

At a Glance

Note: Business classifications based on the Medium-Term Management Plan

Press Business

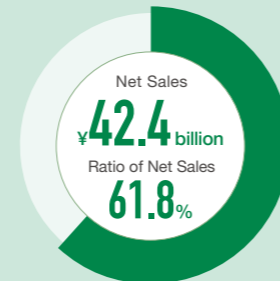


Business Overview

We provide a wide array of presses that support production in metalforming industries, including the production of automobiles, home appliances, electronic devices, and construction materials. We also provide large servo presses for forming automobile body panels and high-speed precision presses for forming motor cores for electric vehicles.

Principal Products

General-purpose servo presses, midsize and large servo presses, precision forming presses, general-purpose mechanical presses, midsize and large mechanical presses, high-speed precision presses, and cold forging presses, etc.



Automation/FA Business

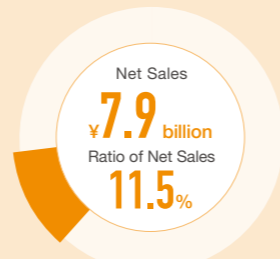


Business Overview

We develop and manufacture material feeders, transfer robots, product removal equipment, and other peripheral equipment needed to automate our presses. Our ability to provide a fully integrated production line brings with it many advantages, such as higher productivity.

Principal Products

Piling systems, material feeders (coil feeders, destack feeders, etc.), transfer equipment (transfer robots, intermediate transfer feeders, die changers, etc.), electrical control equipment, etc.



Service Business

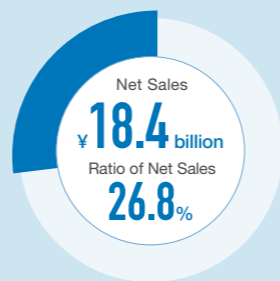


Business Overview

Presses have a long lifespan. To support their trouble-free use for many years after delivery, we provide both preventive and corrective maintenance services as we strive to sustain and strengthen our relationships with customers.

Principal Services

Repairs/troubleshooting, retrofits/modernization, overhauls, preventive maintenance, press inspections, machine relocations, etc.



Major Business Growth Opportunities and Risks & the Market Environment

Growth Opportunities

- Stricter environmental regulations and increasing awareness of environmental conservation
- Changes to automobile parts due to accelerated transition to electrification and autonomous driving
- Accelerating demand for labor saving and productivity improvements due to a shrinking population
- Economic growth in emerging countries and the Global South

Risks

- Changes in materials and forming methods in manufacturing
- Economic downturns due to pandemics and natural disasters
- Political instability and other geopolitical risks
- Risk of economic slowdowns
- Increased supply chain risks due to a shift to bloc economies
- Production delays due to energy and semiconductor shortages
- Rising manufacturing costs of raw materials, etc.
- Intensified global price competition

Message to Stakeholders

Leveraging AIDA Group technology and manufacturing expertise to address a wide variety of issues faced by our customers and society to create sustained growth for our stakeholders

Toshihiko Suzuki

Representative Director and President (CEO)



■ Aspirations as the New President

I was appointed President & CEO in April 2023. It is a heavy responsibility to lead a company with 106 years of history behind it. In a period of swift and sudden changes, we are charged with transforming the entire Group to respond to the evolving global economic situation. Besides geopolitical factors, the demand to respond to global environmental issues is causing huge changes within the industrial sector, and this is affecting Group products as well. In my view, while building upon the foundation of the technologies in our existing products, we must try to create new markets by adopting next-generation technologies and developing forming technologies using completely new forming methodologies.

Looking back on our history, our global development was significantly bolstered by the changes that transformed the automotive industry during the second half of the 1990s and the early 2000s. The adoption of high-strength steels and other materials in automobiles drove a rising demand for large presses, and we especially benefited from increased sales to Japanese automakers with factories in North America, Europe, and China. We geared up to equip our overseas production sites for anticipated

future orders. We built new welding facilities in our US and Italian factories where a high proportion of production involves large machinery, and in China we installed factory equipment and expanded the factory, while in Malaysia we built assembly and machining facilities.

However, the times have changed dramatically. The advent of electric vehicles (EVs) has altered the types of machinery our customers need, and automotive production is evolving substantially in terms of the shapes of vehicle parts, the materials used, and the parts being used. The emergence of other technologies such as autonomous vehicles is also altering the business model of automakers. Market conditions are also different for the Group and our customers due to the structural supply chain reforms necessitated by COVID-19 lockdowns. We urgently need to review all the production facilities that we have built or are planning to build in every country, and we will invest management resources to clarify where we need to be focusing our efforts.

As powertrain electrification continues apace, the major players and the critical components are also changing. This makes it an urgent priority for us to look at reforming the Group's product lineup and business portfolio.