



THE FUTURE OF PRODUCT LIFECYCLE MANAGEMENT AND DIGITAL ENGINEERING

2025



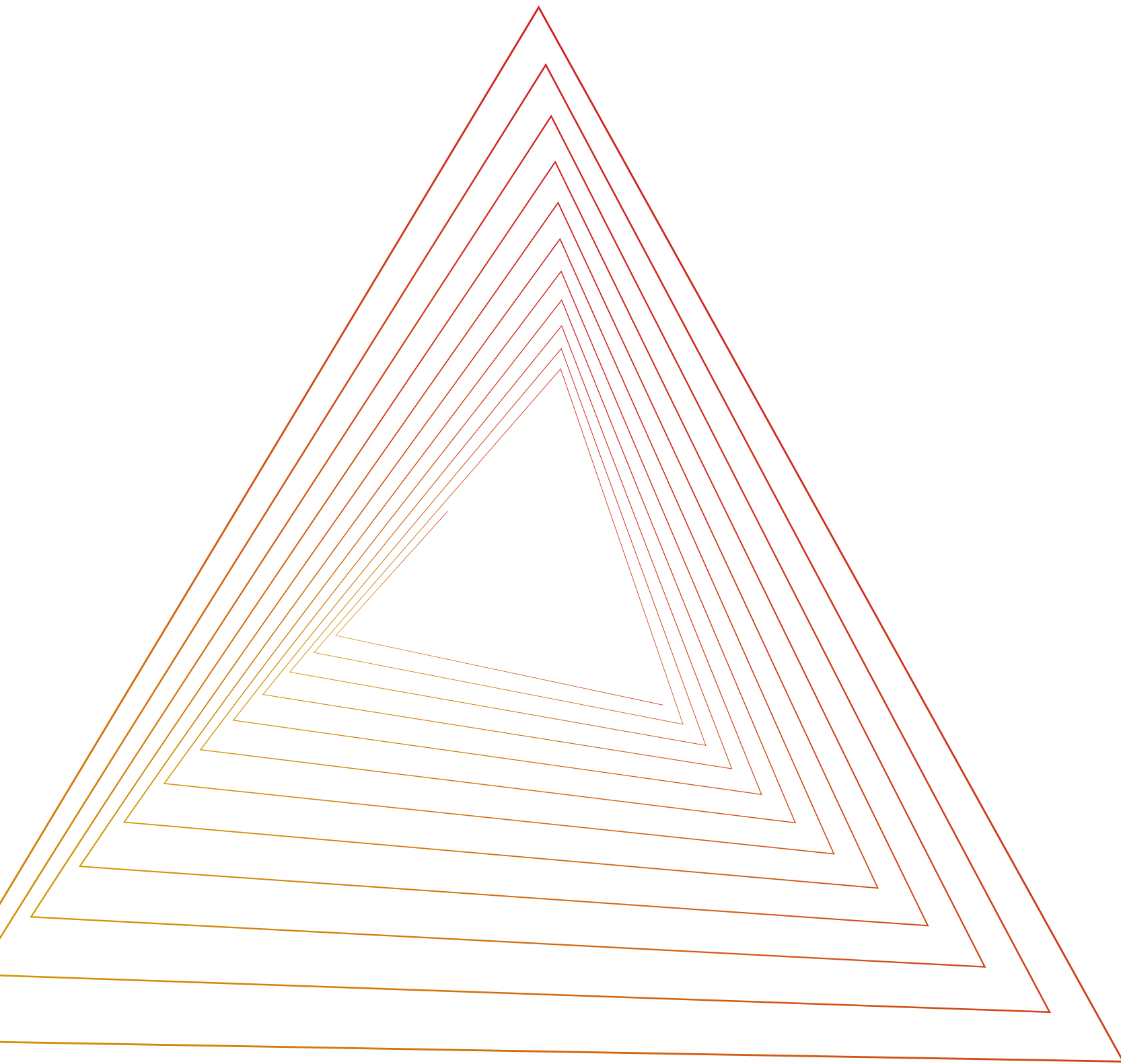


TABLE OF CONTENTS

| | |
|-----------|--|
| 4 | EDITORIAL |
| 6 | MANAGEMENT SUMMARY |
| 8 | EXPERT INTERVIEW |
| 10 | ABOUT THIS SURVEY |
| 11 | RESULTS |
| 11 | Part 1: Companies face a variety of challenges |
| 18 | Part 2: At the heart of today's manufacturing: the digital thread |
| 24 | Part 3: Product developers rely on AI |
| 33 | Part 4: Navigating compliance to align data, products and sustainability |
| 42 | Part 5: Companies forge deeper supply chain partnerships |
| 48 | Part 6: PLM software is a key element for the digital transformation |
| 56 | SPECIAL CHAPTER: PLM AS A FACTOR FOR SUCCESS |
| 64 | STATISTICAL QUESTIONS |

Dear Reader,

The industrial landscape is at an inflection point. Artificial intelligence (AI)-driven operations, interconnected supply chains, and increasing regulatory demands are reshaping manufacturing at a rapid pace. The resulting imperative is clear: embrace greater digital integration or fall behind.

Our 2025 global survey of 656 executives in Europe, Japan, and the United States underscores this reality. Results show that companies using product lifecycle management (PLM) solutions demonstrate greater operational resilience, faster AI adoption, and improved compliance efficiency. Simply put, PLM users are better prepared for the future. However, to maximize success, organizations need more than just PLM – they need an adaptable and scalable PLM platform that truly enables a digital thread.

Three transformative forces are driving this change:

- 1. AI as a competitive differentiator:** Investment in AI is accelerating, not as a luxury but as a strategic strategy. Smart factories, products with built-in AI capabilities, and connected supply chains are increasingly mission-critical for maintaining a competitive edge.
- 2. The need to establish a digital thread:** While most executives recognize the importance of digital threads, many remain trapped by legacy IT systems that limit agility and efficiency.
- 3. Increasing regulatory pressure:** Compliance can be a bottleneck if not supported by the right tools. From digital product passports (DPP) to the EU Corporate Sustainability Reporting Directive (CSRD), companies face increasing obligations.

In this complex environment, PLM has emerged as the linchpin. Companies with mature PLM implementations report faster time-to-market, better environmental, social, and governance (ESG) performance, and a greater ability to adapt to changing requirements. However, as products and production models become more complex, the era of a one-size-fits-all approach to PLM is coming to an end – the solution must provide the highest levels of agility and flexibility to support modern business operations.

This study reveals a clear trajectory: companies are embracing AI, modernizing IT infrastructures, and closing the loop from design to production to recycling. Those who fail to act risk being left behind in an increasingly digital world.



Regards,

Roque Martin

Chief Executive Officer and Board Member of Aras

59%

of companies say that AI adoption will be highly relevant to their business within the next two years

9 out of 10

companies recognize the importance of the digital thread

79%

of companies now share product design and engineering data with their suppliers

AI has become an inescapable force in the industry, with 59 percent of companies stating that AI adoption will be highly relevant to their business within the next two years. This growing focus on AI aligns with the top challenges facing product development teams today: reducing production costs (35 percent), managing product complexity (34 percent), and ensuring regulatory compliance (33 percent). AI is increasingly seen as an enabler to address these pressures and support innovation.

The digital thread has also gained significant traction. Nine out of 10 companies now recognize its importance. However, many companies are struggling to execute. 46 percent of companies report difficulty managing product complexity, and more than a third cite connectivity issues as a major challenge. The complexity of tracking product changes across disparate systems remains a significant barrier to achieving a fully integrated digital thread.

CURRENT APPLICATIONS & BARRIERS TO THE ADOPTION OF AI

With 80 percent of companies using AI in product development, the top uses are to optimize processes, predict market trends, and better understand customer needs. However, there are still significant barriers to scaling AI adoption. The most cited barriers include limited resources and budget constraints, as well as security and intellectual property concerns.

Related concerns extend to compliance and risk management, where organizations are under increasing pressure to meet evolving regulatory requirements. The most critical areas of compliance in product development are data privacy, cited as a top priority by 56 percent of companies, followed closely by product safety at 54 percent and ESG compliance at 46 percent. Notably, compliance is no longer seen solely as a cost driver, as 92 percent of companies now recognize that progress in sustainability is critical to their business success, a significant increase of 5 percentage points from last year.

In addition to AI and compliance, supply chain resilience has remained a top priority since the pandemic. Companies are increasingly aware that the strength of their suppliers is directly linked to their own business success. As a result, 79 percent of companies now share product design and engineering data with their suppliers, while 83 percent share compliance and sustainability information. Despite the growing need for collaboration, many companies still rely on outdated methods of communication. More than half use email or file sharing services to exchange data, while 49 percent rely on face-to-face meetings.

THE COMPETITIVE ADVANTAGE OF PLM ADOPTION

Companies with PLM implementations consistently outperform their peers in key areas. Adoption of AI in product development is 28 percentage points higher among PLM users. They are also 24 percentage points more likely to identify the digital thread as important to their business. In addition, PLM users achieve ESG-related business objectives 18 percent faster than their peers.

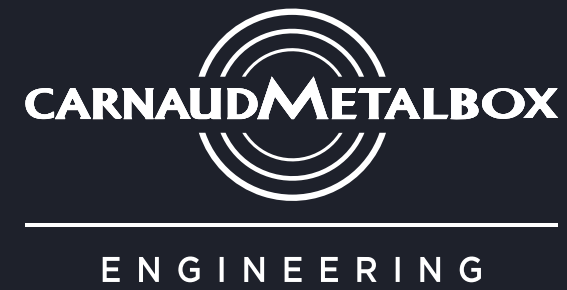
As a result of these benefits, 88 percent of companies feel completely or somewhat prepared for upcoming regulatory changes such as the CSRD and the DPP in Europe, compared to 70 percent of non-PLM users. This is despite 92 percent of all companies recognizing the strong link between sustainability efforts and financial performance.

THE EVOLVING NERVOUS SYSTEM OF THE ENTERPRISE

As innovation cycles accelerate, PLM is transcending its traditional engineering role to become the central nervous system of the enterprise, orchestrating and integrating critical business functions. It facilitates the adoption and scaling of AI throughout the product development process, enables companies to meet ESG related objectives and regulatory requirements, and creates resilient supply chain ecosystems through improved collaboration and data sharing. This evolution positions PLM as a key driver of competitive advantage in today's business landscape. Modern PLM platforms connect disparate systems, processes, and teams, creating a unified digital environment where innovation thrives and complex challenges are systematically addressed.



Matthew Cave
Senior Software Engineer, CarnaudMetalbox



BEYOND PLM: HOW CARNAUDMETALBOX LEVERAGES ARAS TO DRIVE DIGITALIZATION AND OPTIMIZE THEIR ENTERPRISE

CarnaudMetalbox Engineering has revolutionized its global can-making machinery business through innovative use of the Aras Innovator platform. Going beyond traditional PLM, the company is leveraging the platform's low-code capabilities to streamline operations from order processing to production on the factory floor. What began as an IT and engineering initiative is now driving efficiencies across the company's global operations, delivering measurable benefits for both large-scale engineering projects and day-to-day tasks. Notable results include improved visibility of order delays and bottlenecks and increased organizational understanding at both the holistic and granular level. By partnering with local universities, CarnaudMetalbox is also bringing fresh perspectives to application development, quickly and continuously increasing the value of the platform. In this interview, **Senior Software Engineer Matthew Cave** discusses how Aras Innovator has become a cornerstone of CarnaudMetalbox's business strategy, driving innovation and operational excellence.

Mr. Cave, CarnaudMetalbox has been using Aras Innovator since 2010. Can you take us through the journey from the initial engineering-oriented deployment to its current role as an enterprise-wide business solution?

We originally implemented Aras Innovator to replace an existing PLM solution that was too rigid for our needs. The real transformation began in 2015, when we unlocked the broader potential of Aras beyond engineering data storage. A pivotal moment came with the implementation of our contract management system. When we ship our machines, we must manage hundreds of parts that require labeling, boxing, and carefully coordinated for shipping. This cumbersome process took far too long when done manually. By leveraging Aras to automate the creation of shipping lists, we dramatically simplified this process. When our Supply Chain and Quality teams saw how this streamlined their work, it created awareness throughout the organization: Aras Innovator could be much more than just an engineering tool. This success became the catalyst for broader adoption. We systematically expanded into different areas, starting with formalizing our quoting process through standardized workflows. By 2019, we had implemented project and quality management systems, and later adding inventory management in 2022 and manufacturing process planning in 2024. Today, Aras serves as our enterprise backbone, combining out-of-the-box functionality with custom applications tailored to our specific needs. This gradual, organic expansion has created a truly integrated business platform that connects all aspects of our operations.

With nearly 70 custom applications currently in use, which implementations have had the most impact?

A key achievement was the integrated warehouse management and manufacturing execution system (MES). As we expanded from one to three manufacturing facilities in 2021, this solution proved invaluable. It replaced our previous reliance on Excel spreadsheets and paper tracking with a sophisticated system that integrates the Aras interface with custom shop floor applications. The results have been remarkable, including improved visibility to the wider business of current state of packing and location of parts, reduced parts on the shop floor, improved safety, and standardize assembly processes. However, some of our most impactful solutions have been smaller applications that transform everyday workflows. One example of a seemingly modest yet highly effective implementation is our travel request system. Instead of the traditional maze of emails, paper forms, and approval chains, employees can now submit travel requests directly through Aras. Our travel services team automatically receives these requests and handles flight arrangements and approvals through a single, streamlined workflow. These "smaller" applications may not grab the headlines, but they've had a profound impact on our operational efficiency by eliminating tedious routines and simplifying everyday tasks. It taught us that true digital transformation isn't just about big solutions - it's also about identifying and removing the small, everyday friction points that can significantly impact productivity and employee satisfaction.

How has Aras Innovator changed the way different departments interact?

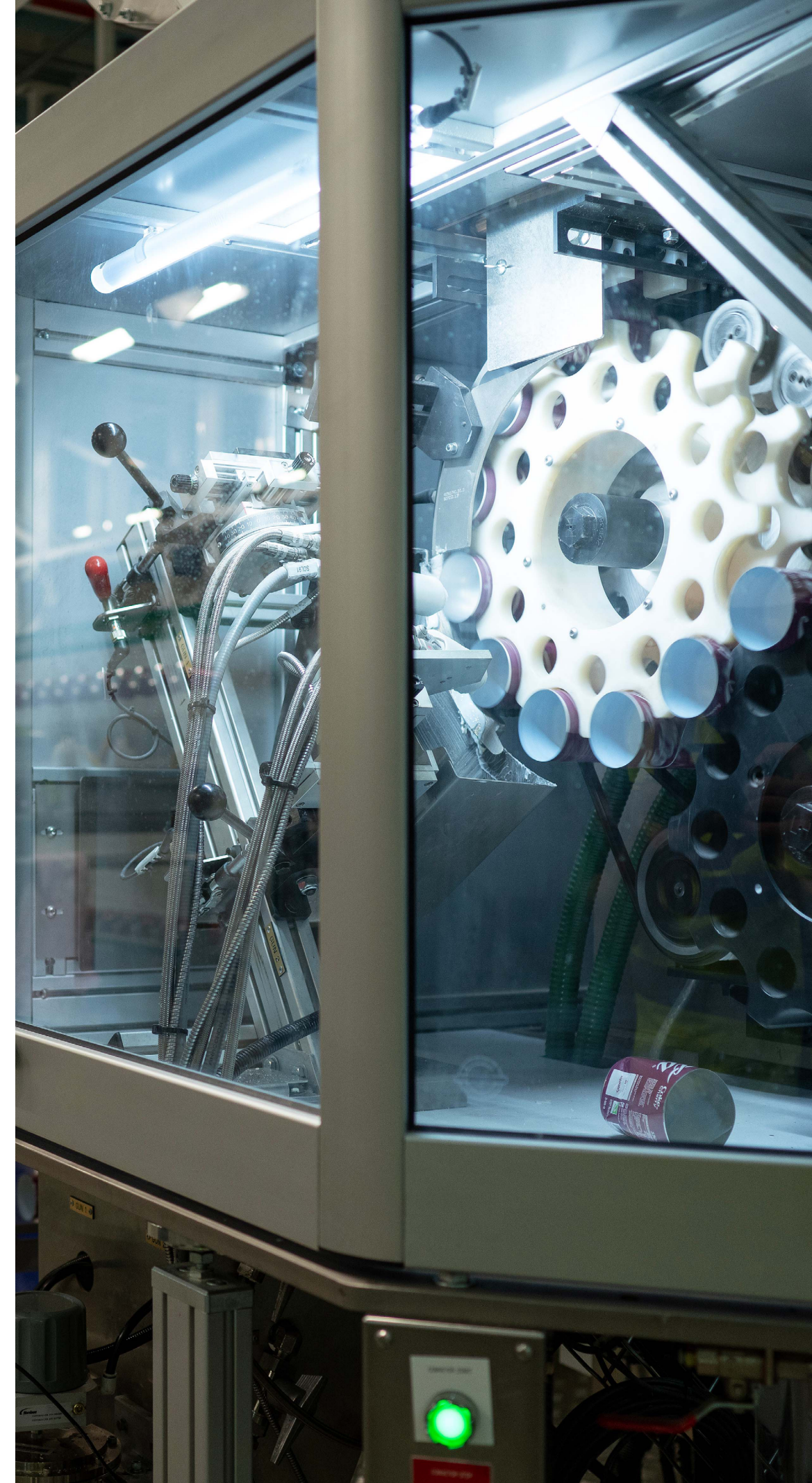
In the past, departmental silos created inefficiencies. For example, engineering, manufacturing, and quality teams often worked in isolation. Now, Aras Innovator acts as a single source of truth, bringing everyone together on the same platform. A great example is our integration of engineering and manufacturing bills of materials (EBOM and MBOM). Previously, engineers would create a BOM that didn't consider manufacturing constraints, causing delays and inefficiencies on the shop floor. With Aras, we've aligned these processes, enabling smoother transitions and reducing errors. The resulting cultural shift is profound. People are communicating more across teams, supported by the automated processes in Aras Innovator. It's not just about tools; it's about fostering a new way of thinking that emphasizes collaboration.

Your partnership with universities is unique. How does it contribute to CarnaudMetalbox's drive for innovation?

Each year, we bring in students for 12-month placements, typically between their second and fourth year of study. Using the Aras low-code platform, students develop real-world business applications that deliver immediate value in a short period of time. They quickly create meaningful solutions without being slowed down by the complexities of traditional coding. This rapid development capability enables them to focus on understanding business problems and designing effective solutions. The program's success lies in its win-win structure: students gain industry-recognized certifications and hands-on experience with enterprise-level technology, while we attract top talent, gain fresh perspectives, and benefit from innovative solutions to real business challenges. Over time, the program has become a critical pipeline for both innovation and talent development.

What advice would you give to other companies considering Aras Innovator?

My first piece of advice is to get your core data right. Without accurate, well-structured data, even the best solutions won't deliver meaningful results. From there, your focus shouldn't just be on big solutions, but on solving the day-to-day challenges your teams face. Small, high-impact applications often generate the most excitement and adoption. Also consider engaging non-traditional talent, such as students. Finally, be open to evolving your processes. Aras' flexibility has allowed us to adapt and grow organically, which I believe has been key to our success. It's not just a PLM solution - it's a platform for business transformation.



ABOUT THIS SURVEY

656

Executives in Europe, the United States and Japan were surveyed

The study was conducted online in January 2025

RESPONDENTS

Decision makers from a wide range of industries, including automotive, aerospace & defense, machinery & plant engineering, chemicals, pharmaceuticals, food & beverage, medical, energy, and other sectors

DEPARTMENTS

Development, production, distribution, purchasing, business development, IT, human resources, and others

POSITION WITHIN COMPANY

C-level, vice president, director, or other senior manager

\$40+ million

Annual company revenue

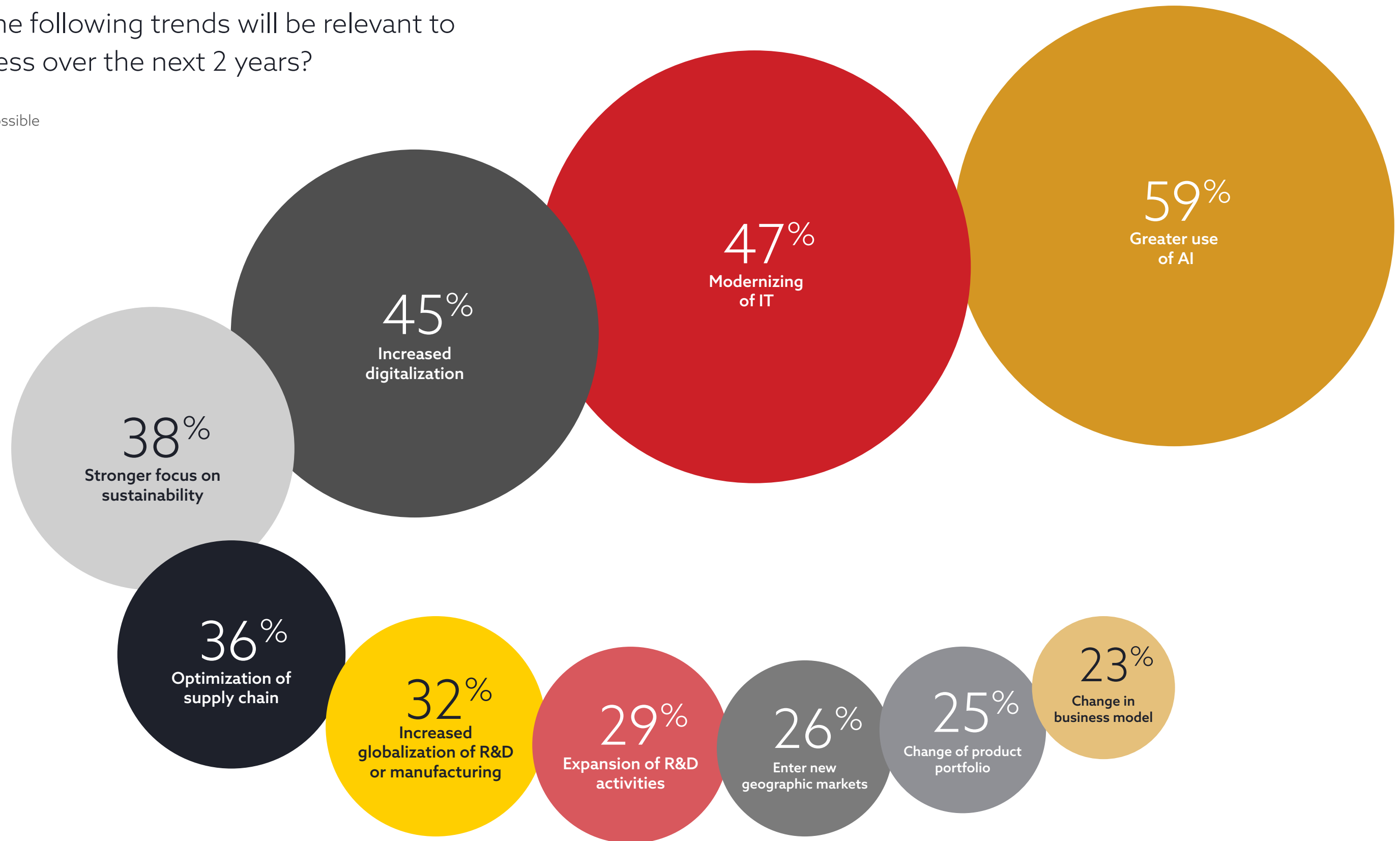
REGIONS

DACH encompasses Austria, Germany, and Switzerland. Nordics includes Finland, Denmark, Norway, and Sweden.

COMPANIES NEED TO KEEP TRACK OF MULTIPLE TRENDS

Which of the following trends will be relevant to your business over the next 2 years?

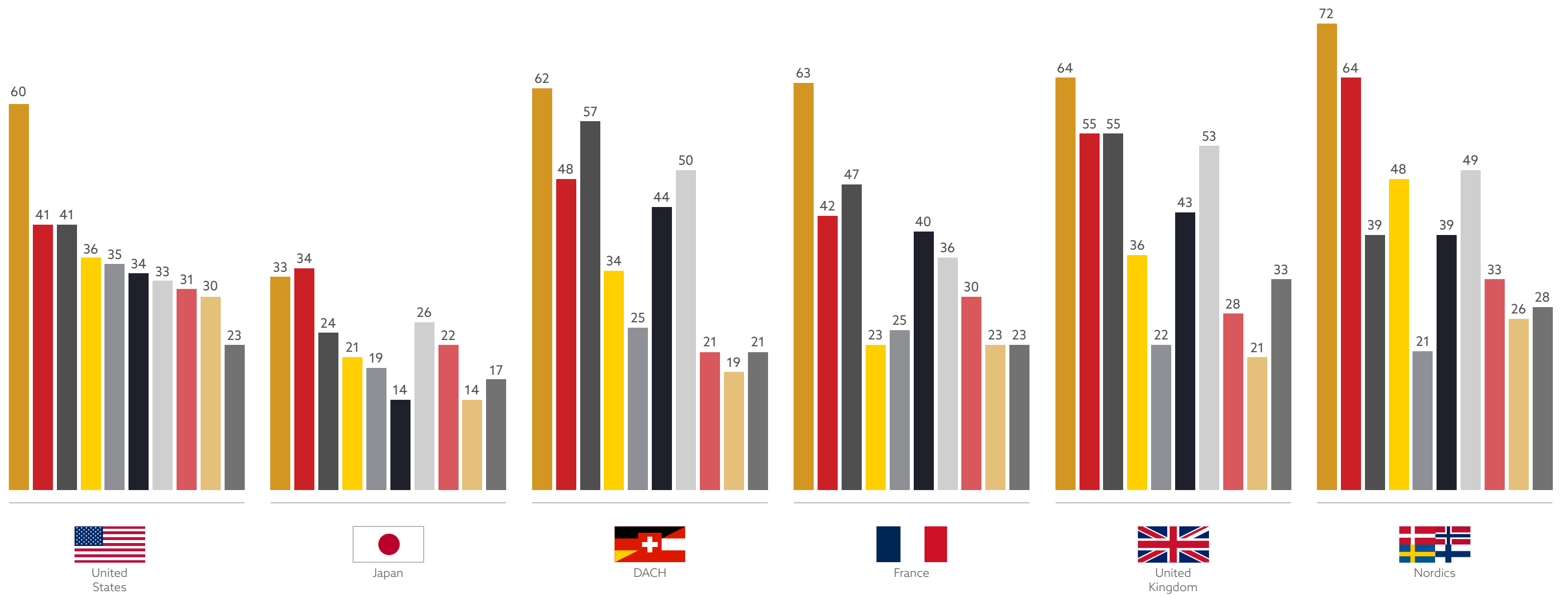
Multiple answers possible



EXTRACT OF SELECTED COUNTRIES

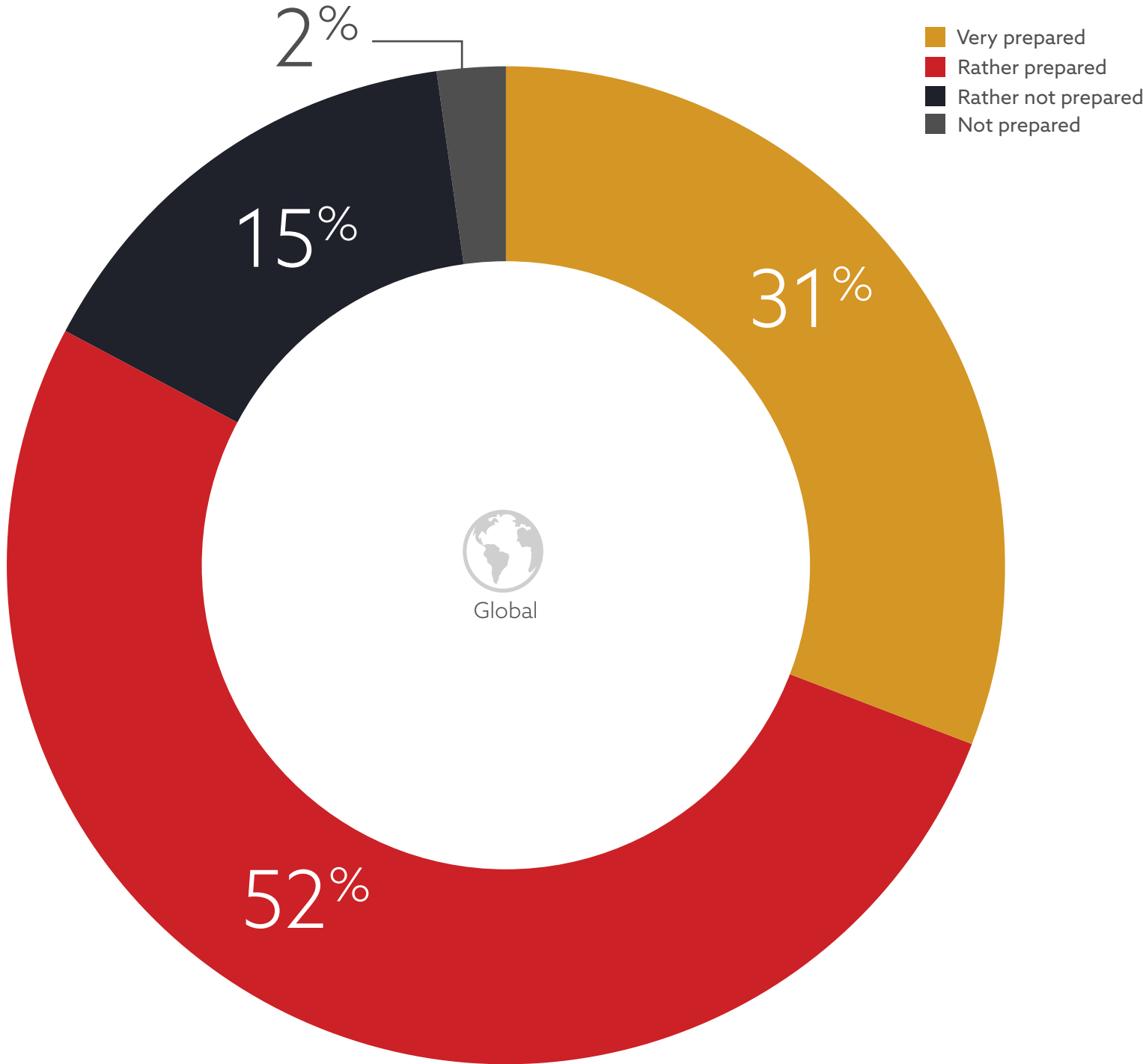
- Greater use of AI
- Modernizing of IT
- Increased digitalization
- Increased globalization of R&D or manufacturing
- Change of product portfolio
- Optimization of supply chain
- Stronger focus on sustainability
- Expansion of R&D activities
- Change in business model
- Enter new geographic markets

Chart values are percentages



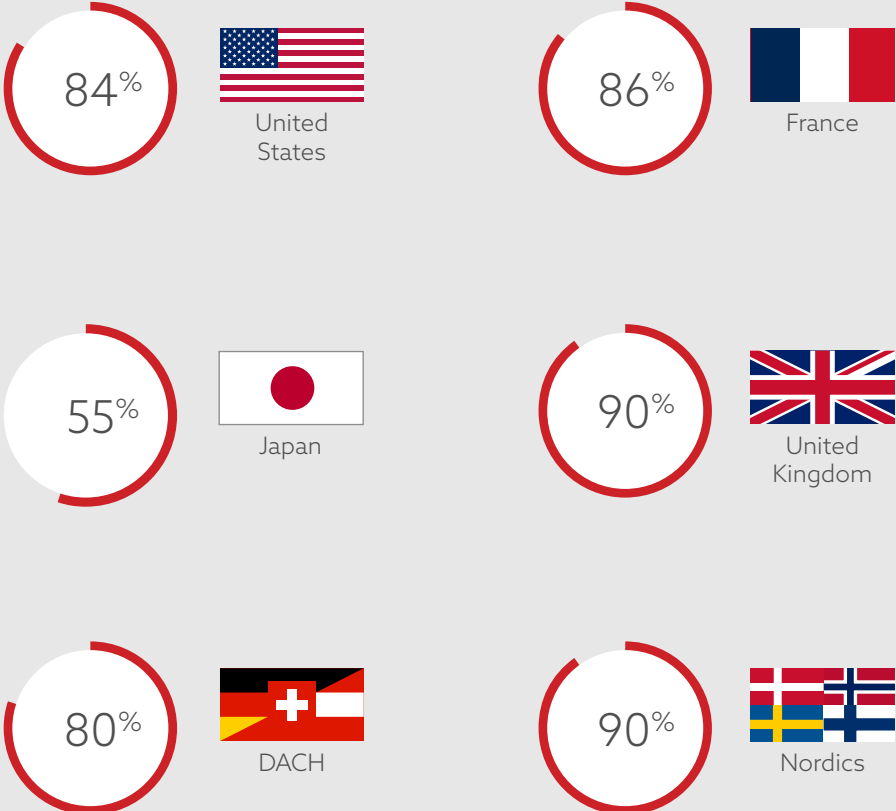
PRODUCT MANAGEMENT RISES TO THE CHALLENGE...

How prepared is your product development to meet the challenges of the future?



EXTRACT OF SELECTED COUNTRIES

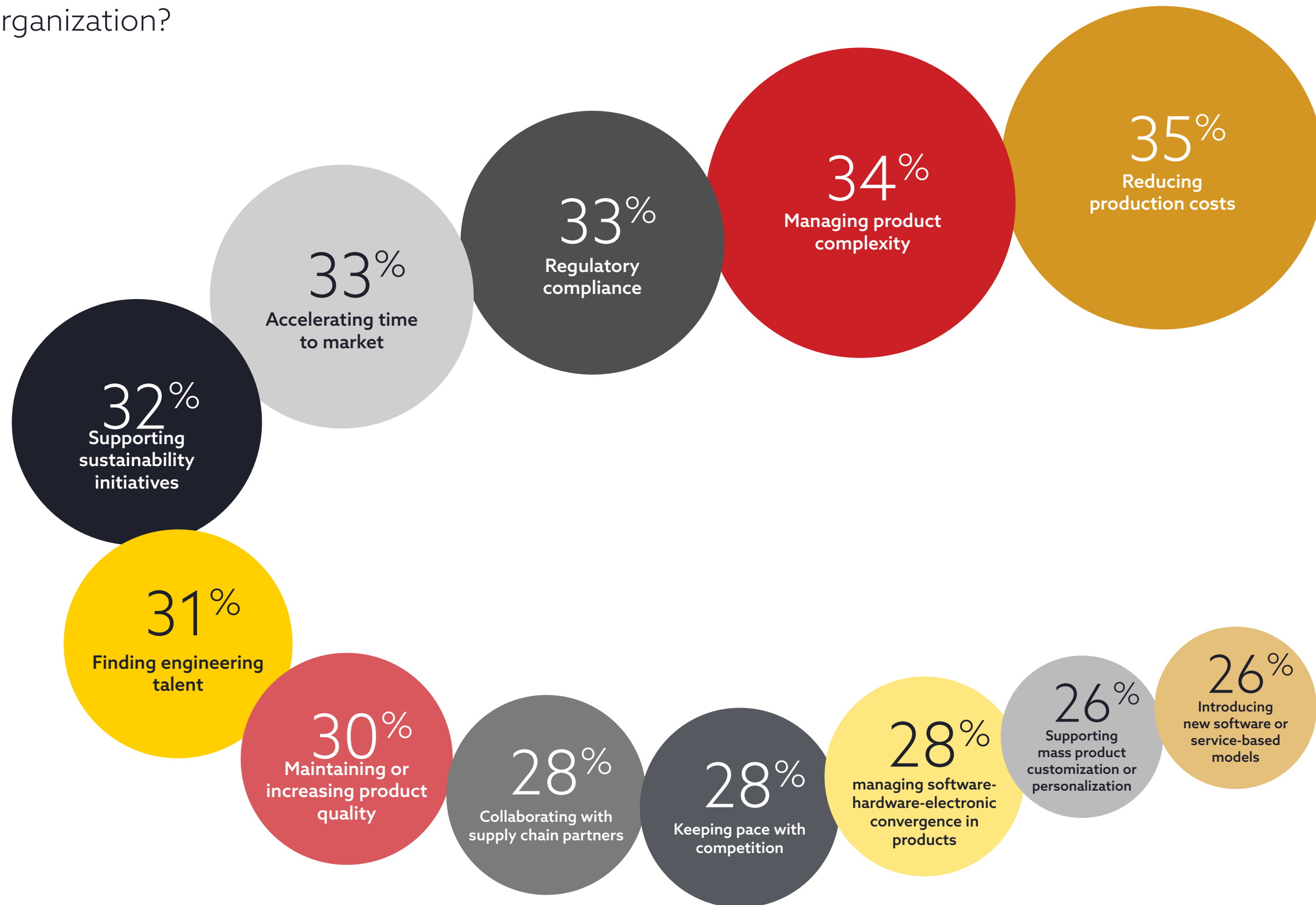
Very prepared / Rather prepared



...AND IS PUSHED LIKE NEVER BEFORE

What are the biggest challenges for your company's product development organization?

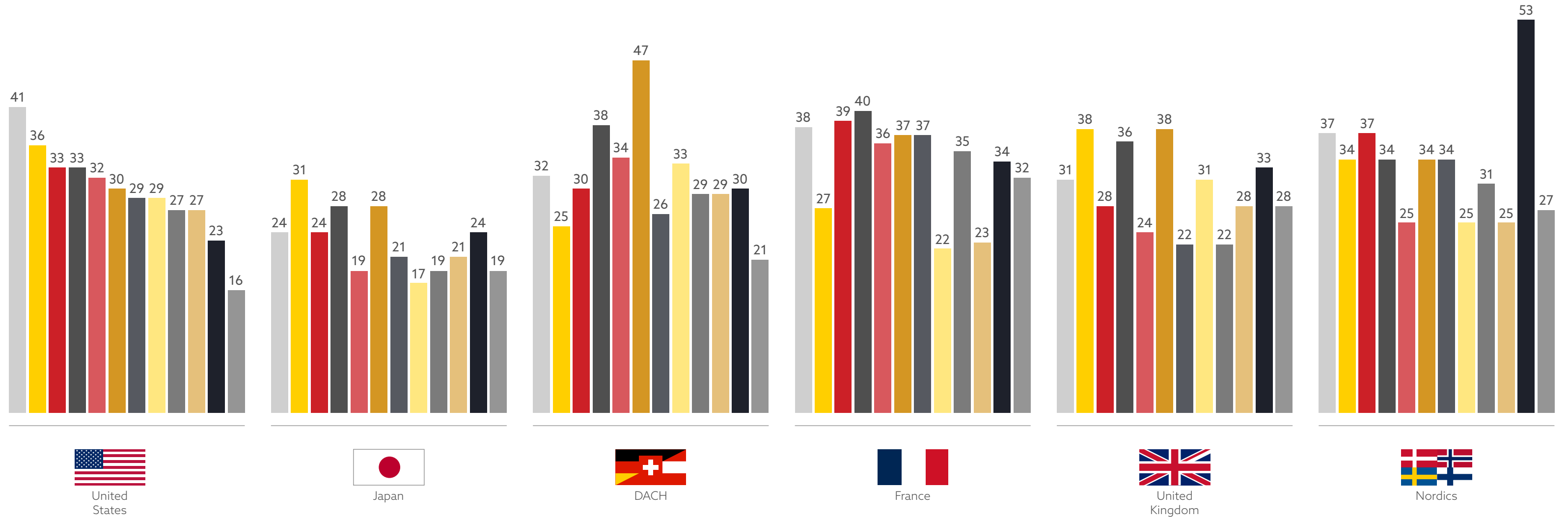
Multiple answers possible



EXTRACT OF SELECTED COUNTRIES

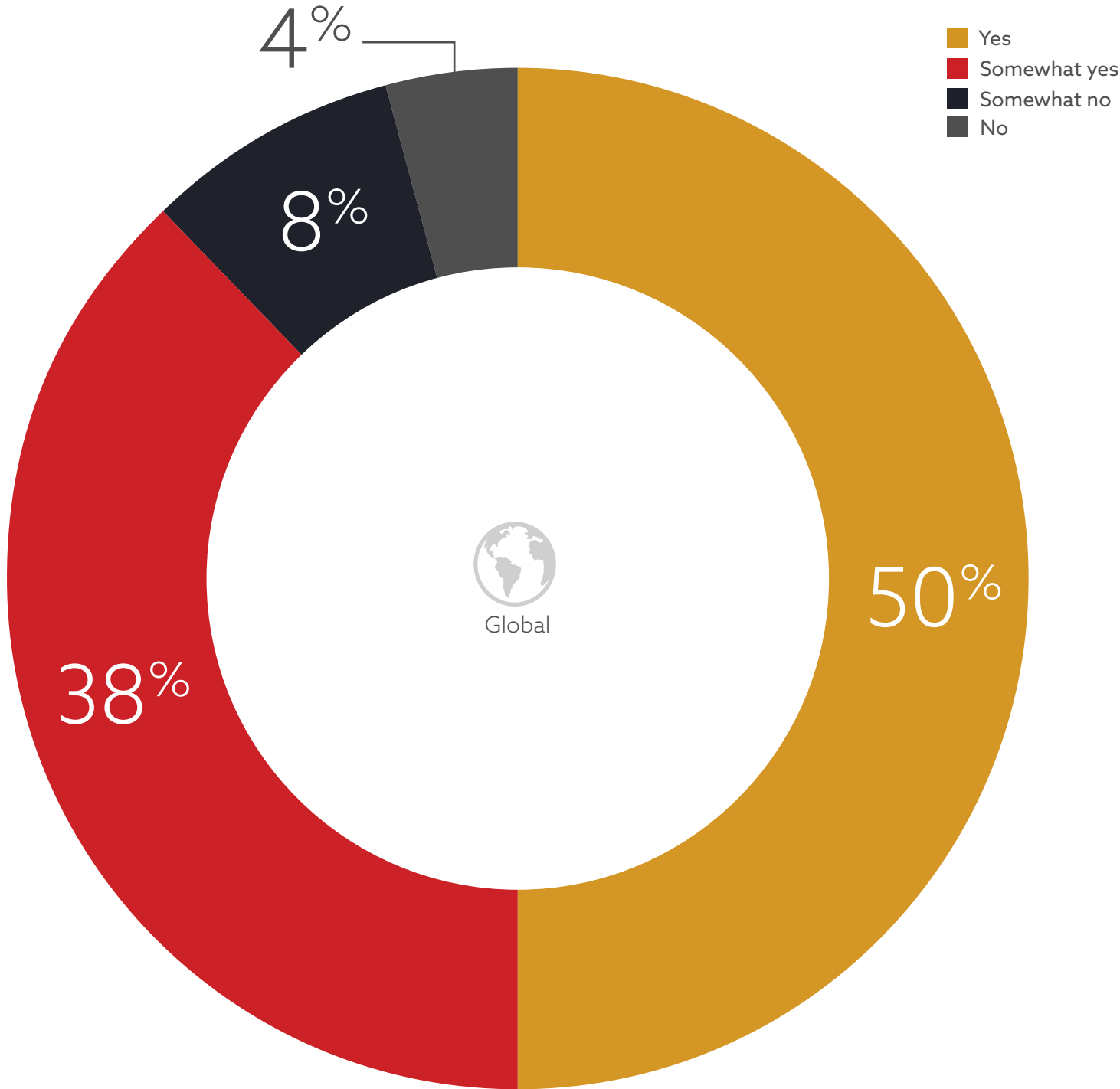
- Accelerating time to market
- Finding engineering talent
- Managing product complexity
- Regulatory compliance
- Maintaining or increasing product quality
- Reducing production costs
- Keeping pace with competition
- Managing software-hardware-electronic convergence in products
- Collaborating with supply chain partners
- Introducing new software or service-based business models
- Supporting sustainability initiatives
- Supporting mass product customization or personalization

Chart values are percentages



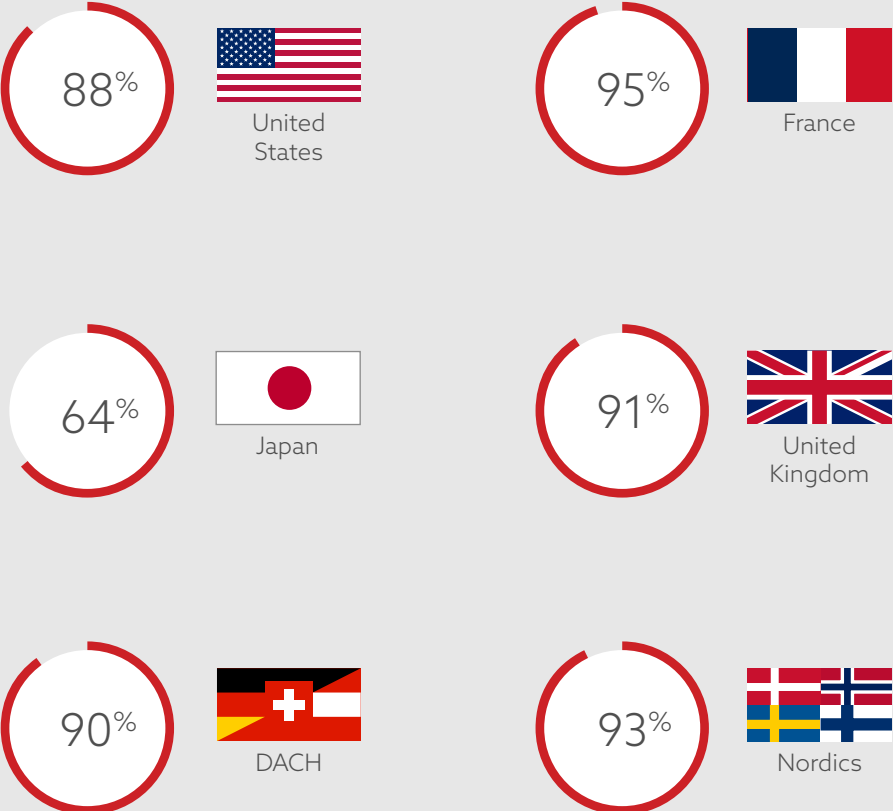
GOOD PRODUCT DEVELOPMENT REQUIRES THE RIGHT TOOLS

Should your company invest more in product development software?



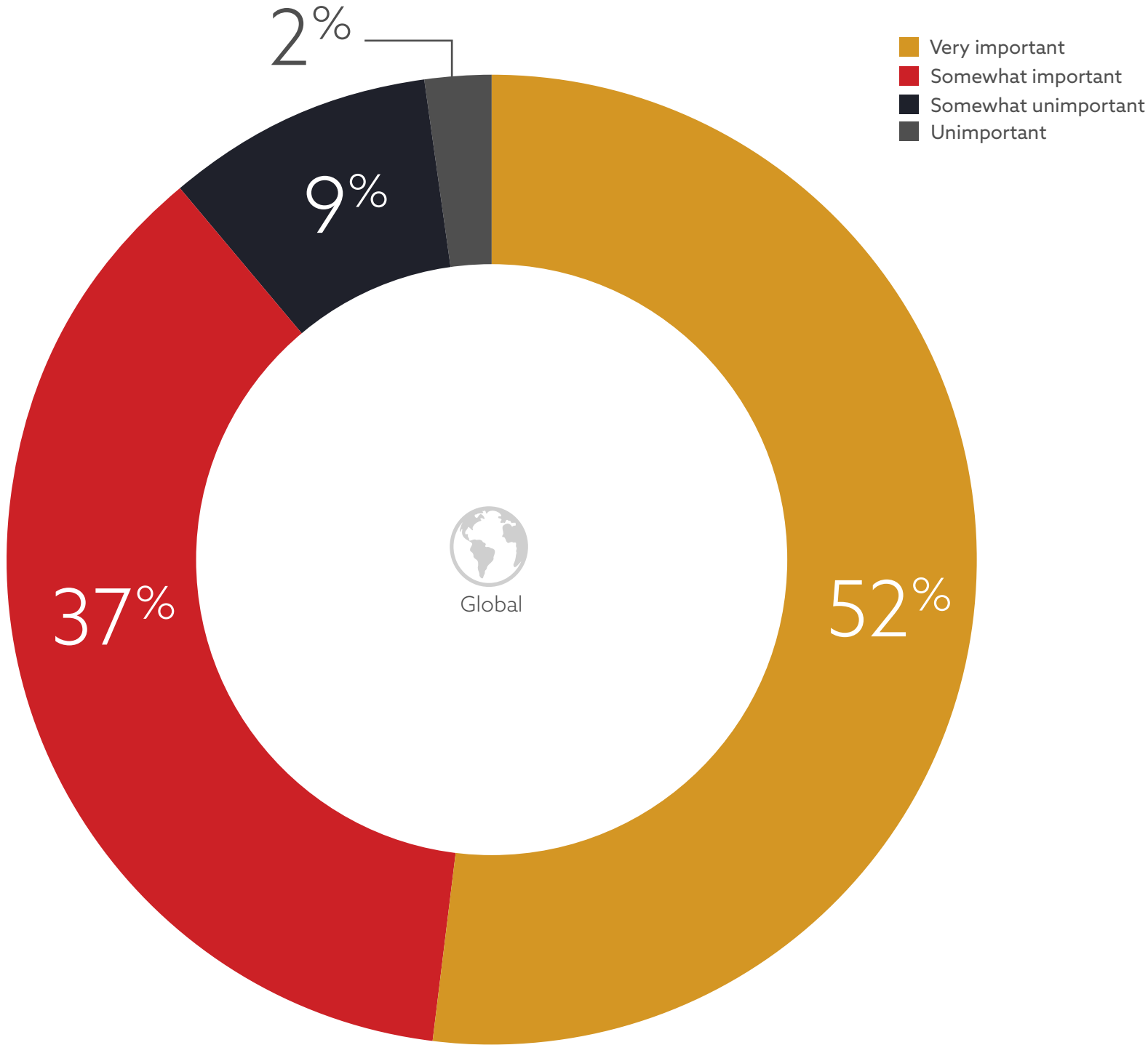
EXTRACT OF SELECTED COUNTRIES

Yes / Somewhat yes

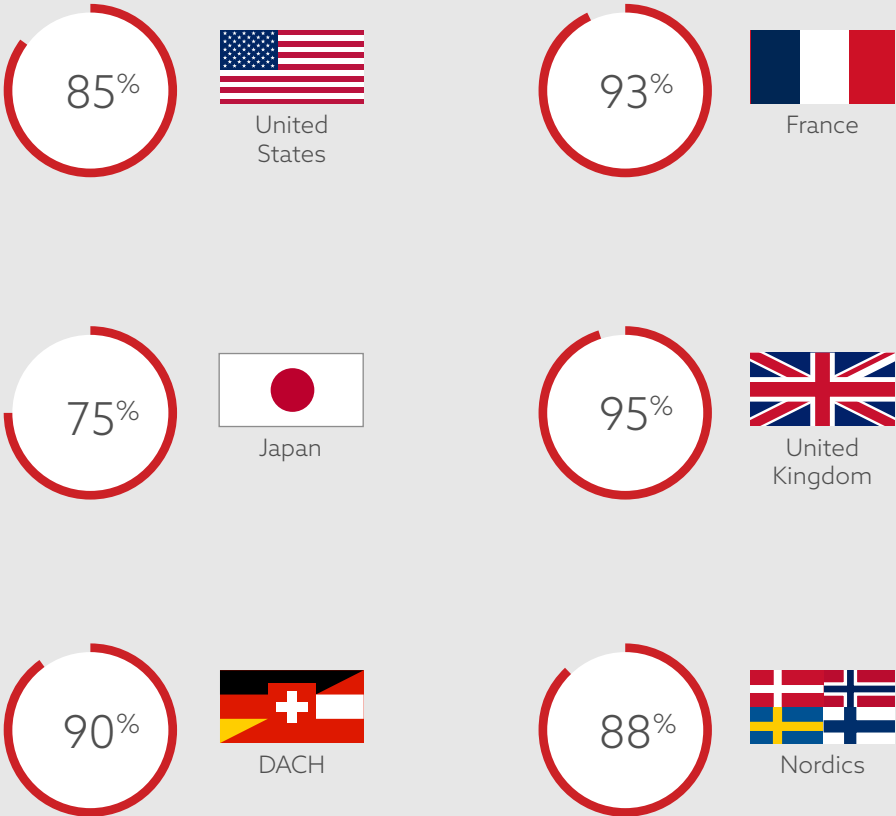


A DIGITAL THREAD IS A MUST FOR EVERY INDUSTRIAL COMPANY TODAY

How important is the concept of digital thread to your company?



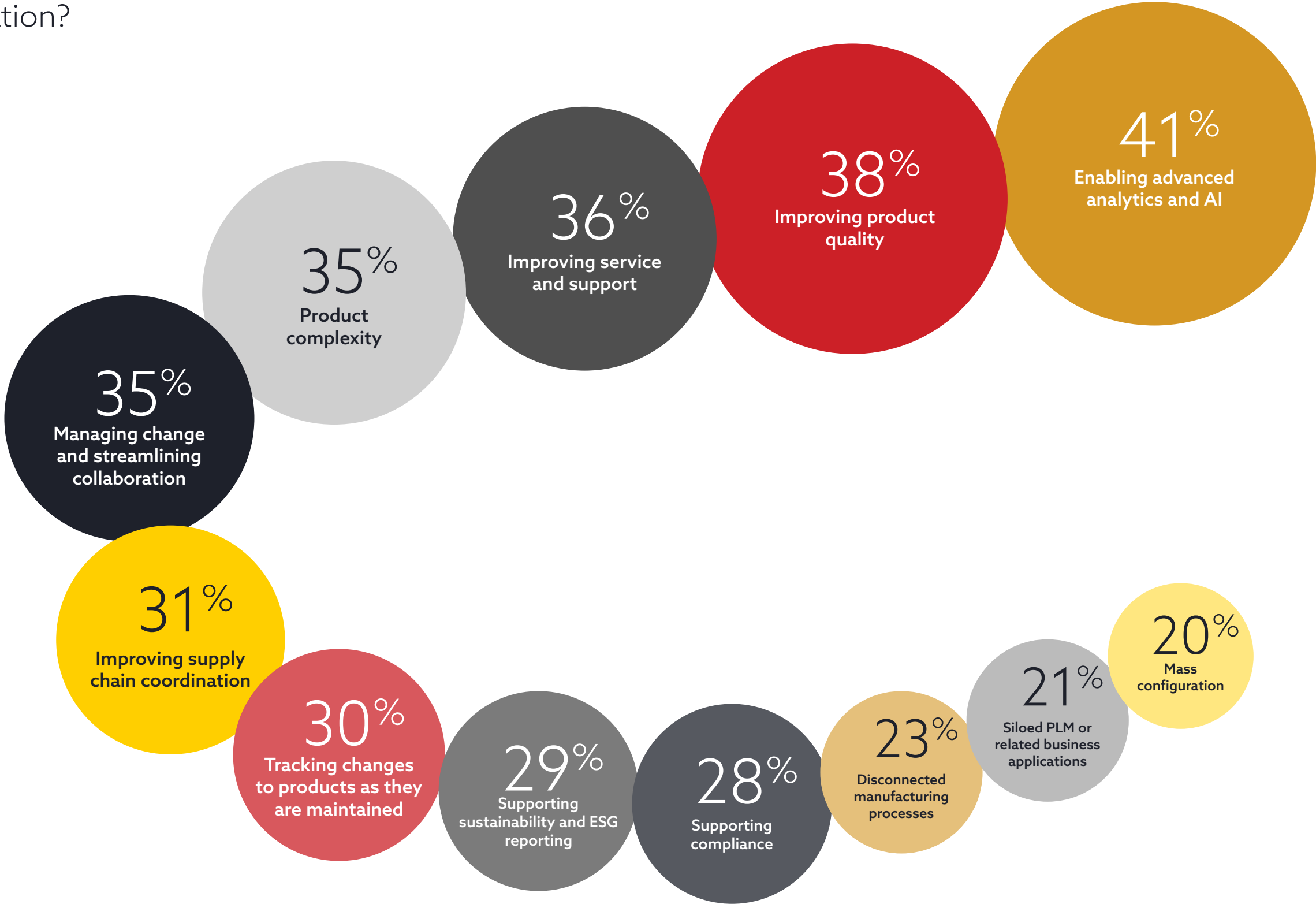
EXTRACT OF SELECTED COUNTRIES
Very important / Somewhat important



BENEFITS AT EVERY STAGE OF THE PRODUCTION PROCESS

What are the key drivers for improving digital threads at your organization?

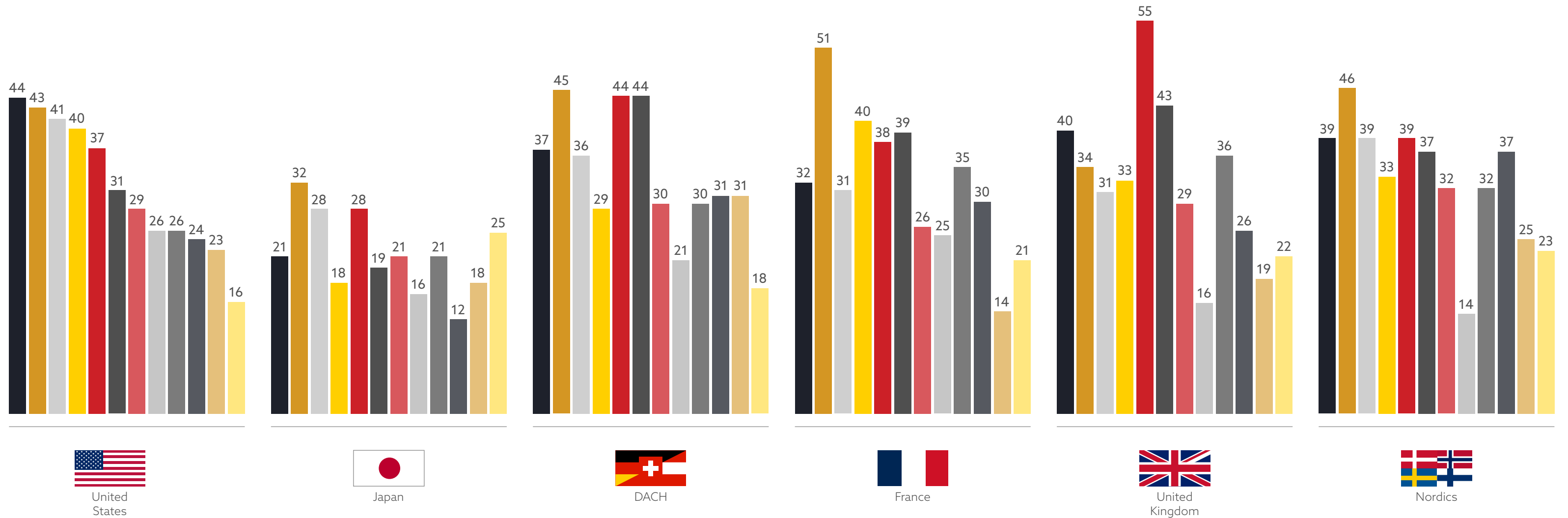
Multiple answers possible



EXTRACT OF SELECTED COUNTRIES

- Managing change and streamlining collaboration
- Enabling advanced analytics and AI
- Product complexity
- Improving supply chain coordination
- Improving product quality
- Improving service and support
- Tracking changes to products as they are maintained
- Siloed PLM or related business applications
- Supporting sustainability and ESG reporting
- Supporting compliance
- Disconnected manufacturing processes
- Mass configuration

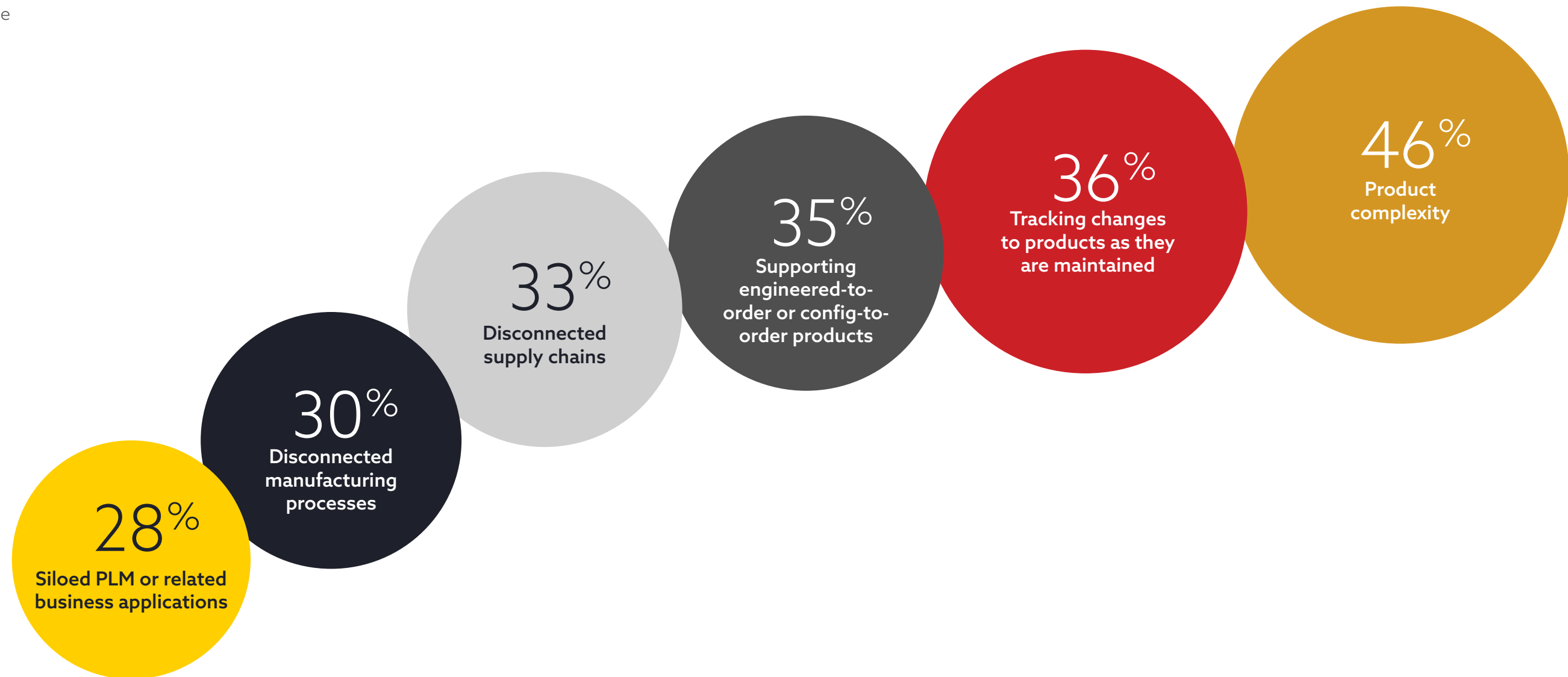
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MAINTAINING A ROBUST DIGITAL THREAD IS CHALLENGING

What are the biggest obstacles to improving digital threads at your organization?

Multiple answers possible

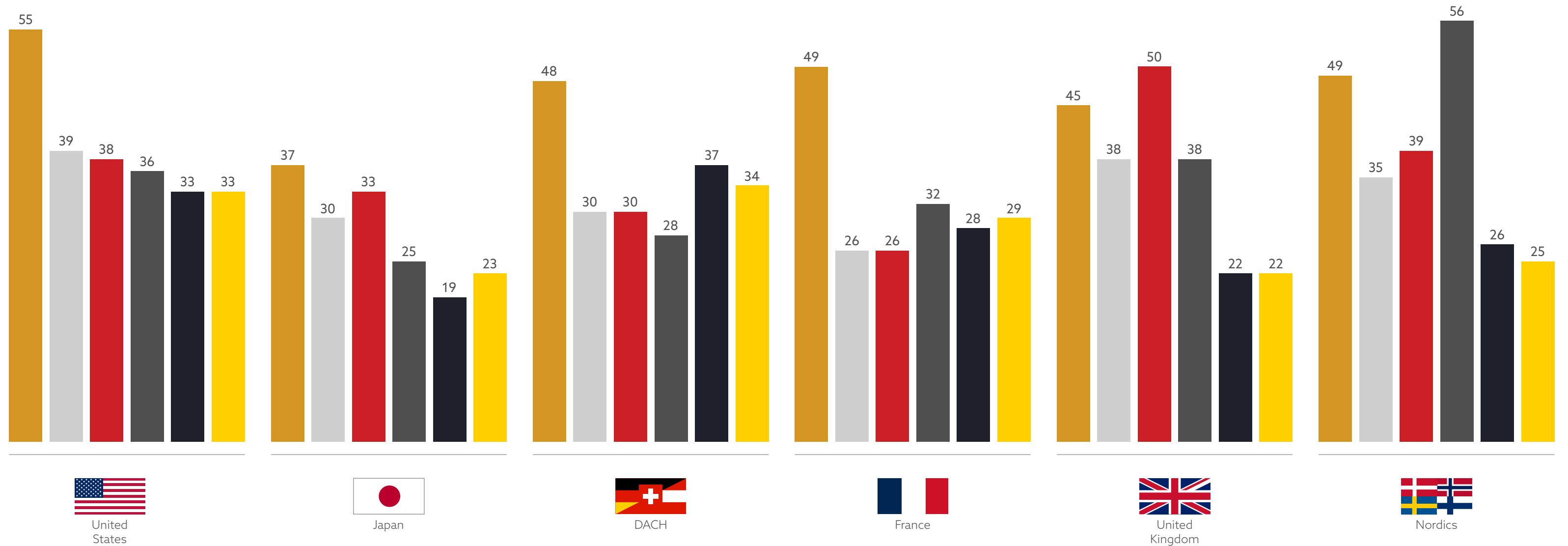


Global

EXTRACT OF SELECTED COUNTRIES

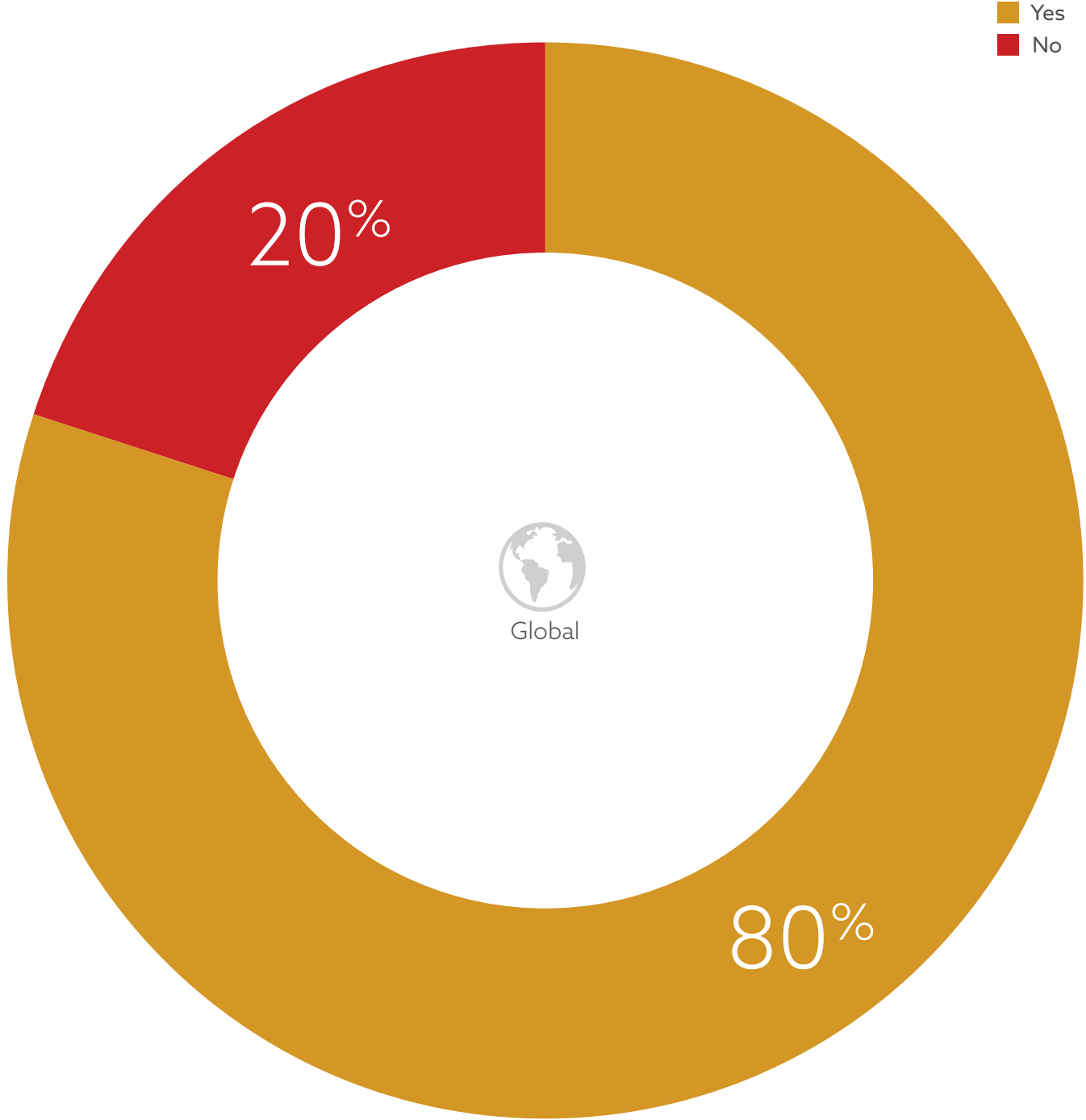
- Product complexity
- Disconnected supply chains
- Tracking changes to products as they are maintained
- Supporting engineered-to-order or config-to-order products
- Disconnected manufacturing processes
- Siloed PLM or related business applications

Chart values are percentages



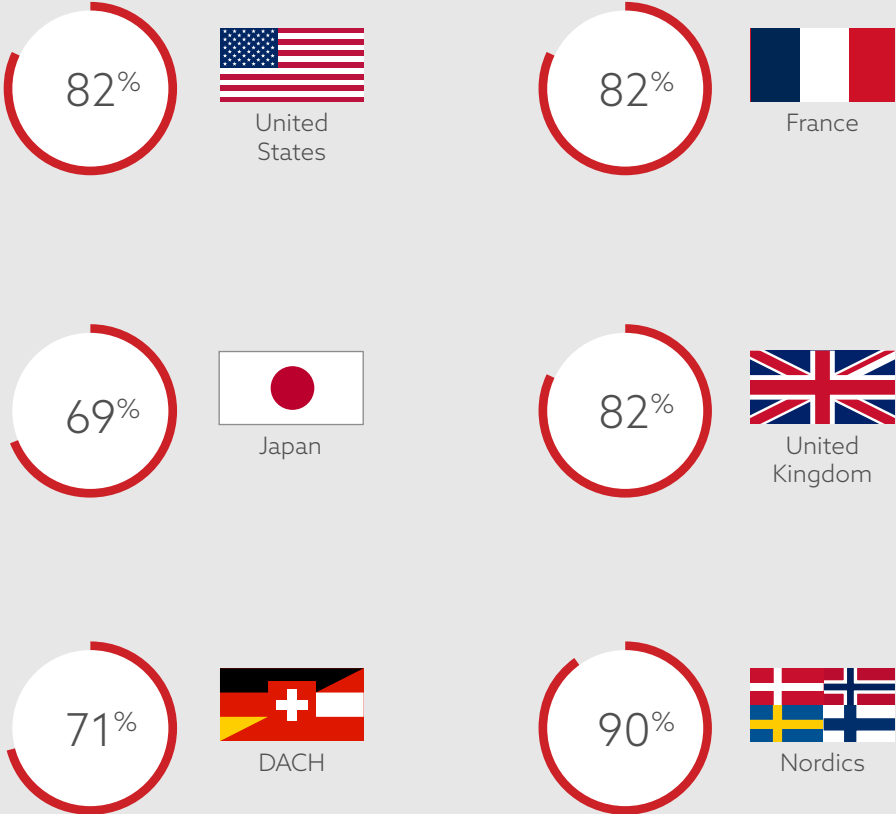
PRODUCT DEVELOPMENT HAS EMBRACED AI

Are you working with AI technologies in product development?



EXTRACT OF SELECTED COUNTRIES

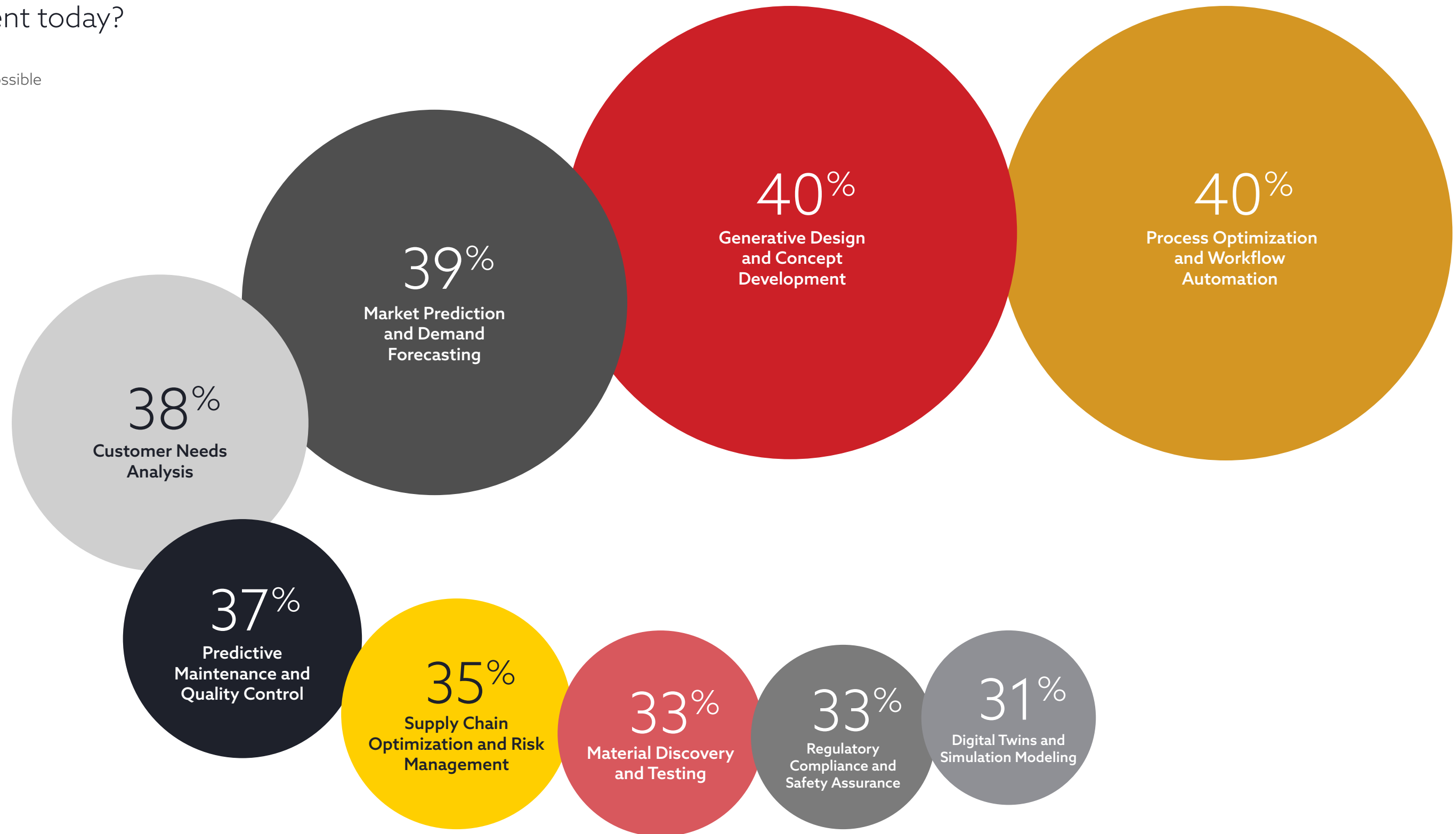
Yes



FLEXIBLE AND COMPREHENSIVE SUPPORT FOR ANY BUSINESS ENVIRONMENT

What are the top use cases for AI in product development today?

Multiple answers possible



EXTRACT OF SELECTED COUNTRIES

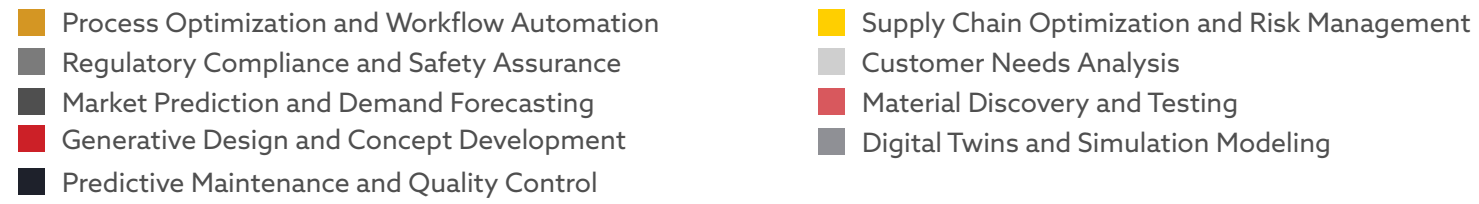
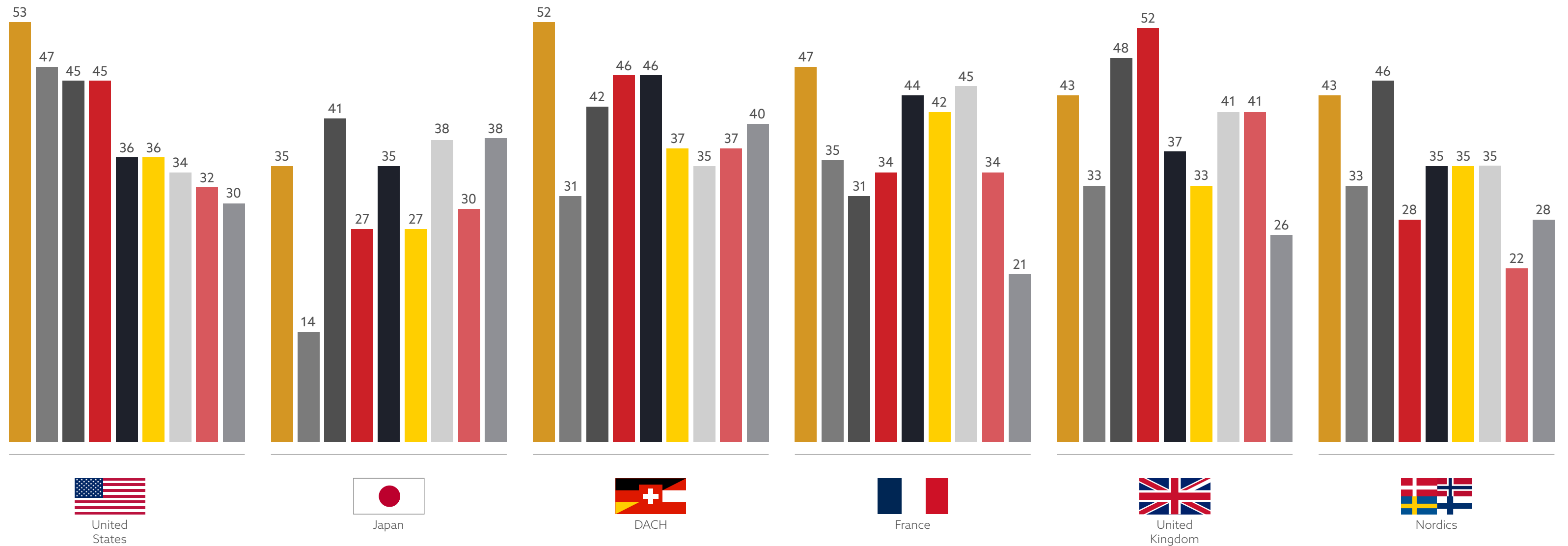
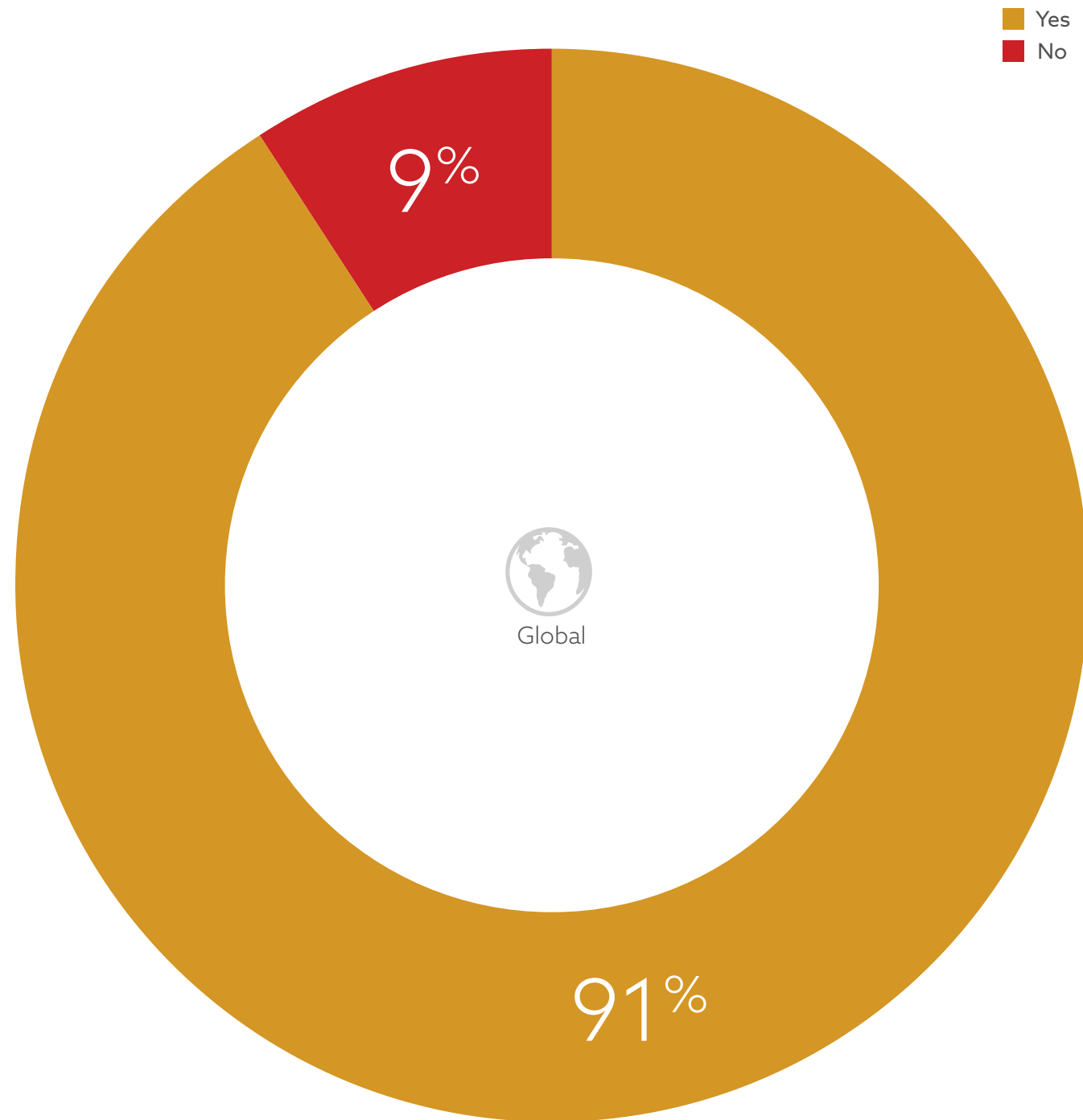


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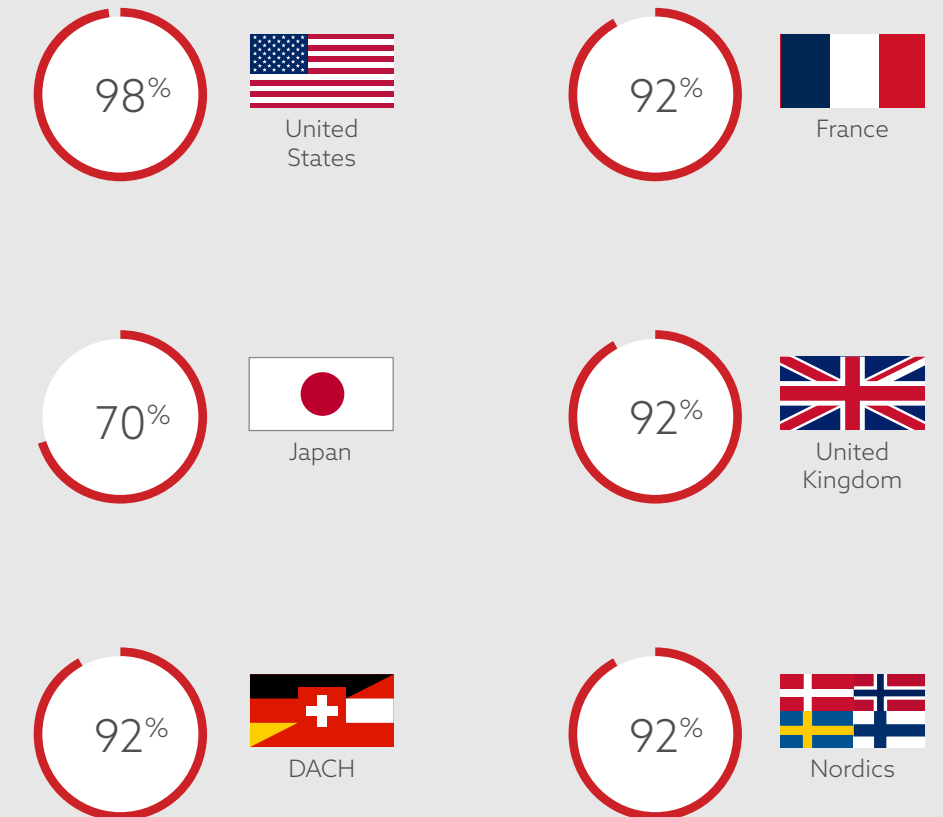
THE IMPORTANCE OF AI WILL ONLY INCREASE IN THE FUTURE

Are you planning (further) investments in AI in the area of product development over the next two years?



EXTRACT OF SELECTED COUNTRIES

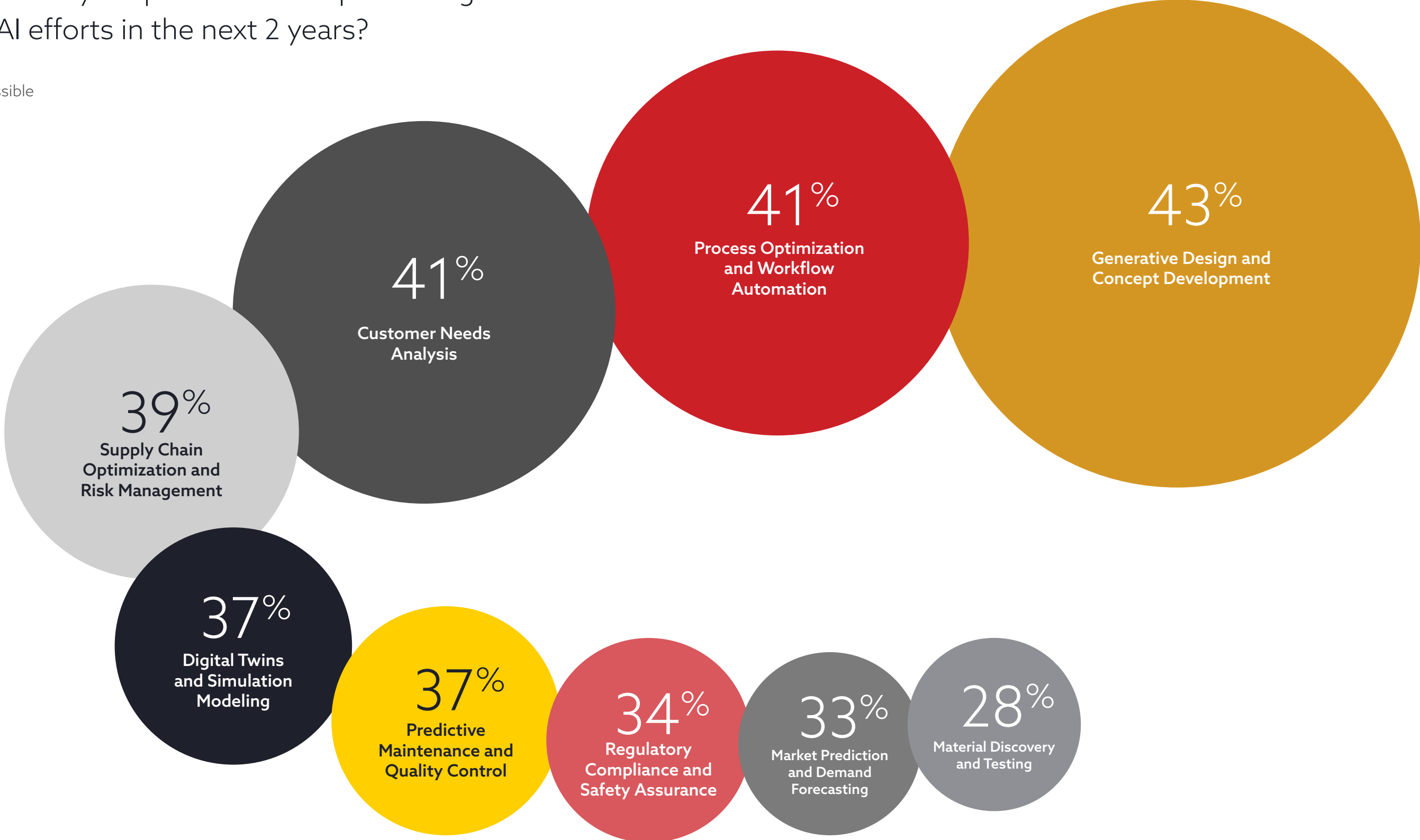
Yes



COMPLEX DOMAINS BENEFIT MOST FROM THE INTEGRATION OF ADVANCED TECHNOLOGIES

In what areas will your product development organization focus their AI efforts in the next 2 years?

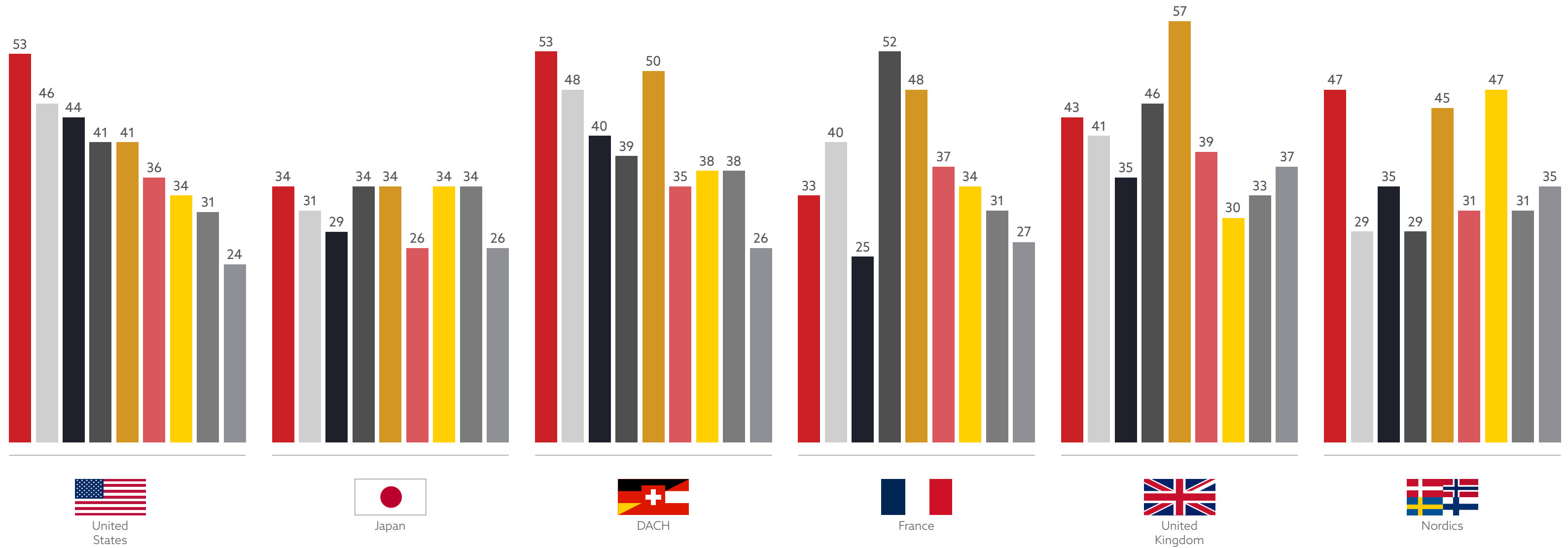
Multiple answers possible



EXTRACT OF SELECTED COUNTRIES

- Process Optimization and Workflow Automation
- Supply Chain Optimization and Risk Management
- Digital Twins and Simulation Modeling
- Customer Needs Analysis
- Generative Design and Concept Development
- Regulatory Compliance and Safety Assurance
- Predictive Maintenance and Quality Control
- Market Prediction and Demand Forecasting
- Material Discovery and Testing

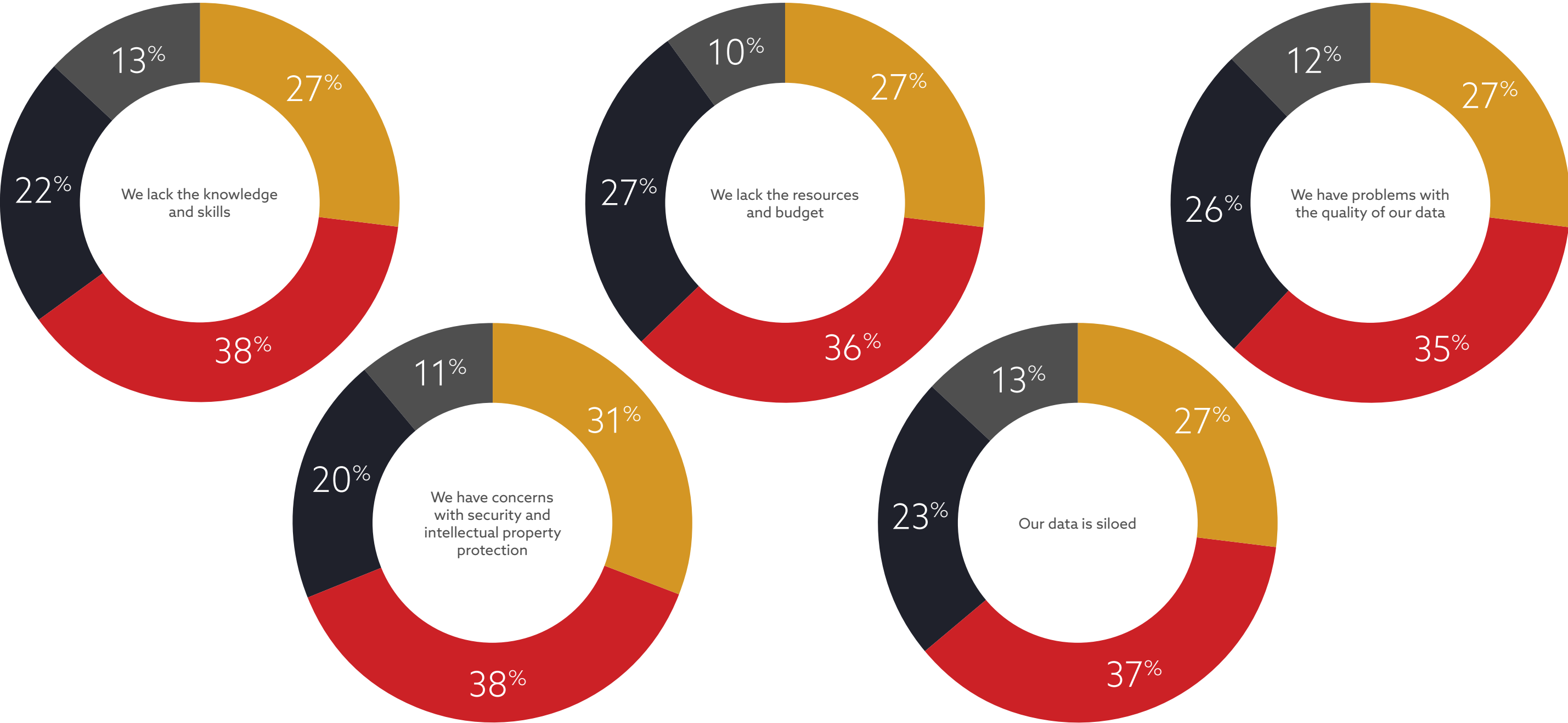
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A NUMBER OF CHALLENGES PREVENT ORGANIZATIONS FROM REALIZING THE FULL POTENTIAL OF AI

What are obstacles to your organization capturing value from artificial intelligence (AI)?

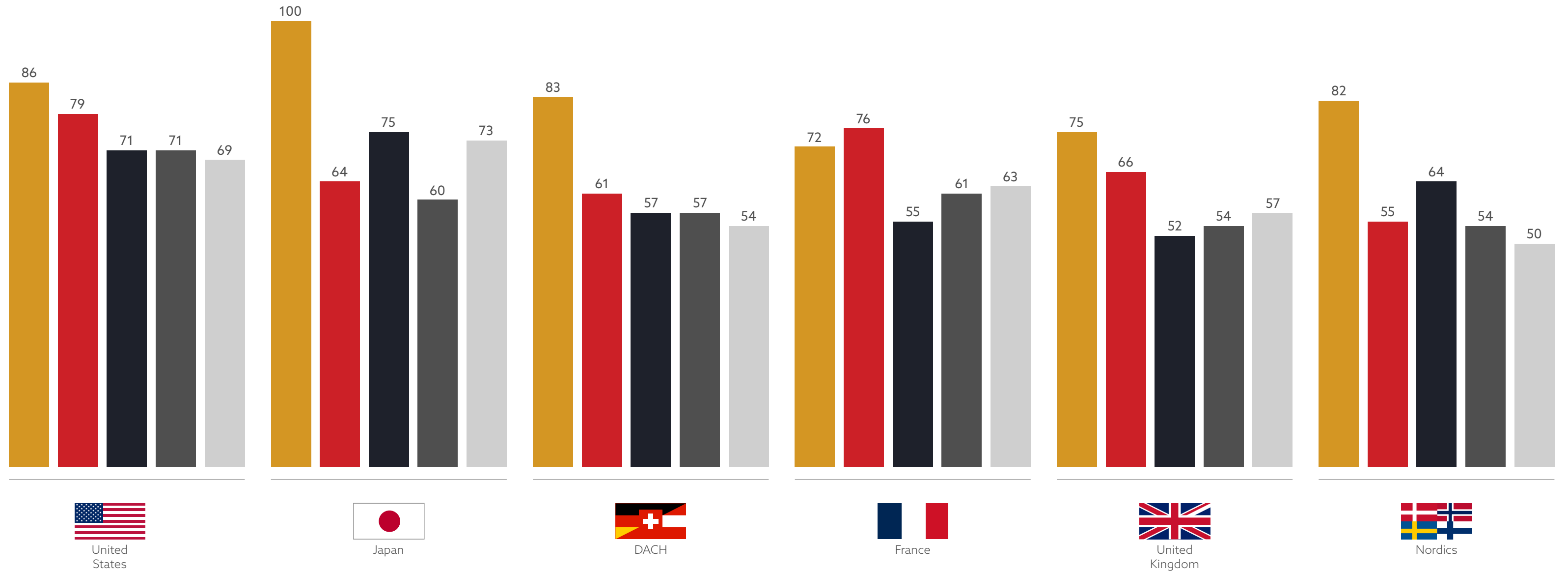
- Applies
- Rather applies
- Rather does not apply
- Does not apply



EXTRACT OF SELECTED COUNTRIES

Applies / Rather Applies

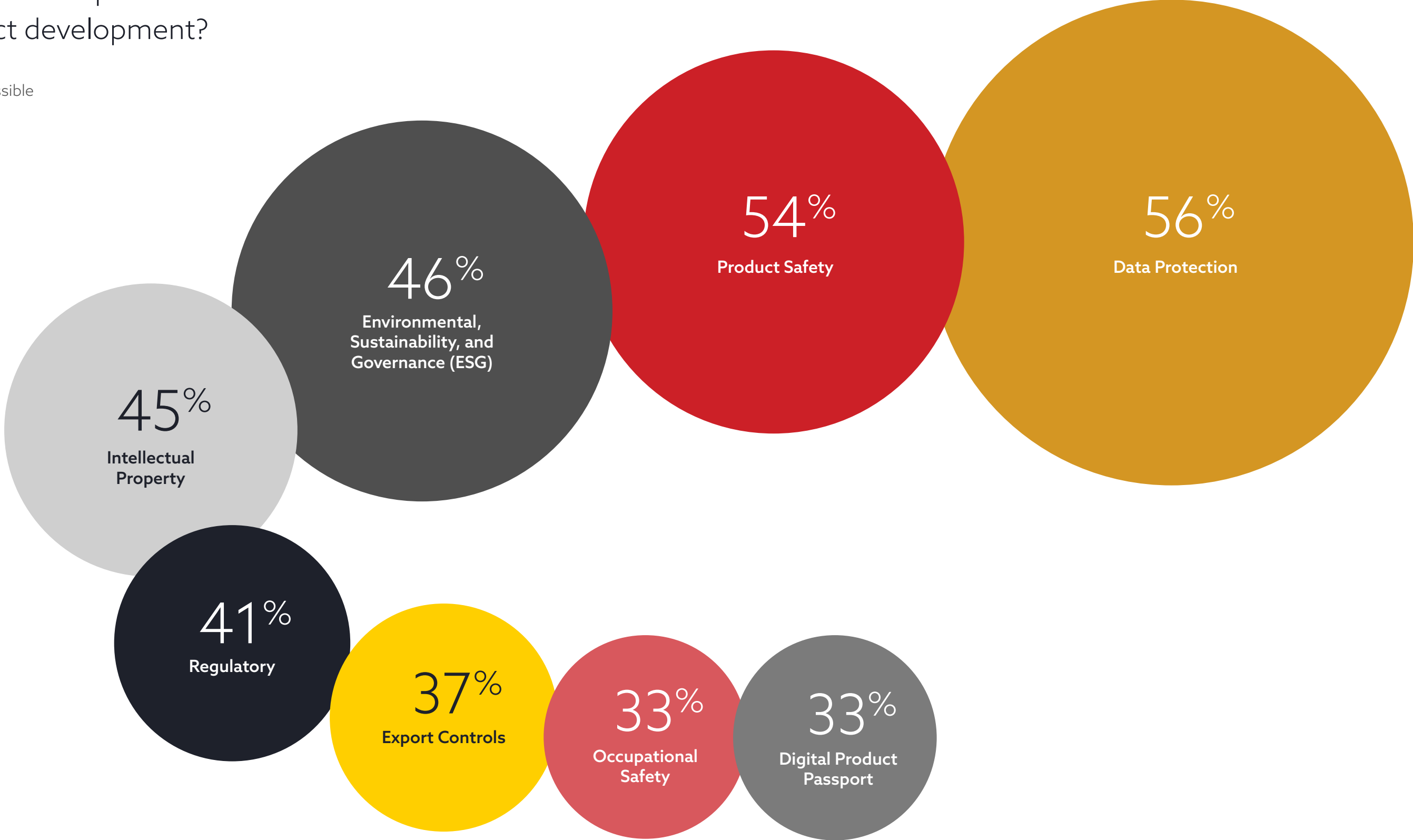
- We lack the resources and budget
- We have concerns with security and intellectual property protection
- We lack the knowledge and skills
- We have problems with the quality of our data
- Our data is siloed



REGULATORY REQUIREMENTS SHAPE THE WAY COMPANIES OPERATE

What areas of compliance are relevant to your product development?

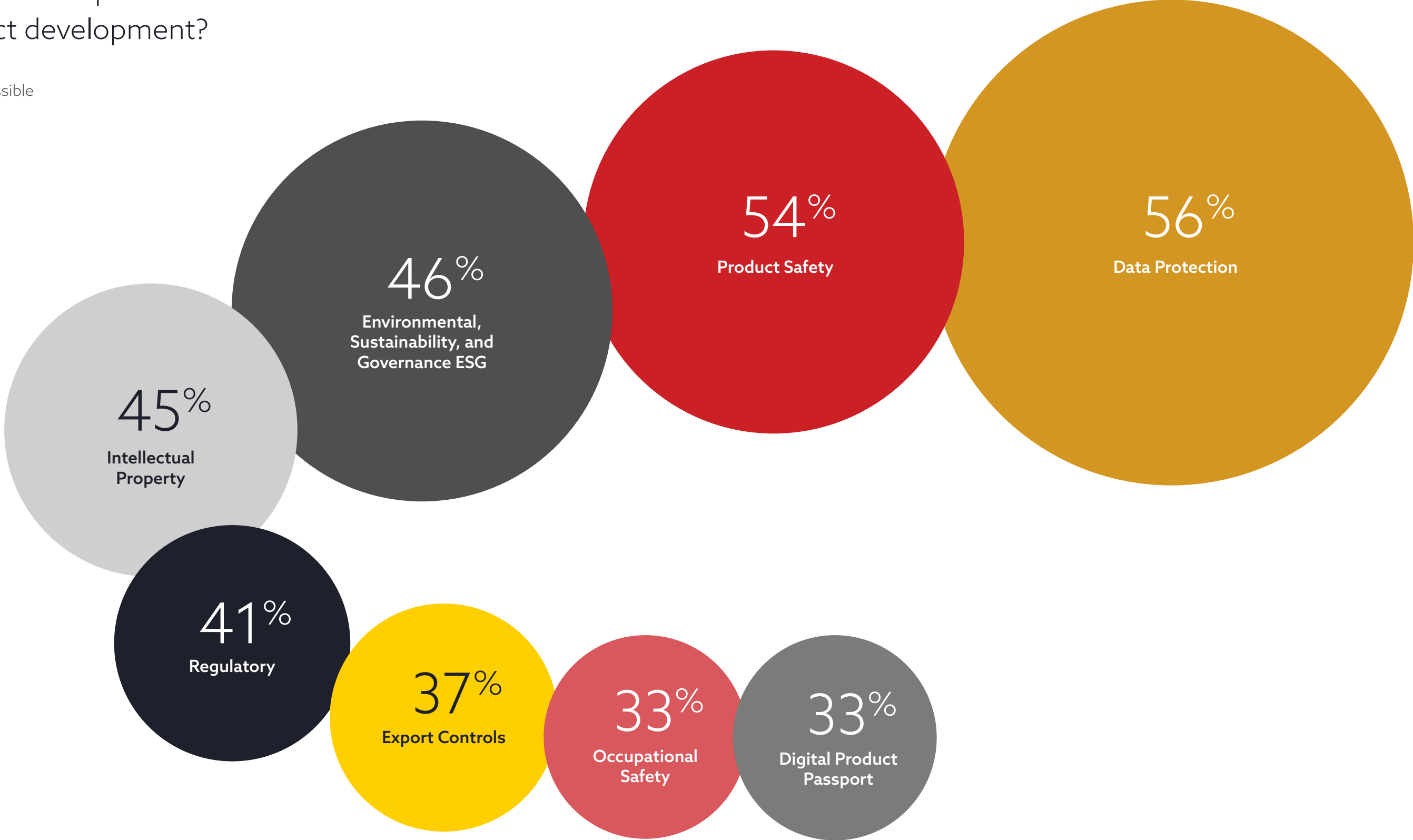
Multiple answers possible



REGULATORY REQUIREMENTS SHAPE THE WAY COMPANIES OPERATE

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Multiple answers possible



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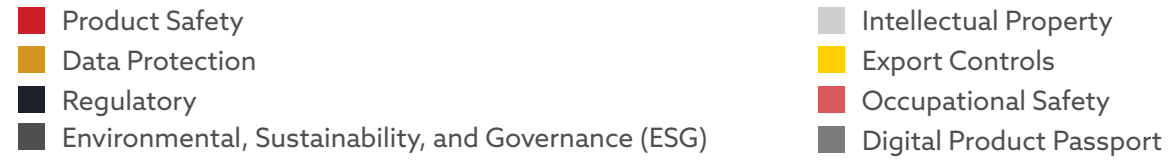
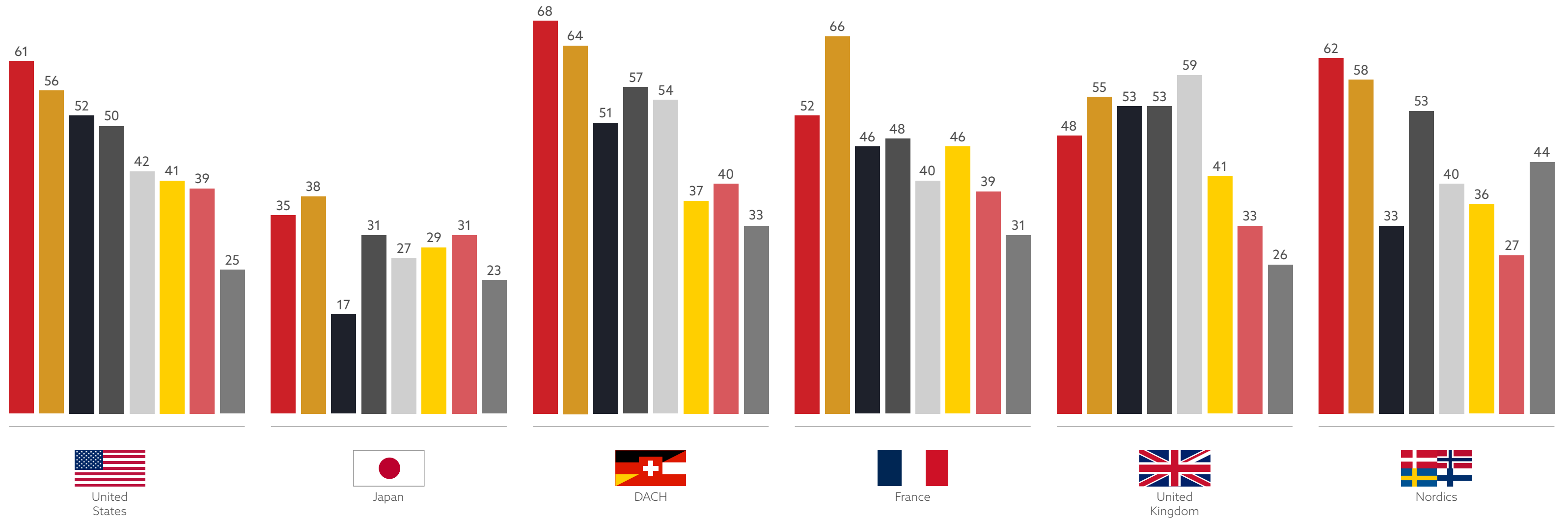
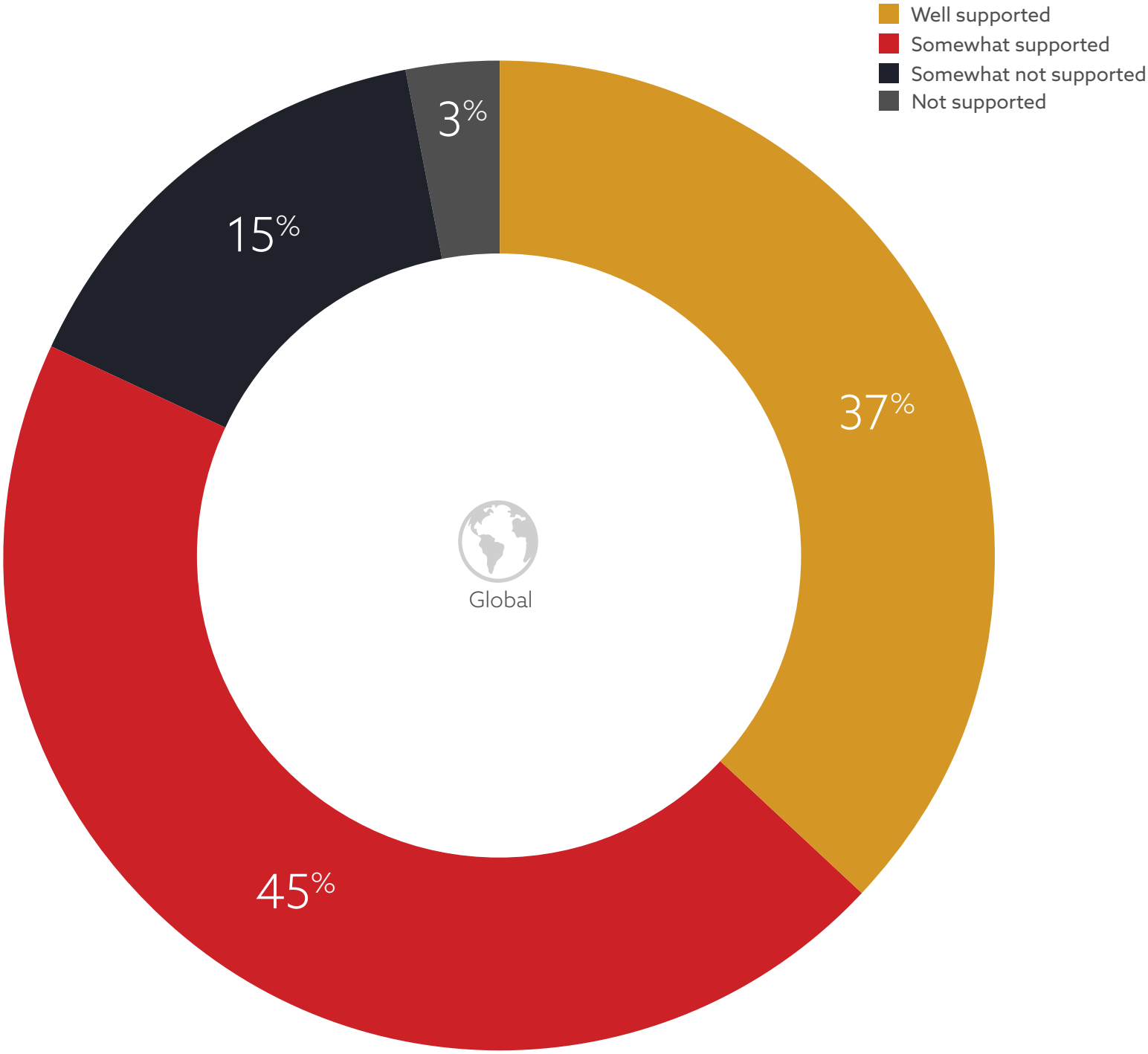


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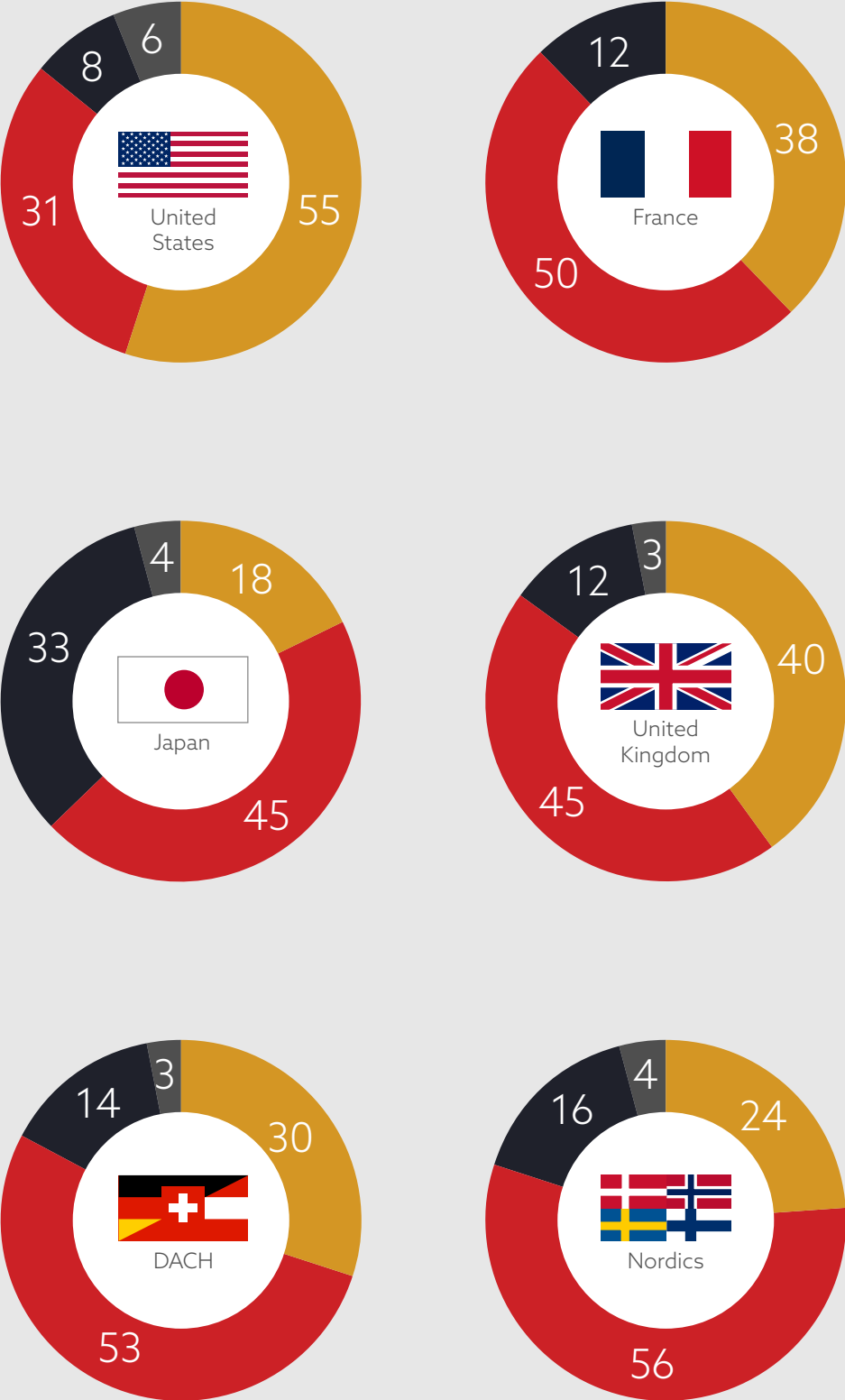
DIGITAL PROCESSES ARE FAR FROM SUPPORTING COMPLIANCE INITIATIVES IN ALL COMPANIES

Does your company's data or digital thread currently adequately support relevant compliance initiatives?



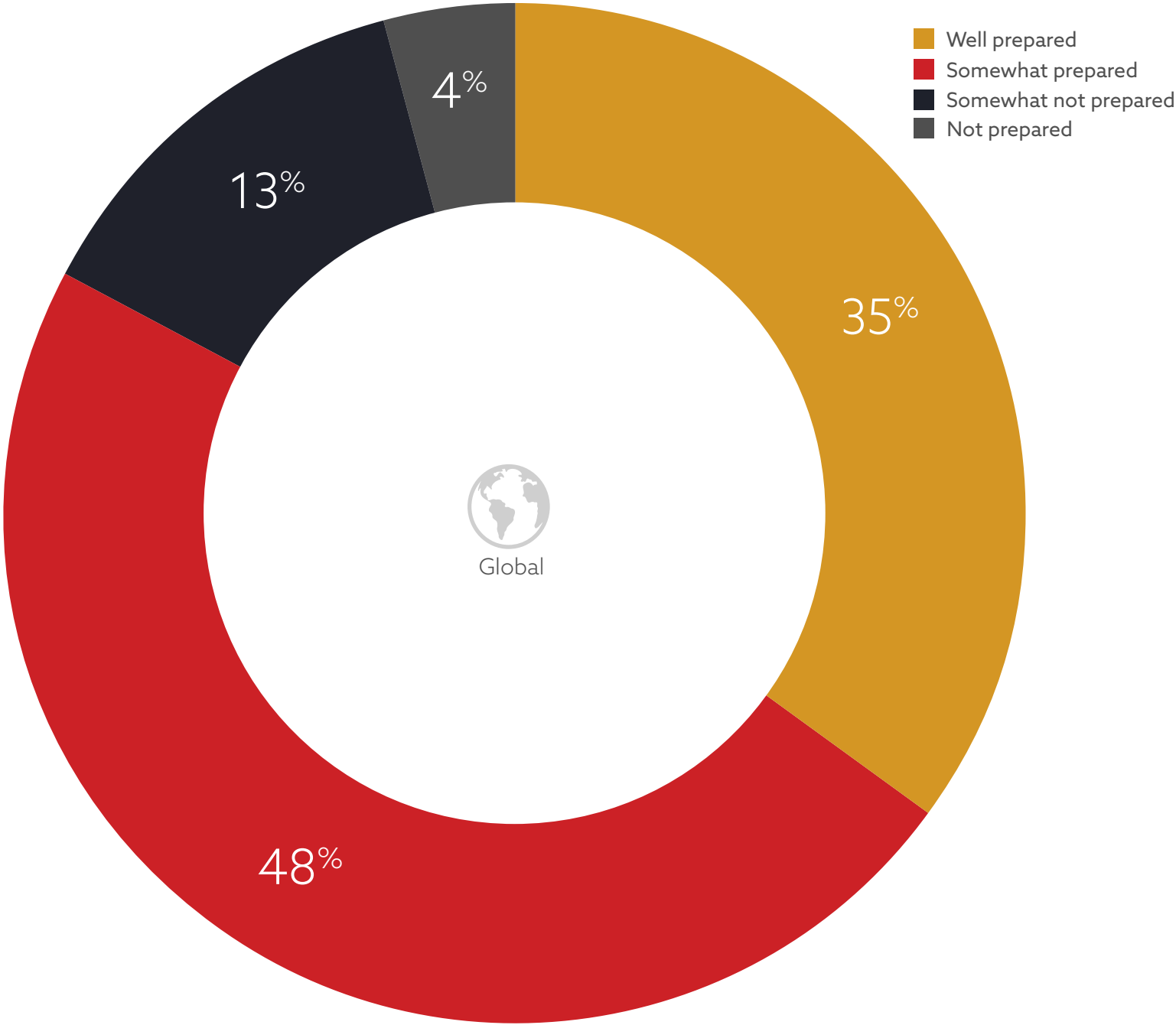
EXTRACT OF SELECTED COUNTRIES

Numbers are percentages



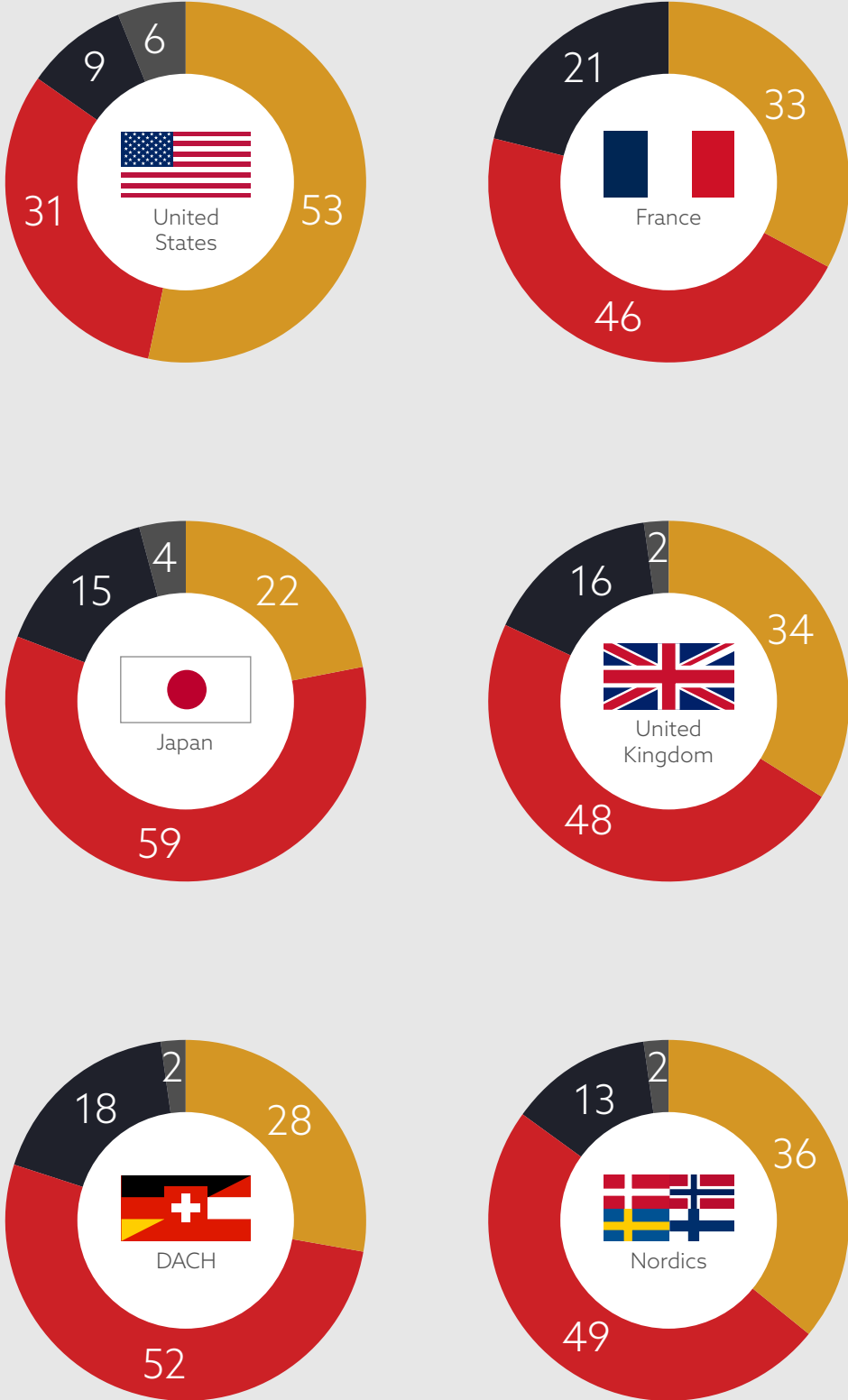
PROFESSIONAL SUSTAINABILITY REPORTING IS ACHIEVED BY ONLY A SMALL PROPORTION OF COMPANIES

How prepared is your organization for the new sustainability reporting requirements like The European Union’s Corporate Sustainability Reporting Directive (CSRD) and the Digital Product Passport (DPP)?



EXTRACT OF SELECTED COUNTRIES

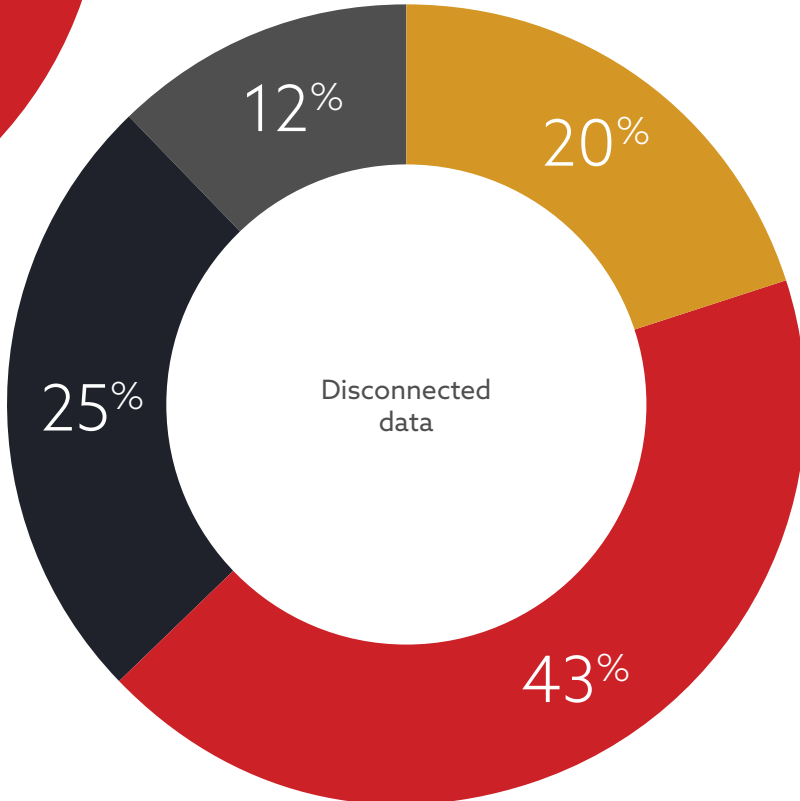
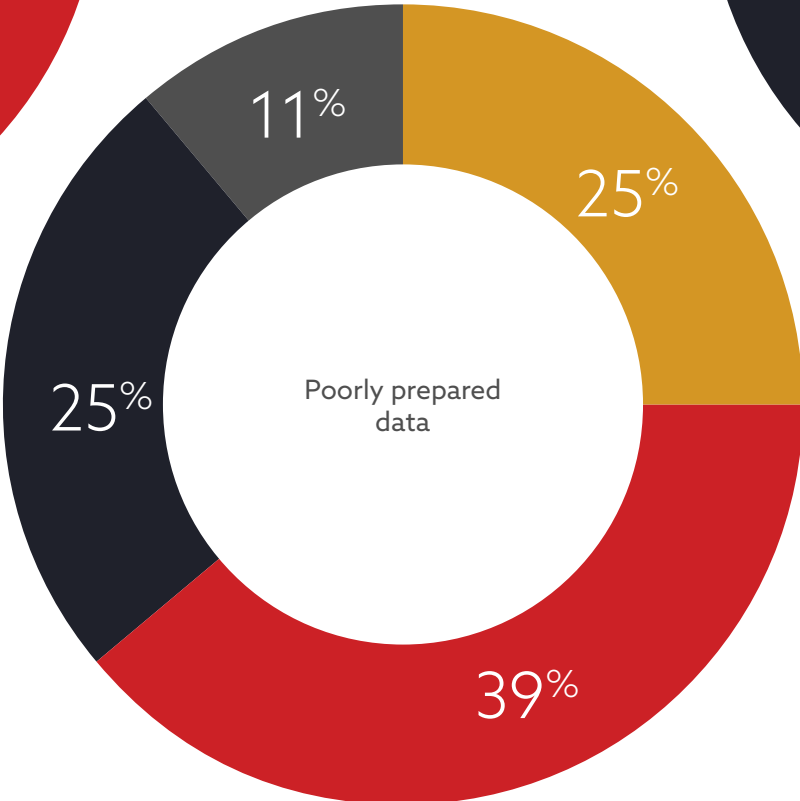
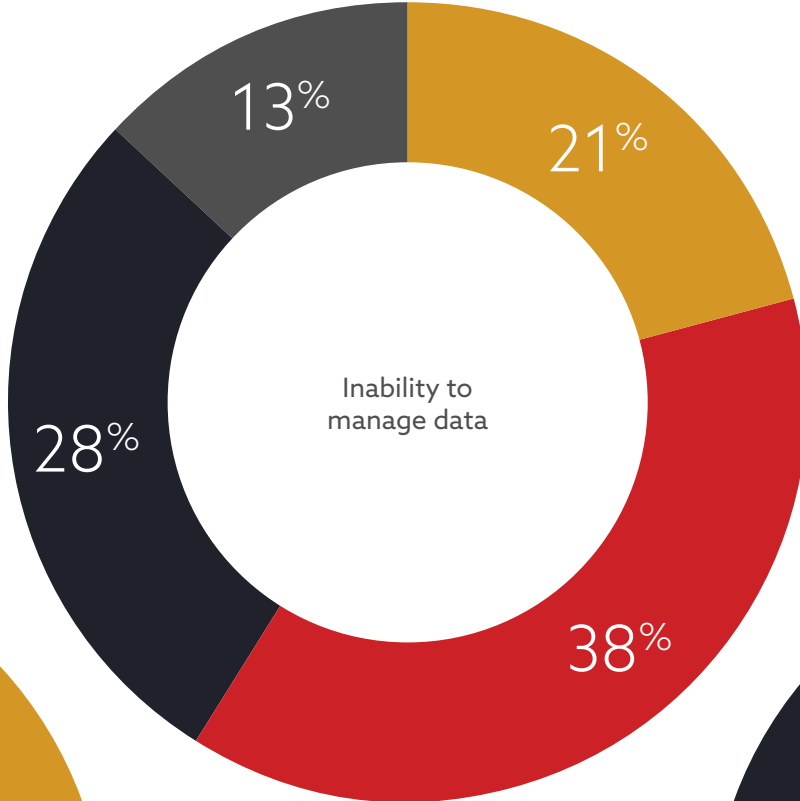
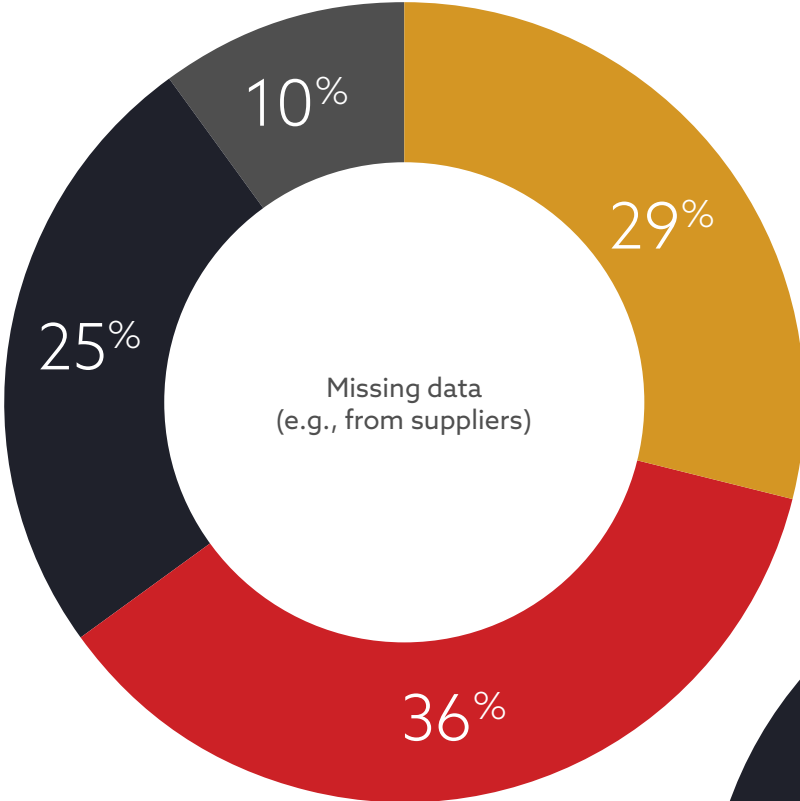
Numbers are percentages



COMPANIES ARE CONCERNED ABOUT THE DATA

Are your company's sustainability initiatives being held back by data or digital thread issues?

- Yes
- Somewhat yes
- Somewhat no
- Does not apply

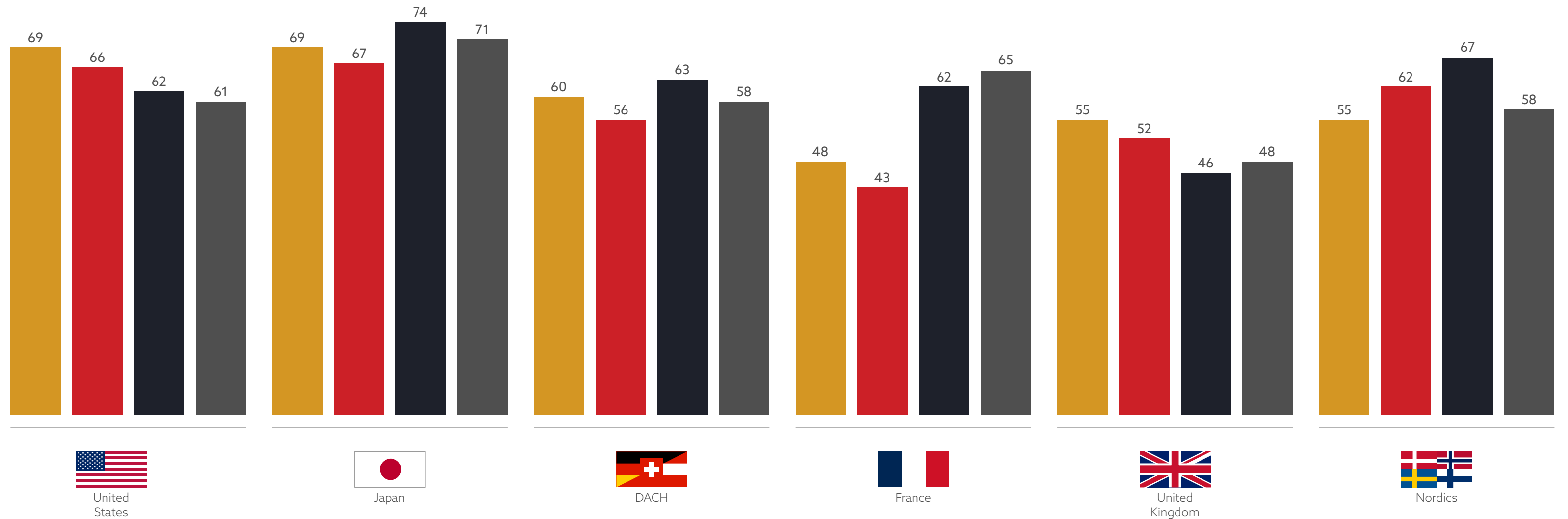


Global

EXTRACT OF SELECTED COUNTRIES

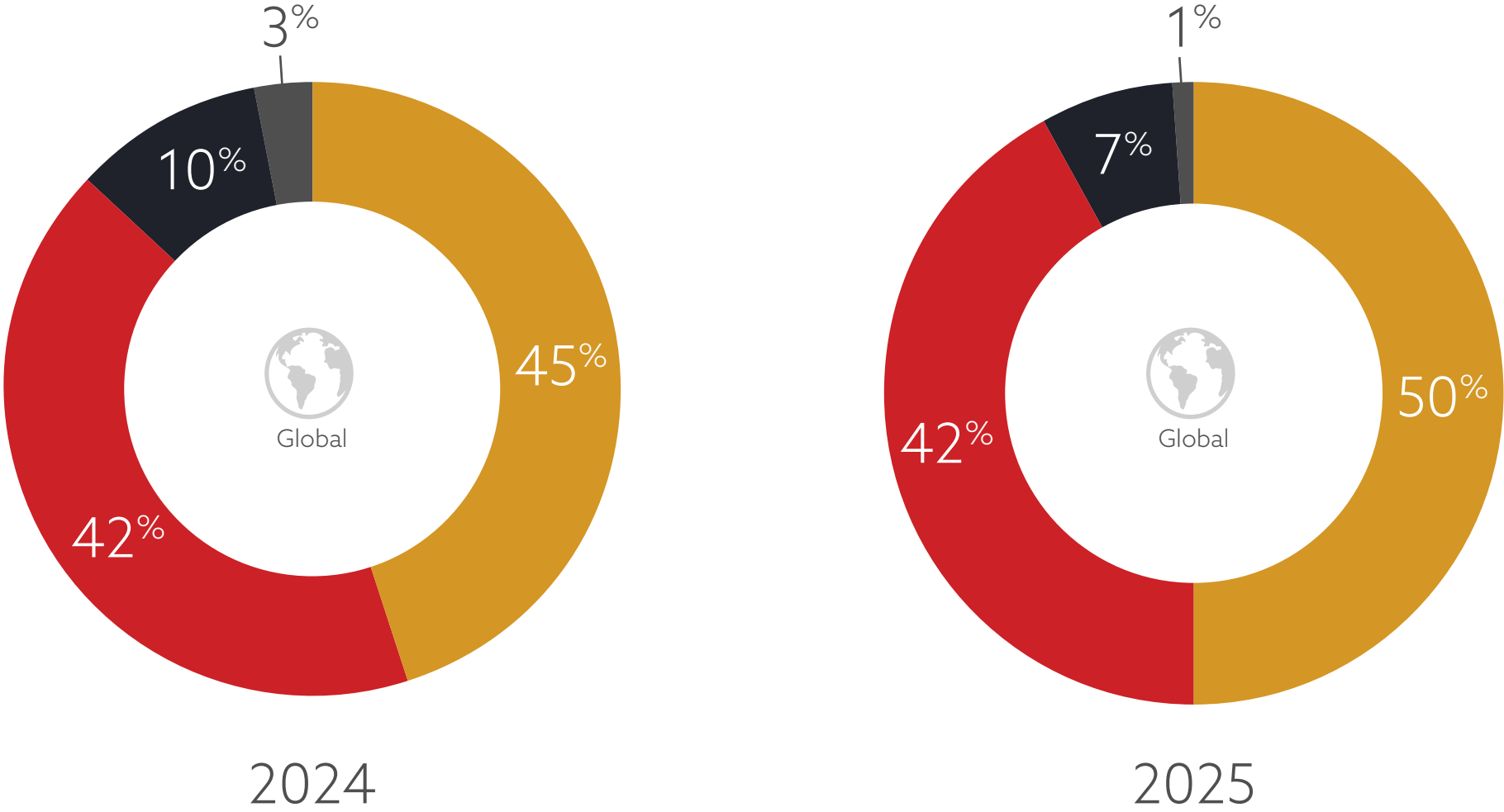
Yes / Somewhat yes

- Disconnected data
- Inability to manage data
- Poorly prepared data
- Missing data (e.g. from suppliers)



SUSTAINABILITY DRIVES BUSINESS RESULTS

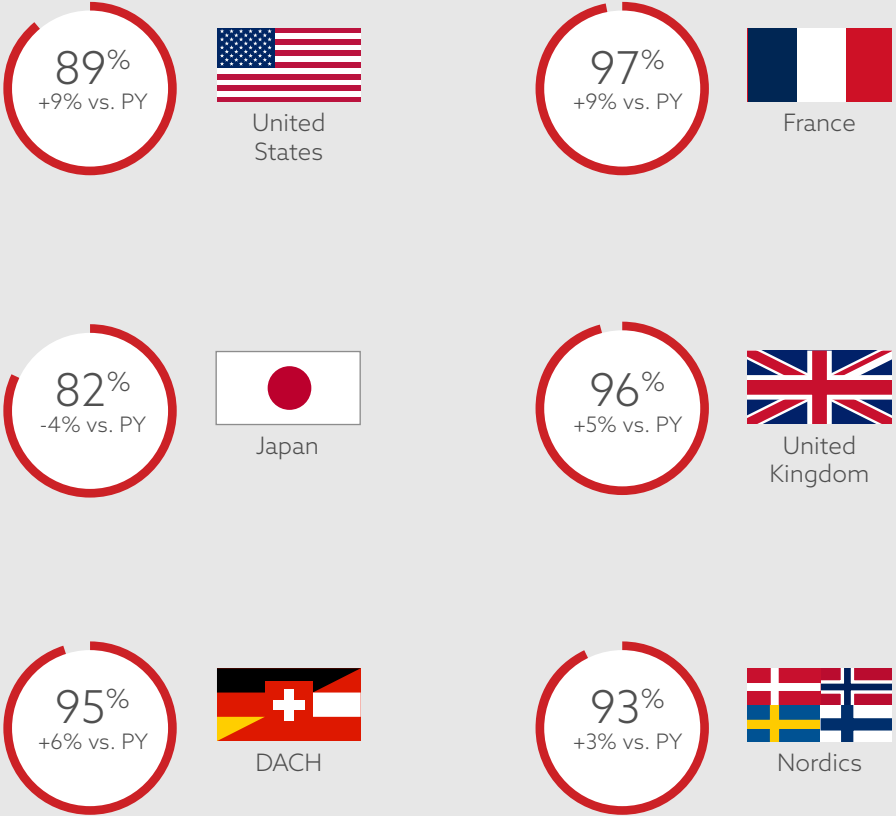
Progress in sustainability is key to my organization's economic success



■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree

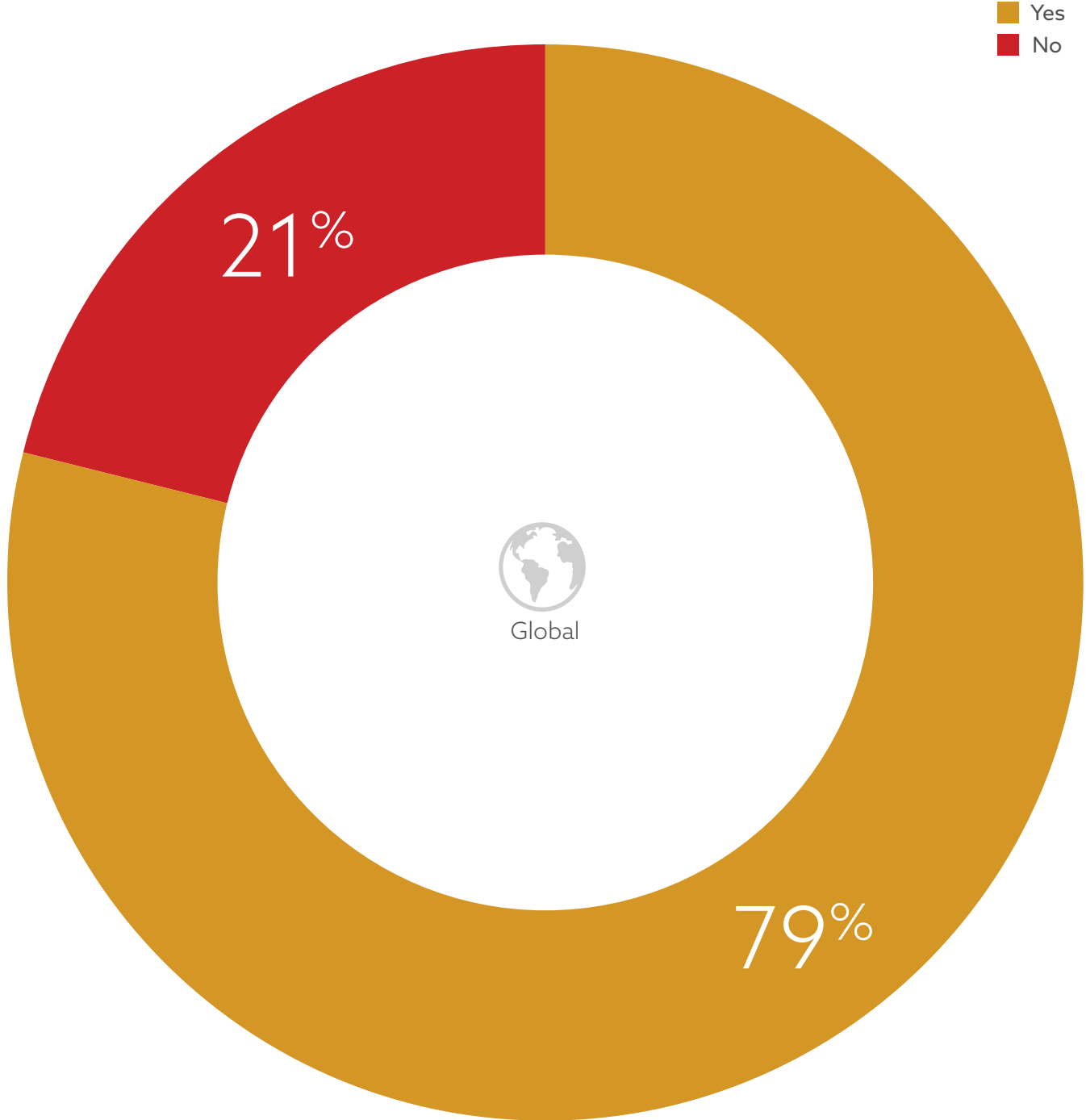
EXTRACT OF SELECTED COUNTRIES

Strongly agree / Somewhat agree



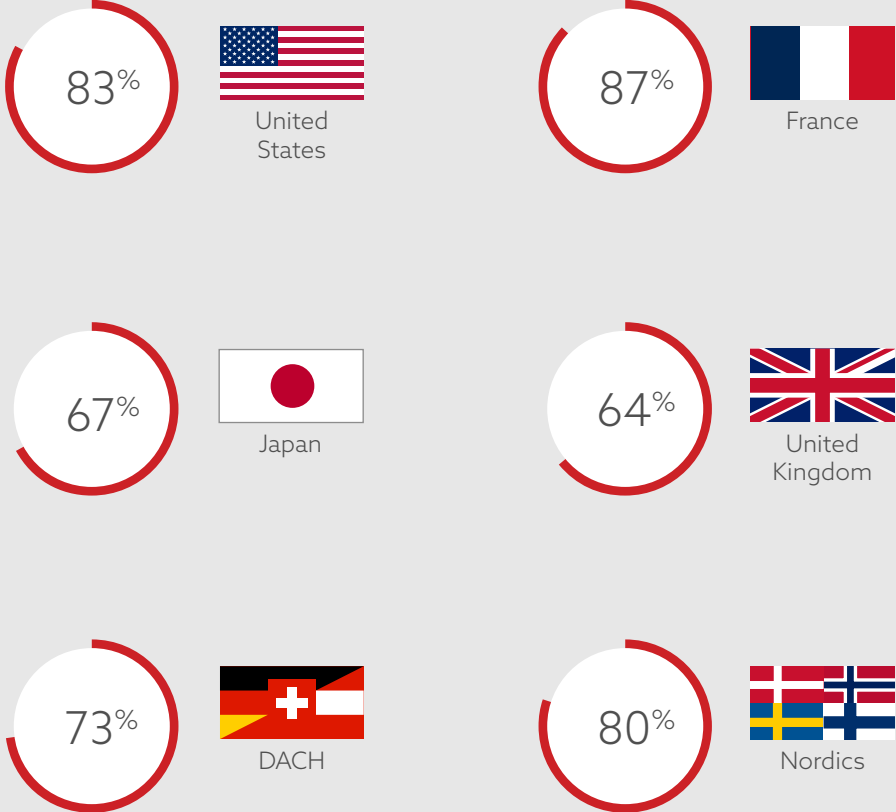
STRENGTH IN SYNERGY

Does your company exchange product design or engineering information with your suppliers?



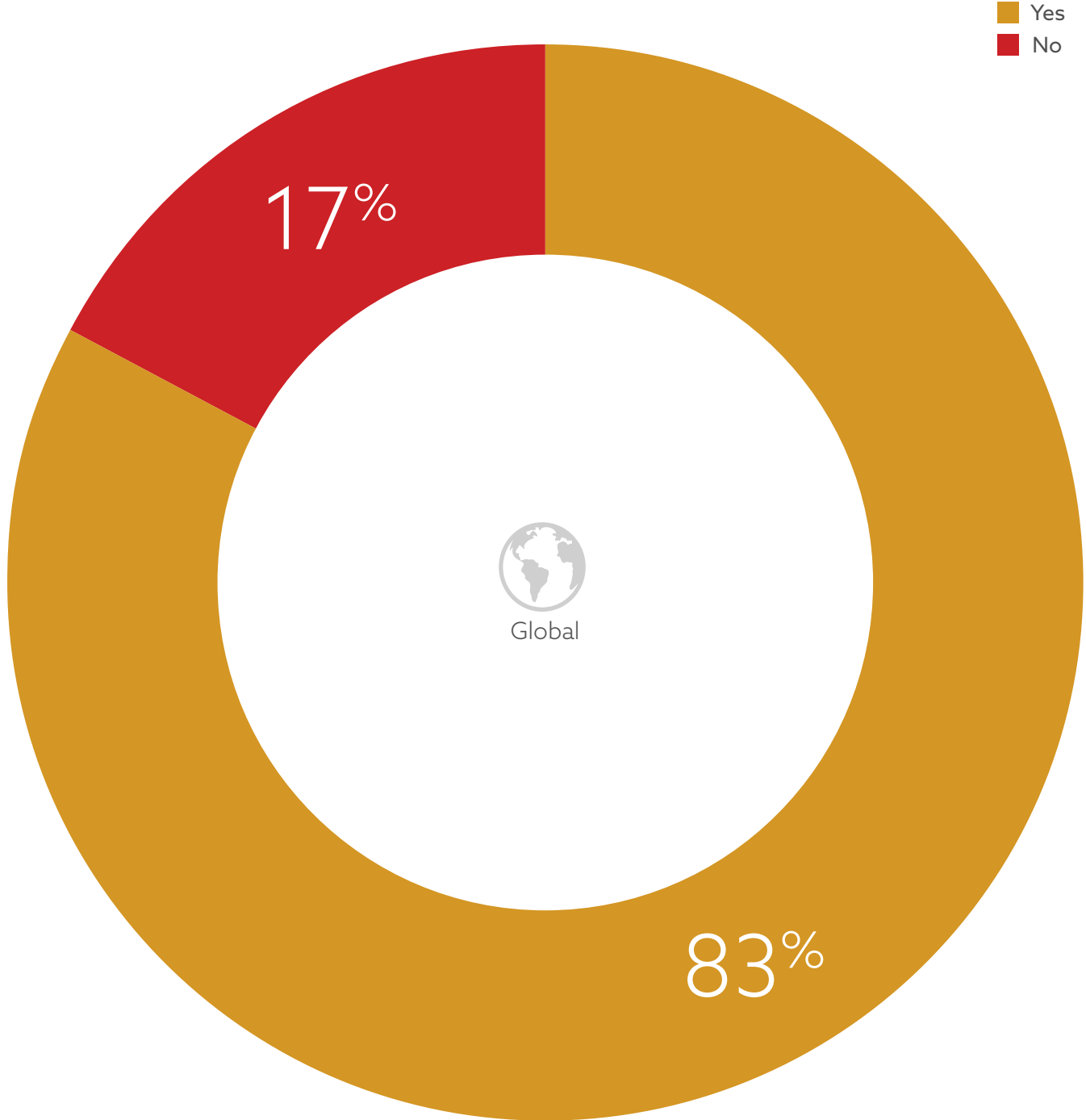
EXTRACT OF SELECTED COUNTRIES

Yes



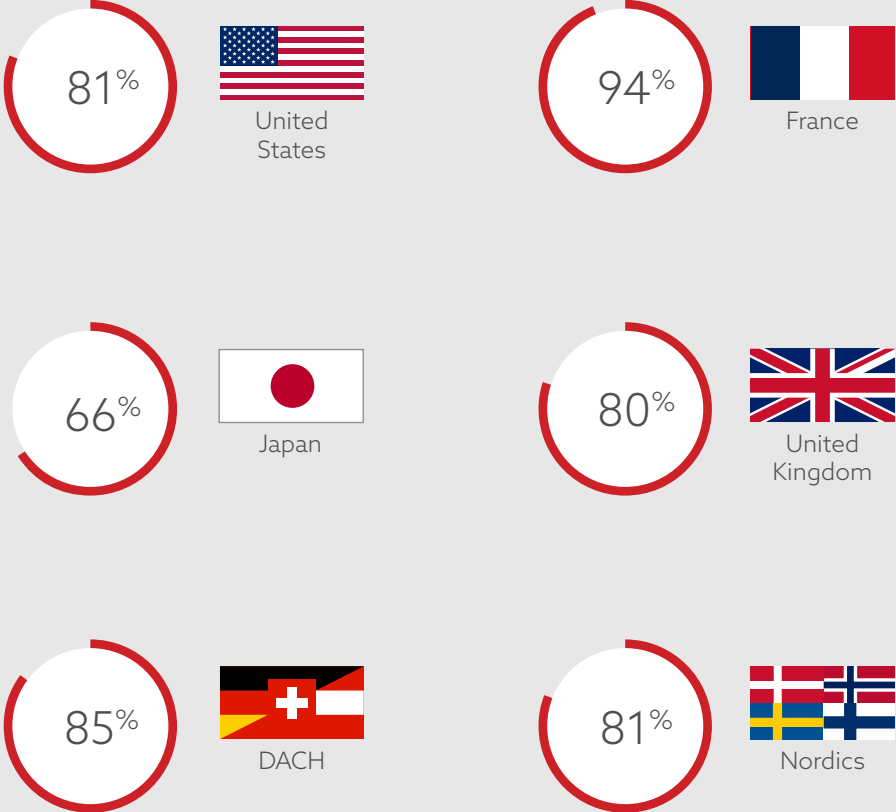
EASE COMPLIANCE BY IMPROVING INFORMATION SHARING

Does your company exchange compliance and/or sustainability information with your suppliers?



EXTRACT OF SELECTED COUNTRIES

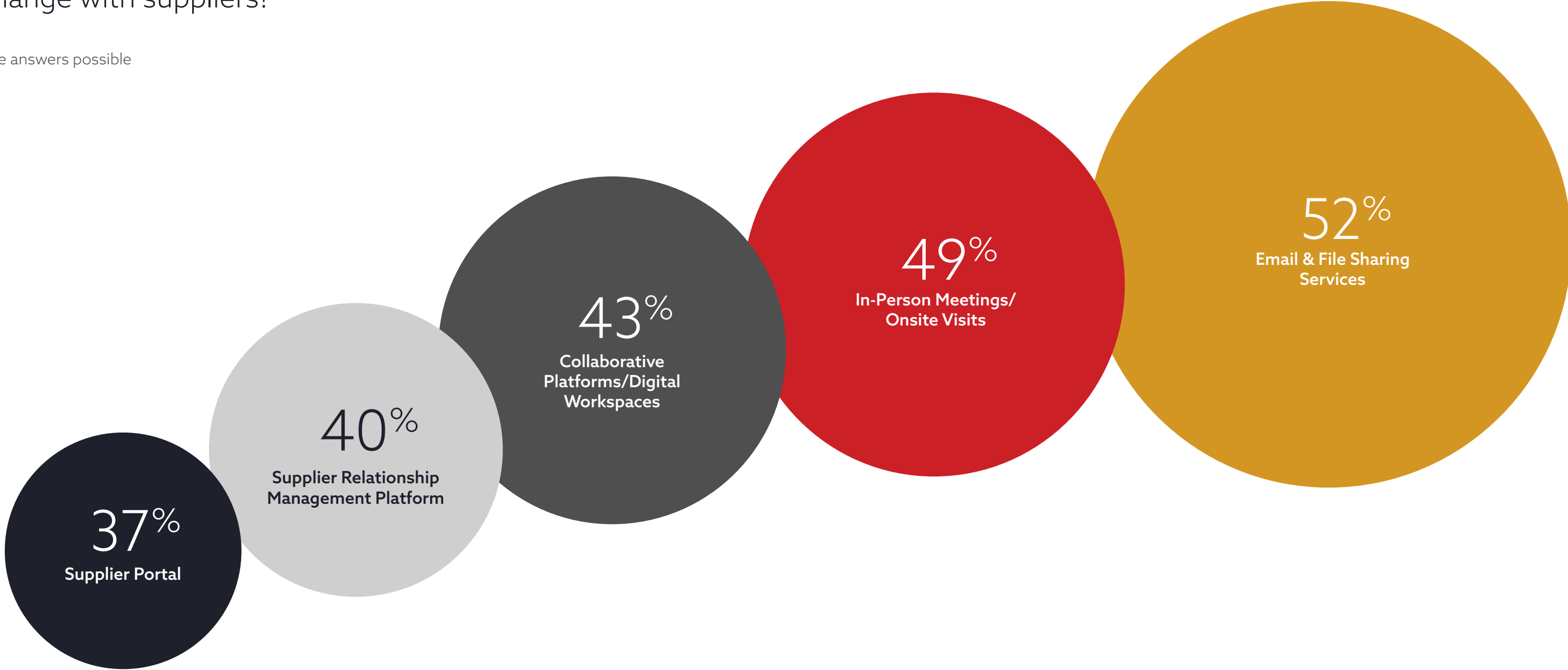
Yes



CONVENTIONAL APPROACHES STILL PREFERRED BY MANY ORGANIZATIONS

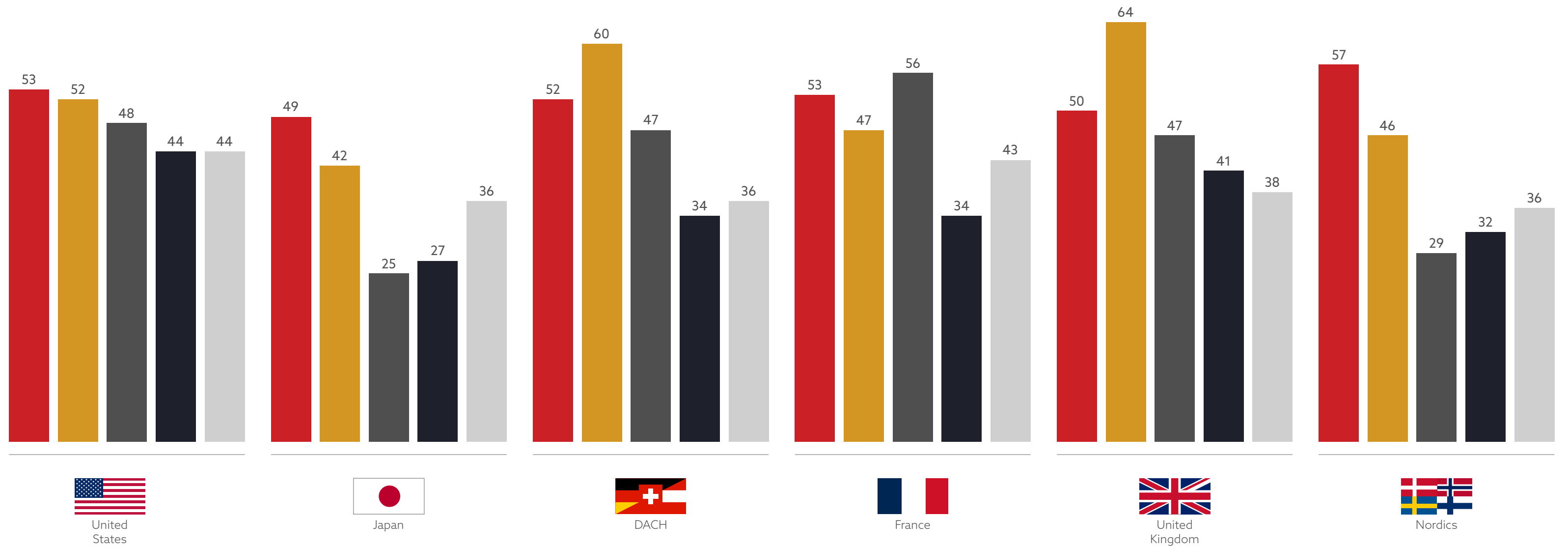
How does your company facilitate communication and data exchange with suppliers?

Multiple answers possible



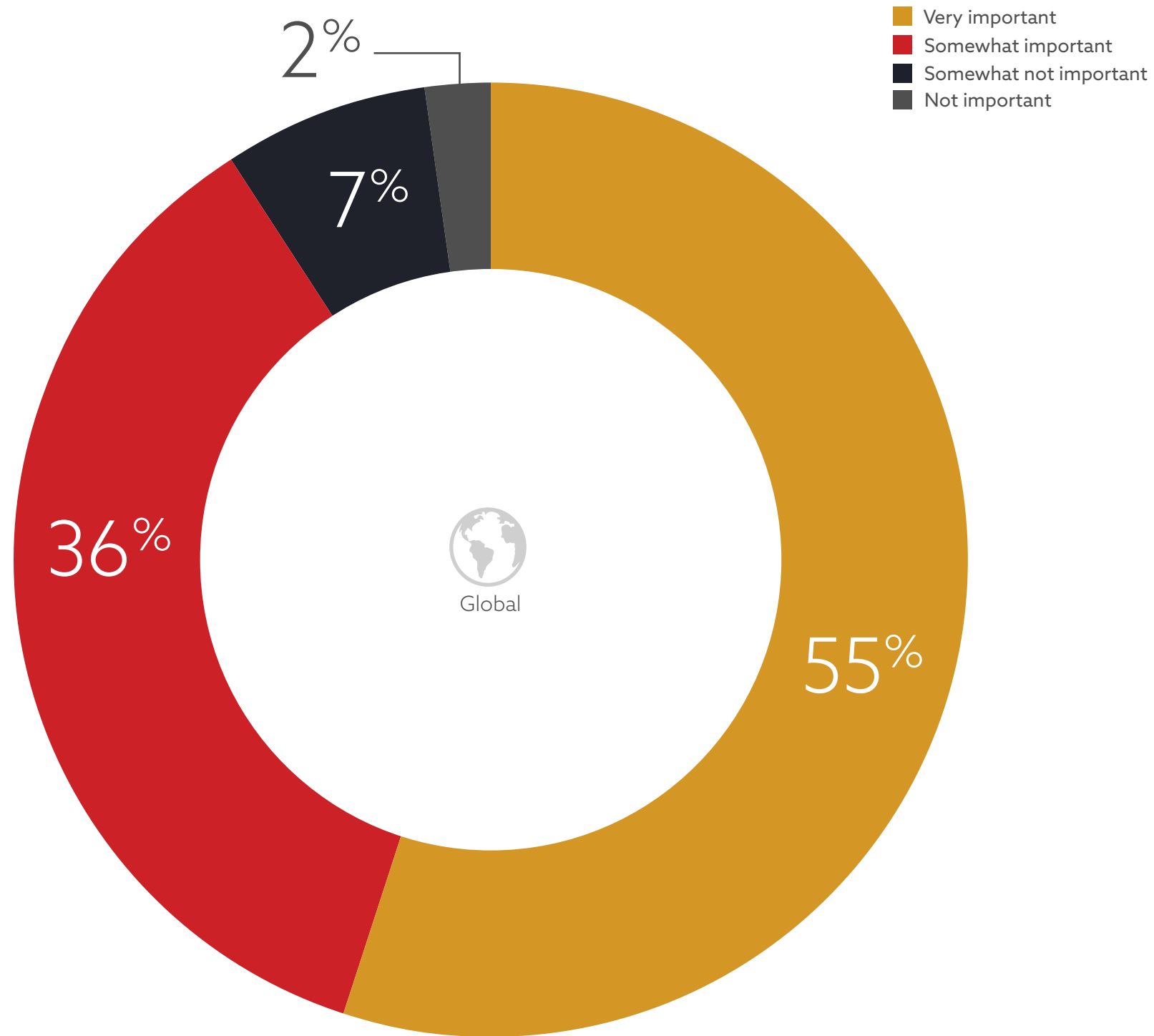
EXTRACT OF SELECTED COUNTRIES

- In-Person Meetings / Onsite Visits
- Email & File Sharing Services
- Collaborative Platforms / Digital Workspaces
- Supplier Portal
- Supplier Relationship Management Platform



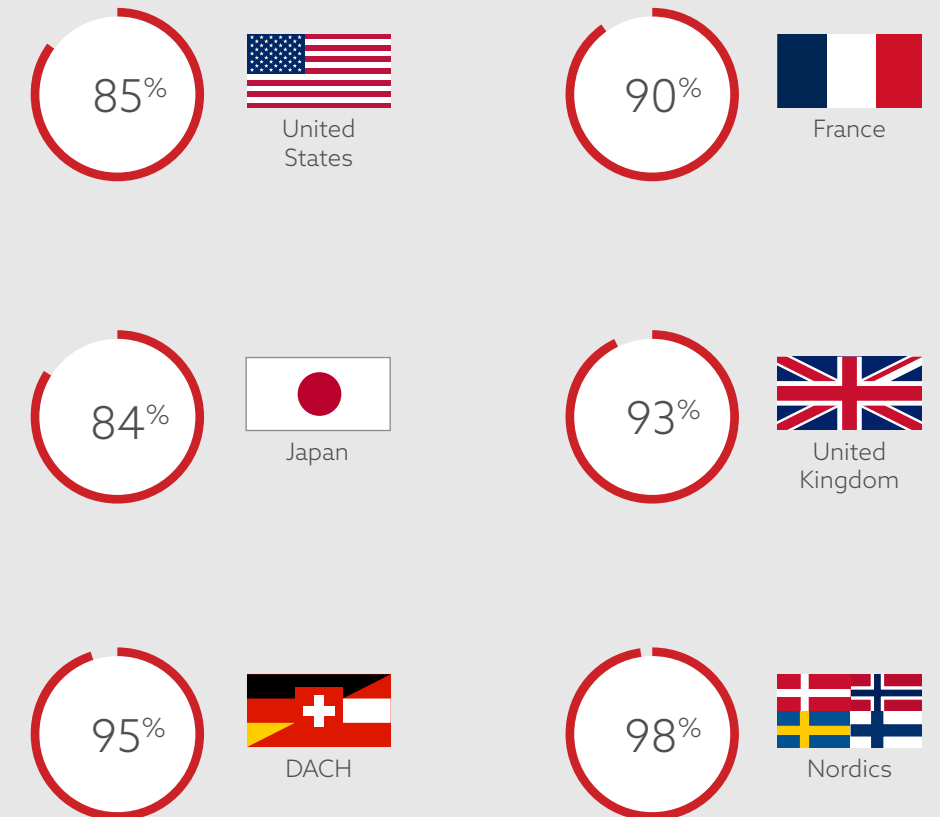
SUPPLY CHAIN INTEGRATION IS ESSENTIAL

How important is supply chain integration to your product lifecycle management and digital thread strategy?



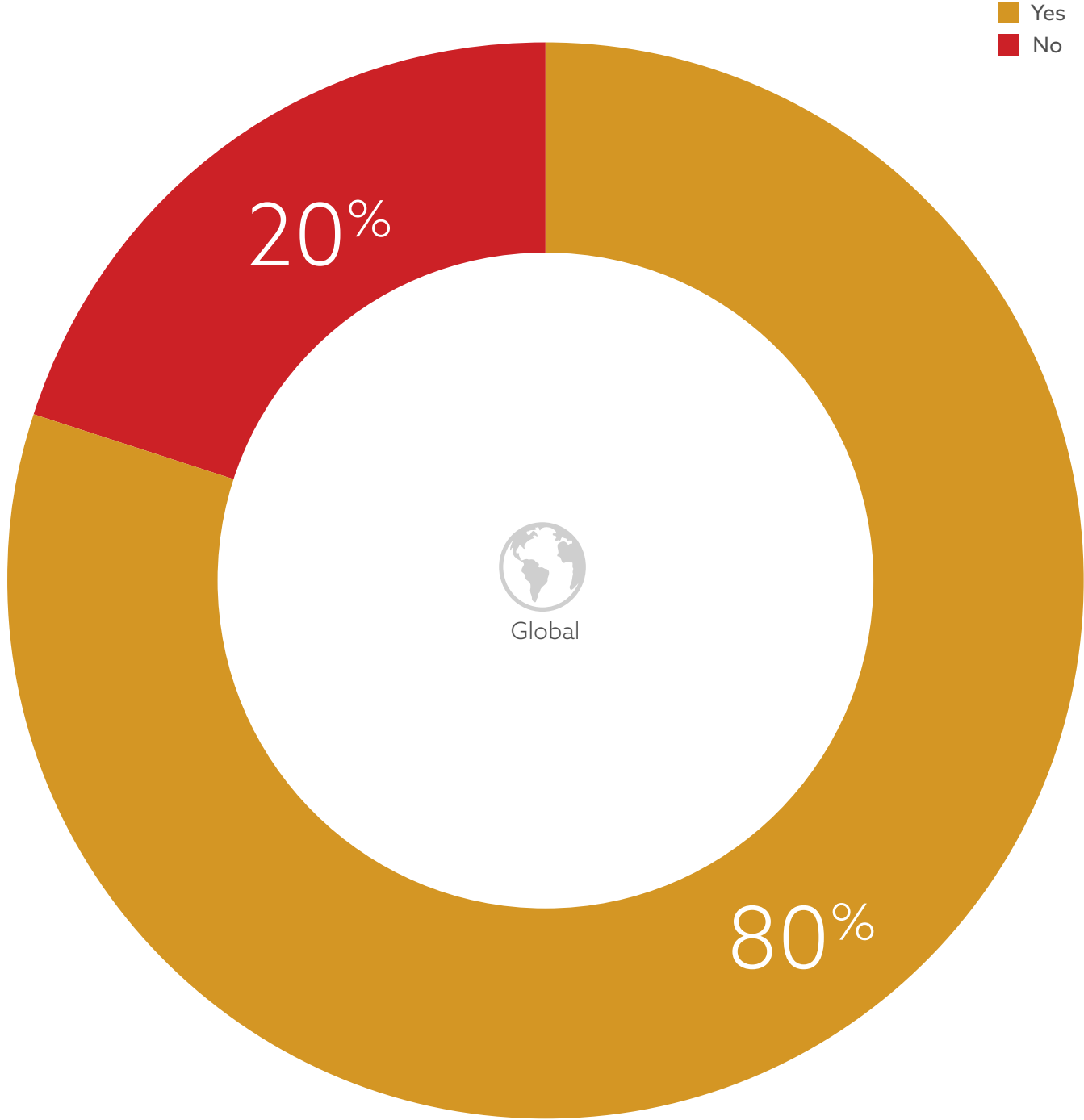
EXTRACT OF SELECTED COUNTRIES

Very important / Somewhat important



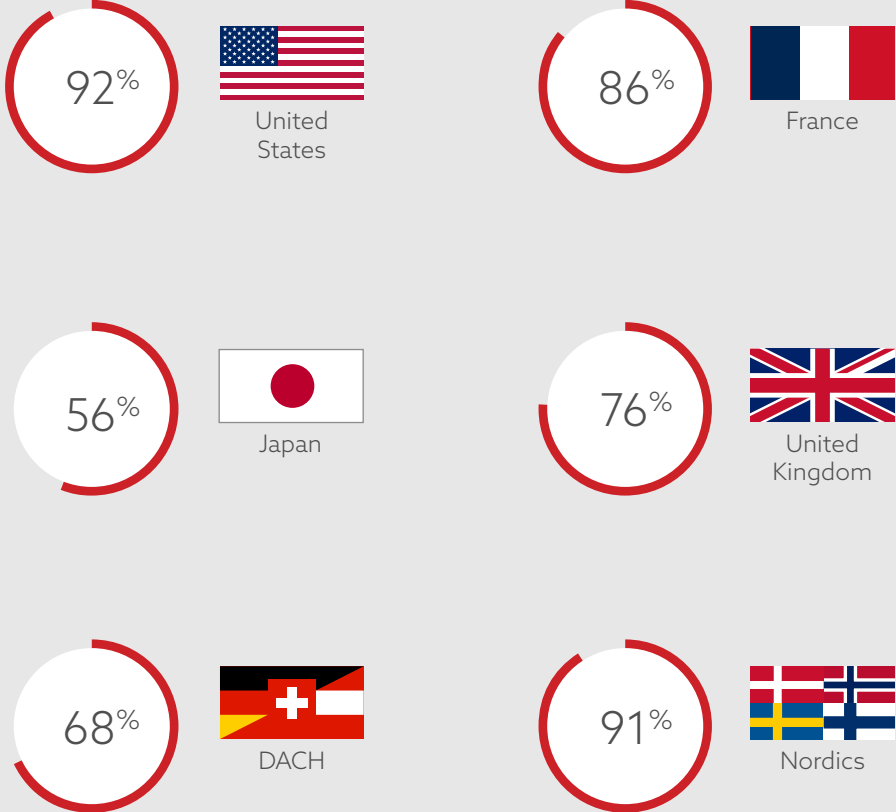
ONLY FEW COMPANIES DO WITHOUT PLM TOOLS

Does your company work with product lifecycle management (PLM) software?



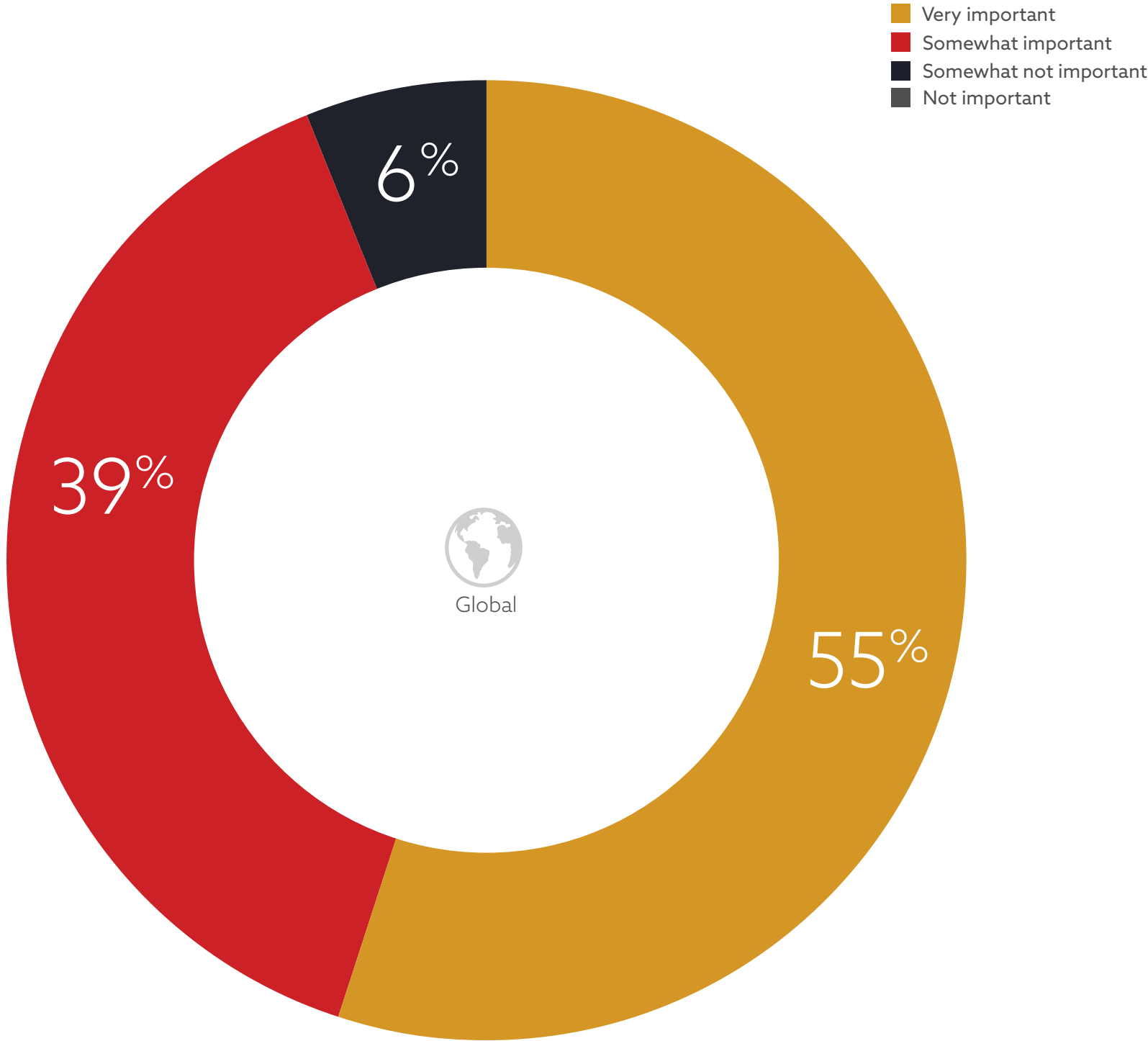
EXTRACT OF SELECTED COUNTRIES

Yes

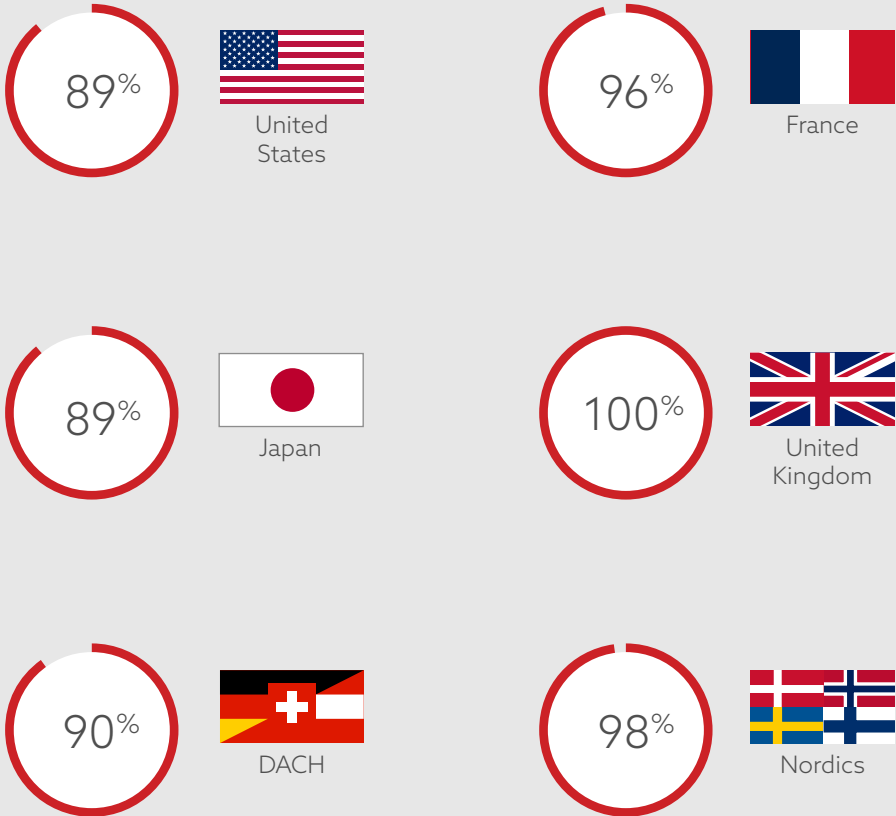


CUSTOMIZATION IS ESSENTIAL

How important is it for you to be able to customize your PLM to fit the specific needs of your company?

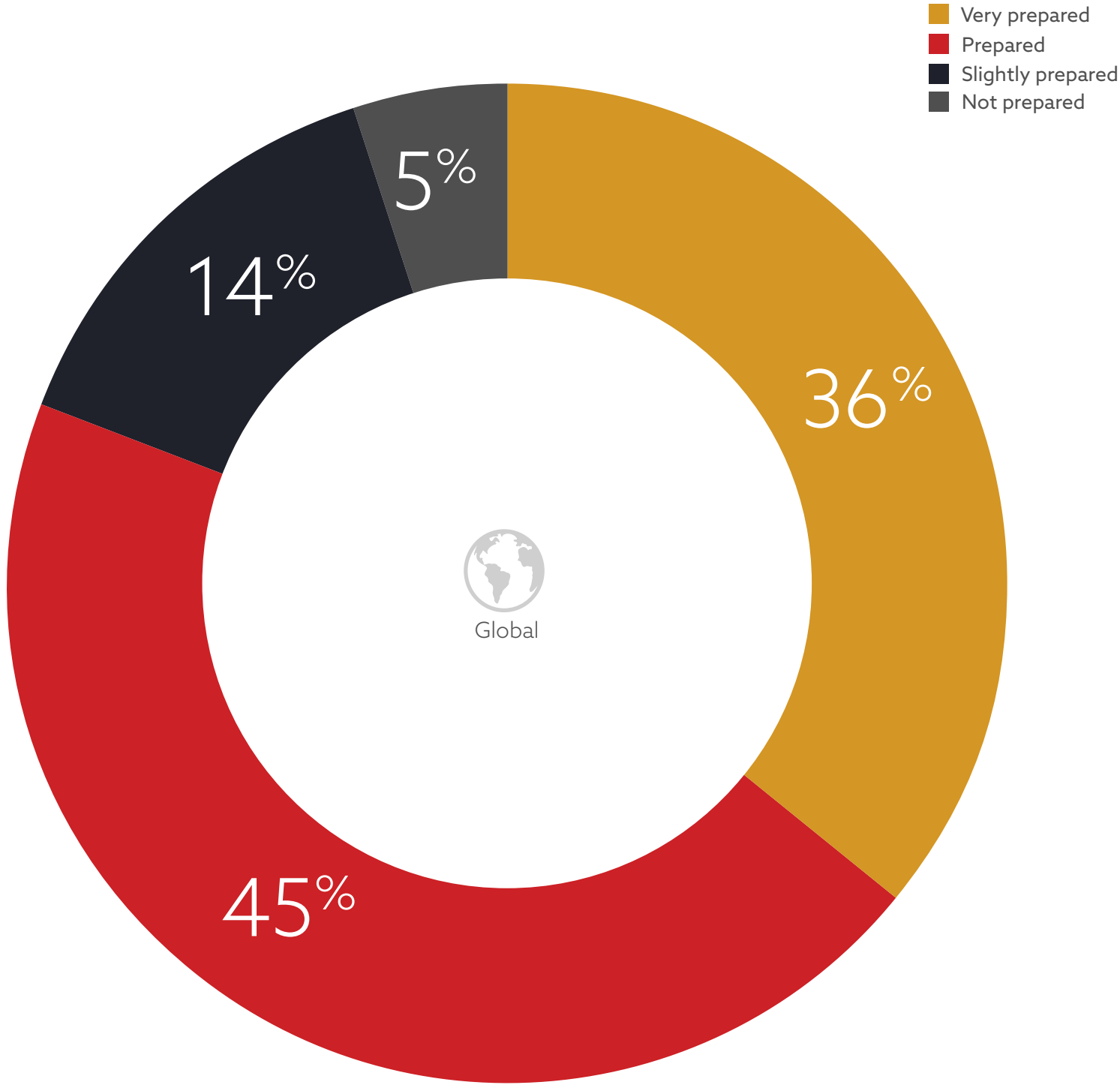


EXTRACT OF SELECTED COUNTRIES
Very important / Somewhat important



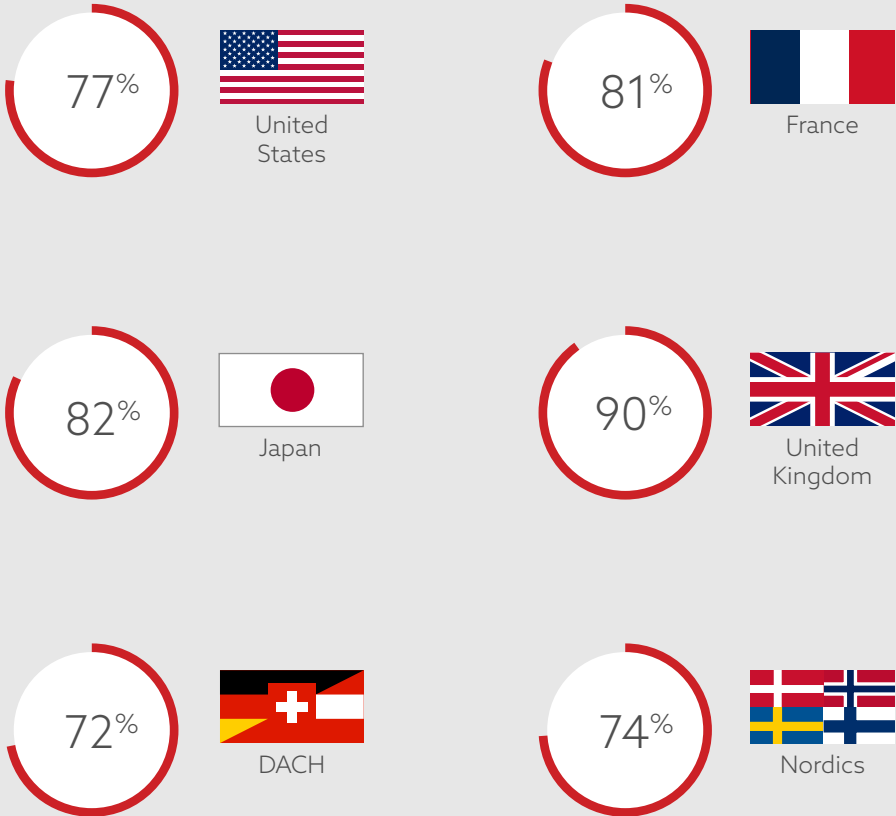
PLM AND AI: A PROMISING PARTNERSHIP WITH ROOM FOR IMPROVEMENT

How prepared is your current PLM platform and data infrastructure to leverage artificial intelligence (AI) technologies?



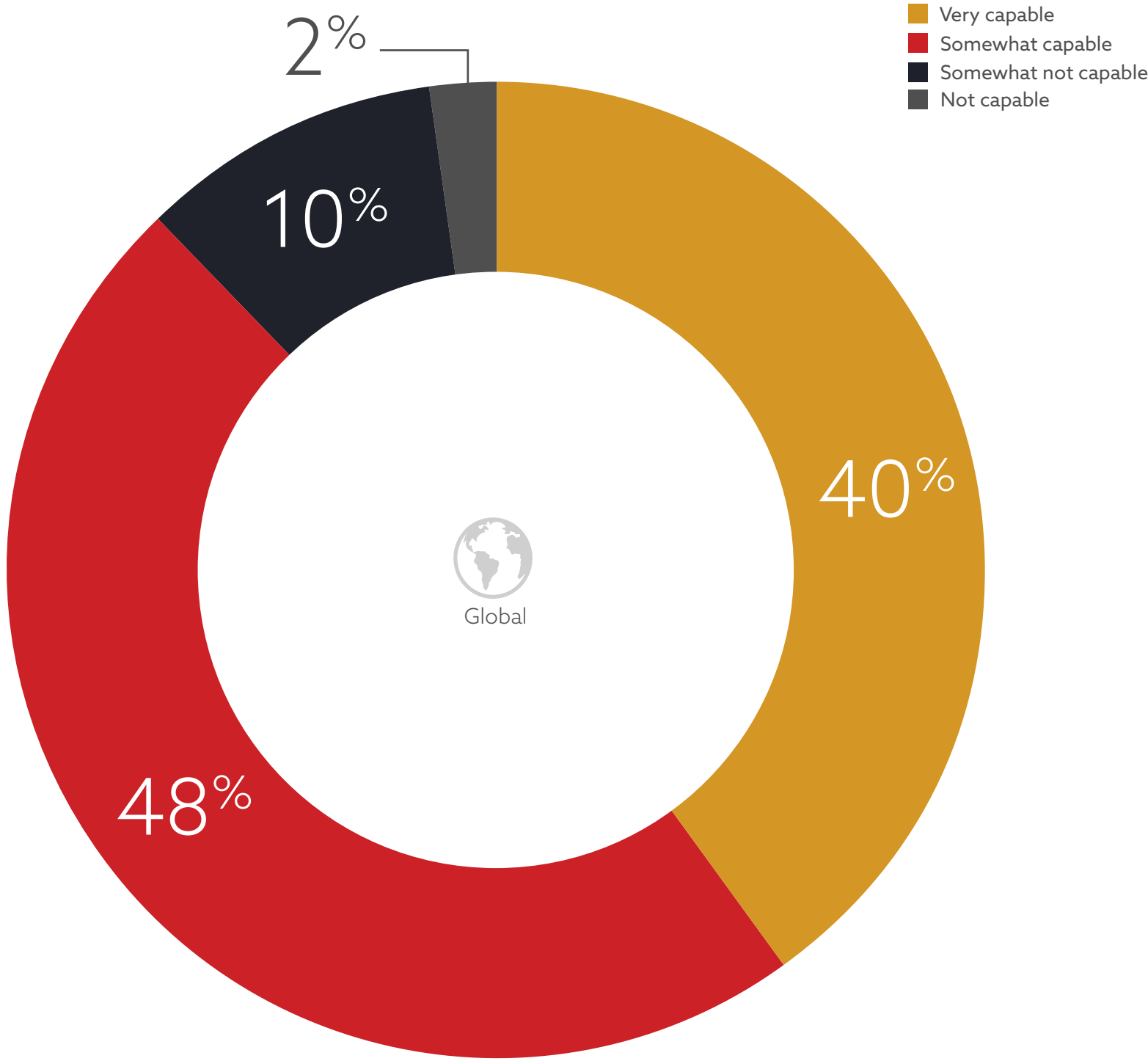
EXTRACT OF SELECTED COUNTRIES

Very prepared / Somewhat prepared



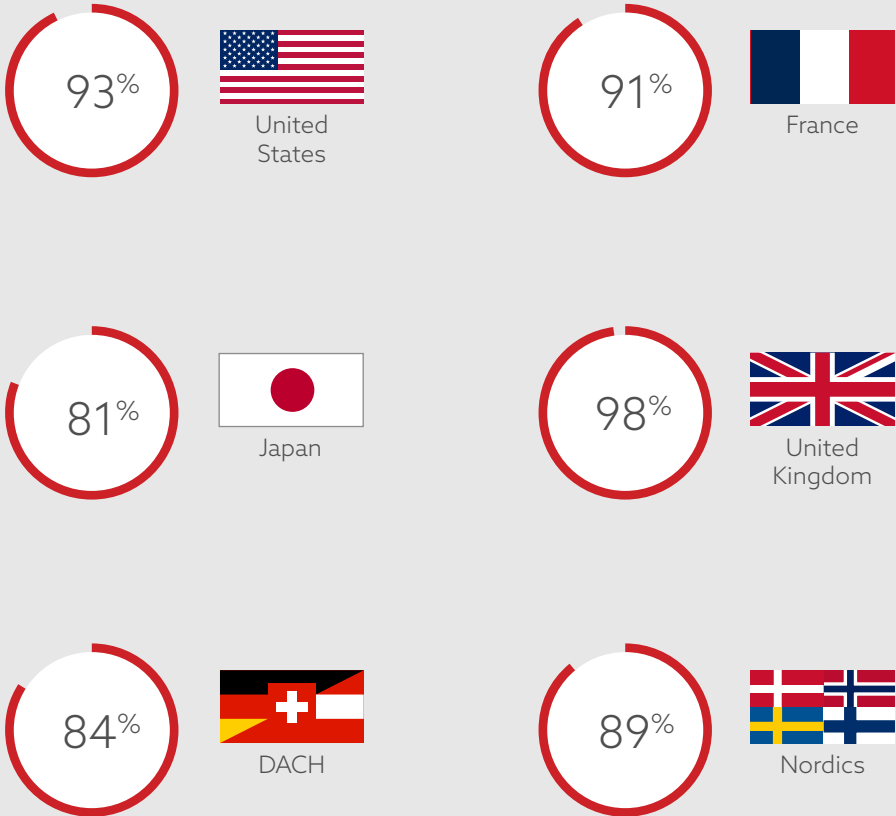
CONNECTING THE DOTS FOR A SEAMLESS DIGITAL ECOSYSTEM

How capable is your current PLM solution at supporting a digital thread?



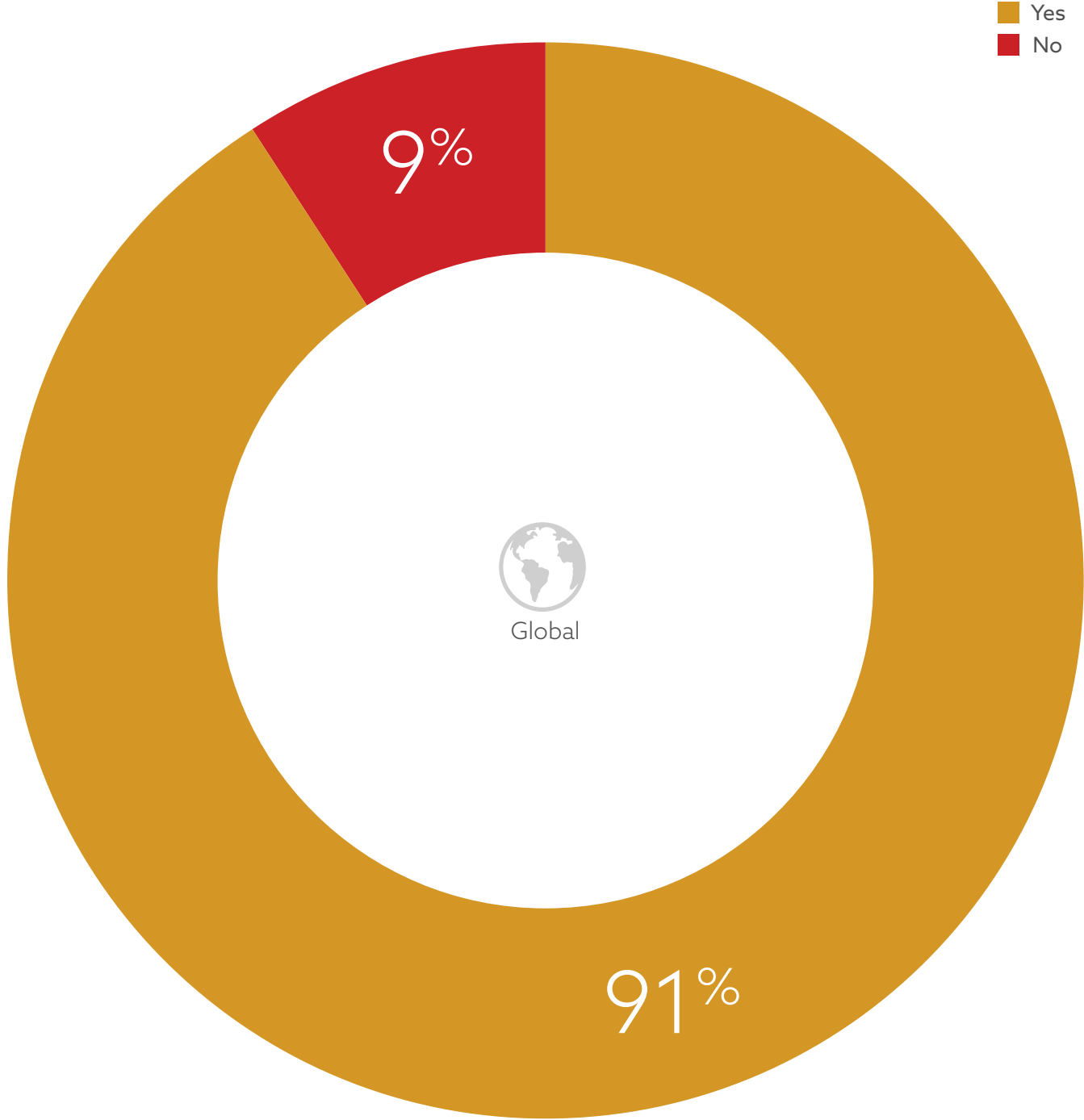
EXTRACT OF SELECTED COUNTRIES

Very capable / Somewhat capable



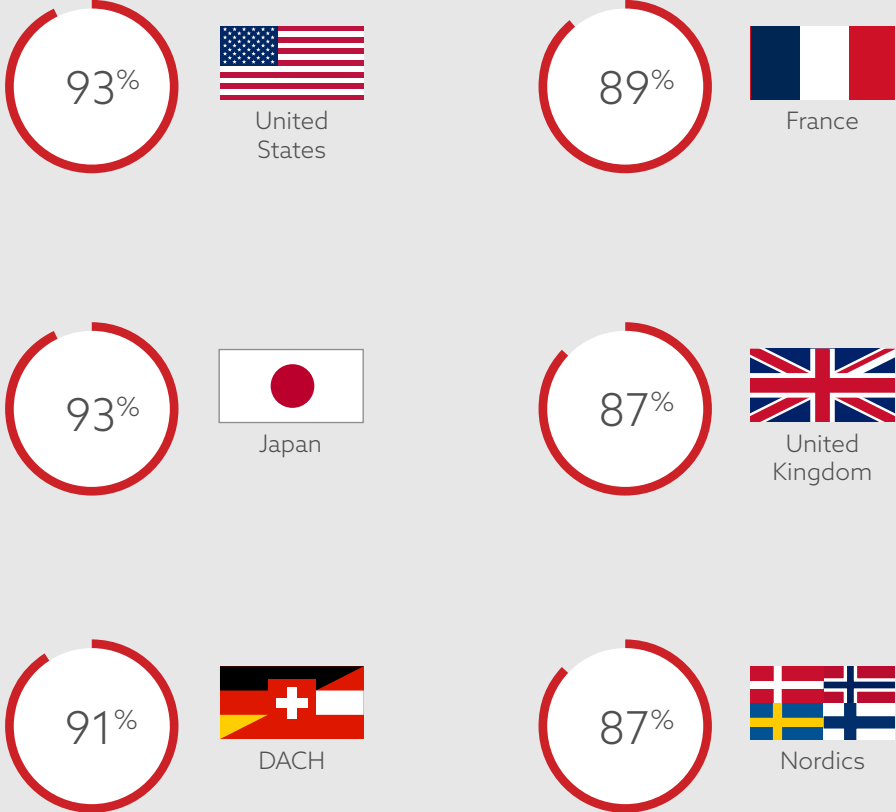
DRIVING PROGRESS AND MOVING FORWARD DIGITALLY

Has your company invested in new PLM solutions in the past 5 years?



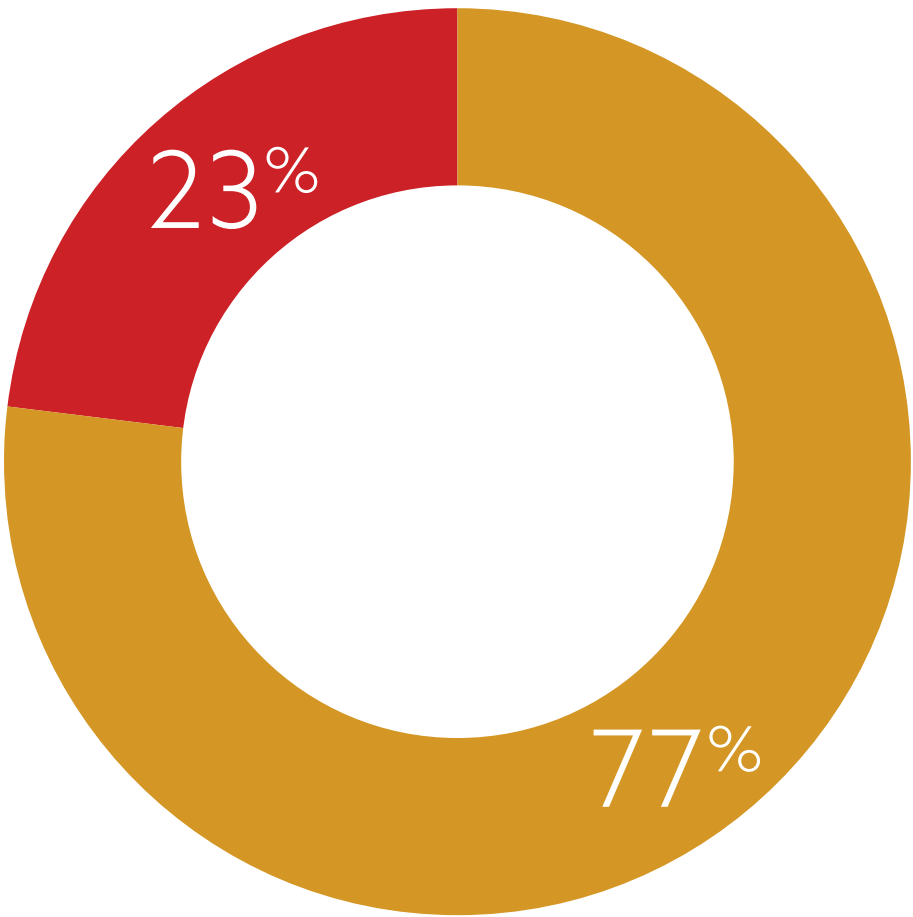
EXTRACT OF SELECTED COUNTRIES

Yes



HOW COMPANIES CHOOSE THEIR PLM

Was the selection process supported by a formal RFI/RFP?

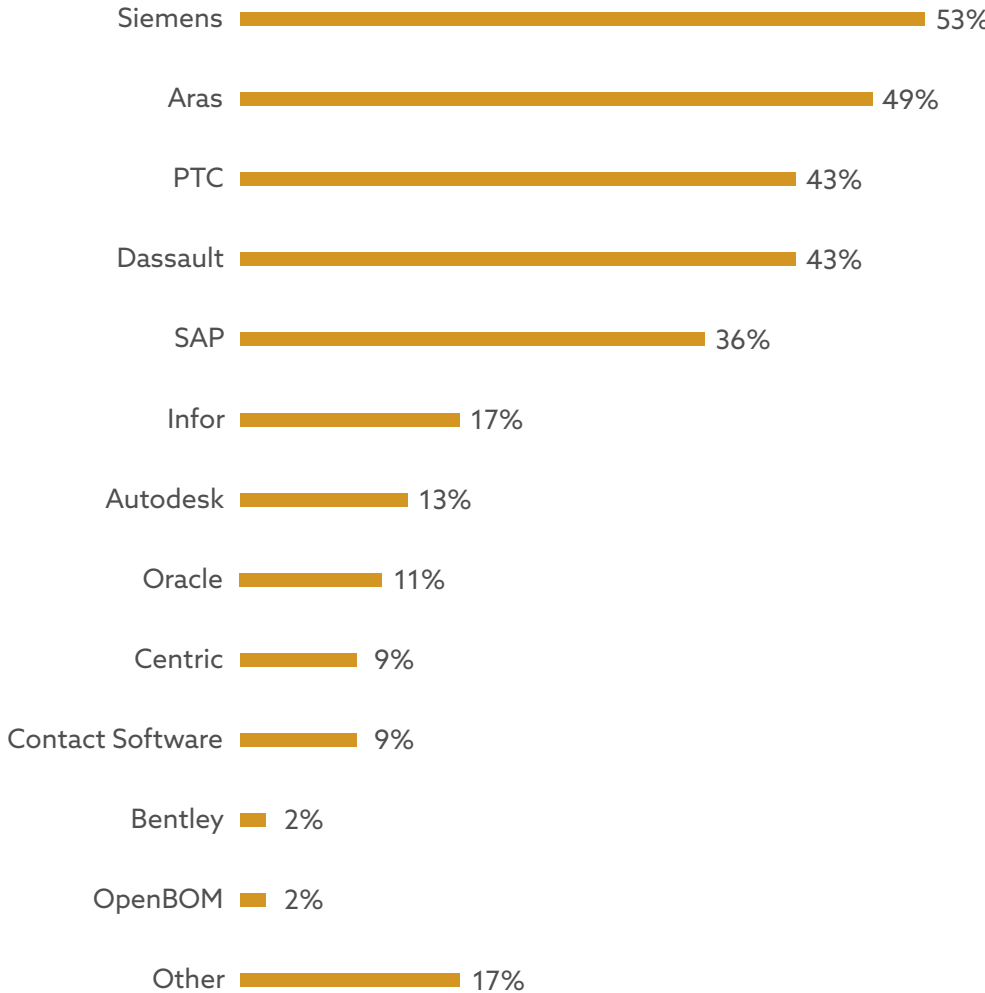


Yes No

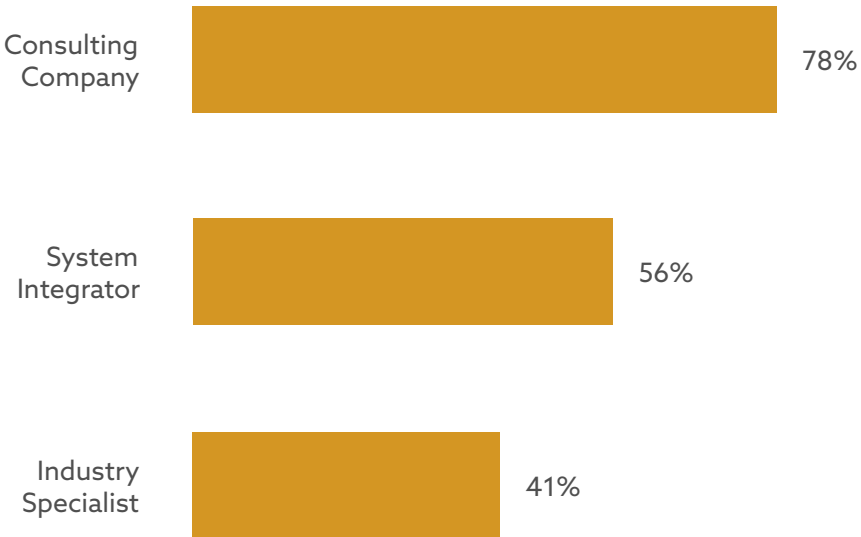


Global

Which PLM vendors were considered?



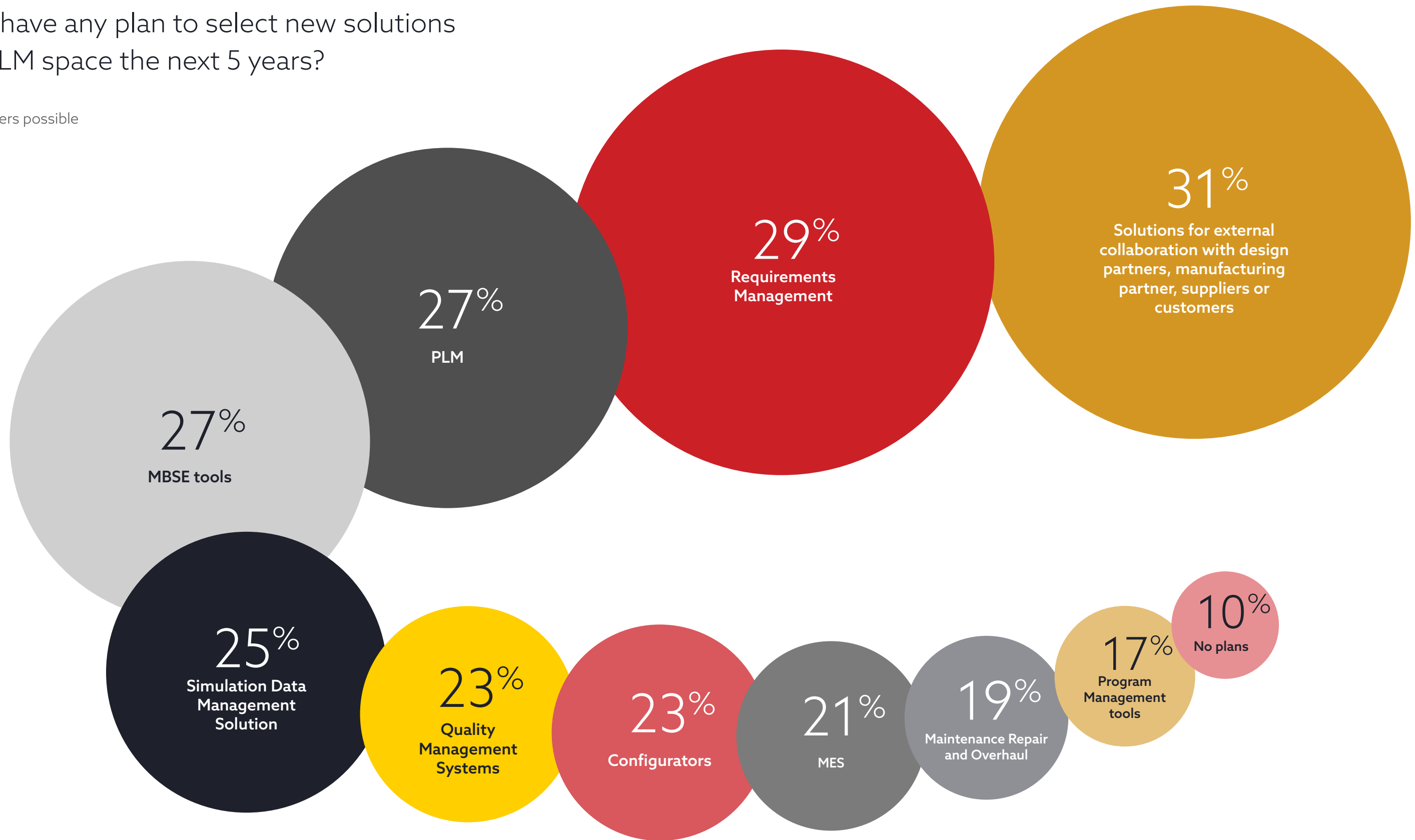
Did you have any external companies helping you with the RFI?



INVESTMENTS IN PLM SOLUTIONS SHOULD BE MADE FOR MULTIPLE PURPOSES

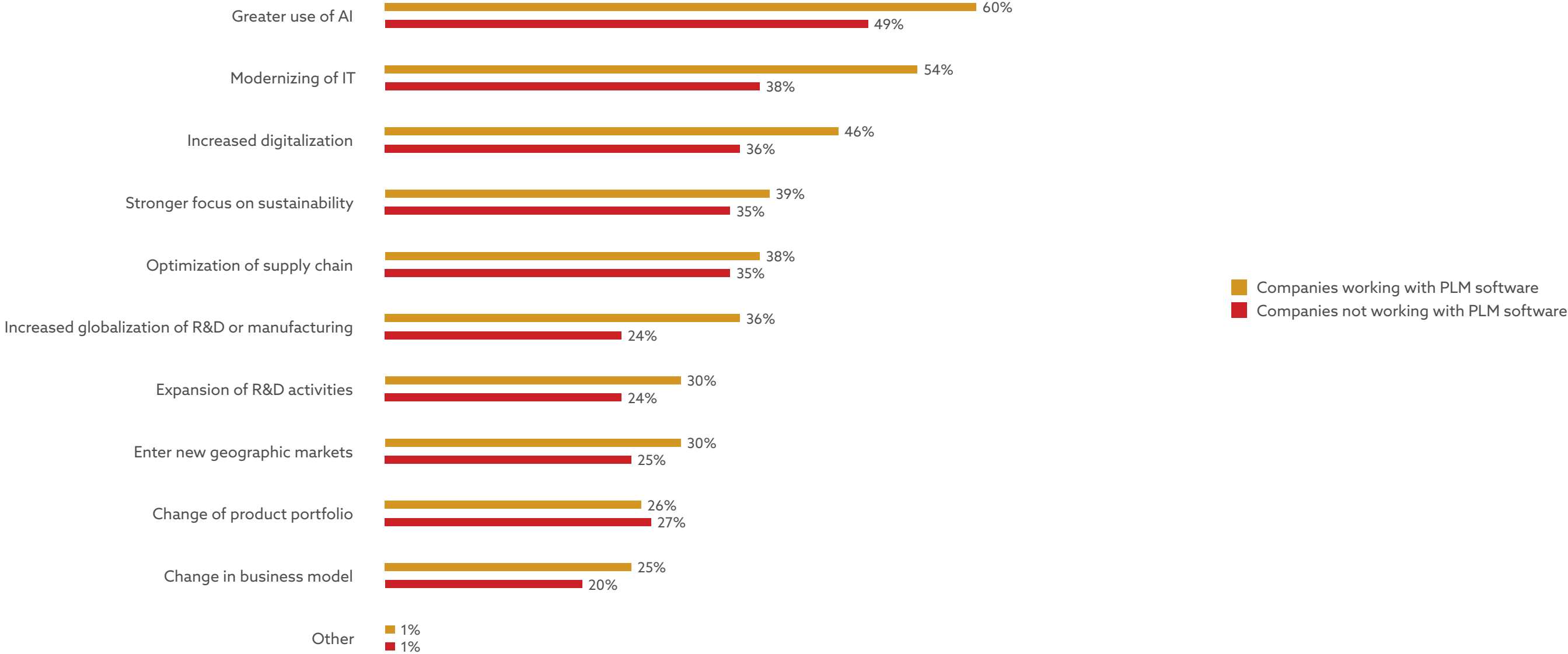
Do you have any plan to select new solutions in the PLM space the next 5 years?

Multiple answers possible



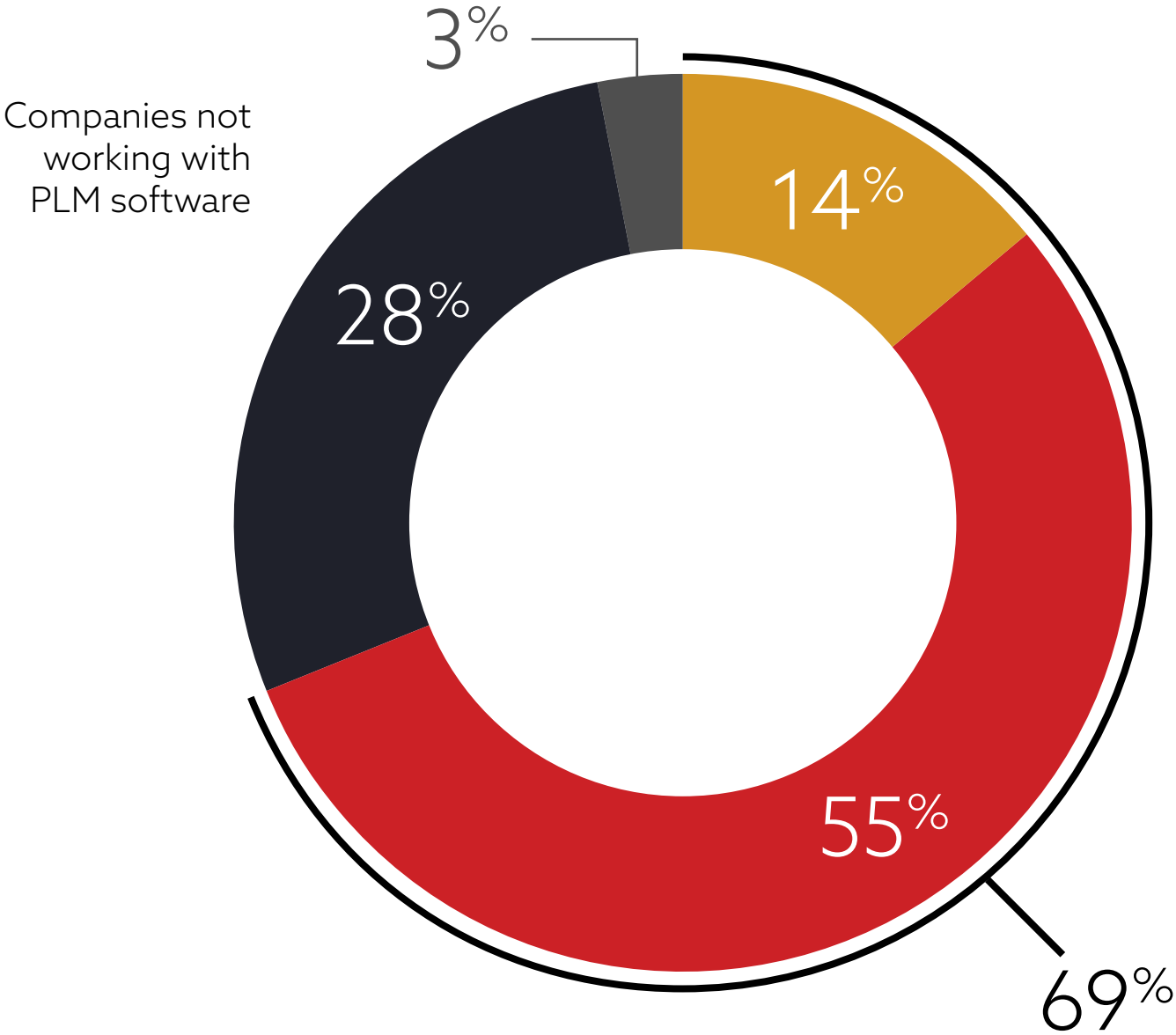
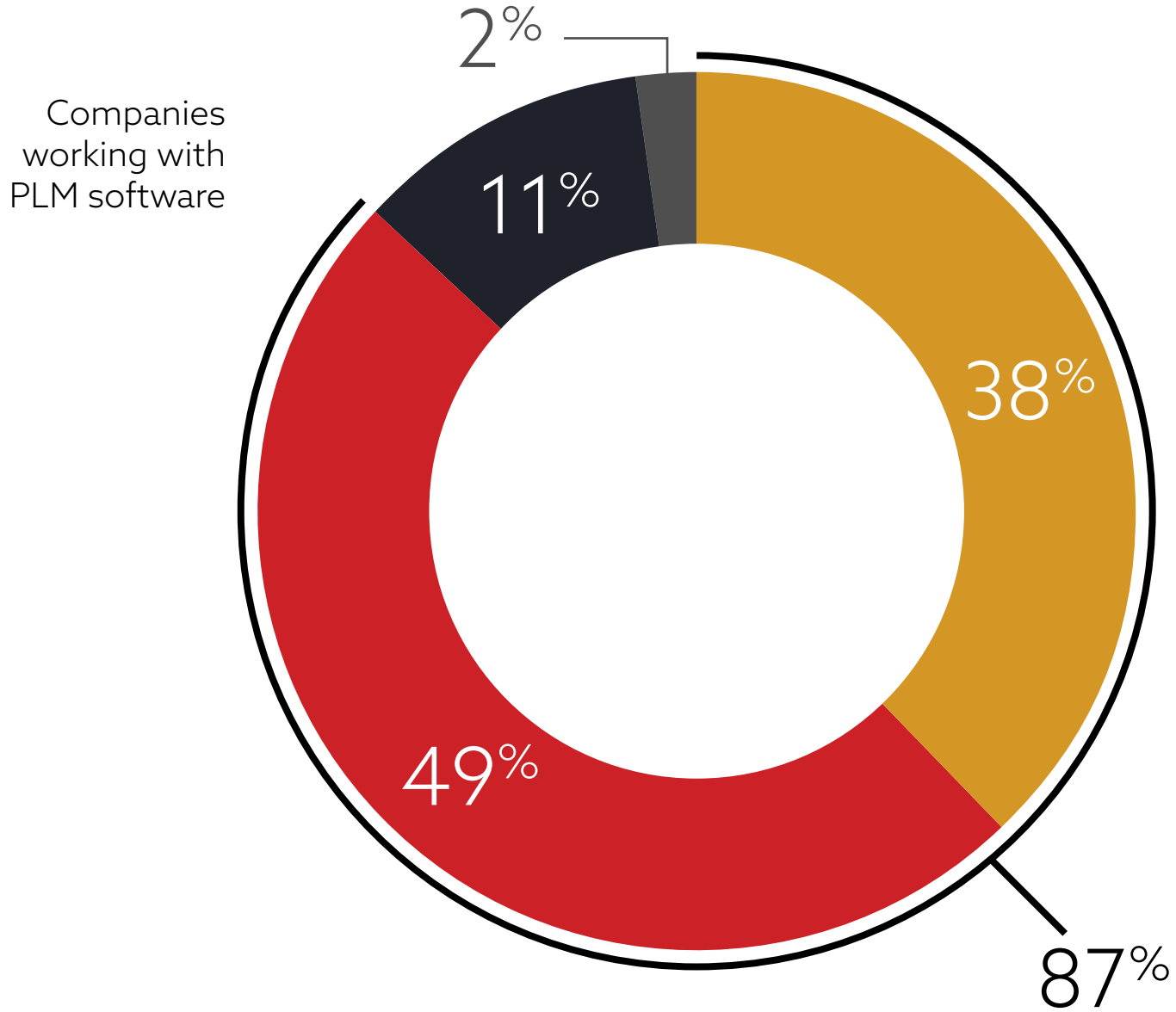
Which of the following trends will be relevant to your business over the next 2 years?

Multiple answers possible



Global

How prepared is your product development to meet the challenges of the future?

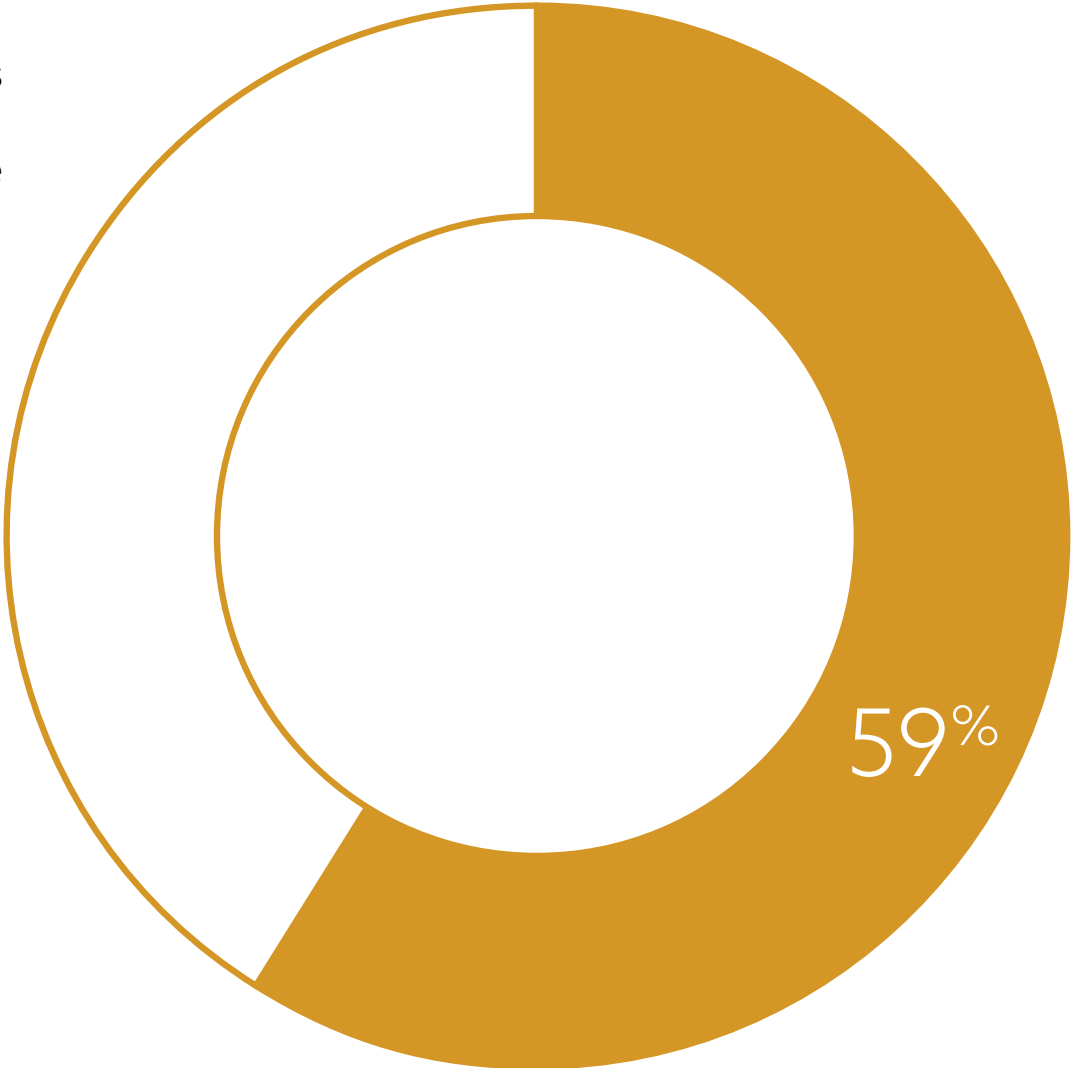


Very prepared Rather prepared Rather not prepared Not prepared

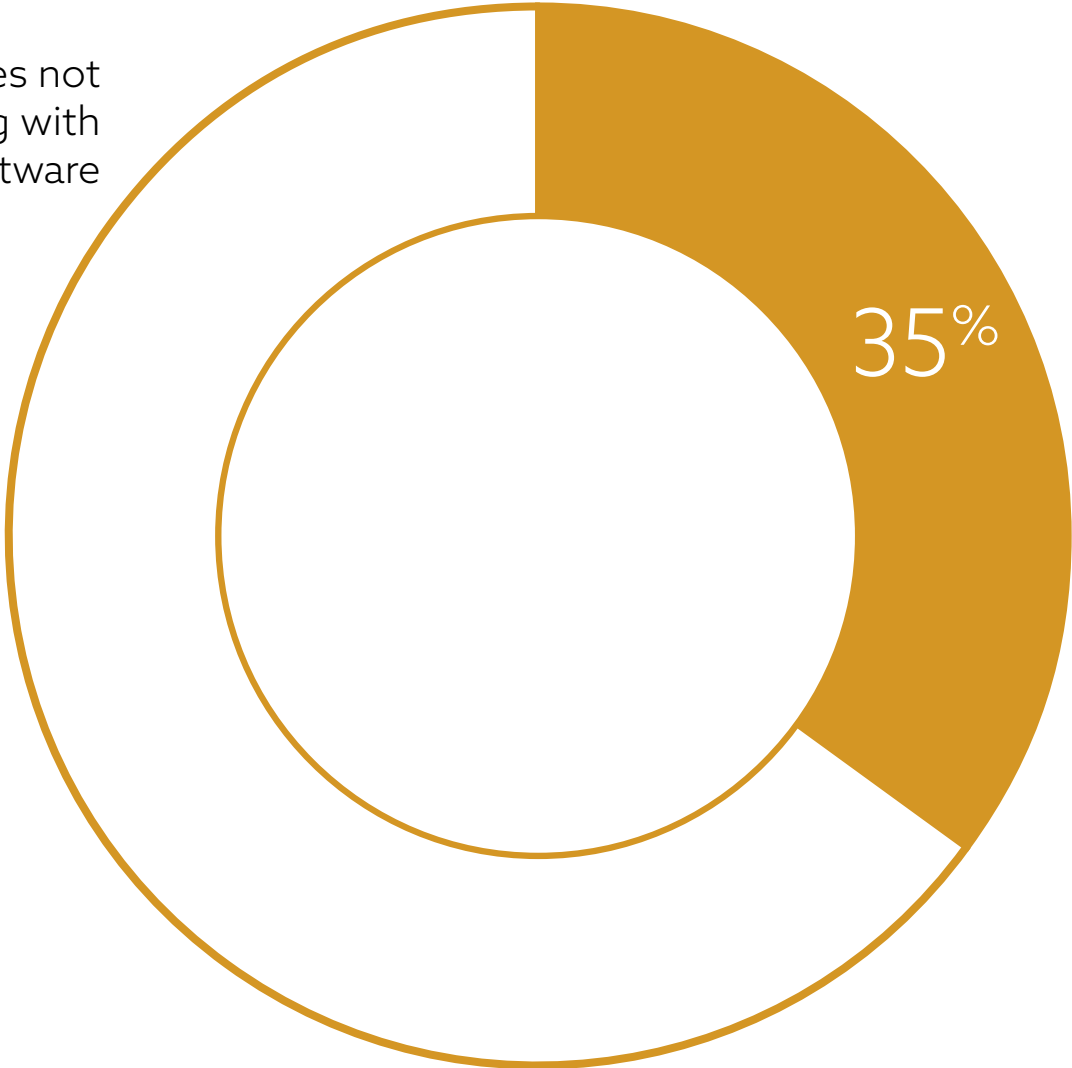


How important is the concept of digital thread to your company?

Companies working with PLM software



Companies not working with PLM software



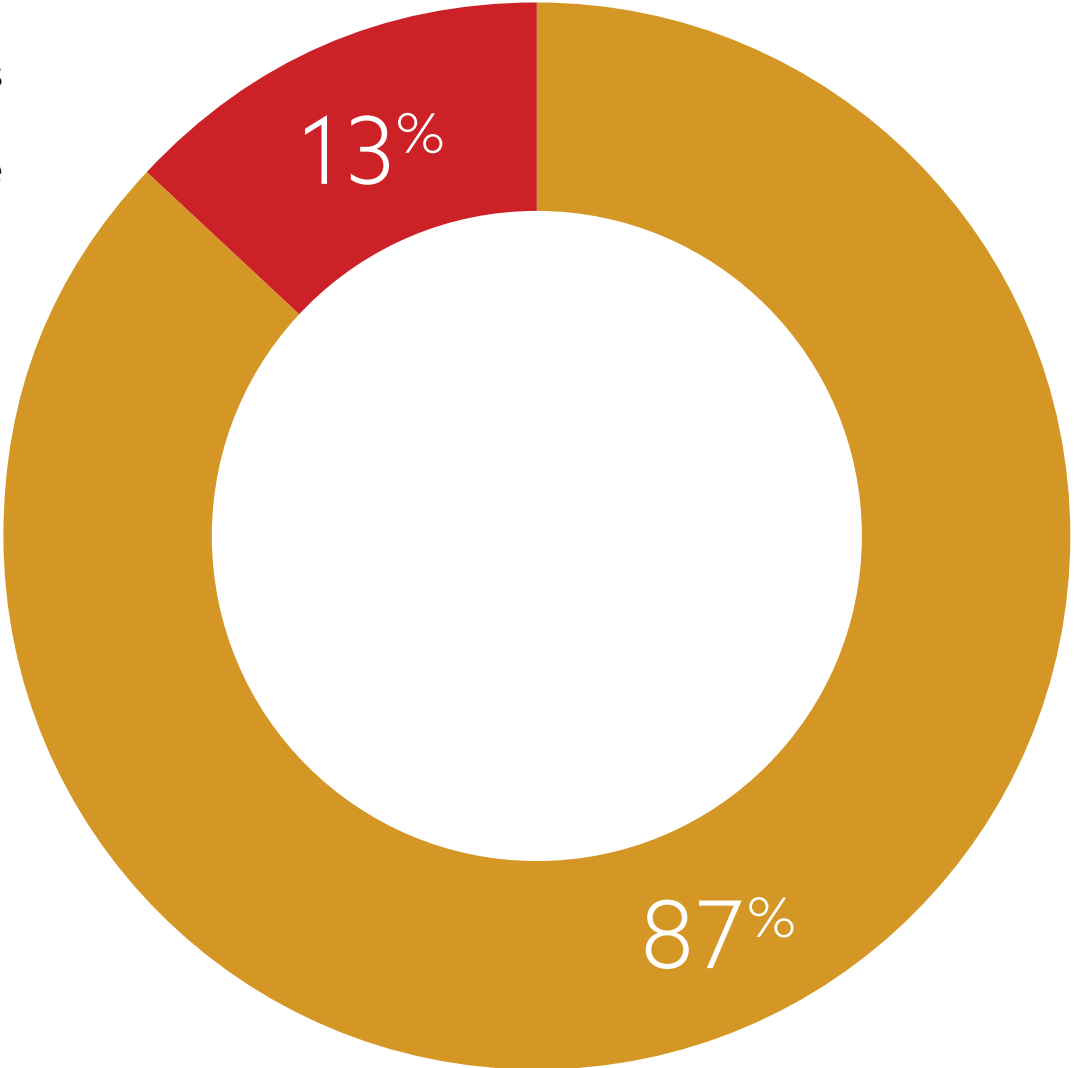
Very important



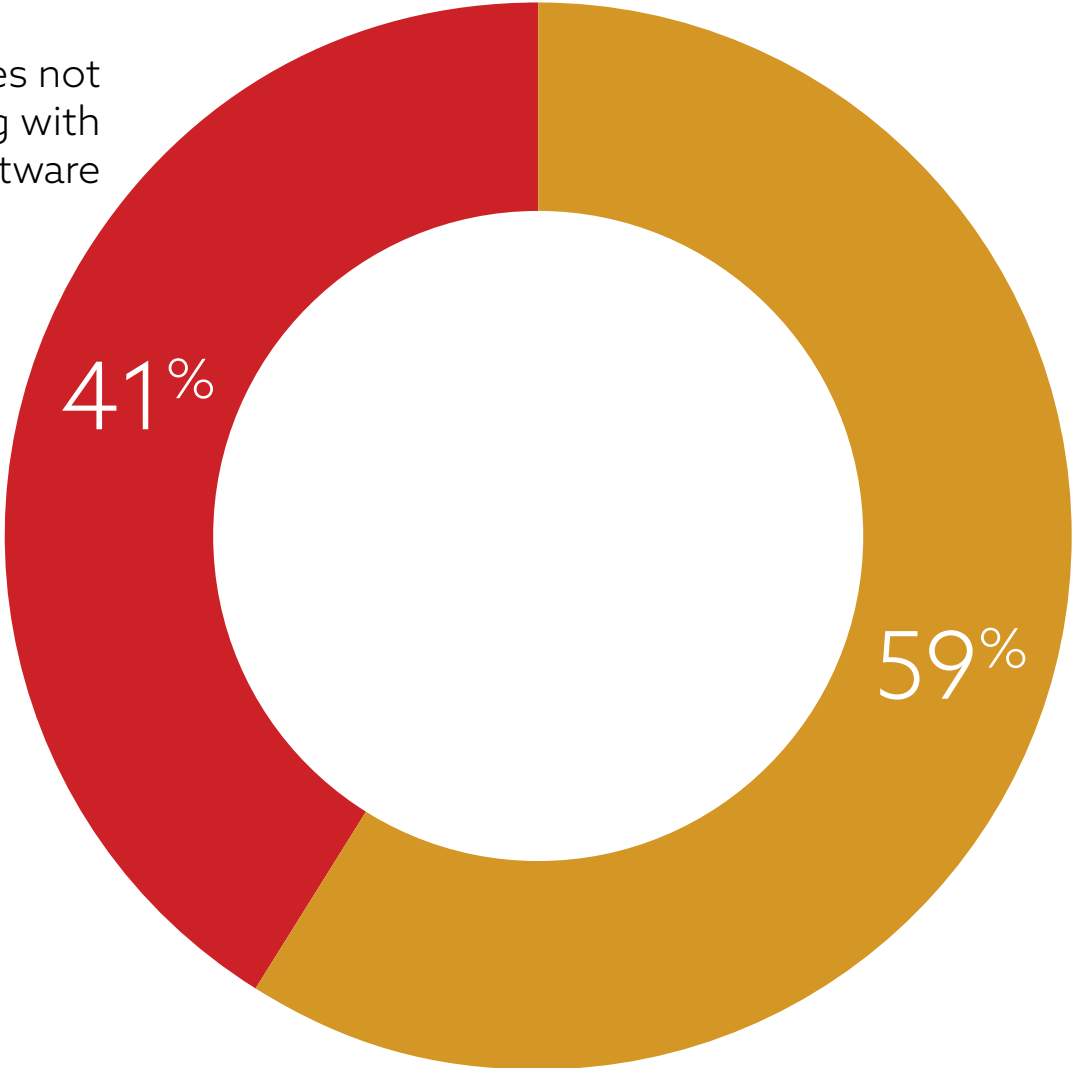
Global

Are you working with AI technologies in product development?

Companies working with PLM software



Companies not working with PLM software

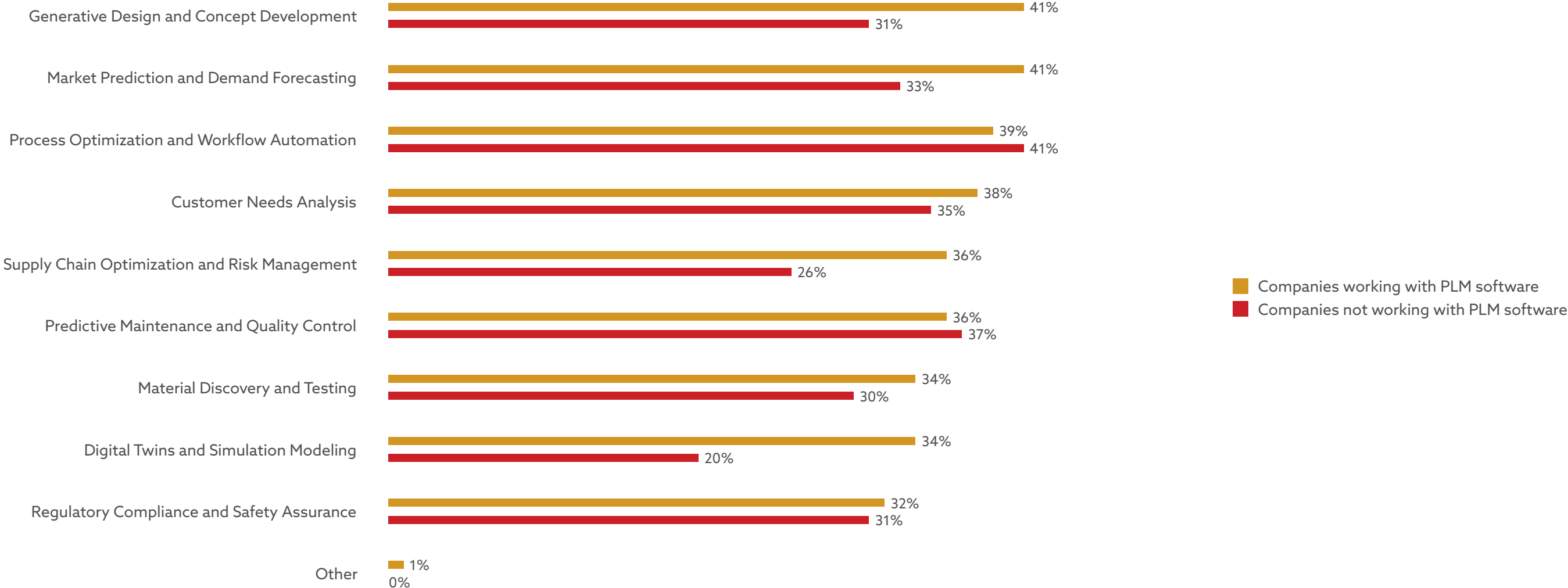


■ Yes ■ No



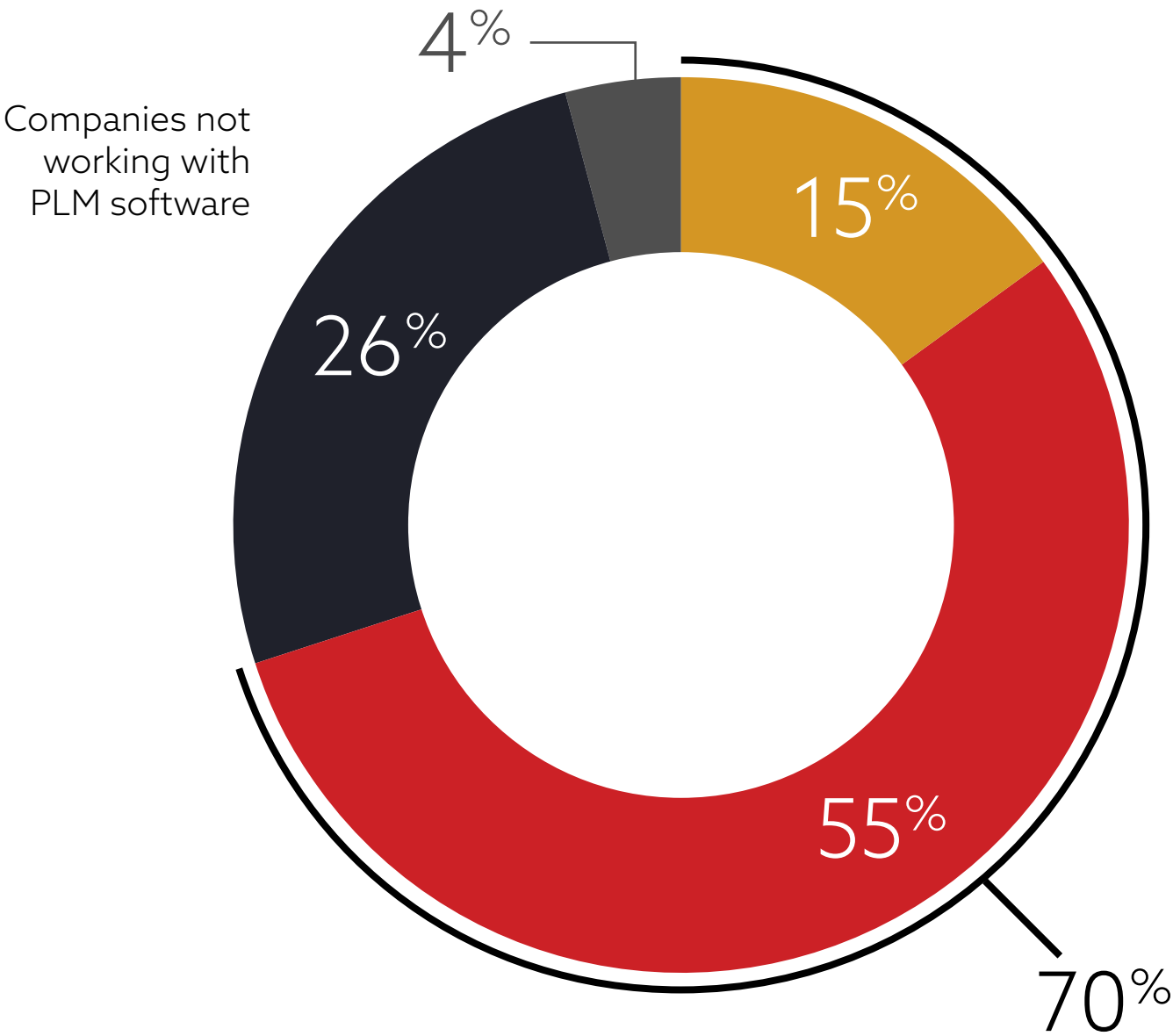
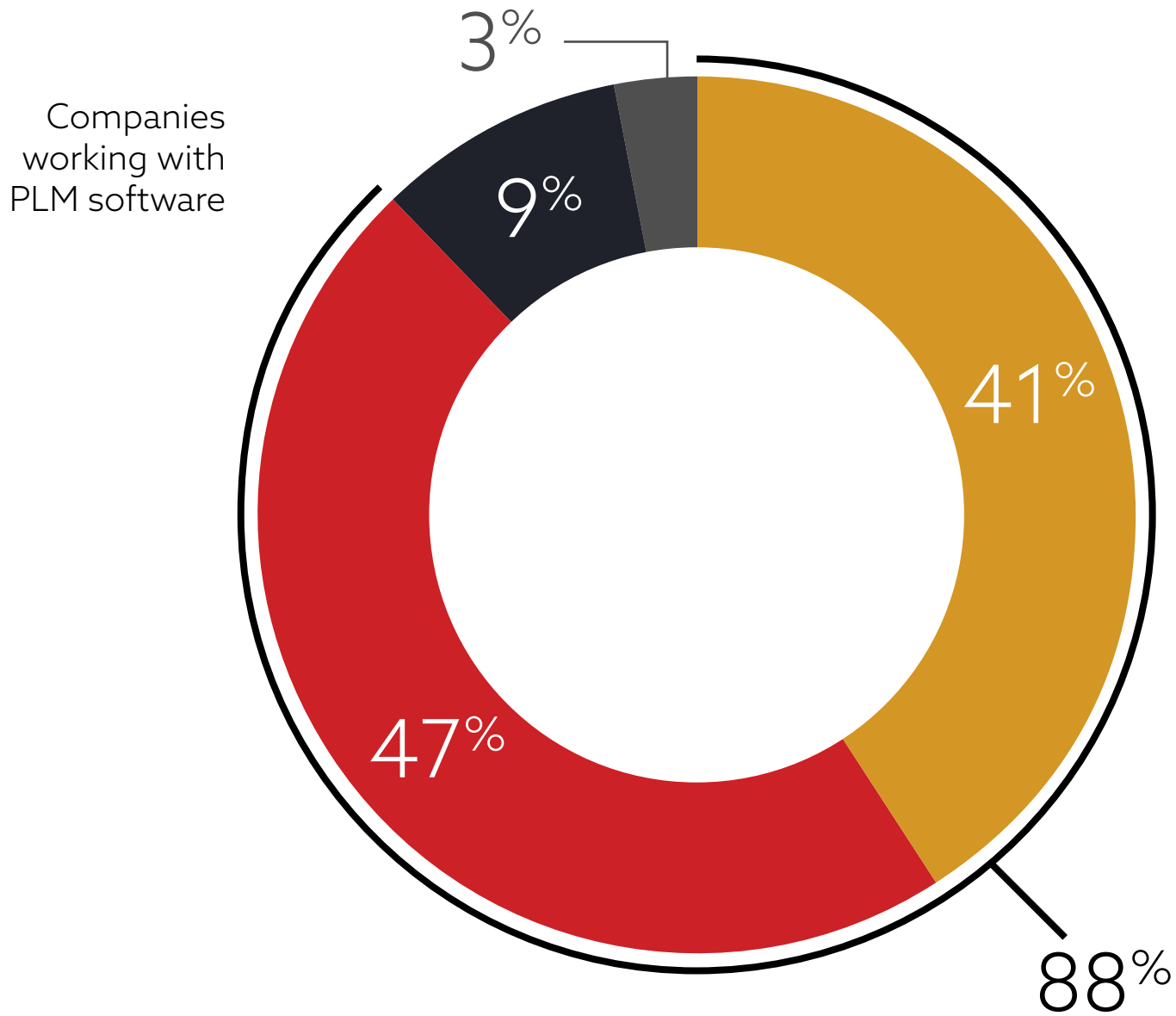
What are the top use cases for AI in product development today?

Multiple answers possible



Global

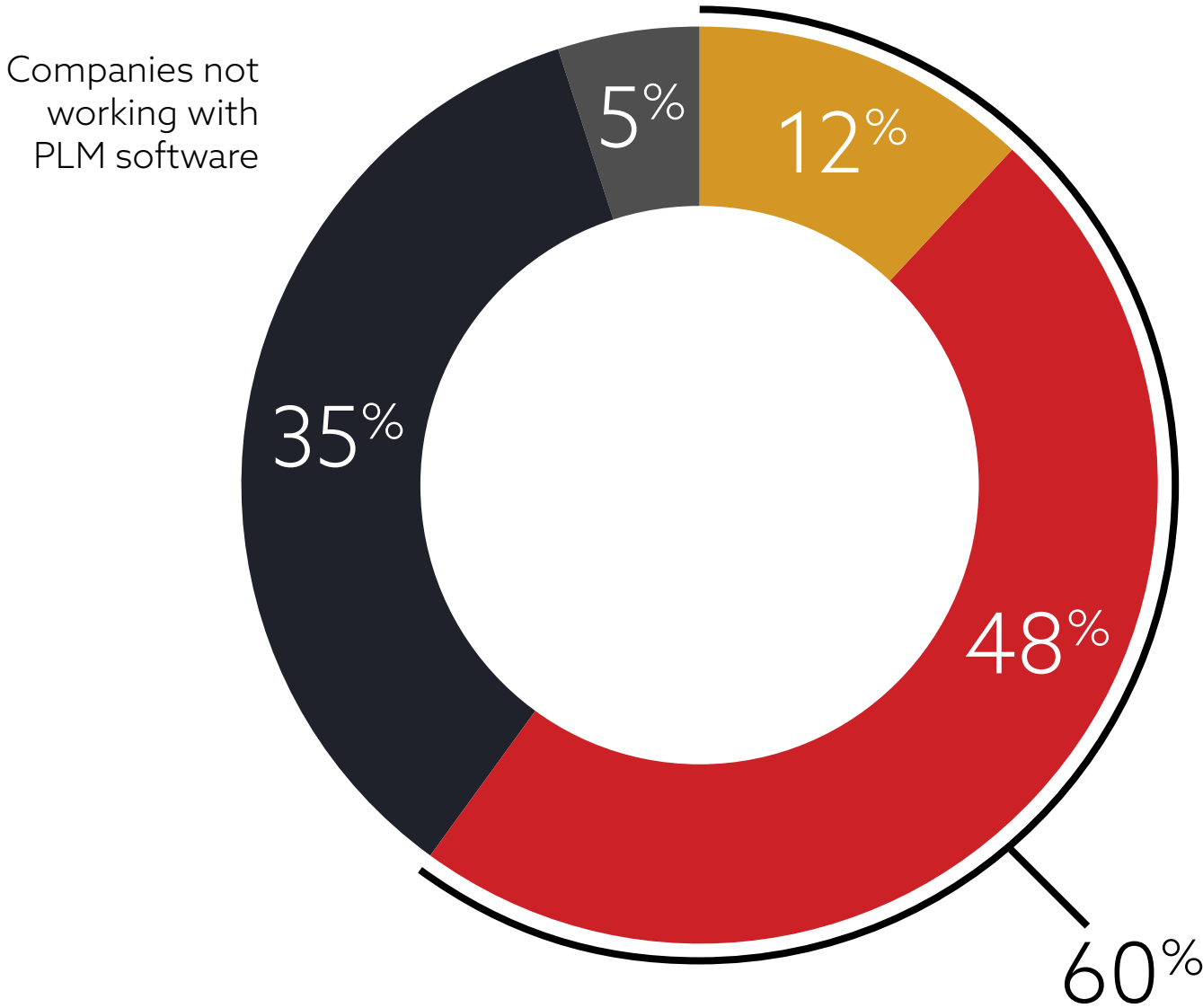
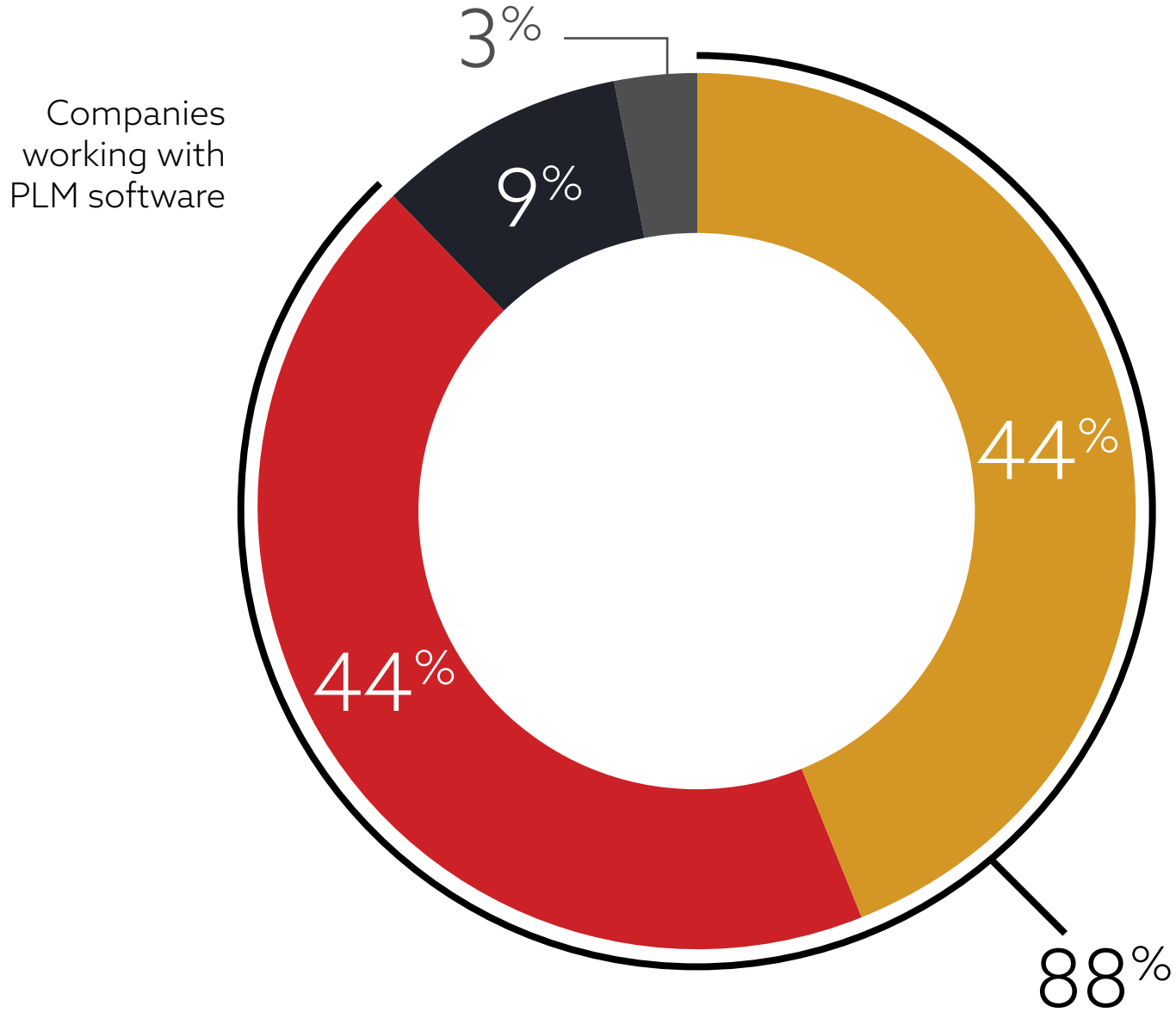
How prepared is your organization for the new sustainability reporting requirements like The European Union's Corporate Sustainability Reporting Directive (CSRD) and the Digital Product Passport (DPP)?



Well prepared Somewhat prepared Somewhat not prepared Not prepared



Does your company's data or digital thread currently adequately support relevant compliance initiatives?



Well supported Somewhat supported Somewhat not supported Not supported

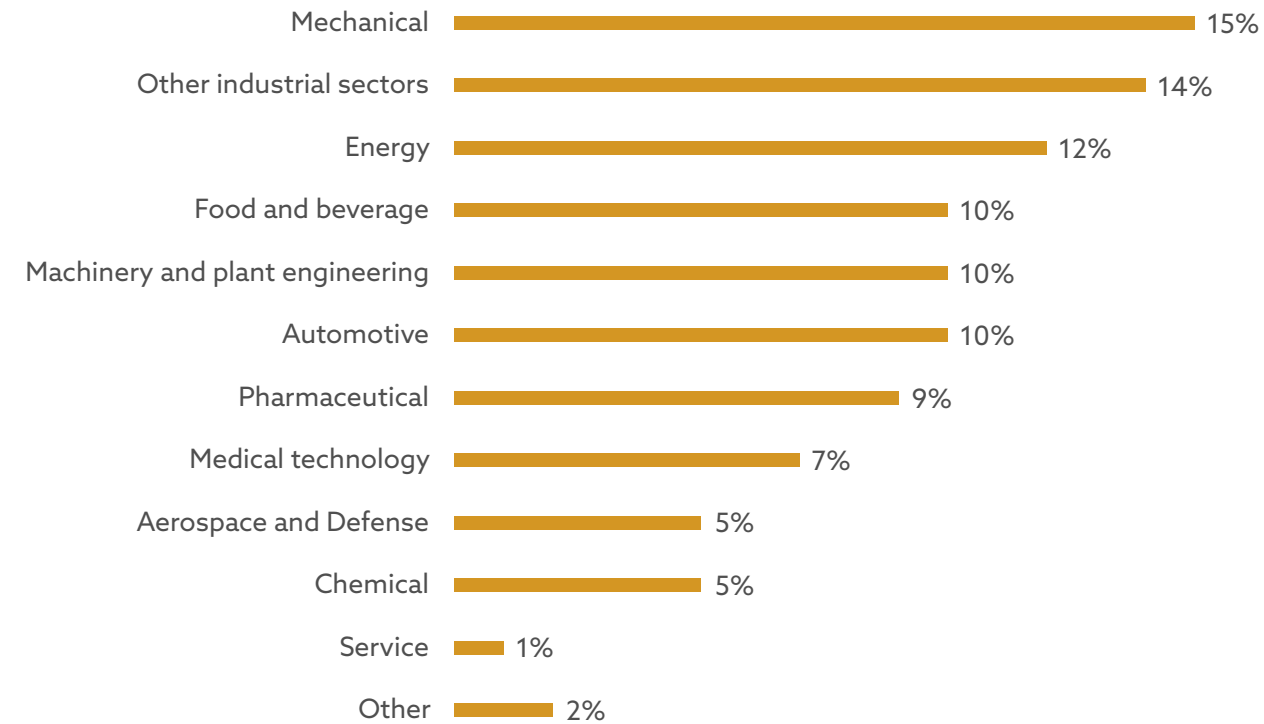


THE FUTURE OF PRODUCT LIFECYCLE MANAGEMENT AND DIGITAL ENGINEERING

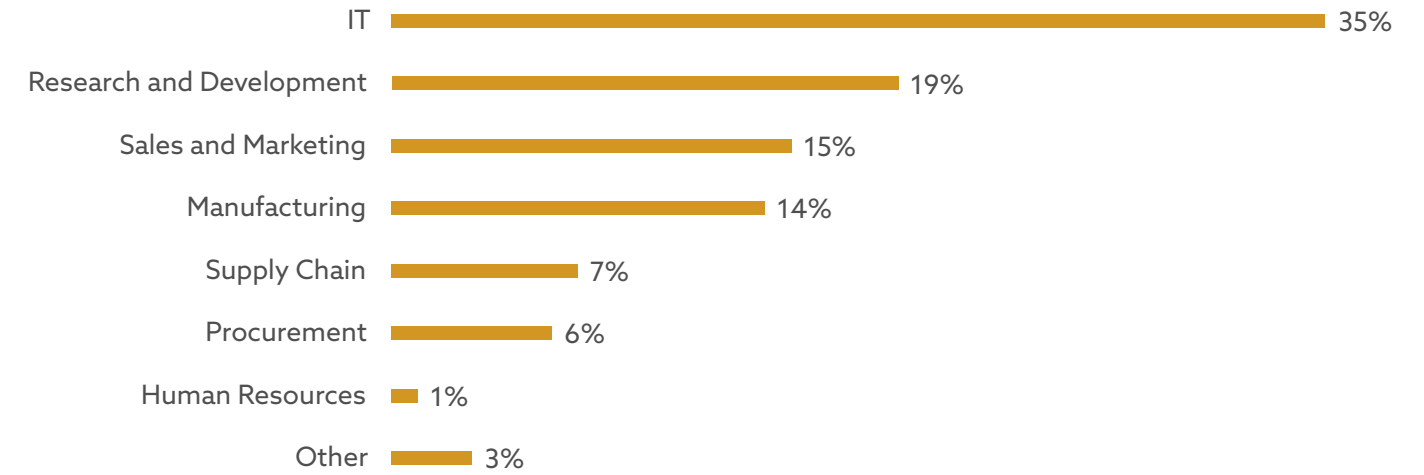
Statistical Questions

STATISTICAL QUESTIONS

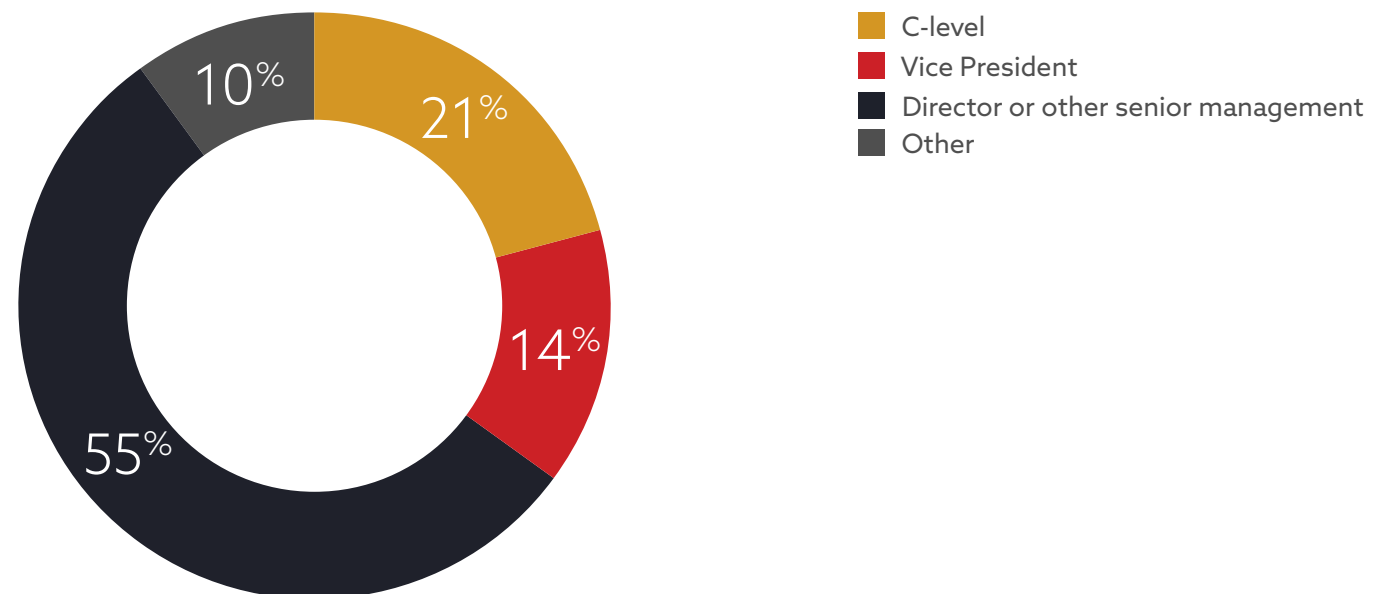
What industry does your company operate in?



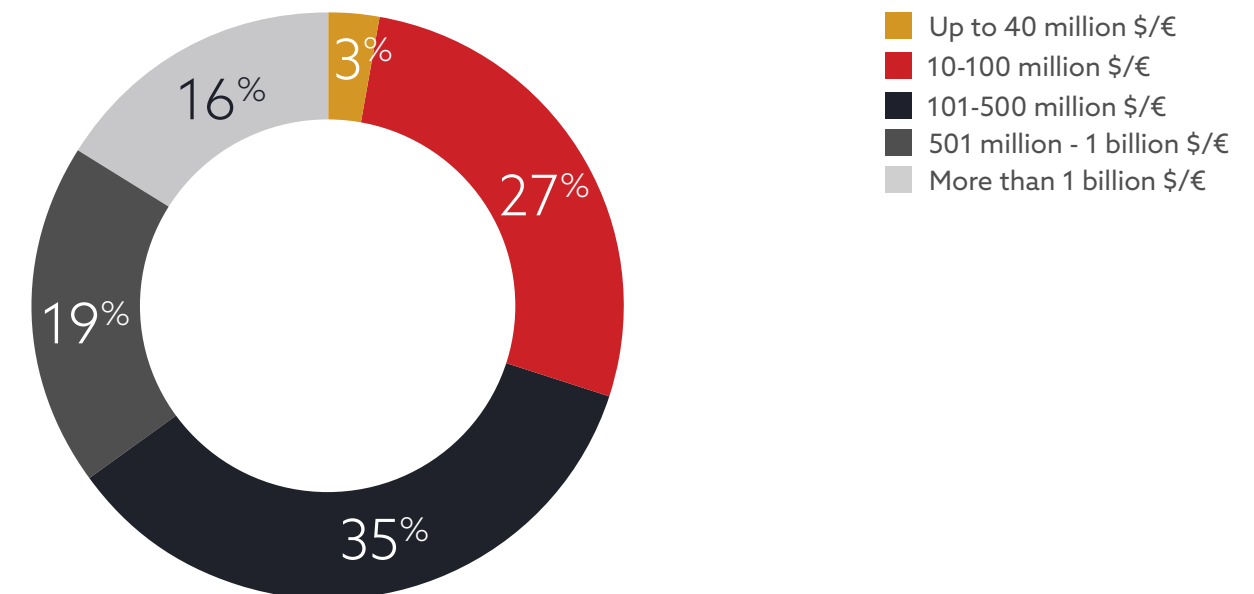
Which department do you work in?



What is your position within the company?



What is your company's annual revenue?





ABOUT ARAS

Aras is a leading provider of product lifecycle management solutions. Its technology enables the rapid delivery of flexible solutions built on a powerful digital thread backbone and a low-code development platform. Aras' platform and product lifecycle management applications connect users in all disciplines and functions to critical product data and processes across the lifecycle and throughout the extended supply chain. Visit www.aras.com to learn more and follow us on [YouTube](#), [X](#), [Facebook](#), and [LinkedIn](#).

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