

May 14, 2026

**Announcement of the Medium-Term Business Plan “Onyx”**

Our Group has formulated a new medium-term business plan, “Onyx,” covering the three fiscal years from FY2026 to FY2028, in pursuit of our long-term vision, “VISION30.” We hereby announce the details of this plan.

In addition to expanding sales scale, the basic policy of the plan is to emphasize the quality of earnings, reproducibility of growth, and capital efficiency, aiming for a transition to a value-creation growth model. To achieve these objectives, we will strengthen profitability in domestic operations and enhance after-sales business, accelerate overseas growth with a focus on North America, promote disciplined M&A, and optimize inventory levels.

For the final year of the plan (the fiscal year ending March 2029), we are targeting net sales of ¥34.0 billion, an operating profit margin of 10%, and ROE exceeding 10%. “Onyx” is positioned as a foundational plan for building the next stage of growth toward the achievement of our long-term vision, “VISION30,” which sets out our long-term growth objectives toward 2030. During the period of this plan, we will focus on delivering tangible results and subsequently advance our growth strategies toward 2030.

Going forward, in line with our management philosophy, “Be a company that contributes to society,” all Group employees will work together to provide valuable products and services, enhance corporate value, and meet the expectations of our shareholders.

**Onyx FY2026~FY2028: Numerical Targets**

	FY3/26 actual	FY3/27 Forecast	FY3/28 Forecast	FY3/29 Forecast
Net sales/ JPY100M	26,991	28,500	31,000	34,000
Operating profit/ JPY100M	2,261	2,500	2,900	3,400
Operating profit margin	8.4%	8.8%	9.3%	10.0%
ROE	8.5%	9.1%	9.9%	10.8%

# Mid-term Business Plan "Onyx" for FY2026-FY2028

May 14, 2026

OKADA AIYON CORPORATION (TSE Prime Market 6294)

OKADA's

# *Blue Pride*

**Proud of Our OKADA Blue**

OKADA Blue is more than just a color.

It is a symbol of our dedication to craftsmanship,  
our responsibility to stand behind every product we deliver,  
and our promise to provide equipment our customers can choose with confidence.

By valuing open communication with our customers,  
responding to technological progress, societal change, and evolving needs,  
and supporting our products with a robust service framework,  
we will continue striving to deliver better solutions.

This commitment embodies what “Blue Pride” means at OKADA AIYON.

Our challenge has only just begun—  
taking OKADA Blue to the world, and into the future.

Under “Blue Pride,” we aim to further enhance corporate value.

A solid blue rectangular button with the word 'Contents' written in white, centered text.

- 
- A large, blue industrial robot arm is shown in the background, extending from the left side of the frame. The arm is made of metal and has various joints and components. The text 'TS-WB2400V' and 'OKADA' is visible on one of the blue sections of the arm. The background is a blurred cityscape with buildings.

# 01

## VISION30 Interim Progress: Achievements and Next Challenges

Net sales/JPY100M

175 → 269

5-year CAGR approx. 9%

Overseas sales ratio

16.5 → 23.4%

5-year CAGR approx. 17%

Main product (Crusher)  
domestic share

42.2 → 49.9%

### #1 Achievements

- Established strong market share and brand position in Japan's demolition and environmental sectors  
→ Maintain and expand the leading domestic market share in core products
- Strengthened product competitiveness and after-sales service, building a stable earnings base
- Expanded overseas sales, laying the foundation for global growth

### #2 Structural challenges

- Achieved overseas business expansion, but profitability and growth reproducibility vary by region
- Overseas earnings structure is sensitive to market fluctuations
- Rising inventory levels indicate room for improvement in cash generation

### #3 Direction for next growth

- Shift focus from scale expansion to quality of profits, reproducibility of growth, and capital efficiency
- Review business portfolio and resource allocation, shift to a value-creation growth model

Based on these achievements and challenges, the next mid-term plan "Onyx" will clearly articulate the shift to a value-creation growth model

# 01

## VISION30 Interim Progress : Five-Year Performance

### Human resources strategy

1. Talent Development:
  - Revamped training; more interviews and participation
  - 40 new hires (non-consolidated); female new grads 32.5% (>30%)
2. HR System:
  - Revising job, location, evaluation, promotion systems (from FY2027)
  - Introduced staggered working hours, hourly leave, side jobs
3. Workstyle Reform:
  - Avg. overtime: 22.5h (target: approx. 20 h) / Paid leave: 72.8% (target: 70%)
  - Expanded reporting/consultation; launched happiness survey

### Market strategy

1. Domestic:
  - Record domestic sales (FY2026: ¥20,664M); maintained No.1 share in crushers
  - Expanded nationwide network (2 new offices, 5 relocations/rebuilds)
  - Increased manufacturing capacity via more partner companies
2. Overseas:
  - Overseas sales ratio: 16.5%→23.4%; sales doubled in 5 years
  - Strengthened North America sales; US HQ rebuilt, expanded warehouse/maintenance
  - European subsidiary doubled sales via dealer expansion
  - Established JV in Thailand for local development and strategic products
3. New Business:
  - Strategic M&A: Acquired Tosen (USA) in 2022

### Management foundation enhancement

1. Corporate Governance (CG) :
  - Enhanced IR structure and disclosure
  - Female director ratio: 12.5% → 28.6% (as of Mar 2026); maintained CDP climate score "B"
2. Hardware:
  - Invested ¥4.8B in offices and maintenance facilities over 5 years
3. Software:
  - Started new core system development (to be introduced FY2027)
  - Promoted operational efficiency and productivity improvements

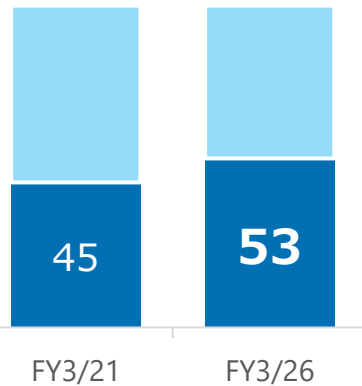
# 01

## Domestic Market Share Trends of our major Products

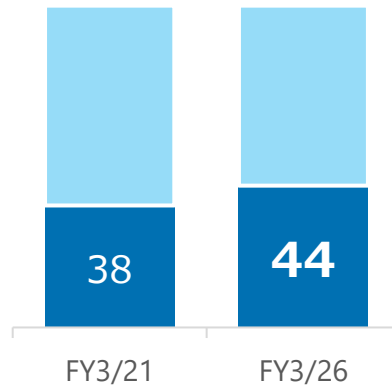
Market share increased over the past five years, especially for crushers. The trend toward larger machines has been a tailwind



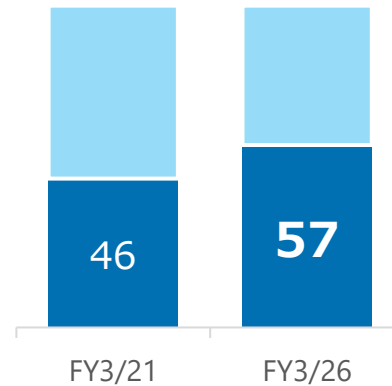
Primary Crusher



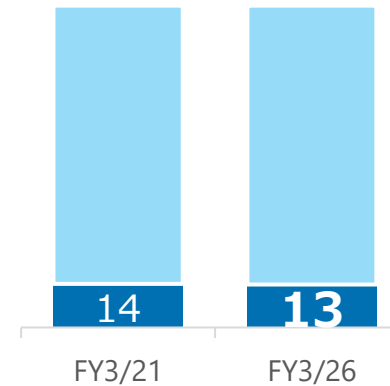
Pulverizers



Cutters



Breakers



Domestic market share of our major products

**No.1**

(Prepared by company based on materials published by the Japan Construction Equipment Manufacturers Association (CEMA), April 2025 to March 2026)

# 01

## Establishing and Strengthening Our Core Advantages

Throughout our VISION30 initiatives, we have not only enhanced our technical and product capabilities but also established and strengthened an integrated cycle model that directly responds to after-sales service and customer needs

### Technical and product capabilities in the use of cast steel



### Integrated cycle model

- To meet the strength and durability required for demolition, we use cast steel
- Cast steel, with high strength, toughness, and wear resistance, requires advanced manufacturing and heat treatment technology
- Only a few manufacturers can simultaneously achieve complex shapes, mechanical performance, and design, establishing a strong competitive advantage (e.g., over 50% domestic share in crushers).

(ex. Primary Crusher)

Achieves design and strength that enable durability, operability, speed, and crushing power



※Cast steel: Manufactured by melting special steel and pouring it into molds. No welds, higher strength than welded products, freely shaped, and superior in design

※Welded products: Manufactured by cutting steel plates and welding

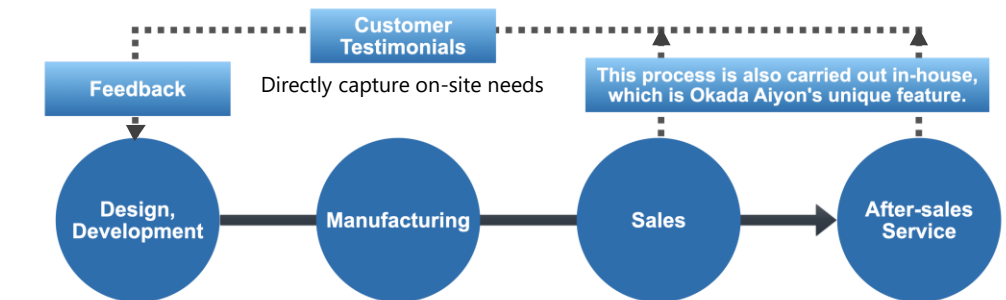


Cast steel



Welded products

- Demolition attachments require after-sales service such as repairs due to wear and damage during use
- We capture on-site needs through one of the industry's largest after-sales service networks and reflect them in product development

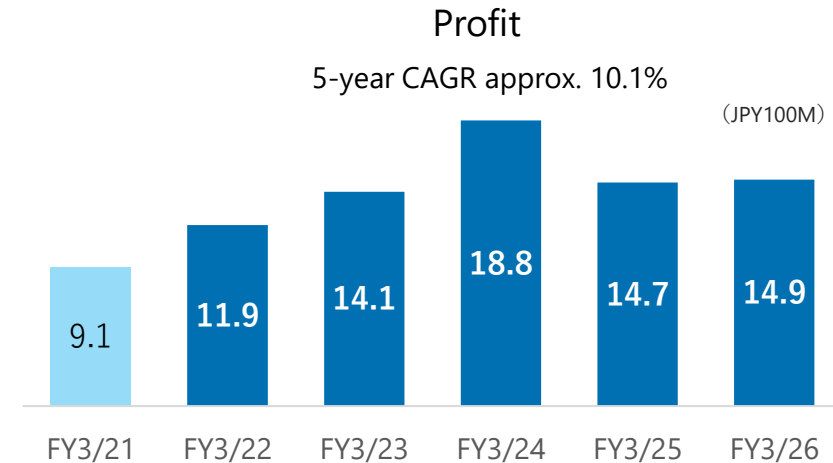
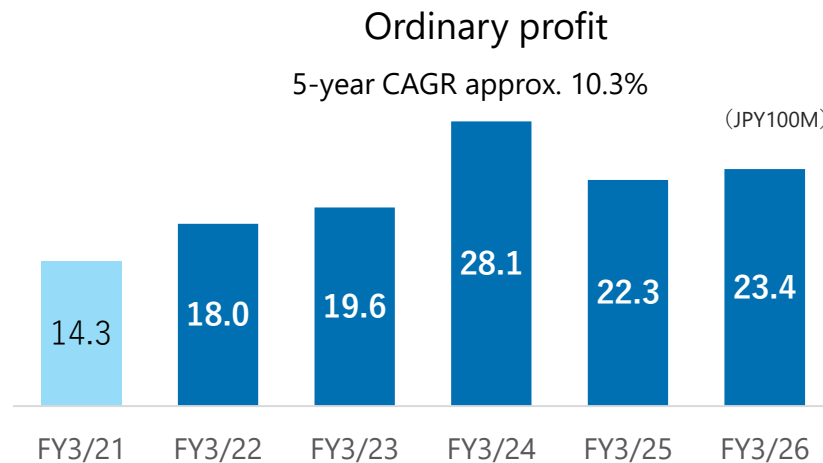
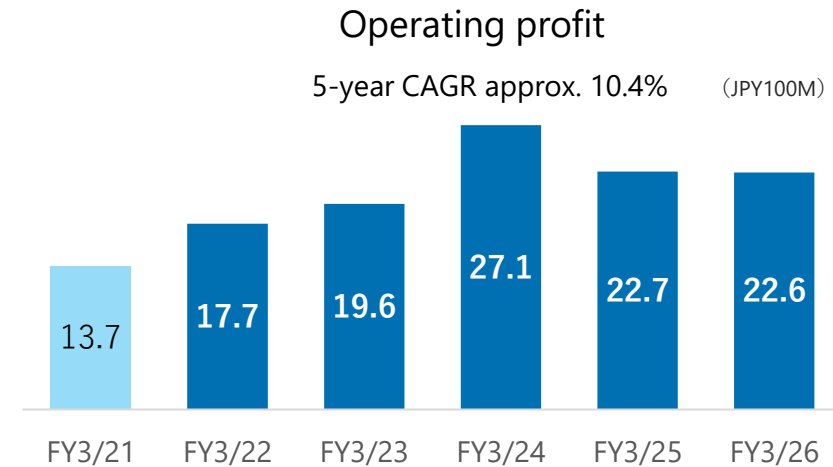
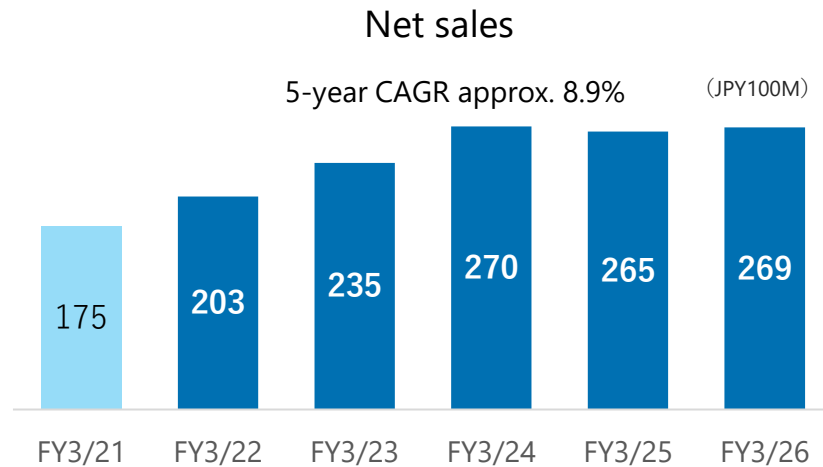


Customer requests and on-site needs obtained through after-sales service and direct sales are quickly reflected in product development

As a manufacturer, we have one of the industry's largest after-sales service networks (19 in-house sites + 60 authorized service factories in Japan)

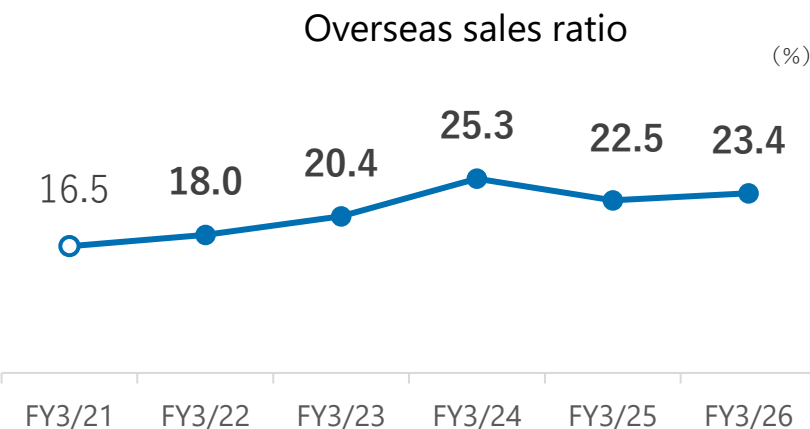
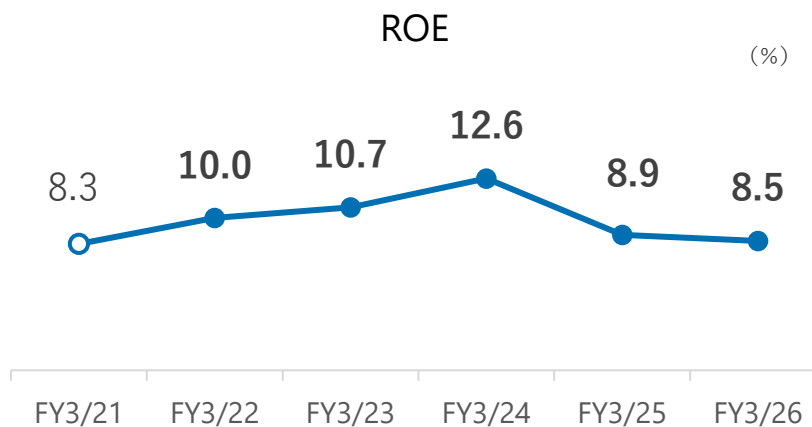
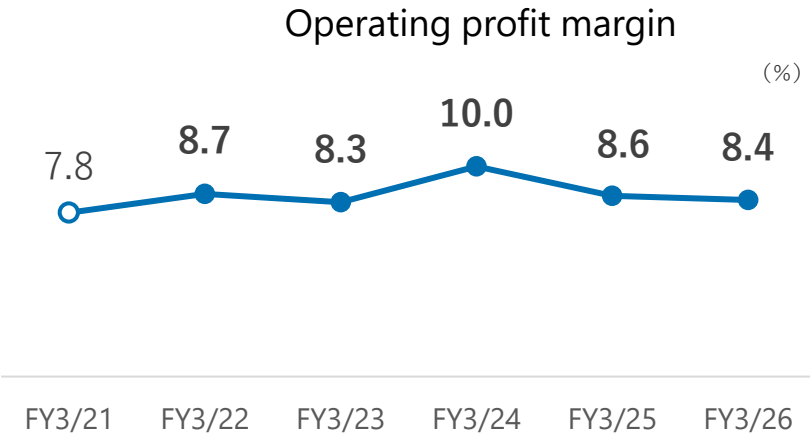
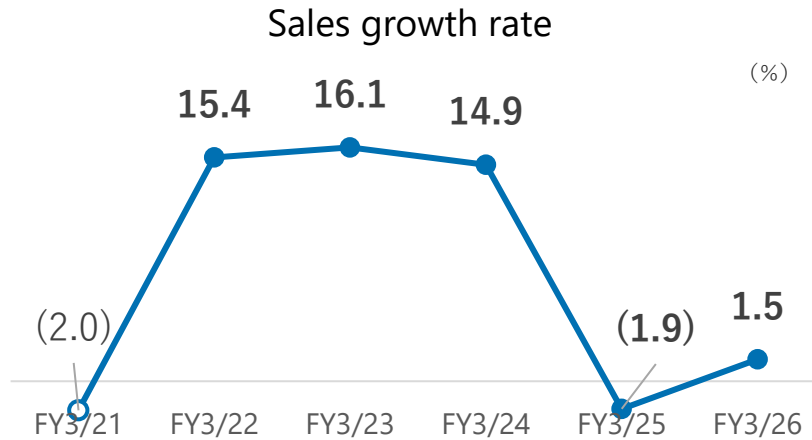
# 01

## VISION30 Interim Progress : Five-Year Performance



# 01

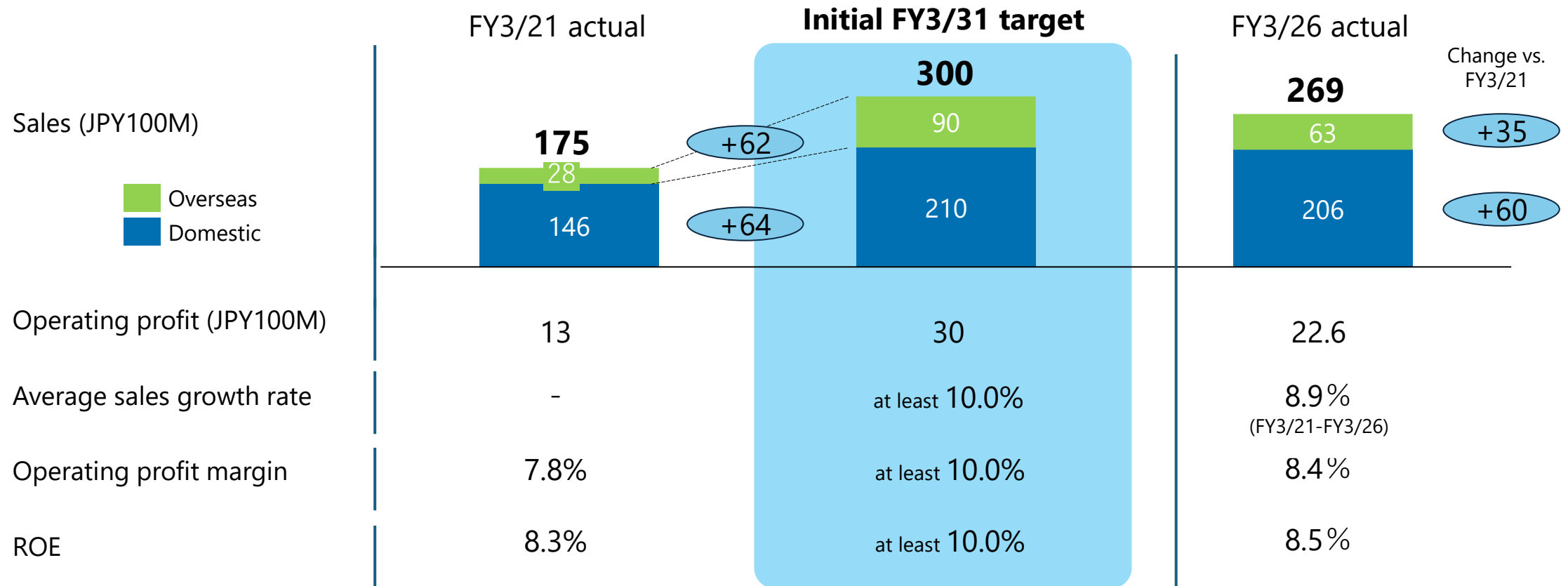
## VISION30 Interim Progress : Five-Year Performance



# 02

## Initial Targets and Progress of VISION30

Toward achievement of the targets announced in May 2021, performance has steadily grown



# 02

## New Mid-Term Business Plan “Onyx”: Purpose and Positioning



Derived from the Greek word meaning “claw,” the name is inspired by the “O” of OKADA and the claw—an essential component of demolition attachments. It embodies our determination to firmly grasp the sources of value creation and continuously refine them.

- In the new mid-term business plan “Onyx,” OKADA AIYON aims to evolve into a company that achieves sustainable global growth, building on a stable domestic business foundation
- Rather than simply expanding sales, we are shifting to a value-creation growth model focused on three key areas: **quality of profits, growth reproducibility,** and **capital efficiency**
- We have established fixed management targets for FY2026–28 to ensure the achievement of VISION30
- Through collaboration with Advantage Partners, we will not only formulate strategy, but also integrate KPI design, execution management, and value creation, enhancing the certainty of achieving this plan

\* Numerical targets may be revised depending on market conditions and other factors.

# 02

## New Mid-Term Business Plan "Onyx" and New VISION30



VISION30, launched in FY2021, has been updated this year as "New VISION30" with revised targets for 2030  
 To achieve these targets, "Onyx" is a three-year commitment plan

For three years, targets remain fixed; after two years, we may consider revising the mid-term plan toward 2030  
 First, we ensure achievement of the three-year numerical targets, then articulate the growth vision and future image for 2030

# 02

## New Mid-Term Business Plan "Onyx": Structure of Targeted Value Creation

		<b>Current (As-is)</b>	<b>→ Targeted Value Creation(To-be)</b>
Quality of Profits	Domestic Business	Stable, but mature phase	Enhance profitability through pricing discipline and project selectivity
	After-Sales Business	LTV <sup>1</sup> potential not fully realized	Maximize customer LTV through advanced maintenance and services
	Overseas Business	Growth trend, but issues with profitability and reproducibility	Build a North America-centered overseas growth model for stable profitability and reproducibility
Growth Reproducibility	New Business & M&A	Issues with deal sourcing and PMI	Accelerate growth through disciplined new business and M&A
Capital Efficiency	Inventory Management	High inventory levels, issues with cash generation	Strengthen cash generation by optimizing inventory with appropriate KPIs

1: LTV Lifetime value

02

VISION30: Long-term Targets (FY3/31)

400

(JPY100M)

Net sales

40-50

(JPY100M)

Operating profit

10-12%

Operating profit margin

at least 30%

Overseas sales ratio

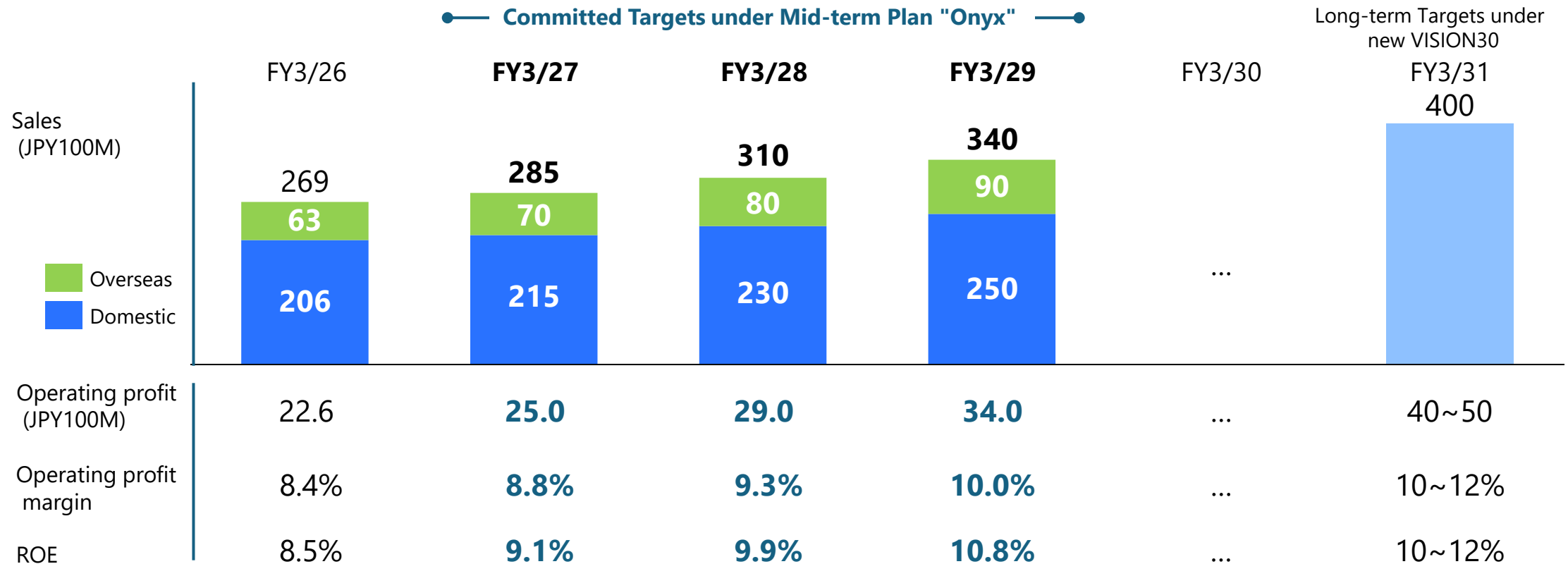
at least 20%

Maintenance & solution revenue ratio

*The mid-term business plan toward 2030 will be updated after two years, and strategies for achieving these targets will be further detailed*

# 02

## Long-term targets of VISION30 and New Mid-term Business Plan "Onyx" (FY2026-28 Commitment targets)



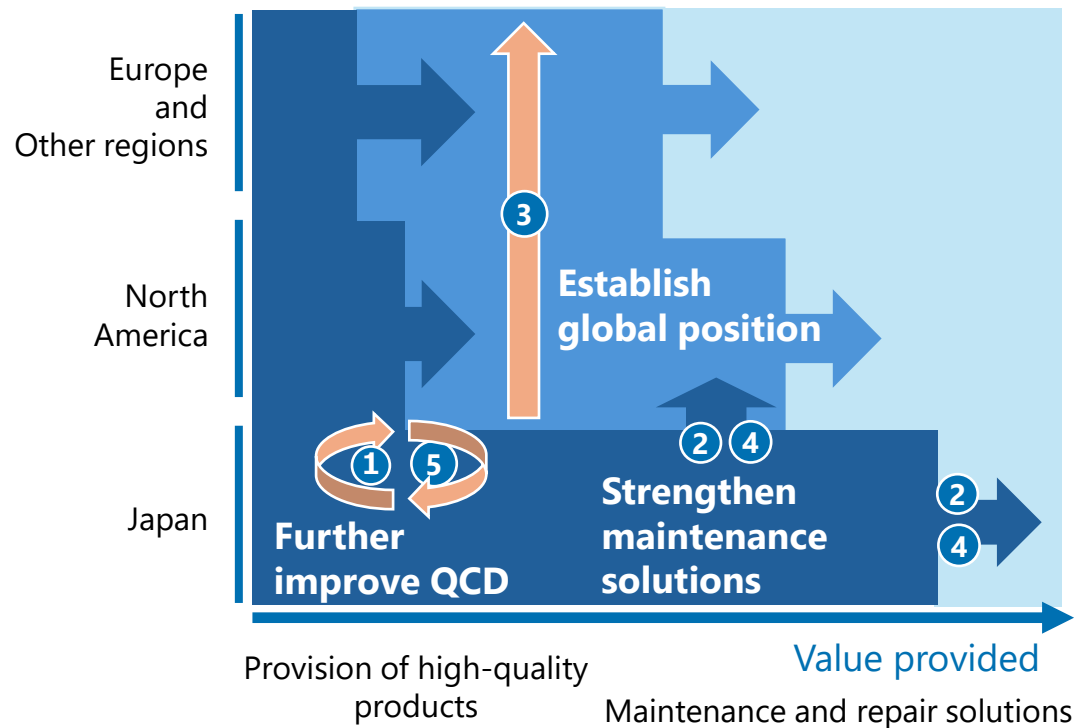
New Mid-term Plan "Onyx" (FY2026–28) sets **committed targets for steady growth and improved profitability to achieve the new VISION30**, building the foundation for our next growth stage

# 03

## Business Strategy: Three Pillars for the Next Growth Engine

To achieve value creation under Onyx, we will further strengthen QCD in Japan, establish our position as a global manufacturer and maximize customer LTV

### Diagram of global position and value provided



### Overview of strategic directions

- 1 Domestic Business**  
 Enhance added value in demolition and environmental attachments, pursue niche-top strategies in forestry, and reinforce profitability by maintaining price discipline
- 2 Aftermarket Business**  
 Maximize customer LTV by strengthening integrated solutions that combine OKADA's repair capabilities, genuine parts, and IoT devices
- 3 Overseas Business**  
 Strengthen product and sales structures to meet regional needs as a global manufacturer, with a particular focus on the key North American market
- 4 New Business & M&A**  
 Proactively pursue M&A to expand product range, quality, and overseas sales channels
- 5 Inventory Management**  
 Optimize inventory through visualization and appropriate KPI design and implementation, evolving into a company with strong cash generation

# 03

## Business Strategy: Overview and Strategic Partnership with AP

### Our Business Strategies



### Value Provided by Advantage Partners (AP)

- 1 Domestic Business
- 2 Aftermarket Business
- 3 Overseas Business
- 4 New Business & M&A
- 5 Inventory Management

- Data-driven analytical capabilities
  - Portfolio management expertise
- 
- Support through an extensive business network, including overseas
  - Planning and promoting new value creation initiatives, including M&A execution support
  - Support for introducing appropriate management methods based on extensive investment experience

# 03

## Business Strategy: (1) Domestic Business, (5) Inventory Management

- In addition to product strategies, domestic business leverages strengths to enhance the quality and efficiency of profitability.
- By further strengthening our capabilities through M&A, we will explore new business models.

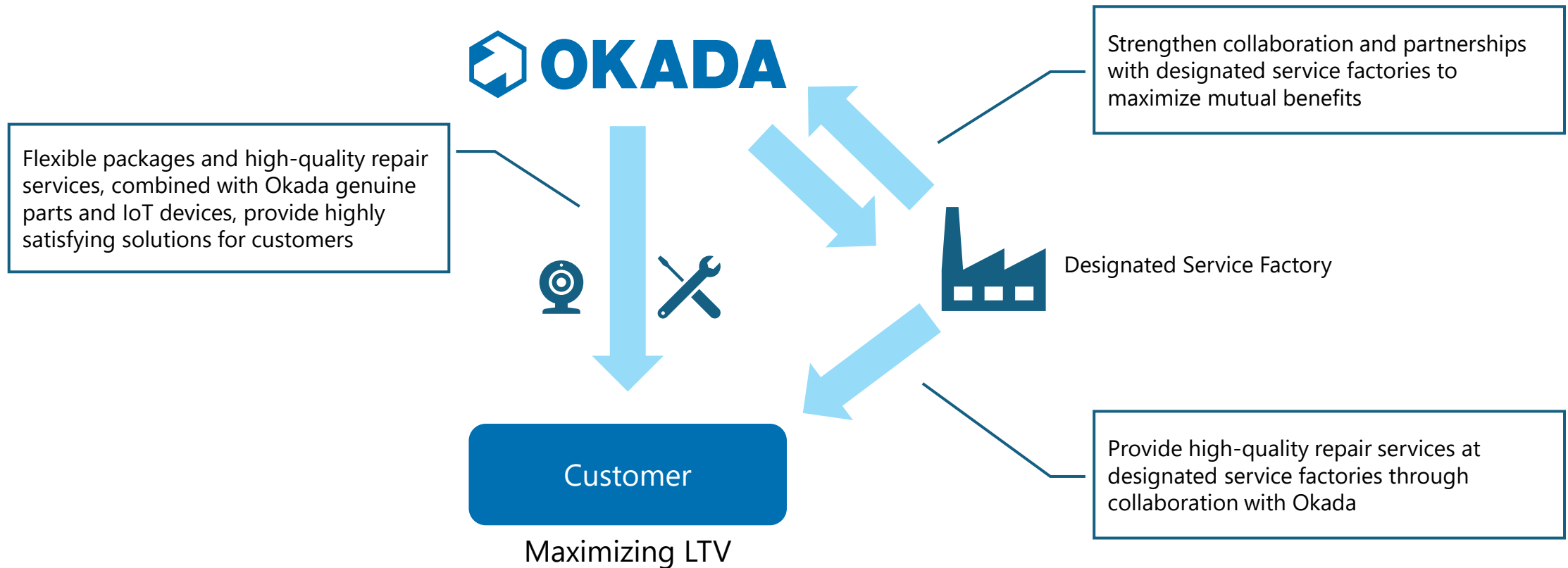
### Direction & Overview

Revenue Enhancement		<ul style="list-style-type: none"> <li>• Improving price discipline: Strengthen price discipline and tailor pricing to specific conditions</li> </ul>
Product Strategy	Demolition & Environmental Attachments	<ul style="list-style-type: none"> <li>• Enhance added value and adapt to larger machines; expand possibilities for plant demolition and ship dismantling with steel ATMs</li> </ul>
	Forestry, Large Environmental Equipment, Cable Cranes, etc.	<ul style="list-style-type: none"> <li>• Thoroughly pursue niche-top strategies; strengthen solution proposals tailored to specific applications</li> <li>• Expand the forestry product lineup</li> </ul>
New Business & M&A		<ul style="list-style-type: none"> <li>• Promote product lineup expansion, strengthen supply chains, and utilize business assets for further business development</li> </ul>
Capital Efficiency Improvement (Inventory Optimization)		<ul style="list-style-type: none"> <li>• Visualize inventory status and establish management systems such as KPI clarification; realize optimal capital efficiency for the entire group</li> </ul>

# 03

## Business Strategy: (2) Aftermarket Business

Maximizing Customer Lifetime Value (LTV) is positioned at the core of the Mid-term Management Plan, aiming to shift toward a lifecycle-based revenue model



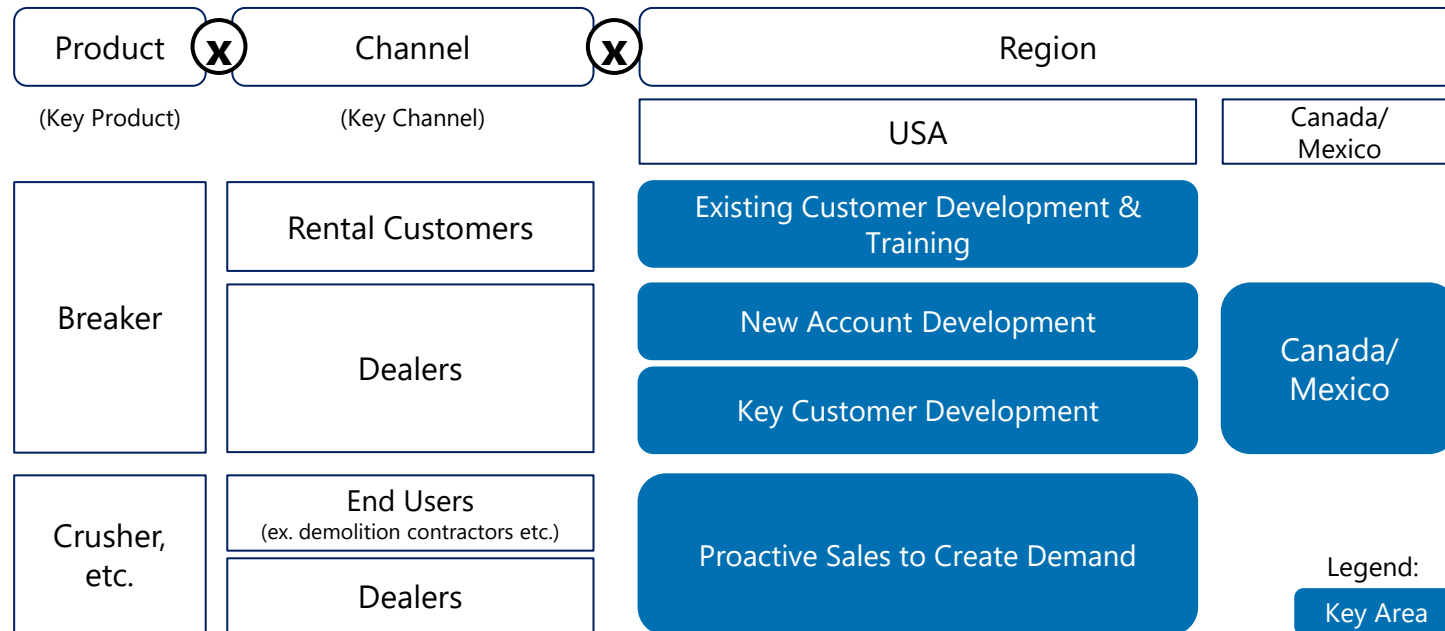
# 03

## Business Strategy: (3) Overseas Business

- Focus on North America and Europe as key growth drivers
- Strengthen product and sales structures to meet the needs of each region as a global manufacturer

### Regional Strategy

#### Strategic Direction in North America: (Product × Channel × Region)



### Key initiatives




- Expand share, strengthen sales and aftermarket services
- Invest in North America as the main growth market
- Integrate products, services, and pricing strategies
- Strengthen dealer licensing and incentive programs
- Launch of a new hydraulic breaker model as a global product

# 03

## Business Strategy: (3) Overseas Business

- Introduce AI and UX models of hydraulic breakers as global products
- Pursue organic growth as the core, while actively leveraging M&A

### Strategic Direction & Overview

Regional Strategy	Strategic Direction / Priority Initiatives in Europe	<ul style="list-style-type: none"> <li>• Strengthen sales structure and scale up in countries with strong demand(France, Spain, etc.)</li> <li>• Focus on high value-added products in response to environmental regulations</li> <li>• Enhance collaboration with key customers</li> </ul>	
Product Strategy	<ul style="list-style-type: none"> <li>• AI and UX models of hydraulic breakers will be introduced as global products</li> </ul>	 <p>AI models</p>  <p>UX models</p>	
M&A Strategy	<ul style="list-style-type: none"> <li>• Actively consider M&amp;A with companies owning products compatible for same-product or bundled sales</li> </ul>		

# 03

## Business Strategy: (4) New Business & M&A

Actively pursue M&A to strengthen planning and execution capabilities for new value-enhancement initiatives

### Strategic Direction for M&A

#### Utilization

#### Strategic Objectives

#### a Products / Supply Chain

- Expand product lineup to better address market needs
- Enhance supply chain stability

#### b Customer Touchpoints

- Strengthen sales channels and after-sales service network

#### c New Businesses

- Accelerate the creation of new businesses aimed at expanding business models

### Execution Policy

- Ensure alignment with strategic objectives
- Conduct thorough deal screening and plan PMI from the outset
- Consider M&A opportunities with a cumulative investment scale of ¥20–30 billion

#### Target Regions

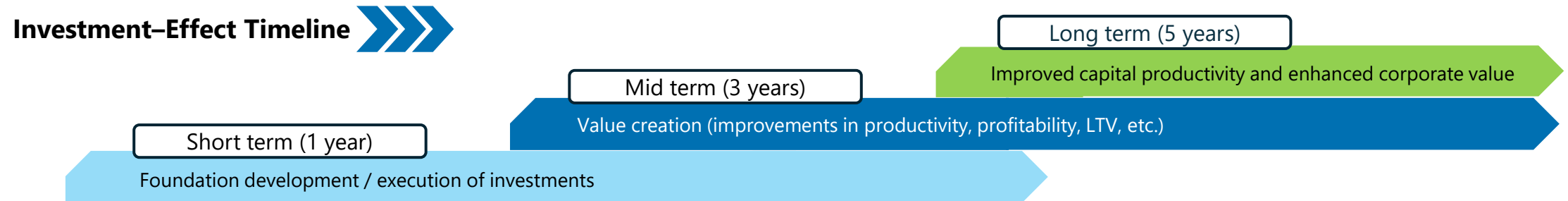
Japan
Overseas



# 03

## Strengthening Management Foundations: Investment

Improving capital productivity and enhancing corporate value — Focused investments in the three management foundations



### Three Management Foundations Supporting the Growth Strategy

	Capital Investment <i>(Foundation for earning power)</i>	System Investment <i>(Foundation for visualization)</i>	Human Resources & Organization <i>(Foundation for sustainability)</i>
Objective	Improve sales and capital productivity	Transition to data-driven management	Develop human resources to support sustainable growth
Overview	<ul style="list-style-type: none"> <li>- Continued capital investment (cumulative total: ¥6.2 billion) in production facilities and training facilities</li> <li>- Focused investment in high value-added products</li> <li>- Improvements in productivity and lead time</li> </ul>	<ul style="list-style-type: none"> <li>- Migration to a new core system (scheduled for September 2027)</li> <li>- Timely visualization of prices, costs, inventory, and LTV</li> <li>- Practical use of O-ATTA (operating status management system) to monitor product usage by customers</li> </ul>	<ul style="list-style-type: none"> <li>- Clarification of roles through the establishment of a CFO function at headquarters</li> <li>- Development of human resources to support the strengthening of global, service, and solution businesses</li> <li>- Development of next-generation management talent through collaboration with AP companies</li> </ul>

# 03

## Strengthening Management Foundations: Human Resources Strategy

To achieve sustainable growth in overseas and service domains, the Company is advancing the evolution of its human resource portfolio in alignment with its business strategy

The “acquisition, development, and deployment” of human resources is being enhanced in an integrated manner

### Basic Policy

- Planned acquisition and development of global and service-related human resources
- Strengthening organizational capabilities through the development of next-generation management talent
- Establishment and enhancement of new HR systems and their effective operation

### Overview of the New HR System

- Transition to a system that enables flexible and autonomous choices through a review of job classifications and work styles
- Launch of performance evaluation and career management reforms to visualize growth and results
- Full-scale implementation scheduled from fiscal year 2027

Focus Area	Key Talent Development / Capabilities	Direction of HR Investment	Five-Year Human Capital Investment
Global Growth	Overseas sales and service personnel, global management talent	Promote the planned recruitment and development of local sales and service personnel, as well as the assignment and development of management talent to lead overseas businesses	20 employees
Maximizing LTV	Data-utilization talent, advanced service talent, value-added solution proposal talent	Strengthen expertise of service personnel and enhance customer value creation models through data utilization	15 employees
Enhancing QCD	Manufacturing and quality specialists, next-generation core talent	Systematically develop core personnel who will lead the next generation through the cultivation of specialists supporting quality and productivity	
			total 30 employees

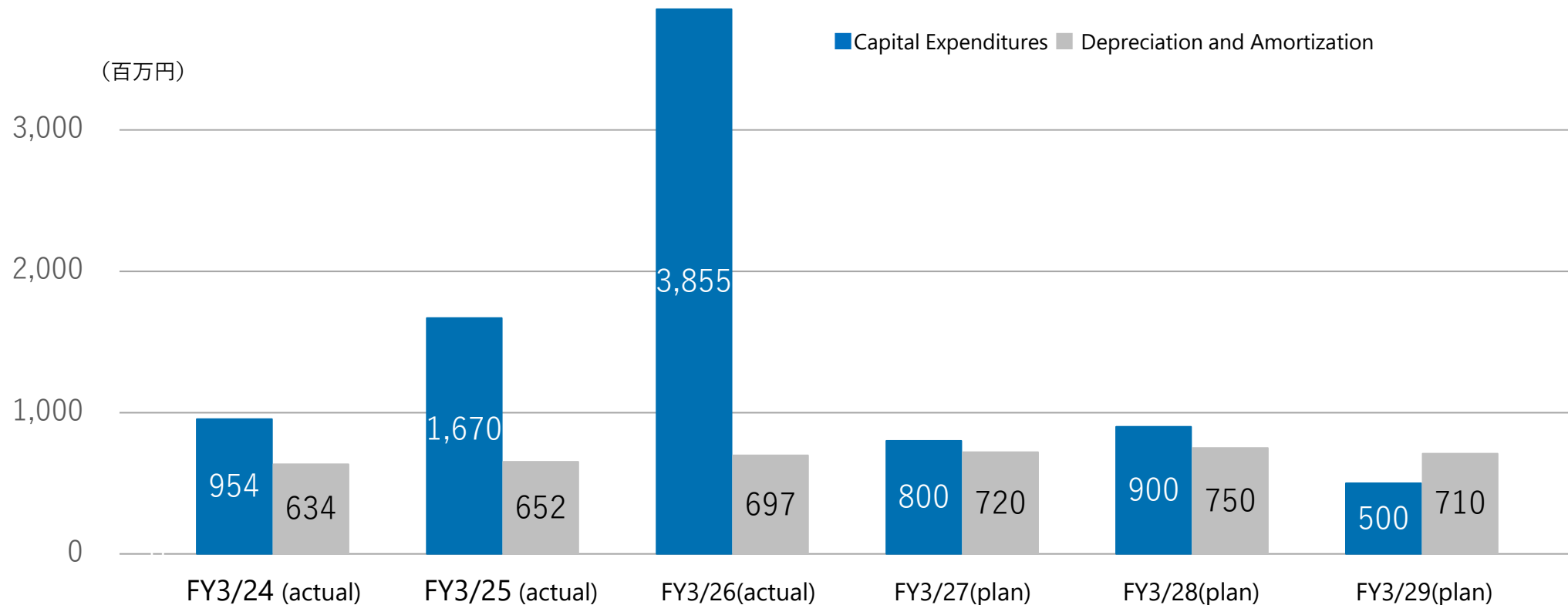
### Human Capital Strategy KPIs

Continuous monitoring of overseas business sales and profitability, as well as the ratio of after-sales business revenue, as key performance indicators of the human capital strategy

# 03

## Capital Expenditures and Depreciation (actual & plan)

- The development of domestic sales offices and repair facilities carried out over the past decade was completed in FY3/26  
 Going forward, plans are in place to begin the expansion of the Hiroshima sales office and the reconstruction of the current head office, including manufacturing functions, warehouses, and training facilities

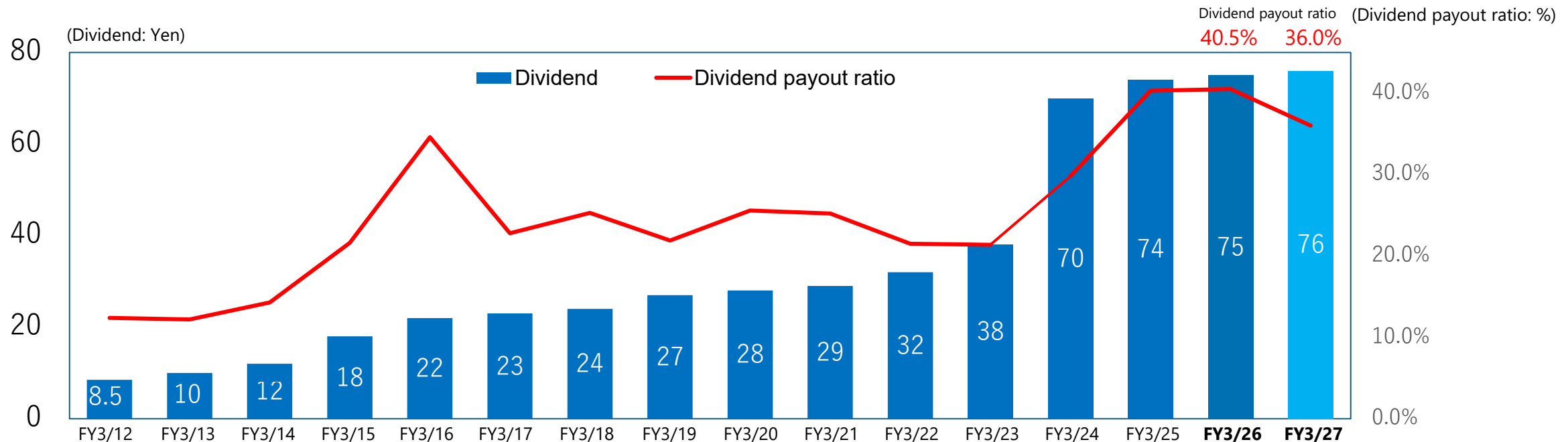


# 04

## Shareholder Return: Dividend Results and Plan

Dividend policy: Based on stable business growth, we aim for  
 ① progressive dividends and ② a dividend payout ratio of 30% or more

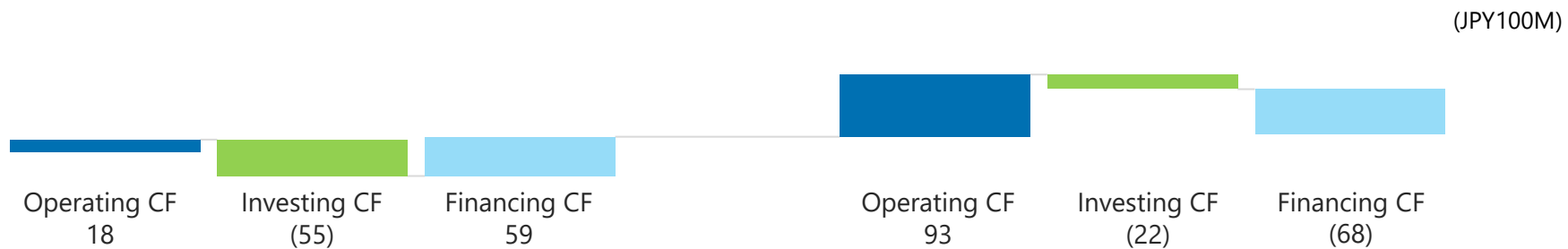
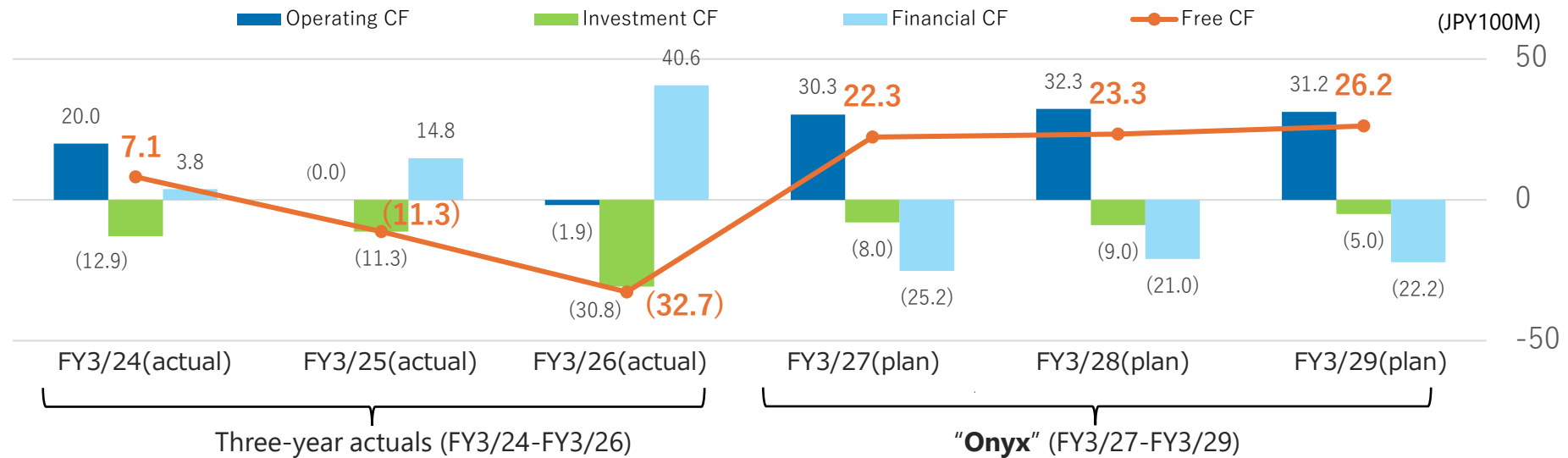
- In FY3/26, the annual dividend was increased by 1 yen year on year to 75 yen
- In FY3/27, a further 1 yen increase to 76 yen is forecast, marking the 17th consecutive year of dividend increases, with an interim dividend scheduled



# 04

## Capital Policy: Cash Flow

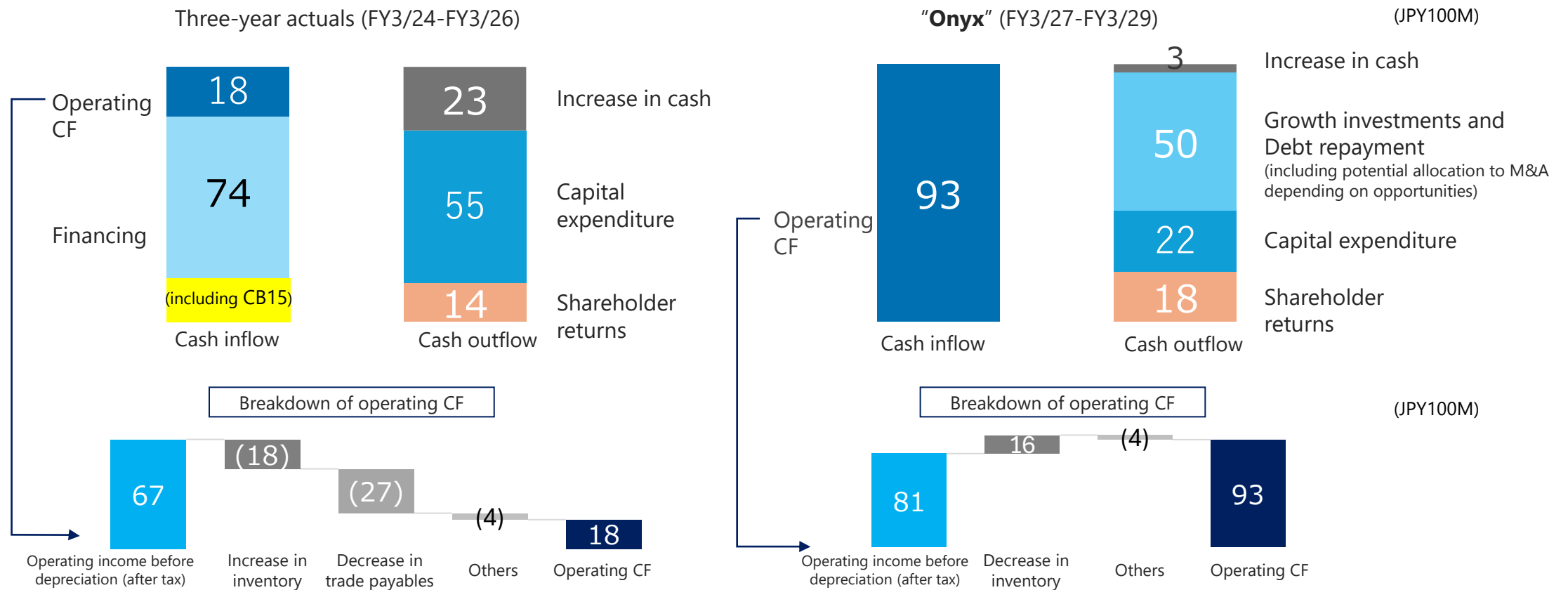
Capital expenditures for branch office expansion and partial headquarters relocation have largely been completed. Going forward, we will generate stable operating cash flow through optimization of inventory levels



# 04

## Capital Policy: Capital Allocation

Operating cash flow will be secured through inventory optimization and allocated to shareholder returns, capital expenditures, M&A, and debt repayment

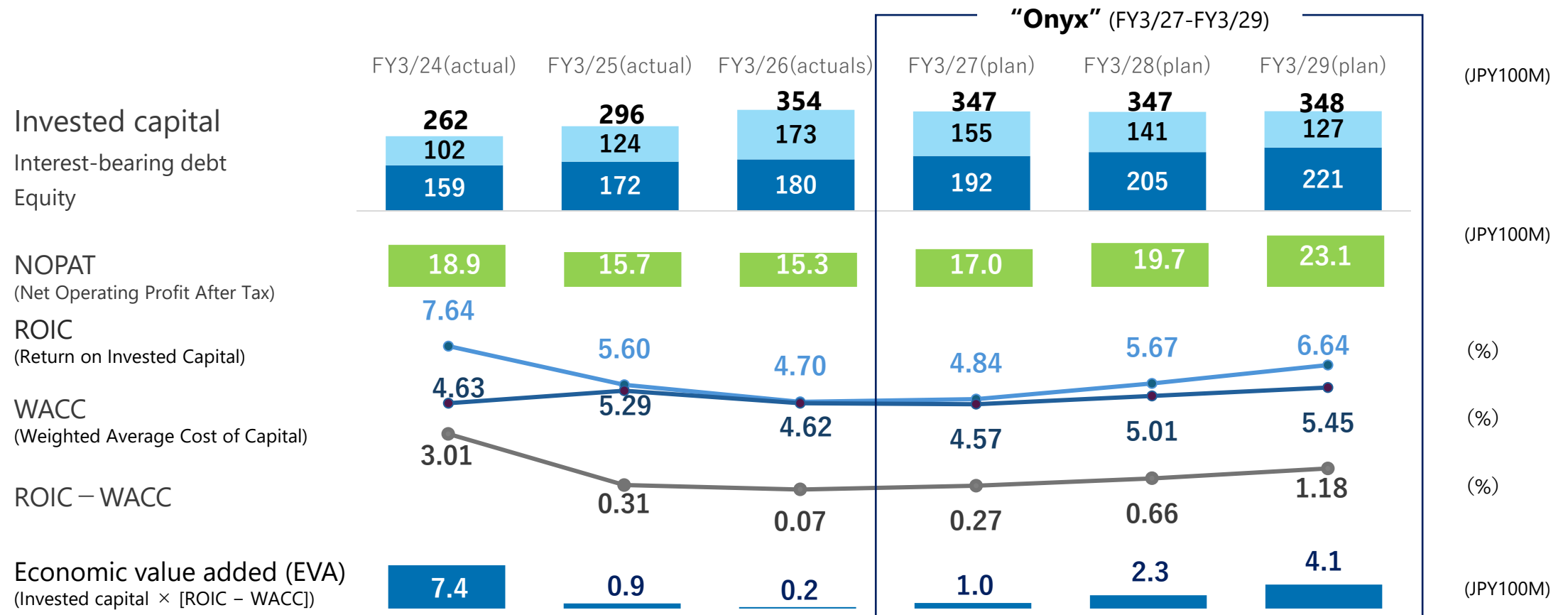


Decrease in trade payables resulted from the abolition of promissory notes in compliance with subcontracting regulations

# 04

## Capital Policy: Improving Invested Capital Productivity

Although profitability declined due to lower margins, increased inventory, and higher cost of capital, we aim to improve invested capital productivity through profit recovery and inventory optimization.



# 04

## Capital Policy: Improving Invested Capital Productivity (Key Assumptions)

### (1) Cost of Shareholders' Equity

Cost of shareholders' equity = Risk-free rate + Risk premium x  $\beta$  (beta)

	End of FY3/24	End of FY3/25	End of FY3/26	After FY3/27
Cost of shareholders' equity*	6.4%	7.7%	8.2%	8.2%
Risk-free rate*	0.73%	1.09%	1.78%	1.78%
Risk premium	6.40%	6.60%	6.85%	6.85%
$\beta$ (beta)	0.890	1.008	0.938	0.938

(\*) Cost of shareholders' equity: Capital cost as of the end of FY3/26 will be used for FY3/27 and thereafter.

Risk-free rate: The figure as of the end of FY3/26 is based on the average 10-year government bond yield over the full FY3/26 period.

### (2) NOPAT (Net Operating Profit After Tax)

NOPAT = Operating profit x (1 - effective tax rate) [Effective tax rate = fixed at 32%] (Effective tax rate has been revised from the rate in the previous year, considering the recent results.)

### (3) ROIC (Return on Invested Capital)

ROIC = NOPAT/Invested capital (debt + equity) [Debt = book value basis, equity = book value basis]

### (4) WACC (Weighted Average Cost of Capital)

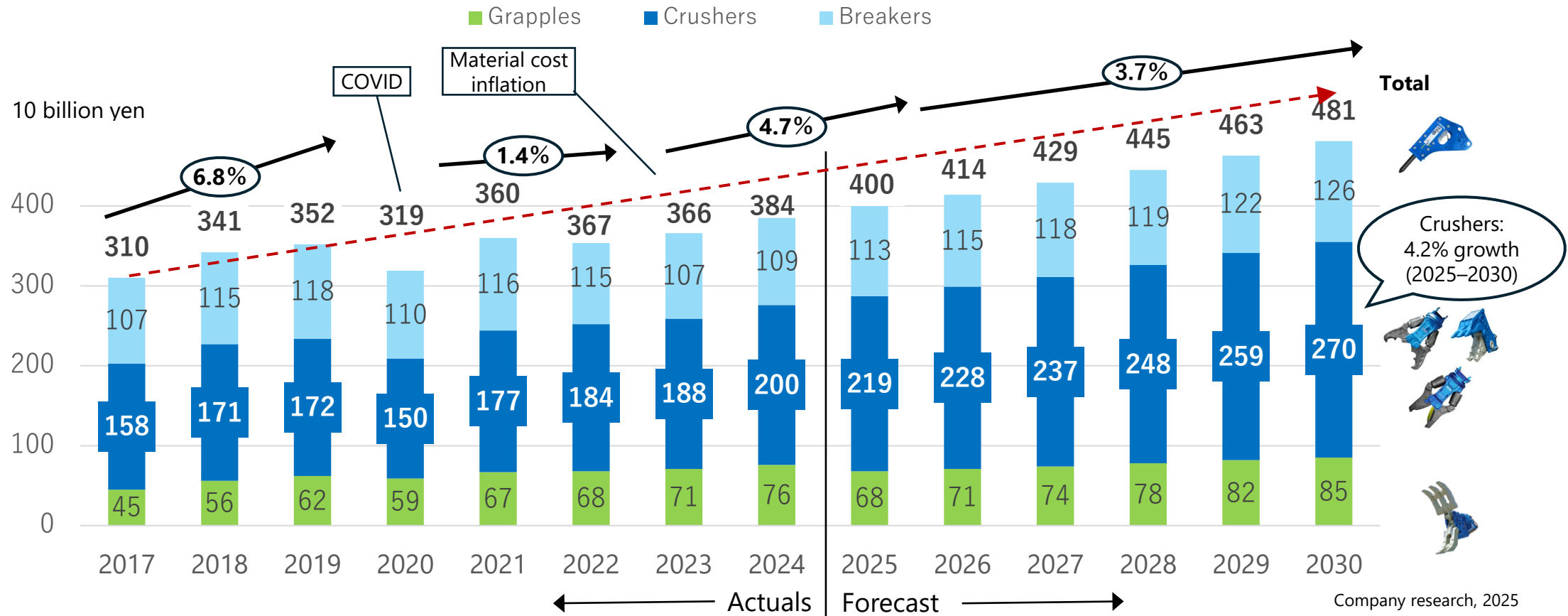
WACC = Cost of debt x (1 - effective tax rate) x Debt/(debt + equity) + Cost of shareholders' equity x Equity/(debt + equity)

[Debt = book value basis, Equity = market value basis; share price from FY3/27 onwards is estimated based on the forecasted PER 10.3 at the end of FY3/26]

# 05

## Japan: Market Size and Growth Variations by Demolition Attachment Product

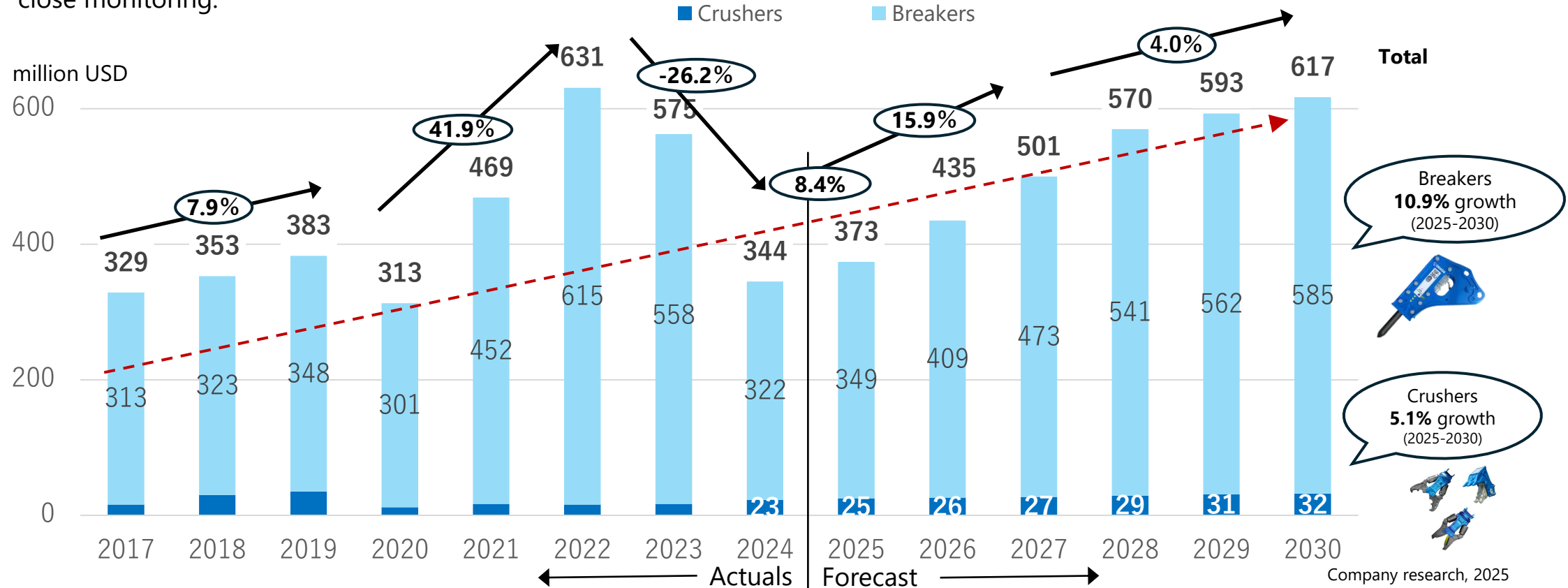
The overall market is expected to grow at a CAGR of +3.7%. Key drivers include increased private-sector infrastructure investment, a rising stock of buildings over 45 years old, and demolition demand for vacant houses, particularly for grapples.



# 05

## U.S.A : Market Size and Growth Variations by Demolition Attachment Product

The market is projected to grow at a CAGR of +4.0%. Although demand fell sharply in 2024 due to interest rate hikes and deferred projects, recovery is expected as inventory adjustments conclude, and interest rates decline. Supported by resilient demolition demand, growth is anticipated to align with long-term trends. Key risks: sudden policy changes and interest rate fluctuations require close monitoring.

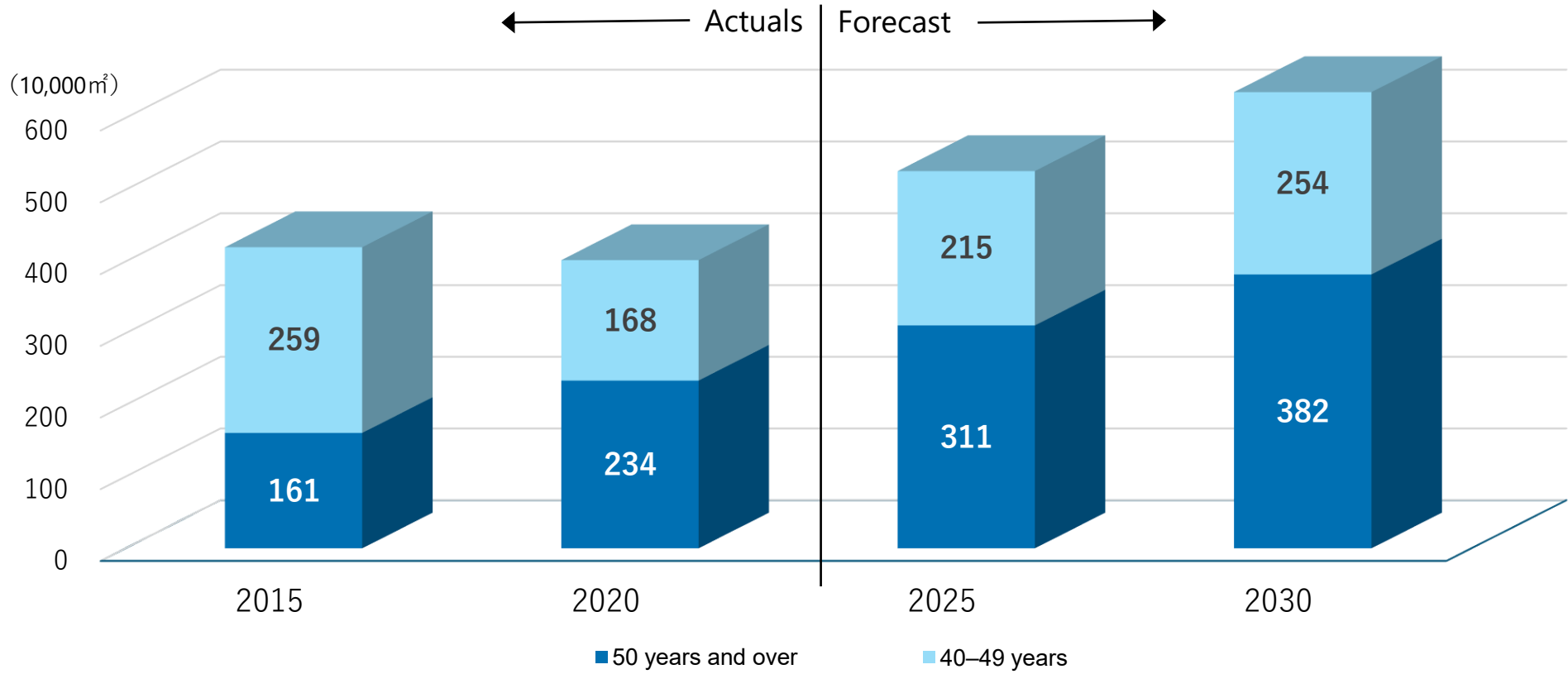


05

Building Demolition (Primary Crushers / Secondary Crushers)



Looking at buildings over 40 years old, demolition demand continues to increase year by year.



Floor area by construction period of non-residential, non-wooden (concrete) buildings subject to demolition

Company research, 2025



## 05

## Plant Demolition (Steel Cutters)

A surge in demolition projects concentrated in the power, chemical, and steel industries.

Currently, large-scale plant closures and demolition are accelerating across Japan, with numerous projects underway, particularly at thermal power plants, chemical plants, and steelworks. This trend is driven by the following factors:

1. **Maintenance limits of aging facilities**

Facilities constructed in the 1970s–1980s are entering a simultaneous renewal phase.

2. **Decarbonization policies and business restructuring**

GX investments, capacity adjustments, and declining demand are acting in combination.

3. **Transformation of site value**

Redevelopment is progressing based on land conversion and reinvestment, including data centers, hydrogen, ammonia, SAF, and power infrastructure.



**Thermal power**

Demolition projects are concentrated through 2030, driven by aging facilities, decarbonization, and land redevelopment.

**Nuclear power**

Ultra-long-term projects spanning 30–40 years are reaching a nationwide peak.

**Chemical plants**

Large-scale dismantling continues due to a threefold structure of demand reduction, restructuring, and soil remediation.

**Steelworks**

Historically large-scale demolition projects are underway, driven by the shift from blast furnaces to electric furnaces to reduce CO<sub>2</sub> emissions.



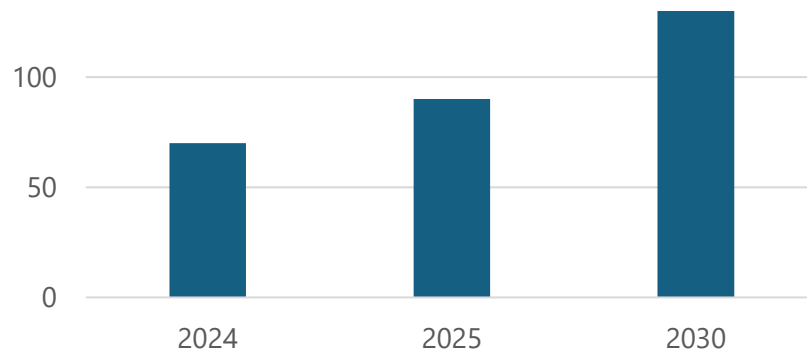
# 05

## Ship Demolition (Steel Cutters)

Leading the global market with a high-quality, circular ship recycling model originating in Japan.

- The global market is growing at an average annual rate of 7–9%.
- The mainstream method is beaching-based demolition (labor-intensive), while dry dock–based demolition places greater emphasis on environmental protection and safety.
- The increase in aging vessels, demand for scrap steel recycling, and environmental regulations (Hong Kong Convention) are driving the adoption of proper demolition practices.
- Expectations for the Japanese-style demolition model are expanding globally, with proven adoption of our cross cutters.
- While large-scale ship demolition capacity in Japan is limited, port infrastructure and technological capabilities are among the world’s best.
- We aim to establish global standards through a Japan-origin circular ship recycling model.

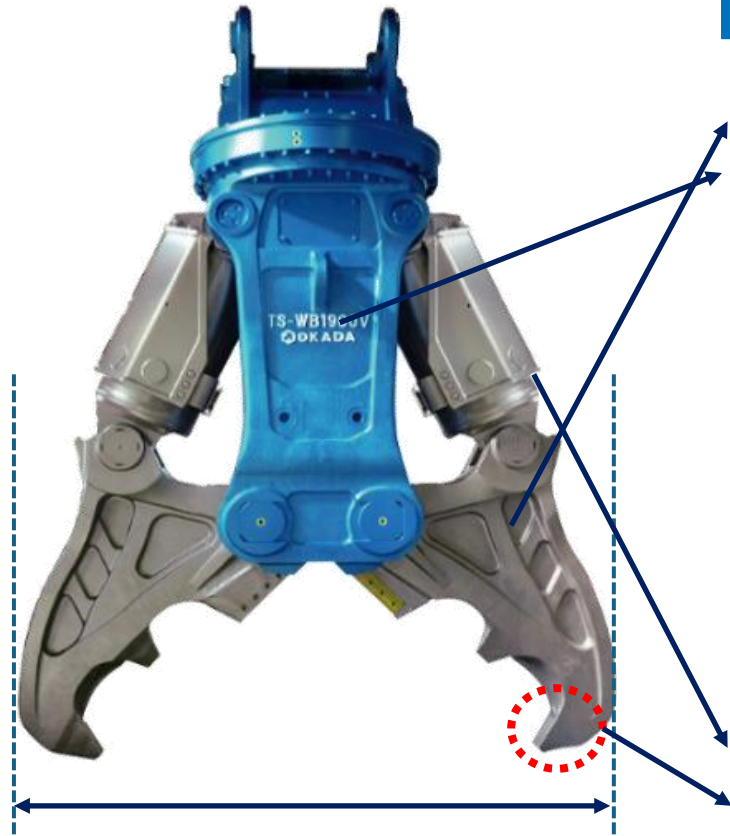
Global Ship Demolition Market Size (USD bn)



## Our Strengths : Cast Steel Products

### Our commitment to our products

For demolition applications where exceptional strength is required—such as large crushers and steel cutters—we actively adopt cast steel products.



Cast steel products

#### Strengths of Cast Steel Products

- No welded joints, ensuring superior overall structural strength
- High durability and greater design flexibility, enabling lightweight and high-performance designs



Fabricated metal products

#### Characteristics of Fabricated Products

- Flexible selection optimized for cost, delivery time, and application
- Not all components need to be cast steel; balanced use is emphasized

#### Functional Advantages

- Booster valves installed in cylinders, achieving both power and speed
- Adoption of a wedge arm enables outstanding crushing force
- When closed, the arms do not protrude, allowing operation in confined spaces

Our Approach: By carefully balancing application, cost, and performance, the Company optimally combines cast steel and fabricated products to deliver the most suitable solutions to customers.

# 05

## Our Strengths : Cast Steel Products

### - The Number of Capable Manufacturers Is Extremely Limited

- Of the approximately 1,000 foundry companies in Japan, only about 100 are capable of producing cast steel.
- Cast steel with high strength, high toughness, and wear resistance requires advanced manufacturing and heat-treatment technologies.
- Only a very small number of manufacturers are able to simultaneously meet requirements for complex geometries, mechanical performance, and design quality.

### - High Initial Investment Creates a Significant Barrier to Entry

- Each product requires a dedicated wooden pattern or mold, resulting in initial costs of several million yen to over 10 million yen per model.
- Additional ongoing costs arise from modifications, maintenance, and management.
  - Without a sufficiently large and stable volume of cast-steel orders, bearing these costs is difficult.

### - Over 50 Years of Cast-Steel Development Expertise

- Development lead time typically exceeds six months.
- With decades of accumulated know-how, the Company is able to:
  - Minimize the number of prototype iterations
  - Achieve mass production within a short timeframe.



The plans and forecasts contained in this report are based on information currently available to the Company and certain assumptions deemed reasonable by the Company, and are subject to risks and uncertainties.

As such, the Company does not promise or guarantee the realization of any future plan figures or measures shown in this report.

For inquiries, please contact:

OKADA AIYON CORPORATION  
Investor & Public Relations

URL: <https://www.okadaaiyon.com>

Email : [soumu@aiyon.co.jp](mailto:soumu@aiyon.co.jp)