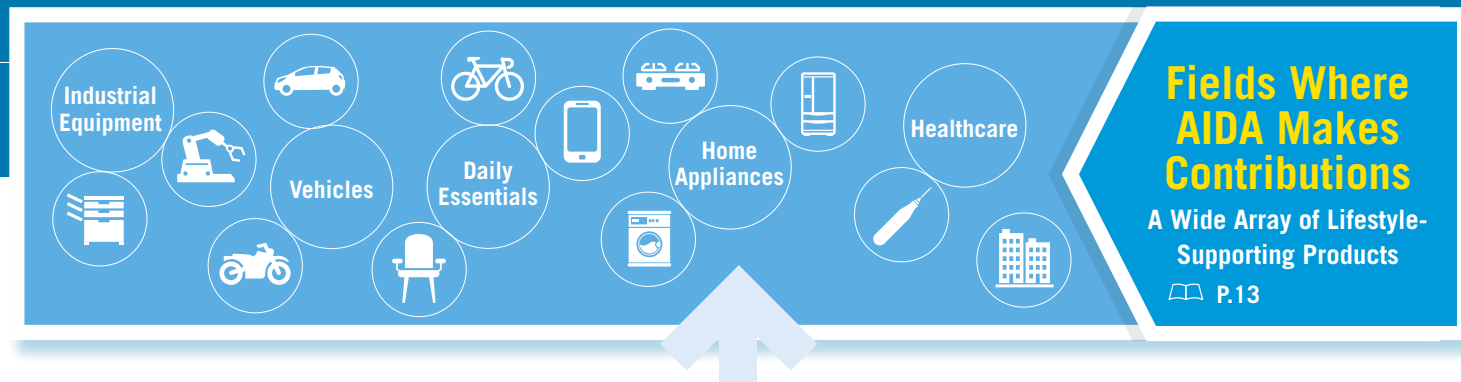


AIDA's Value Chain

We are leveraging AIDA's unique strengths to bolster business activities across the entire value chain, ranging from R&D, solution recommendations, and engineering through planning and procurement to manufacturing and after-sales Service. We will harness our unique technology development capabilities to enhance corporate value by ascertaining the latest user requirements and delivering high-value-added products and customer Service that help address societal issues.



Issues Facing Our Customers

Labor Shortages Environmental Measures Technology Transfers Boosting Production Efficiencies Quality Improvements DX etc.

Societal Issues/ Changing Business Environments

Societal/Environmental Issues Falling Birthrates/Aging Populations Globalization etc.

R&D

Solution Recommendations

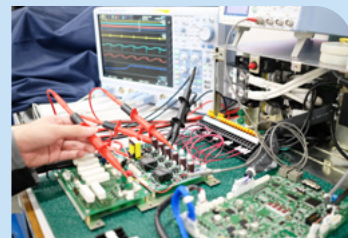
Engineering

Planning / Procurement

Manufacturing

After-Sales Service

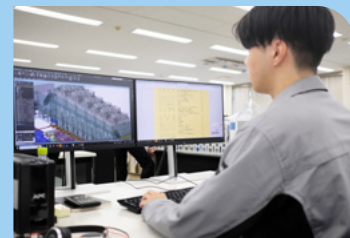
Overview



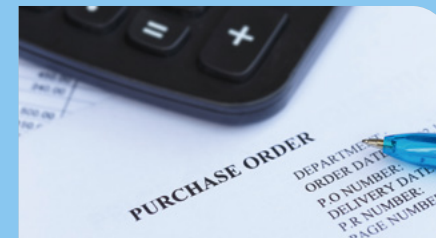
To adapt to an increasingly diverse business environment, we engage in research and development in areas that include press machines and peripheral equipment, materials, analysis technologies, forming methodologies, and robotics. This leads to value creation, including the evolution of existing technologies and the development of innovative products ahead of the competition.



We have a customer liaison desk to propose optimal production systems, respond to inquiries, and create proposals, and we link these activities to garner orders. We collaborate internally with Engineering and Manufacturing, etc., to propose comprehensive solutions that include forming methodologies and peripheral equipment.

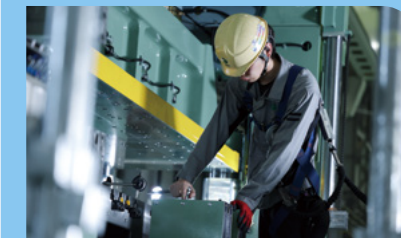


With our focus on presses delivered to our customers, we engage in engineering activities targeting material feeders, transfer robots, and other components of press forming systems as well as the engineering of electronic devices, servo systems, and DX systems specially adapted to these products.



Planning: As we primarily make custom products, these departments work together to designate the specific production processes and the delivery dates for each project, and progress is managed by monitoring machining center utilization and staffing requirements. We also coordinate with our overseas production sites for co-manufacturing.

Procurement: Since materials and parts are highly customized, we prioritize quality when selecting suppliers and procuring components, etc. We also procure from overseas suppliers by coordinating with our overseas production sites.



Because of the many custom specifications, collaboration between the Engineering and Purchasing departments is vital. Resource allocation is optimized based on workload fluctuations, such as the flexible utilization of machining centers and personnel. The independent Quality Assurance Department checks the quality of the finished products. We manufacture not only presses but also peripheral equipment in-house, and we have five production facilities around the globe.



Service engineers have a broad range of knowledge and skills, related not only to a wide array of presses but also to automation and control devices, and they work with Engineering and Manufacturing to provide maintenance, preventive maintenance, and repair services as part of our comprehensive technological support. As retrofitting involves a great deal of engineering, expert personnel are required.

Competitive Strengths

- A sophisticated development environment with in-house Die, Systems Development, Engineering, and Manufacturing departments
- A track record of over 100 years of technological achievements and accumulated data
- Product R&D capabilities through collaboration and joint development with customers and external partners
- Development of digital technologies for automation, decarbonization, AI, and IoT and the application of these to our products

- An extensive track record of solutions provided to domestic and overseas customers
- An extensive network consisting of 5 global manufacturing locations and 39 global sales and Service offices
- Foresight cultivated through cutting-edge research and development initiatives
- Brand strength as an industry leader

- Over 100 years of passing down and evolving technologies and expertise
- An engineering-based manufacturing philosophy that emphasizes high quality, high precision, and high rigidity
- Engineering capabilities that can achieve optimized mechanisms, structures, and functions to fulfill customer requirements

- Production planning and preparation systems to meet the customer's desired delivery date
- Geographically optimized procurement through our global procurement system
- Relationships of trust built upon fair, equitable, and transparent dealings with suppliers
- Close collaboration with suppliers regarding quality management and productivity improvement initiatives

- We have established an optimally positioned and robust global production system in five locations: Japan, China, Malaysia, the US, and Italy
- We maintain the world's highest level of quality through thorough traceability management at our manufacturing sites
- Accumulated manufacturing expertise and evolving production capabilities

- Superior integrated systems spanning from R&D to after-sales Service
- A comprehensive global support system provided by 39 directly managed sales and Service locations in 19 countries
- Offering retrofits and overhauls to reduce environmental footprints

Issue Recognition

- Expanding our eco-friendly product lineup
- Developing new AI- and digital-driven technologies
- Recruitment and training of R&D engineers, etc.

- Garnering potential customers
- Developing our salesforce (globalization, honing technical capabilities, etc.)
- Bolstering collaboration between departments
- Price competition, etc.

- Introducing timely new products
- Achieving both advanced functionality and low cost
- Training engineers and retaining personnel
- Expanding automation systems, etc.

- Strengthening global procurement management to respond to geopolitical risks
- Strengthening business continuity planning, etc., to achieve stable procurement

- Managing and maintaining quality at global locations
- Promoting DX at production facilities
- Strengthening in-house production ratios at overseas production sites, etc.

- Promoting DX in after-sales Service
- Service engineer manpower development
- Bolstering relationships of trust, etc., with customers