

Corporate Philosophy

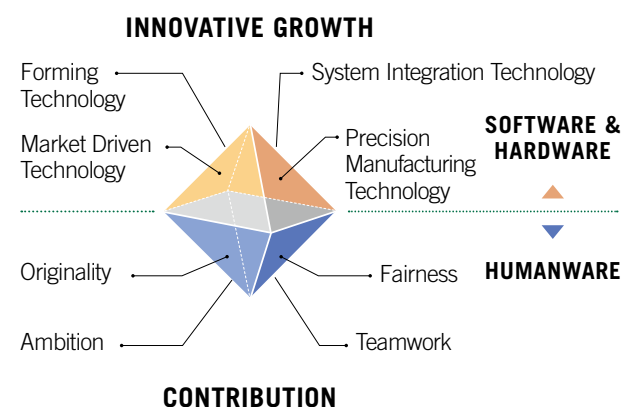
AIDA will grow as a forming systems builder and continue its contribution to people and community.

Action Guidelines

1. Contributing to the Needs of Society
2. Compliance with the Law and the Spirit of the Law
3. Respect for All Concerned Parties
4. Promoting Environmentally Friendly Business Activities
5. Proper Usage of Confidential Information and Respect for Intellectual Property
6. Respect for Employees and Environmental Consideration

The AIDA Octahedron Philosophy

An octahedron, stably balanced in each direction, represents the corporate vision of the AIDA Group. The upper pyramid looks to the future of the Company and represents the software & hardware technological innovations that achieve customer satisfaction, and the lower pyramid represents the humanware that supports these future innovations. AIDA will contribute to people and community based on this Octahedron Philosophy that links these upper and lower pyramids.



Solving Societal Issues While Looking Ahead to the Future of Humanity, Technology, and the Environment



Contents

Introduction

The Value Creation Story

The Vision of AIDA

Strategies for Achieving Our Vision

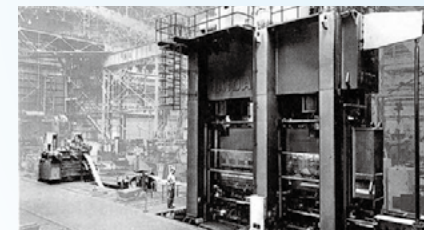
Governance

Financial/Corporate Data

Introduction

P.1-6

Our History	03
AIDA by the Numbers	05



The Value Creation Story

P.7-12

The Value Creation Process	07
AIDA's Value Chain	09
Our Strengths	11



The Vision of AIDA

P.13-16

Message to Stakeholders	13
-------------------------------	----



Strategies for Achieving Our Vision

P.17-31

Medium-Term Management Plan Overview and Progress	17
Feature: Creating New Added Value	19
Manpower Investments to Strengthen AIDA's Business Infrastructure	23
Environmental Measures and Contributing to the Community	27



Governance

P.32-37

Corporate Governance	32
----------------------------	----



Financial/Corporate Data

P.38-80

Stock Information	38
11-Year Consolidated Financial Summary	39
Management's Discussion and Analysis of Business Results and Financial Position	41
Consolidated Segment Information/Quarterly Information	44
Financial Statements	45
Corporate Data/History	79
Global Network	80

Editorial Policy

Disclaimer Regarding Forward-Looking Statements
This integrated report contains statements about plans and future performance. Such forward-looking statements reflect management's assumptions based on the information currently available. They also include risk and uncertainty factors and do not represent a guarantee of future performance.

Note on Financial Figures and Charts
Yen-based figures in this integrated report are rounded down to the nearest million or billion yen. Any figures expressed as percentages are rounded to the nearest decimal point.