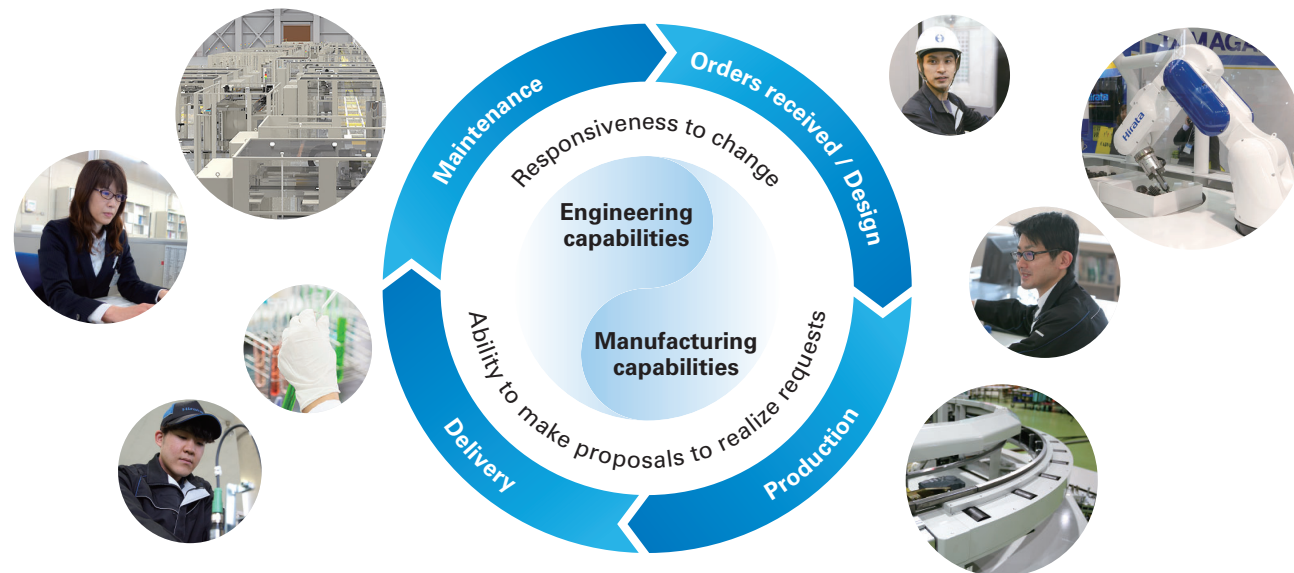


# Hirata's Competitive Advantage

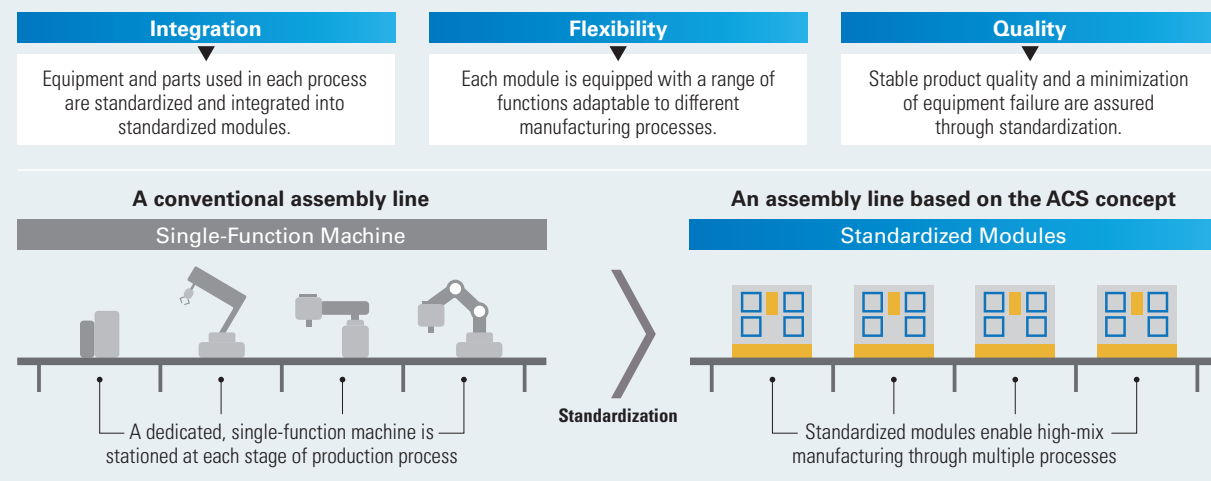
## Synergistic effects created by engineering and manufacturing capabilities

Our competitive advantage is created by the synergistic effects of our engineering and manufacturing capabilities, which have been cultivated by responding to various customer requests. The major factor that enabled the fusion of the two forces was the close distance between design and production and the sense of unity that comes from that. At the same time, concurrent engineering, which integrates design, procurement, and production, has created new ideas and efficiencies. Stemming from these advantages, we cultivated our ability to respond to change and our ability to make proposals from the customer's point of view, and the Assembly Cell System (ACS) concept is a representative example of this idea.



## Assembly Cell System (ACS) Concept

- Accelerates production start-up by shortening the time to install and qualify equipment.
- Simplifies the assembly line by standardizing parts to reduce space and ease maintenance.
- Shortens the assembly line and reduces in-process inventory.
- Adapts readily to product changes or future assembly line changes.
- Supports changing production output by modifying equipment quantity or layout.



## Engineering capabilities reinforced by manufacturing capabilities

### • Highly experienced engineers who provide concrete proposals and realize customer requests

Accounting for about 70% of Hirata employees, our engineers are experienced human resources who can cover a wide range of segments. For engineers, the workplace is a place of practice = a place of education.

Over our 70-year history, our engineers, who have been nurtured by customers and on-site, have cultivated their unique proposal and design capabilities. At the same time accumulated within the organization is engineers' "experience knowledge," which we are working to strengthen by actively incorporating the latest tools.

### Interview Engineer Who Supports Hirata Quality on Front Lines

As a leader, I was in charge of building an engine assembly line for an automobile manufacturer. From the conceptual stage to the on-site installation and handover, we struggled under heavy pressure, but with the support of our customers, we were able to successfully complete the project in more than a year. Hearing the customer say, "I was very impressed with the professionalism and disciplined spirit shown by the entire Hirata team," led to a sense of accomplishment. I will continue to aim to be an engineer who supports Hirata quality on the front lines to satisfy our customers.



Employee in Manufacturing Department  
Kumamoto #1 Business Division, #1 Business Unit

## Manufacturing capabilities that underpin engineering capabilities

### • Integrated production that balances quality and speed

Our engineering capabilities are underpinned by our well-equipped in-house equipment that can handle large-scale production equipment with short delivery

times and a processing system that can operate 24 hours a day.

The effects of in-house production contribute to a higher speed of development and cost reduction.



Vast plant that enables trial runs