS) production technology and production functions of the Micro Device Department of the Technology Development Headquarters will be transferred to the Production Management Headquarters, and a Production Department 4 will be established within the Production Management Headquarters to strengthen quality and improve functional efficiency.
- A Sustainable Procurement Promotion Department will be established within the Production Management Headquarters to strengthen planning and promotion functions for supply chain activities.
- The Production Management Headquarters Production Administration Department will be abolished and reorganized into the Business Management Headquarters Business Administration Department 2.
- To build a high-value-added service system and expand the business by strengthening collaboration with each business, the functions of the Service Headquarters will be transferred to each business. The Service Planning Department and Service Safety Department will be placed under the Service Headquarters.
- To strengthen the Group's cloud service development capabilities in the systems business, the functions of the Service Headquarters aG Cloud Service Department and the aG Cloud Development Department will be integrated and reorganized to form the Cloud Systems Headquarters as a system for developing a common cloud platform and planning and operating cloud services. The Cloud Systems Development Department and Cloud Services Department will be established under it.
- To strengthen comprehensive sustainability management across the entire company, the functions of the Legal and Risk Management Headquarters will be expanded to establish a new sustainability promotion structure. To this end, the Legal and Risk Management Headquarters will be abolished and a Sustainability Management Headquarters will be established, with the Legal and Compliance Department, CSR and Risk Management Department, Corporate Sustainability Promotion Department, and Environment Promotion Department established under it.
- To optimize our organization by managing human resources and talent development in an integrated manner, while clarifying responsibilities and promoting the delegation of authority to strengthen each function that meets the business needs. Therefore, the Human Resources Department and Azbil Academy will be abolished and the following new departments will be established: Human Resources Planning and Administration Department, Global Human Resources Department, and Human Resources Development Department.
- Aiming to optimize domestic general affairs and business operations, general affairs and business operations will be integrated through efficiency improvements and the promotion of standardization. The General Affairs Department, Business Administration Department, Fujisawa Technology Center Business Section, Environmental Safety Section, and Production Management Headquarters Production Administration Department will be integrated and reorganized to establish the Business Management Headquarters, with the General Affairs Department, Business Administration Department 1, and Business Administration Department 2 placed under it.

Building Systems Company's reorganization

- Within the Development Headquarters, Development Department 1 and Development Department 2 will be abolished and System Development Department 1 and Cloud Development Department 1 will be established. Additionally, Development Department 3 will be renamed to Cloud Development Department 2 and Development Department 4 will be renamed to System Development Department 2.
- The Environmental GX Solution Department within the Environmental Solution Headquarters will be renamed to Environmental GX Business Department.
- The Service Engineering Department and Building Operation Support System Center will be established within the Facility Management Headquarters.
- The International Business Headquarters will be integrated into the Global Business Headquarters.
- The Wide Area Service Department, Building Management Service Department, and DC Service Department will be established within the Tokyo Head Office.
- New Service Departments will be established within the East Tokyo Head Office, West Tokyo Head Office, Tohoku Branch, Kitakanto Branch, Higashikanto Branch, Yokohama Branch, Chubu Regional Division, Kansai Regional Division, Chushikoku Branch, and Kyushu Branch, respectively.
- The Sales Department within the Tohoku Branch will be renamed to Sales Department 1 and a Sales Department 2 will be established.
- The Airflow Business Department in the Marketing Headquarters will be renamed to Business and Product Value Creation Department.

Advanced Automation Company's reorganization

- To strengthen business promotion and development capabilities in order to accelerate new automation and global business expansion, the Business Development Group will be renamed to the Sales Headquarters, and a CP Sales Department, IA Sales Department, and Sales Operations Department will be established under it.
- To strengthen product and technology development capabilities for business development and growth, a Development Headquarters will be established, with the following departments established under it: Development Management Department, Control Products Development Department, Industrial Automation Products Development Department, Industrial Automation Systems Development Department, DXCV Development Department, and Measurement Technology Development Department.
- Strategic Business Development Department 3 will be renamed to the Autonomous Systems Business Development Department.
- To create and deliver high-value-added services and respond to changing customer needs, a AAC Service Headquarters will be established, with the following departments established under it: Service Engineering Department, North Japan Service Department, Tokyo Service Department, Chubu Service Department, Kansai Service Department, and West Japan Service Department.
- A DX Promotion & Development Department will be established to promote DX across the entire company and promote the digitalization, standardization, and utilization of data in processes.
- To build a system that can promote business management and business infrastructure development in an integrated manner and improve the control and execution capabilities of the entire Advanced Automation Business, a Company Business Control Headquarters will be established, with the Company Business Control Department and Company Business Infrastructure Department placed under it.

2. Board of Directors

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

*The current positions are as of February 26, 2026

(1) New Appointments

As of June 24, 2026 at the conclusion of the Ordinary General Meeting of Shareholders

Name	New Position	Current Position
Junichi Nishizawa	Outside Director	—
Shoichiro Eguchi	Outside Director	—

(2) Retirement

As of June 24, 2026 at the conclusion of the Ordinary General Meeting of Shareholders

Name	New Position	Current Position
Mitsuhiro Nagahama	—	Outside Director

(3) List of Board of Directors

As of June 24, 2026 at the conclusion of the Ordinary General Meeting of Shareholders

Title	Name	Type of Change
Director	Kiyohiro Yamamoto	Reappointment
Director	Takayuki Yokota	Reappointment
Director	Hisaya Katsuta	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	Reappointment
Outside Director	Junichi Nishizawa	New appointment
Outside Director	Shoichiro Eguchi	New appointment

3. Corporate Executives

*The current positions are as of February 26, 2026

(1) New Appointment

As of April 1, 2026

Name	New Position	Current Position
Takashi Igarashi	Managing Corporate Executive	Managing Executive Officer

(2) Retirement

As of March 31, 2026

Name	New Position	Current Position
Yoshimitsu Hojo	—	Managing Corporate Executive

(3) List of Corporate Executives

As of April 1, 2026

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	Kazuyasu Hamada	Reappointment
Managing Corporate Executive	Hideaki Ishii	Reappointment
Managing Corporate Executive	Takashi Igarashi	New appointment

4. Executive Officers

*The current positions are as of February 26, 2026.

(1) Promotions

As of April 1, 2026

Name	New Position	Current Position
Masashi Takesako	Managing Executive Officer	Executive Officer
Chosei Kaseda	Managing Executive Officer	Executive Officer

(2) New Appointments

As of April 1, 2026

Name	New Position	Current Position
Satoshi Asai	Executive Officer	Senior Director
Yoshiharu Nakai	Executive Officer	Senior Officer
Tatsuya Yoshida	Executive Officer	Senior Officer
Shingo Kakizaki	Executive Officer	Senior Officer

(3) Retirements

As of March 31, 2026

Name	New Position	Current Position
Masashi Hirano	Counselor	Executive Officer
Masahiro Uenishi	—	Executive Officer
Toshihisa Murayama	Counselor	Executive Officer
Norio Morokuma	Counselor	Executive Officer

(4) List of Executive Officers

As of April 1, 2026

Title	Name	Type of Change
Managing Executive Officer	Shigeru Wada	Reappointment
Managing Executive Officer	Tomoyuki Takeda	Reappointment
Managing Executive Officer	Kenji Okumura	Reappointment
Managing Executive Officer	Masashi Takesako	Promotion
Managing Executive Officer	Chosei Kaseda	Promotion
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	Kazuhiko Yasuda	Reappointment
Executive Officer	Yasuko Tsuda	Reappointment
Executive Officer	Jun Iwamatsu	Reappointment
Executive Officer	Hiromitsu Yoshizawa	Reappointment
Executive Officer	Kazuaki Shirane	Reappointment
Executive Officer	Akinori Sugi	Reappointment
Executive Officer	Taro Sento	Reappointment
Executive Officer	Kenji Sudo	Reappointment
Executive Officer	Eisuke Toyoda	Reappointment
Executive Officer	Isamu Ikeda	Reappointment
Executive Officer	Takeshi Yoshizumi	Reappointment
Executive Officer	Satoshi Asai	New appointment
Executive Officer	Yoshiharu Nakai	New appointment
Executive Officer	Tatsuya Yoshida	New appointment
Executive Officer	Shingo Kakizaki	New appointment

5. Abbreviations

aG : azbil Group
BA : Building Automation
AA : Advanced Automation
AAC : Advanced Automation Company

CP : Control Products
IA : Industrial Automation