



**AIDA**

**2025  
Annual Integrated Report**

Fiscal Year Ended March 31, 2025

**For a Better Future**



**AIDA ENGINEERING, LTD.**

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

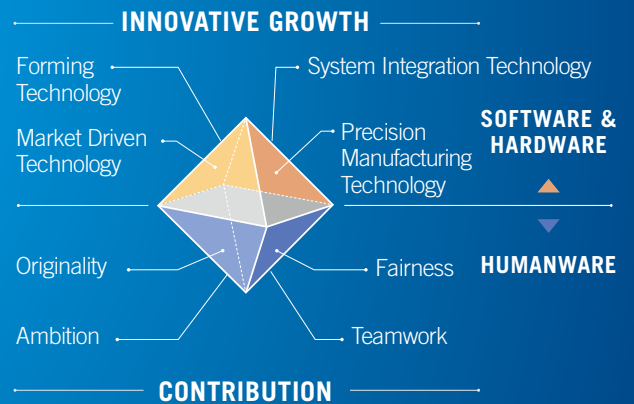
## Action Guidelines

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



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### 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.

# A History of Creating Value in Tandem with Society

## Historical Context

### 1900s–1960s

#### Living Standards Lifted by Modernization and Rapid Economic Growth

- The Russo-Japanese War, WWI, WWII
- The Great Kanto Earthquake
- The first electric consumer appliances

### 1970s–1990s

#### Automation, Globalization, and the Birth of IT

- Increasingly fierce global competition
- Japan's auto production jumps to No. 1 in the world

## Created Value

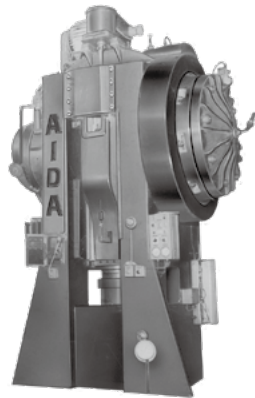
At a time when most presses in Japan were imported, AIDA helped boost the nation's technology and industrial development by pioneering the manufacturing of many 'first in Japan' presses.

- Aided post-war infrastructure reconstruction
- Helped industry meet rising demand for home appliances due to rapid economic growth
- Supported growth of car production in Japan

AIDA's press solutions enabled greater, faster, and more efficient production, helping Japan's automotive and home appliance industries increase their capacities dramatically while contributing to their international competitiveness.

- Promoted production automation and efficiency as exports expanded
- Supported the evolution of production technologies for electrical machinery and electronics
- Contributed to the creation of more sophisticated automobiles

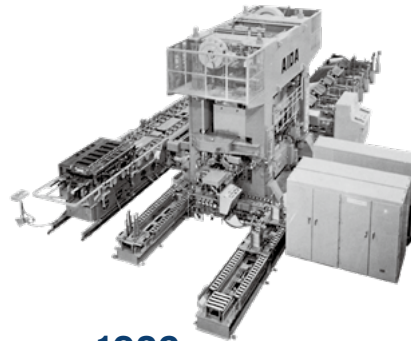
## The Social Significance of Presses



### 1953

#### 500-Ton Forging Press

Delivered to the former Japan National Railways to meet infrastructure demand during postwar reconstruction



### 1977

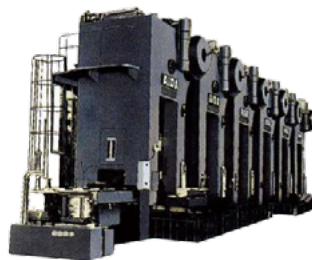
#### Mark IV Stamping Center System (3D-Transfer)

The world's first stamping center with a digitally controlled transfer press significantly raised the potential capacity utilization for diversified small lot automated production lines

### 1960

#### Japan's First Fully Automatic 300-Ton Press

Composed of 6 transfer presses, this helped to kickstart Japan's auto industry



◀ Automotive Components

### 1986

#### HMX Series High-Speed Precision Automatic Presses

Achieved rapid high-precision production for IC lead frames and other components vital to the fast-evolving home appliance sector



◀ IC Lead Frames

## Business Expansion and Product Development Milestones

- 1917 AIDA Ironworks founded by Yokei Aida
- 1948 High-speed notching press for motor production
- 1951 Japan's first crown cap automatic punching press
- 1954 Japan's first dedicated chain machine for fastener punching and insertion
- 1967 FT-2500: World's largest class (at that time) 2,500-ton transfer press

- 1972 A new series of stamping center systems with fully automated die and material changes
- 1972 First overseas subsidiary established in the United States
- 1984 PMX Series of high-speed link motion automatic presses
- 1985 TMX Series of transfer presses
- 1995 Production bases established in the United States and Malaysia

AIDA's story began in 1917 with the founding of AIDA Ironworks in Honjo, Tokyo by Yokei Aida. For over a century, AIDA has facilitated enterprise value gains for customers and helped address societal issues by developing and supplying competitive presses, forming systems, and Service in response to the needs of society and changing business environments. AIDA is still focused on leveraging its proprietary technologies and development capabilities to support manufacturing industries in creating original products and value, thereby supporting people's lifestyles and social development.

## 2000–

### Growing Public Attention to Environmental Issues

- International climate change initiatives
- Popularization of hybrids and other eco-friendly vehicles
- Kyoto Protocol goes into effect at the Climate Change Convention (COP3)

AIDA developed groundbreaking production technologies, including servo presses, to usher in a new chapter in metalforming technology and high-precision presses that enabled a shift from machining processes to other methods.

- Helped automakers manufacture safer and more eco-friendly vehicles
- Promoting optimized production via our global network of five bases

## 2010–

### Environmental/DX Initiatives to Achieve a Sustainable Society

- Adoption of SDGs at a United Nations Summit
- The Work Style Reform Act (Japan)
- Demographic trends in advanced nations lead to aging societies with fewer workers

AIDA's development of proprietary forming systems around presses continues to support further production automation and efficiency. Our new models serve today's needs and address societal issues. We have also started using DX and AI-based production support tools.

- Contributing to a lower environmental impact at customer production sites and in society as a whole
- Supplying DX-driven solutions for increasing automation and reducing labor

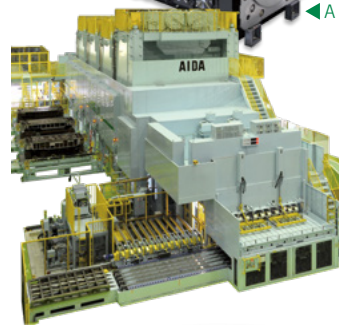


## 2002

### The World's First Direct-Drive Servo Press

Achieved a direct-drive mechanism where the motor is directly connected to the main gear without a reducer, thereby enabling high torque at low speeds, leading to better formability as well as better productivity, operability, and energy savings

◀ A Servo Motor Developed & Made In-House



## 2009

### 5,700-Ton Large Servo Tandem Line

Direct-drive servo presses with motion controls adapted for forming difficult-to-form high-tensile steels that allow the production of strong, lightweight body parts for more fuel-efficient vehicles

◀ Car Body Panel



## 2022

### Integrated High-Speed Precision Press Line for Making EV Drivetrain Motor Cores

Supporting vehicle electrification via in-house development of high-speed precision presses and peripheral equipment for making the large motor cores essential for EVs

◀ EV Motor Core



## 2024

### The BEX Series—Dedicated Presses for Forming Separators for Fuel Cell Bipolar Plates

Expected to contribute significantly to the use of hydrogen fuel cells as a next-generation energy source

◀ Metal Separator for Fuel Cells

- 2003 Manufacturing base established in China
- 2003 MSP Series multi-suspension high-speed precision automatic presses
- 2004 Acquired a local company Italy as a production site to establish a total of 5 global production sites
- 2004 The UL Series of ultimate precision forming presses
- 2008 2,300-ton large servo press (the world's largest class at the time)

- 2016 D-MAT Press-to-Press Transfer Feeder
- 2016 DSF-P4-27000—World's fastest class large progressive servo press
- 2017 Acquired REJ Co., Ltd. as a subsidiary to boost our production robot/automation capabilities
- 2024 MSP-4000-430 wide-area high-speed precision press for making EV components
- 2024 AIDA Ai CARE Data Analytics System launched as a DX support service

# AIDA at a Glance

<p><b>History</b></p> <p><b>108 Years</b></p> <p>AIDA has accumulated varied technological expertise and know-how in press fabrication since its foundation in 1917.</p>	<p><b>Business</b></p> <p><b>Specialist Press Manufacturer</b></p> <p>AIDA develops and manufactures specialized metalforming machinery such as presses and peripheral equipment.</p>	<p><b>Market Position</b></p> <p><b>Global Rank: No. 2</b></p> <p>AIDA's global fabrication systems brand ranks second* by press sales.</p> <p><small>* Internal estimate</small></p>	<p><b>Global Network</b></p> <p><b>AIDA Global Network</b> <b>39</b> locations in <b>19</b> countries</p> <p>AIDA's organically connected network of five bases optimizes global production, sales and service capabilities.</p>
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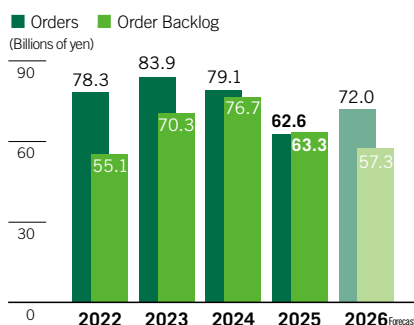
## AIDA's Business Portfolio

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

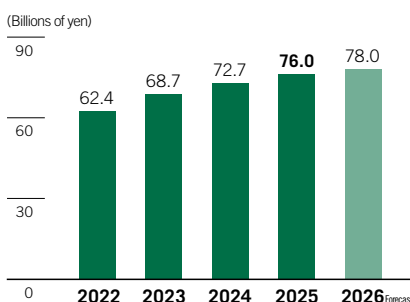
Press Business	Automation/FA Business	Service Business
<p><b>Business Overview</b></p> <p>We provide a wide array of presses that support production in metalforming industries, including the production of automobiles, home appliances, electronic devices, and construction materials. We also provide large servo presses for forming automobile body panels and high-speed precision presses for forming motor cores for electric vehicles.</p> <p><b>Principal Products</b></p> <p>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.</p>	<p><b>Business Overview</b></p> <p>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.</p> <p><b>Principal Products</b></p> <p>Piling systems, material feeders (coil feeders, destack feeders, etc.), transfer equipment (transfer robots, intermediate transfer feeders), die changers, electrical control equipment, etc.</p>	<p><b>Business Overview</b></p> <p>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.</p> <p><b>Principal Services</b></p> <p>Repairs/troubleshooting, retrofits/modernization, overhauls, preventive maintenance, press inspections, machine relocations, etc.</p>
<p><b>Net Sales</b></p> <p>¥ <b>46.2</b> billion</p> <p><b>Ratio of Net Sales</b></p> <p><b>60.9%</b></p>	<p><b>Net Sales</b></p> <p>¥ <b>7.6</b> billion</p> <p><b>Ratio of Net Sales</b></p> <p><b>10.0%</b></p>	<p><b>Net Sales</b></p> <p>¥ <b>22.1</b> billion</p> <p><b>Ratio of Net Sales</b></p> <p><b>29.1%</b></p>

## Financial Highlights

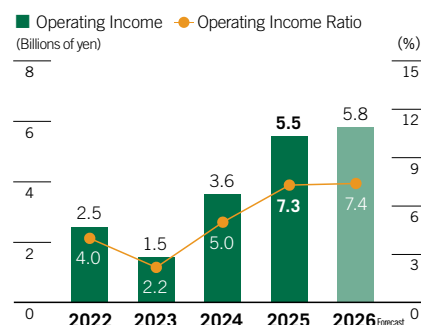
### Orders/Order Backlog



### Net Sales



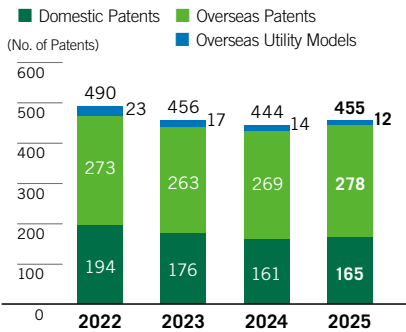
### Operating Income/Operating Income Ratio



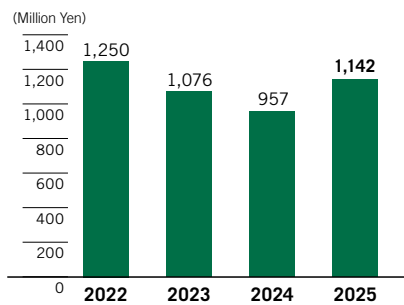
## Non-Financial Highlights

### Intellectual Capital/Manufacturing Capital

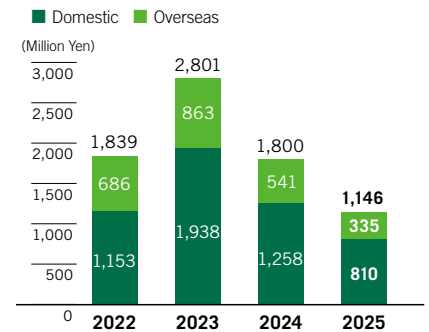
#### Domestic/Overseas Patent Trends



#### R&D Expenditures

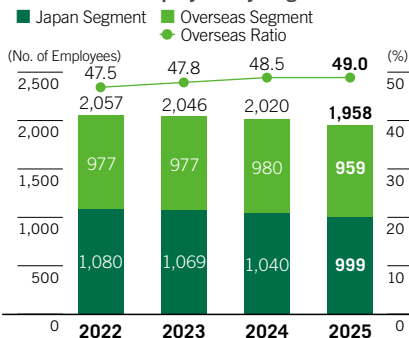


#### Capital Expenditures

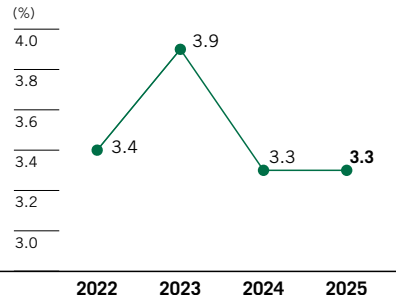


### Human Capital

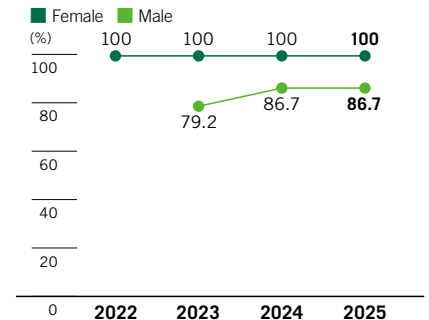
#### Consolidated Employees by Segment



#### Proportion of Women in Managerial Roles (Non-Consolidated)



#### Childcare Leave Usage (Non-Consolidated)



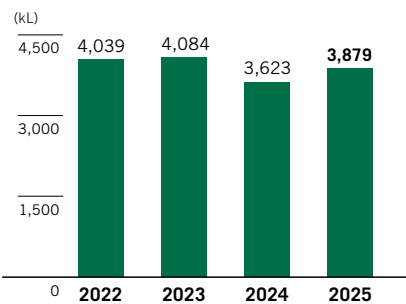
Note 1: Figures for prior years have been recalculated from the fiscal year ended March 2023 based on nonconsolidated employee numbers.

Note 2: Calculation based on terms as defined in The Act on Promotion of Women's Participation and Advancement in the Workplace (Act 64, 2015)

Note: In accordance with the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act 76, 1991), the uptake of childcare-related leave is calculated as defined in Article 71 Section 6.2 of the associated enforcement ordinance (MHLW Ordinance 25, 1991)

### Environment

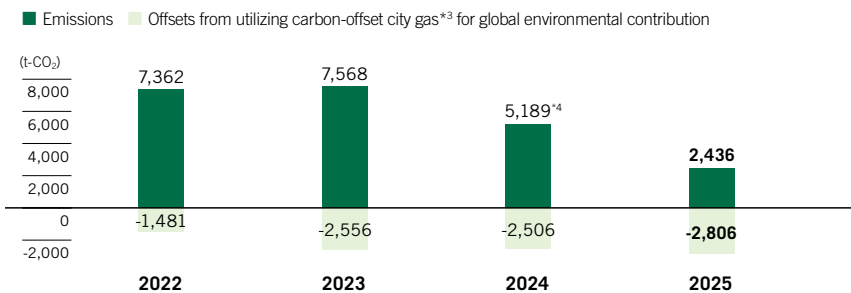
#### Total Energy Usage (Crude Oil Equivalent)



Note 1: Scope of Aggregate Data: AIDA ENGINEERING, LTD. (The HQ/Sagami, Tsukui, Shimokuzawa and Hakusan plants)

Note 2: Figures for prior years were recalculated from fiscal year ended March 2023 in line with a change in the calculation method.

#### CO<sub>2</sub> Emissions\*<sup>1</sup> \*<sup>2</sup> and Offsets



\*1 Scope of Aggregate Data: AIDA ENGINEERING, LTD. (The HQ/Sagami, Tsukui, Shimokuzawa and Hakusan plants)

\*2 Figures for prior years were recalculated from the fiscal year ended March 2023 in line with a change in the calculation method for CO<sub>2</sub> emissions.

\*3 Used since October 2021 to contribute to the global environment, "carbon-offset city gas" is defined as a commercial gas supply where life cycle GHG emissions are partially or wholly offset by CO<sub>2</sub> emission reductions or absorption by means of various domestic and overseas carbon offset projects (where such offsets include Scope 3 emissions).

\*4 Since November 2023, we have used RE100-certified electricity with FIT non-fossil certificates. Switching to effectively 100% renewable power has reduced the CO<sub>2</sub> emissions from the power consumption at our three Sagami-hara sites to zero, which has been factored into figures from the fiscal year ended March 2024.

# The Value Creation Process

Under our corporate philosophy of “AIDA will grow as a forming systems builder and continue its contribution to people and community,” we will support the creation of prosperous societies around the world by supplying press forming systems. Through our business, we will work to address societal issues, such as environmental problems, as we aim to achieve sustainable growth and a better society.



Note: Fiscal year ended March 2025

## Material Themes Selected by AIDA

### E Manufacturing User-Friendly and Environmentally Friendly Products

**Environment**

- Conserve energy
- Reduce CO<sub>2</sub> emissions and recycle waste materials
- Develop environmentally friendly products
- Achieve a carbon-free society
- Reduce environmental impact

### S Creating Value That Contributes to Societal Development

**Social**

- Improved quality and service
- Human capital investment/ Manpower development
- Diversity
- Technological innovation
- Intellectual property

Key SDG Initiatives



Outputs/Creating Social Value

AIDA's Products

- Presses
- Automation/FA
- ▶ Supporting next-generation vehicle manufacturing; proposing ideas to boost productivity, promote DX and mitigate environmental impact



AIDA's Services

- Machinery maintenance
- Retrofits, etc.
- ▶ Maintenance/service upgrades



- Consolidated net sales: **¥76.0 billion**
- Operating income: **¥5.5 billion**
- Free cash flow: **¥4.6 billion**
- Total assets: **¥122.8 billion**
- Consolidated payout ratio: **41.8%**
- Customers
  - ↳ Sales history: over **70,000 units** sold in more than **60 countries and regions**
  - ↳ Share of domestic high-speed precision press market **70%-80%\***
- Employees
  - ↳ Promoting diversity
  - ↳ Continuing reduction of workplace accidents
- Local Communities
  - ↳ Contributing to society through business activities
  - ↳ Supporting community revitalization
- Environment
  - ↳ Enabling eco-friendly manufacturing processes
  - ↳ Introducing products with lower environmental impact

Contributing to society through manufacturing that supports ways of life



Contributing to the next-generation society through the development of new technologies and products



Reducing environmental impact through business and production activities



Achieving sustained growth in partnership with stakeholders

\* An internal estimate of AIDA's Japanese market share based on Japan Forming Machinery Association data (FY2024) for specialized high-speed progressive stamping presses with rated capacities of 300 tons or higher.

- Health and safety
- Societal contributions
- Industry advancements



G

Improving Governance to Achieve Harmony with Society

Governance

- Compliance
- Shareholder returns
- Disclosures

## AIDA's Strengths 1

### Expertise in Technology and Product Development

#### ▶ A Press Forming Systems Pioneer That Develops and Delivers Optimized Press Lines to Meet Customer Requirements

As a builder of forming systems, AIDA has supported customers in the manufacturing sector for more than a century by engaging in R&D in emerging industrial technologies and the development of different types of forming systems and related production methods. Our competitive advantage lies in our unique technological and product development capabilities amassed over our long history of creating a wide array of “first-in-Japan” presses, including the world’s first direct-drive servo press, which was hailed as a revolutionary metalforming technology. We are constantly evolving as a forming systems specialist to deliver systems that cannot be imitated by competitors.

In recent years, in support of the broader adoption of eco-friendly vehicles to address the issue of global warming, we have developed and manufactured the MSP Series of high-speed precision presses for making EV drive motor cores and also the BEX Series of dedicated forming presses for making the metal separators used in bipolar plates, which is a key component in fuel cells and electrolysis equipment.

Our presses are contributing to the production of more eco-friendly vehicles and the related manufacturing processes.



A High-Speed Precision Press Line for EV Drive Motor Cores



Awarded the 66th Annual “2023 Ten Greatest New Products Award” sponsored by the *Nikkan Kogyo Shimbun* (The Daily Industrial News)



A BEX Series Dedicated Forming Press for Fuel Cell Metal Separators



Awarded the 67th Annual “2024 Ten Greatest New Products Award” sponsored by the *Nikkan Kogyo Shimbun* (The Daily Industrial News)

## AIDA's Strengths 2

### Comprehensive Solutions That Combine Presses with Peripheral Equipment

#### ▶ A Forming Systems Builder That Recommends and Delivers Optimized Production Lines to Our Customers

To address increasingly sophisticated and diverse production site challenges such as higher productivity, better quality, technological innovation, and energy and labor savings, it is necessary to comprehensively optimize the entire forming line rather than just focusing on the optimization of the presses. Along with our flagship press products, we have developed proprietary automation equipment such as material feeders and transfer robots, enabling us to leverage our comprehensive capabilities to recommend optimized comprehensive forming system solutions to our customers—including the dies and the development of forming methodologies—which creates and provides value for our customers in many ways. We can also provide strong DX-driven support for advanced decision-making regarding press lines and automation equipment by leveraging AI and IoT technologies to enable the visualization of operational data from presses coupled with diagnostic functions for die life and failure prediction. We also incorporate our manufacturing know-how and expertise into robot controls using AI technologies to enable even further automation and sophistication at customer production sites.



## AIDA's Strengths 3

## Global Business Expansion

## ▶ A Global Network of Engineers to Support Our Customers

As our customers' production activities have become more globalized, AIDA has developed an integrated network of five production bases in Japan, China, Malaysia, the United States, and Italy. This shortens delivery lead times and helps to lower procurement and transportation costs.

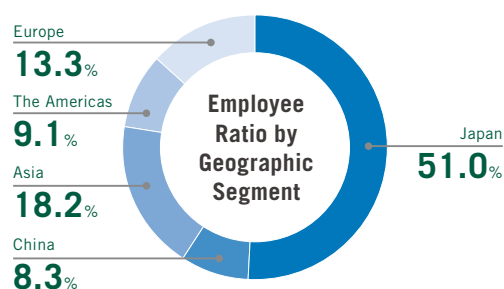
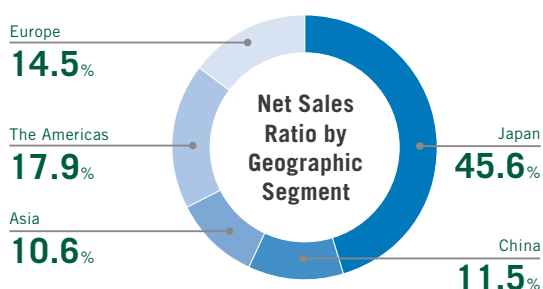
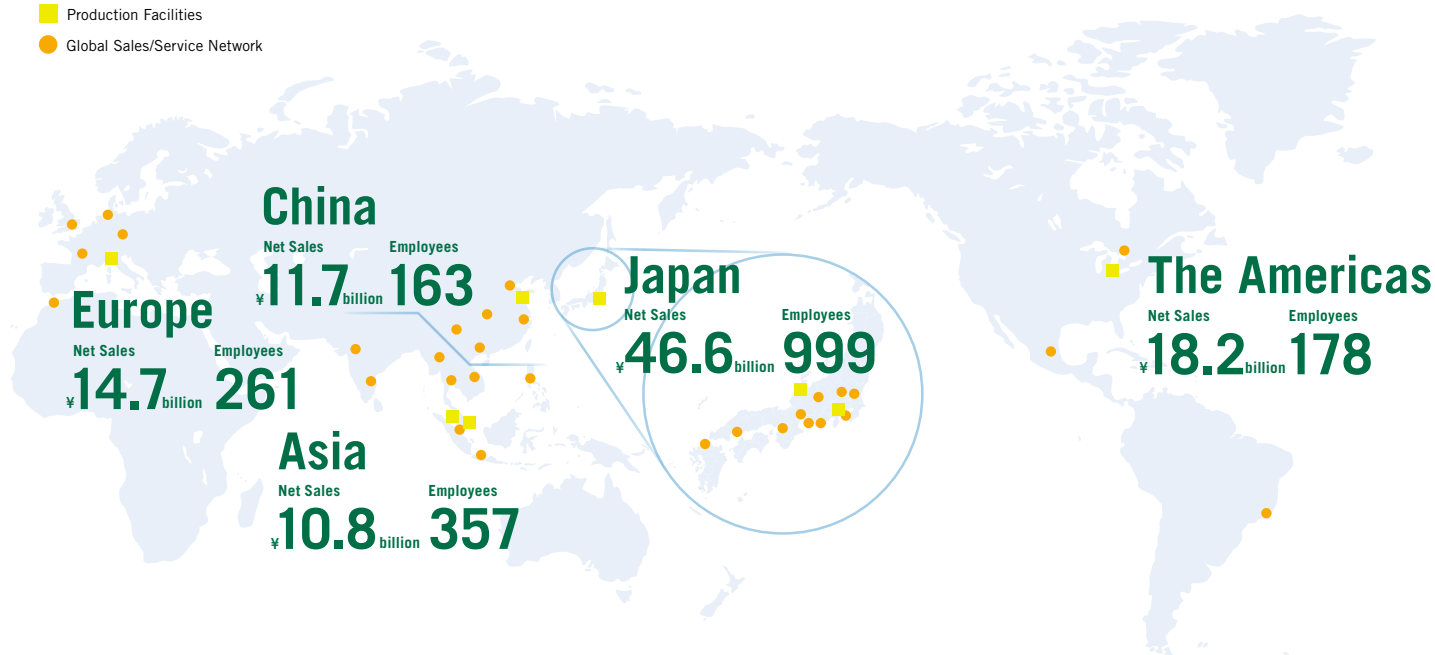
Our network of 39 directly managed sales and Service sites in 19 countries also provides post-installation Service and direct support to customers worldwide, including all types of maintenance services and spare parts for AIDA presses and peripheral equipment, preventive maintenance, retrofits, and relocation support. Our meticulous and dedicated long-term after-service capabilities build customer trust and drive the growth of corporate value.

## AIDA Global Network

**39** locations in **19** countries

■ Production Facilities

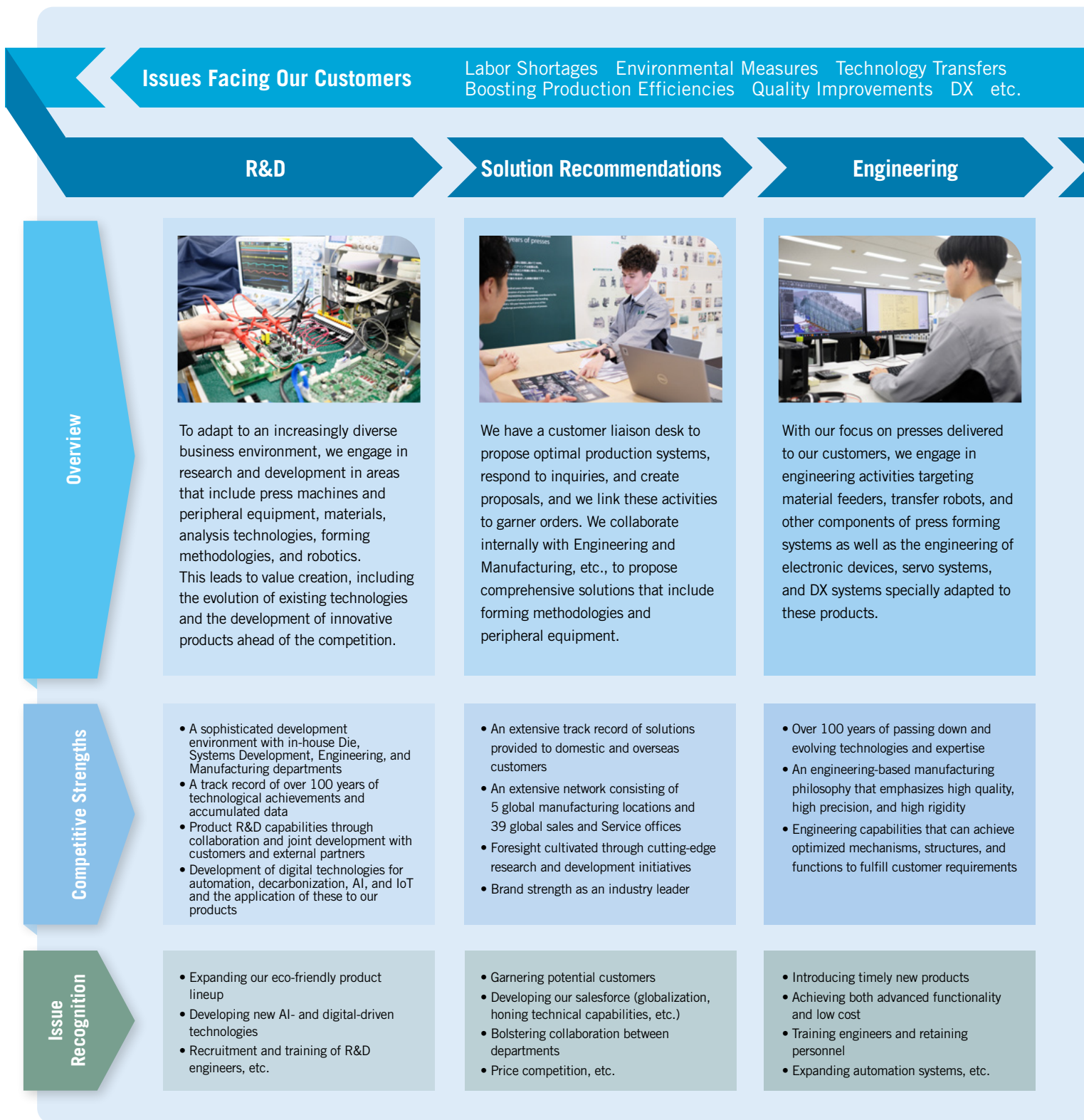
● Global Sales/Service Network



Note: Net sales show amounts prior to the elimination of intersegment transactions

# AIDA's Value Chain

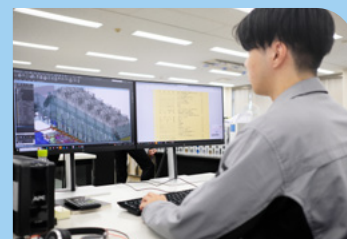
We are leveraging AIDA's unique strengths to bolster business activities across the entire value chain, ranging from R&D, solution recommendations, and engineering through planning and procurement to manufacturing and after-sales Service. We will harness our unique technology development capabilities to enhance corporate value by ascertaining the latest user requirements and delivering high-value-added products and customer Service that help address societal issues.



To adapt to an increasingly diverse business environment, we engage in research and development in areas that include press machines and peripheral equipment, materials, analysis technologies, forming methodologies, and robotics. This leads to value creation, including the evolution of existing technologies and the development of innovative products ahead of the competition.



We have a customer liaison desk to propose optimal production systems, respond to inquiries, and create proposals, and we link these activities to garner orders. We collaborate internally with Engineering and Manufacturing, etc., to propose comprehensive solutions that include forming methodologies and peripheral equipment.



With our focus on presses delivered to our customers, we engage in engineering activities targeting material feeders, transfer robots, and other components of press forming systems as well as the engineering of electronic devices, servo systems, and DX systems specially adapted to these products.

- A sophisticated development environment with in-house Die, Systems Development, Engineering, and Manufacturing departments
- A track record of over 100 years of technological achievements and accumulated data
- Product R&D capabilities through collaboration and joint development with customers and external partners
- Development of digital technologies for automation, decarbonization, AI, and IoT and the application of these to our products

- An extensive track record of solutions provided to domestic and overseas customers
- An extensive network consisting of 5 global manufacturing locations and 39 global sales and Service offices
- Foresight cultivated through cutting-edge research and development initiatives
- Brand strength as an industry leader

- Over 100 years of passing down and evolving technologies and expertise
- An engineering-based manufacturing philosophy that emphasizes high quality, high precision, and high rigidity
- Engineering capabilities that can achieve optimized mechanisms, structures, and functions to fulfill customer requirements

- Expanding our eco-friendly product lineup
- Developing new AI- and digital-driven technologies
- Recruitment and training of R&D engineers, etc.

- Garnering potential customers
- Developing our salesforce (globalization, honing technical capabilities, etc.)
- Bolstering collaboration between departments
- Price competition, etc.

- Introducing timely new products
- Achieving both advanced functionality and low cost
- Training engineers and retaining personnel
- Expanding automation systems, etc.



## Fields Where AIDA Makes Contributions

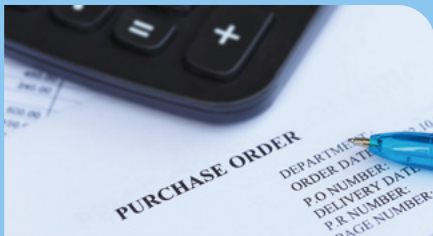
A Wide Array of Lifestyle-Supporting Products

P.13

### Societal Issues/ Changing Business Environments

Societal/Environmental Issues  
Falling Birthrates/Aging Populations Globalization etc.

### Planning / Procurement



**Planning:** As we primarily make custom products, these departments work together to designate the specific production processes and the delivery dates for each project, and progress is managed by monitoring machining center utilization and staffing requirements. We also coordinate with our overseas production sites for co-manufacturing.

**Procurement:** Since materials and parts are highly customized, we prioritize quality when selecting suppliers and procuring components, etc. We also procure from overseas suppliers by coordinating with our overseas production sites.

- Production planning and preparation systems to meet the customer's desired delivery date
- Geographically optimized procurement through our global procurement system
- Relationships of trust built upon fair, equitable, and transparent dealings with suppliers
- Close collaboration with suppliers regarding quality management and productivity improvement initiatives

- Strengthening global procurement management to respond to geopolitical risks
- Strengthening business continuity planning, etc., to achieve stable procurement

### Manufacturing



Because of the many custom specifications, collaboration between the Engineering and Purchasing departments is vital. Resource allocation is optimized based on workload fluctuations, such as the flexible utilization of machining centers and personnel. The independent Quality Assurance Department checks the quality of the finished products. We manufacture not only presses but also peripheral equipment in-house, and we have five production facilities around the globe.

- We have established an optimally positioned and robust global production system in five locations: Japan, China, Malaysia, the US, and Italy
- We maintain the world's highest level of quality through thorough traceability management at our manufacturing sites
- Accumulated manufacturing expertise and evolving production capabilities

- Managing and maintaining quality at global locations
- Promoting DX at production facilities
- Strengthening in-house production ratios at overseas production sites, etc.

### After-Sales Service



Service engineers have a broad range of knowledge and skills, related not only to a wide array of presses but also to automation and control devices, and they work with Engineering and Manufacturing to provide maintenance, preventive maintenance, and repair services as part of our comprehensive technological support. As retrofitting involves a great deal of engineering, expert personnel are required.

- Superior integrated systems spanning from R&D to after-sales Service
- A comprehensive global support system provided by 39 directly managed sales and Service locations in 19 countries
- Offering retrofits and overhauls to reduce environmental footprints

- Promoting DX in after-sales Service
- Service engineer manpower development
- Bolstering relationships of trust, etc., with customers

# Fields Where AIDA Makes Contributions

AIDA technologies find applications in a wide range of industries, from automotive products, household appliances, electronic equipment and industrial machinery to products used in fields such as healthcare and construction. Our high-precision presses accommodate the size, design, and strength specification requirements of many different fields. As a builder of forming systems, we remain focused on research and solving issues across a wide range of industries to help create a richer and more eco-friendly society.

## Automotive



Products Created by Our Customers Using AIDA Presses (Examples)

<b>Body &amp; Frame Components</b>	<b>Frame Components</b> 	<b>Outer Panels</b> 
<b>Drivetrain Motor &amp; Battery Components</b>	<b>Motor Cores for EV Drivetrains</b> 	<b>Battery Packs for EVs</b> 
<b>Seats &amp; Suspension Components, etc.</b>	<b>Seat Rail Components</b> 	<b>Other Components</b> 

Steering & Suspension Parts


## Customer Products

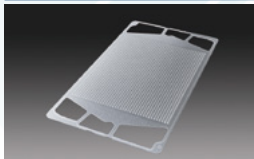
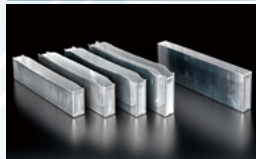


- Smartphones
- Robots
- SPEs
- Cars
- Scooters
- Bicycles
- Buildings

AIDA products are supporting the widespread adoption of eco-friendly vehicles such as EVs to help address the issue of global warming. Our servo presses specialize in making parts from high-tensile materials to achieve lighter, safer cars. Our high-speed precision presses are used to make motor cores for EV drivetrains. Proprietary AIDA technologies and manufacturing expertise are supporting an ongoing revolution in the automotive industry.

## Alternative Energy



<b>Metal Separators</b> 	<b>Rectangular Battery Cases</b> 
--	--

Parts for Hydrogen Power Generation Equipment and Fuel Cells

Storage Battery Parts for Automotive, Industrial, and Residential Applications

Alternative energy sources are vital in creating a decarbonized society. AIDA has developed specialized presses and forming machinery to support the widespread adoption and safe, efficient use of alternative energies.



### Electrical & Electronics

Products Created by Our Customers Using AIDA Presses (Examples)

#### Kitchen Equipment



Range Hoods, Gas Stoves, Rice Cooker Parts, etc.

#### Washing Machines



Internal Components (Motor Casings, Brackets, etc.)

#### Printers



Internal Components

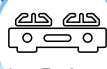
#### Smartphones, Tablets, PCs



Smartphone Frames, PC Housings, Heat Sinks (Inside PCs) USB Sockets, etc.

Our presses are also used to manufacture a wide range of electronic parts used in TVs, air conditioners and other household appliances, as well as IC chips that require precision measured in microns. By facilitating mass production at high speeds, AIDA presses play an essential role in supporting the high productivity and quality required by our customers.

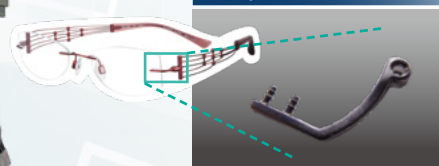
# Technologies Lifestyles



### Other Products

Products Created by Our Customers Using AIDA Presses (Examples)

#### Daily Necessities



Titanium Parts for Glasses

#### Bicycles



Components Such as Pedals, Hubs, and Brakes

#### Construction Materials



Wall Bracketry

Press-formed metal components are all around us—in watches, medical equipment, building materials, bicycles, eyewear frames, and many other products. Our aim is for AIDA's technologies to help enrich everyday lifestyles to boost convenience and comfort for all.

# Message to Stakeholders

**Contributing to Society and Industry Through Metalforming, We Will Achieve Sustainable Growth and Create Value by Addressing Societal Issues Through Innovation.**



**Toshihiko Suzuki**

Representative Director and President (CEO)

## Introduction

Two years after my appointment as the President & CEO of AIDA, I feel a new global order is starting to emerge after the major global shifts seen during recent years. In this era of great uncertainty, we must ask ourselves how best to support sustainability and seek to guide our business using strategies that are suited to the changing times.

With rapidly changing times and a constantly evolving world, companies are being called upon to transform their roles in society. It is vital that we clearly define our purpose at AIDA while reviewing basic policies and the direction of the company to ensure we are making progress via forward-looking initiatives. Knowing who we are and what our direction is, we will expand our business to build corporate value.

## Gratitude for Our Predecessors Who Built AIDA While Focusing on Future Growth

In considering how best to develop our business in the metalforming sector by utilizing the presses designed by our predecessors, we might be tempted to think that there is nothing left to do to a product that is already perfect. But the

truth is that many of the products in the current AIDA lineup have not evolved much beyond their original development concepts.

While design concepts must be respected, it is also important to understand that concepts may become obsolete over time. I recall the intense energy and motivation of each department when the company set the goal of expanding overseas, and how we were all strongly united to reach that goal. However, now that we have achieved that goal, I feel that we have grown more complacent about the new status quo and that our growth has stalled.

In my view, in our current stalled condition there is a lot of inertia\* that must be overcome, and we need the inspiration of taking on new challenges to spark the burst of energy required to kick-start the gears at AIDA to get them turning. Keeping these gears turning continuously must be an essential element of our business strategy. Despite the highly unpredictable conditions, the future of AIDA lies in properly analyzing market risks and conditions and in performing case studies to examine each new business opportunity.

\* Inertia measures the degree to which any physical object tries to maintain its current state. The higher the inertia value, the greater the energy required to change its current state.

## What AIDA Needs to Be

We have inherited a corporate philosophy that was established at the time of the Company's 80th anniversary, which stated "We will maintain our efforts to supply integrated forming systems around the world, thus continuing to make our contribution to society." Over the past 30 years, we have accelerated AIDA's global expansion with the construction of robust production facilities located in five regions (Japan, China, Malaysia, the US, and Italy), have steadily globalized our operations to meet market demand, and have implemented reforms to increase our market share. While the pace of global change is rapid and the market conditions are challenging, we have moved from the globalization phase to focusing on the development of presses and forming systems tailored to fit the types of products our customers want to make. By contributing to society using a process of future-oriented co-evolution, we are fulfilling our current corporate philosophy of "AIDA will grow as a forming systems builder and continue its contribution to people and community."

\* The phrase "integrated forming systems" was updated in 2000 to "forming systems builder" to more clearly express the idea that we will continue to be a manufacturing and an R&D-driven company.

## Purpose-Driven Management

Fulfilling our corporate philosophy is still the foundation for AIDA's business activities. We will continue to contribute to society and industry through the metalforming field and to leverage innovation to solve societal issues and create value.

### • Societal and Environmental Contributions

We are actively pursuing ESG initiatives to avoid any trade-offs between social value and economic value. Regarding environmental measures, we are steadily reducing our CO<sub>2</sub> and Scope 3 GHG emissions with the goal of achieving carbon neutrality by 2050. In terms of Scope 1 & 2 emissions, we are on track to achieve net zero CO<sub>2</sub> emissions ahead of target, having already introduced on-site power generation to meet some of the power requirements for our Sagami Plant in Japan. We are also using Carbon-Offset City Gas (for Global Environmental Contribution), and are purchasing certified renewable energy and RE100-compliant certified non-fossil fuel electricity. In addition, we supply and develop EV-related solutions and alternative energy-related products to help our customers substantially reduce their environmental impact, and we will continue to focus on propagating such technologies.

While continuing to engage in such conscientious corporate activities and managing potential risks in appropriate ways, we also aim to garner new business opportunities as we strive to turn our societal and environmental contributions into concrete outcomes that will generate future economic value. Rather than pursuing profits in the short term, AIDA aims to focus on sustainable growth over the long term to help forge a society where value creation increases human happiness.

### • Industrial Contributions

Issues create new challenges and give us the energy to motivate and sustain our Company. We believe that it is innovation that creates value and that continually takes on

## Major Business Growth Opportunities & Risks & the Market Environment

### Growth Opportunities

- Stricter environmental regulations and increasing awareness of environmental conservation
- Changes to automobile parts due to the accelerated transition to electrification and autonomous driving
- Accelerating demand for labor-saving and productivity improvements due to shrinking populations
- 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
- Economic slowdown risks
- 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

challenges will reveal new ways to address these issues. Our aim is to differentiate AIDA by evolving our products to keep pace with the changing times.

“Creating New Added Value” is a core strategy in the current Medium-Term Management Plan. In line with this and as part of AIDA’s solutions for EV manufacturers, we have followed the commercialization of high-speed precision press lines for forming the motor cores used in EV drivetrains with the launch of a new wide-area press that delivers the largest forming area in the industry, and we have garnered new orders for this press. Widening the forming area while maintaining high precision was extremely difficult, and it resulted in a level of product differentiation that our competitors cannot match. We are working to market this product worldwide. In June 2025, we also launched a dedicated forming system used to form rectangular storage battery cases that deliver eco-friendly performance. As a non-EV alternative energy application, in 2024, we developed a dedicated press for forming the metal separators used in the bipolar plates of hydrogen power generation equipment, and we are working to further enhance the functionality of this system through die trials in collaboration with Fraunhofer, a European research institute. Aside from its use in automotive applications, hydrogen generation is expected to be one of the key elements that drive decarbonization through its adoption in both industrial facilities and homes, and we will continue to focus on generating demand.

In this way—by starting to resolve issues within the scope of what is possible and then steadily progressing—we believe we will eventually achieve great results, and we hope to develop AIDA products that are truly unique. We want to be



a company where all our employees would rather work together to rise to challenges than let someone else do the hard work. As we support industry by working behind the scenes, we also want AIDA to be a Japanese company that achieves sustainable growth on the global stage. We know sustainability means maintaining and strengthening our capabilities for innovation in order to constantly rejuvenate our business operations.

## AI-Driven Growth Strategies

Remarkable advances in recent years have made AI technology an indispensable element in our long-term growth strategy. Together with our presses, we sell the “Ai CARE” data analytics system that achieves the “visualization” of press operating conditions, and in 2024, we added more analytical and diagnostic functions to this package. In addition, we have added a ChatGPT-based Q&A module that leverages AIDA expertise in production methods and other press-related areas. Going forward, we will continue to further upgrade the functionality of AIDA systems to support decision-making in production plants.

Hardware is an essential foundation in the press metalforming field, but many of the structural elements are well established, leaving little room for hardware-based technological innovations. As a result, we see software as a driving force for enabling new functional advances for presses. There is no doubt that the scope of utilization of AI applications will continue to expand, including the previously mentioned Ai CARE. For example, in the metalforming field, though we can now predict the forming conditions using AI-based simulation technologies, we believe that there is still room to improve the technology used to measure the effects of metalforming on the dies. We envision AI being used in this area to help develop new applications that monitor production conditions and estimate die life.

By incorporating AI into press systems, our aim is to create a framework that effectively gives the machine the ability to think. AI outputs its answers through learning, but it is still necessary for humans to provide guidance about how those answers are to be presented. The experience and know-how of humans still play a vital role. The key to making future machines intelligent will be the utilization of AI in

databases that store human experience as quantifiable data.

While AI has multifaceted potential, I believe its first application will be to help simplify the operation of machines. The operation of a press has become increasingly difficult because automation has made the controls more complex. Going forward, we expect to see significant advances in the number and quality of assistive functions, where an operator would simply tell the machine what to do, and then the machine would provide information to the operator about operating conditions and operation-related warnings. Camera-based image recognition technology will also enable AI-driven self-diagnoses and responses instead of relying on human observations, decisions, and actions. In this way, AI-equipped automated systems and robots can then automatically adapt to rapidly changing production conditions, and also make self-corrections as necessary. These technologies could contribute significantly to solving societal issues by not only alleviating labor shortages but also helping to improve working conditions and workplace safety.

In the past, productivity and safety were often considered competing priorities. However, I think we will soon enter an era where production systems can be created that can maintain both productivity and safety by leveraging AI-based technologies such as image recognition and operator behavioral analysis to prevent human errors. At the same time, robots are also evolving, and collaboration between humans and robots is already becoming a reality. We are quickly approaching a world where bipedal robots will be able to work independently at production plants. We believe that such forward-looking efforts can bring more happiness to the world, and AIDA is committed to being actively involved in these endeavors.

## An Industry Pioneer That Never Forgets to Take Up New Challenges

The fiscal year (ending in March 2026) is the final year of our current Medium-Term Management Plan. Business conditions have changed significantly since the start of the plan, with a drop in EV-related investments and changes in US trade policies. Furthermore, in the manufacturing field, a sea change is occurring due to structural changes in the automotive industry and technological innovations such as AI.

For 108 years, AIDA has been a pioneer in the industry and has led the evolution of presses. However, we recognize that our future growth strategy cannot be based on merely expanding our existing business. While negative impacts due to environmental changes are somewhat unavoidable, we see business opportunities proliferating for AIDA over the longer term due to a range of factors such as automobile electrification, rising demand for alternative energy sources, competitiveness shifts with greater localization of production and consumption, and greater use of AI for product differentiation. We will incorporate these trends into the growth strategies that will be included in our next Medium-Term Management Plan.




As the CEO, I believe that technology is the key to opening the door to a new world where conventional wisdom is turned on its head. We must not be bound by past successes and forget to take on new challenges. Our goal is to develop AIDA's manufacturing technologies to sustain growth while helping to address societal issues. I humbly ask all our stakeholders for their support as we strive to achieve these goals.

September 2025

Representative Director and President (CEO)

**Toshihiko Suzuki**

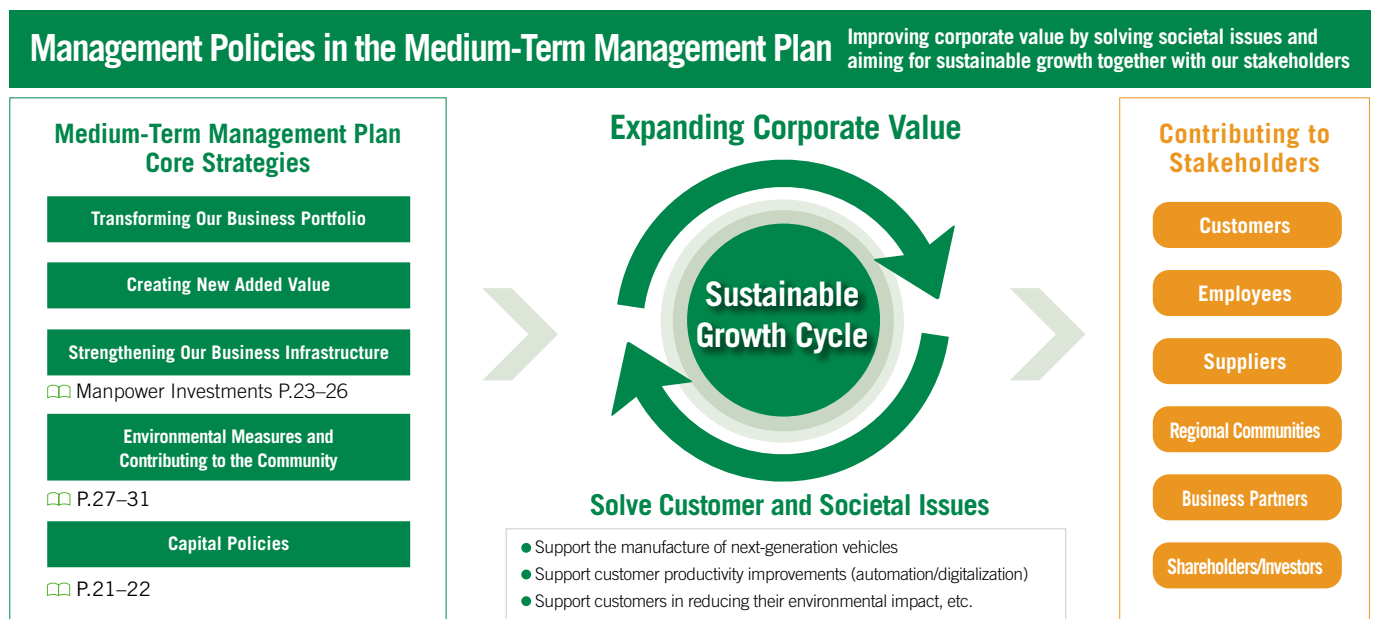
### [Further Reading]

-  Medium-Term Management Plan (Fiscal Years Ending March 2024–2026): Overview and Progress **P.19–20**
-  New Capital Policy **P.21–22**
-  Manpower Investments to Strengthen AIDA's Business Infrastructure **P.23–26**
-  Environmental Measures and Contributing to the Community **P.27–31**
-  Corporate Governance **P.32–37**

Please refer to the various sections in this report for further details.

# Medium-Term Management Plan (Fiscal Years Ending March 2024–2026): Overview and Progress

The core policies in the Medium-Term Management Plan that started in the fiscal year ended March 31, 2024 focus on growing together with stakeholders and improving corporate value by supplying AIDA technologies and products that help address the issues faced by customers and society. This includes the manufacture of next-generation electric and lighter-weight vehicles, supporting productivity improvements at customer production facilities through automation and digitalization, and reducing the environmental footprint of customers through energy-saving and decarbonization initiatives. The plan includes the following five core strategies: (1) Transforming our business portfolio; (2) Creating new added value; (3) Strengthening our business infrastructure; (4) Environmental measures and contributing to the community; and (5) Capital policies. By implementing these strategies, we are creating a synergistic cycle of generating corporate value by solving the problems of customers and society, and we will achieve sustainable growth together with stakeholders, including customers, employees, suppliers, regional communities, business partners, and shareholders and investors.

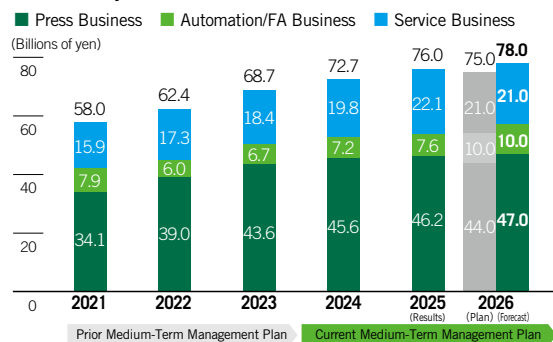


## Medium-Term Management Plan Progress (FY ended March 2025): Transforming Our Business Portfolio, Creating New Added Value

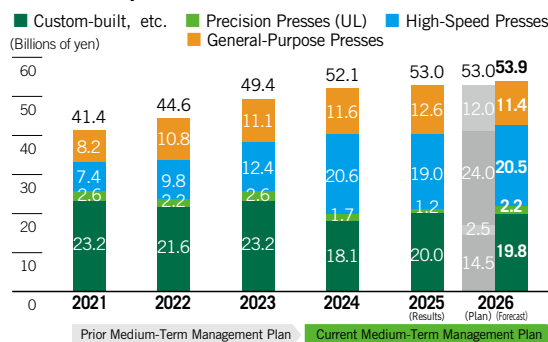
Transforming Our Business Portfolio		Expanding High-Value-Added/Growth Fields—Shifting Management Resources
<b>Press Business</b>	Shifted to growth products related to EVs and the environment	<ul style="list-style-type: none"> <li>· Continued streamlining production to prepare for increased demand for growth products</li> <li>· Promoted product differentiation based on high-speed precision press functionality</li> <li>· Boosted competitiveness by promoting local production and consumption and increasing local procurement ratios at our 5 global production plants</li> </ul>
<b>Automation/FA Business</b>	Expanded labor-saving/digitalization initiatives at production plants	<ul style="list-style-type: none"> <li>· Increased sales of presses + peripheral equipment packages, and garnered more orders for stand-alone automation and transfer feeders</li> <li>· Promoted greater product differentiation in our automation lineup</li> <li>· Acquired a US-based automation equipment manufacturer to increase sales in North America by offering integrated press and automation solutions</li> </ul>
<b>Service Business</b>	Strengthened our Service business, including our modernization business	<ul style="list-style-type: none"> <li>· To secure personnel with advanced expertise in Service tasks, we promoted transfers from other departments via compensation reviews and internal job postings</li> <li>· Uncovered potential demand by offering enhanced DX/AI-based press preventive maintenance and diagnostic functions</li> </ul>

Creating New Added Value		Leveraging AIDA's Technology (Forming Technologies, Die/Forming Methodology Expertise, Servo Technologies, Manufacturing Expertise)
<b>Solutions for EVs</b>		<ul style="list-style-type: none"> <li>· Launched an advanced high-speed precision press boasting an industry-leading wide forming area</li> </ul>
<b>Energy-Saving &amp; Environmentally Friendly Solutions</b>		<ul style="list-style-type: none"> <li>· Developed and launched the BEX Series of large forming presses for making metal separators used in fuel cells</li> </ul>
<b>DX/AI-Based Solutions</b>		<ul style="list-style-type: none"> <li>· Launched the Ai CARE proprietary data analytics system that delivers AI-based diagnostics, including die life diagnostics and failure prediction functions</li> </ul>

Net Sales by Business



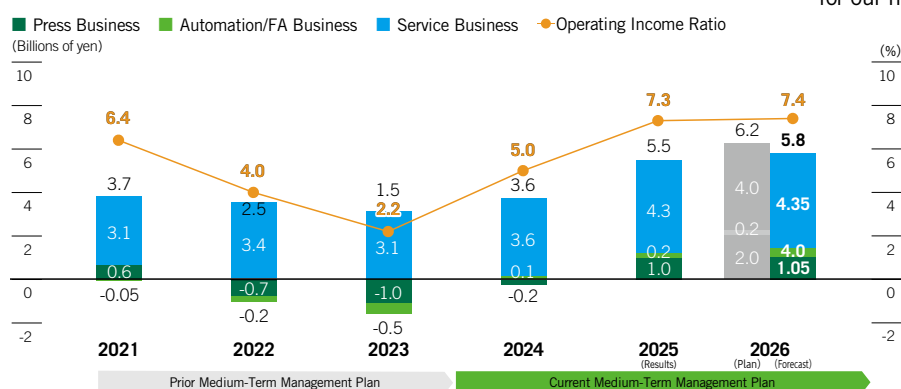
Press Sales by Model (Incl. FA)



Annual net sales totaled ¥76.0 billion in the fiscal year ended March 31, 2025, attaining the final-year goal of ¥75.0 billion a year ahead of target. This was due to high revenues for mid-size and large custom presses and Service coupled with a weakened yen. The projected sales target for the fiscal year ending March 31, 2026 is ¥78.0 billion.

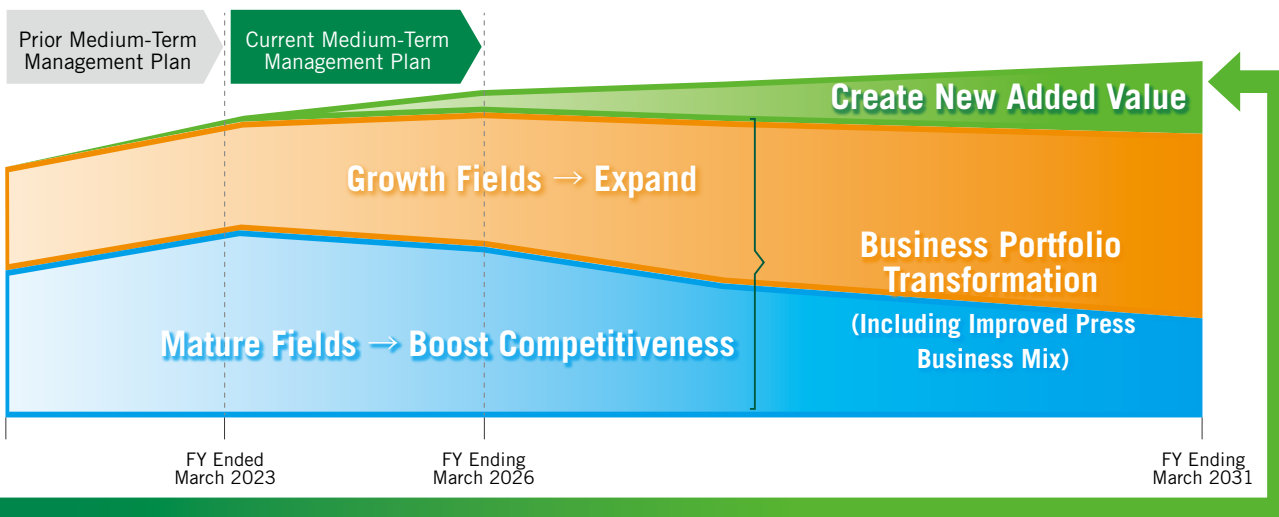
Our focus is on EV and environment-related growth products. Slower EV demand has led to a fall in orders for high-speed presses, but the long-term trend toward electrification (including hybrids and FCVs) remains unchanged. With demand expected to also grow for air-conditioning and other non-automotive applications, we are continuing to streamline production by revamping factory floor layouts and raising the utilization rates of newly installed equipment. We are also continuing to focus on achieving greater functionality differentiation for our high-speed precision press products.

Operating Income by Business



The overall gross margin improved in the press business due to some less profitable large custom press projects dropping out of the year-on-year comparison, success in passing on higher raw material and labor costs in prices, and cost-reduction efforts. Revenue growth in the Service business, which generates higher profit margins, also contributed. Operating income rose 53.0% to ¥5.5 billion in the fiscal year ended March 31, 2025. It is forecast to increase to ¥5.8 billion in the following year.

Transform our business/product mix by shifting existing operations from mature fields to growth fields. In parallel, also promote R&D to drive future growth.



# New Capital Policy — Message from the Director Overseeing Finance

A core policy objective of the three-year Medium-Term Management Plan (MTMP) ending in March 2026 has been to improve our price-to-book ratio (PBR) to 1.0 or higher by the end of March 2028 by boosting operating income and realizing sustained growth based on the core strategies in the plan of “transforming our business portfolio” and “creating new added value.” We have now decided to put forth a new capital policy.

This shift reflects the fact that while our sales and operating income in the second year of the plan were roughly in line with initial targets, the speed of improving our PBR was lagging. This prompted us to focus our attention on AIDA’s capital policy-related issues.

Based on feedback through discussions with shareholders and investors, we conducted a thorough review about how best to optimize our earnings and capital structures to improve margins and invest in growth while still maintaining quality and responding to changes in the business environment.

As a result of our review, we decided to revise the capital policy while leaving the core business plan strategies unchanged. We have formulated a new capital policy for the three-year period from April 2025 to March 2028 that lays out a more specific path to achieve a PBR greater than 1.0. In the coming year we will announce the new Medium-Term Management Plan that includes our growth strategy.



**Hiromitsu Ugawa**  
Director, Managing Executive Officer

## The New Capital Policy (FY Ending March 2026–2028): Basic Policies and Specific Measures

### Policy Position:

Establishing a New Capital Policy That Aims for a PBR That Exceeds 1.0 While Still Adhering to the Business Plan Contained in the Current MTMP

- Sales and operating income targets for the FY ending March 2028 are based on the current MTMP
- The new growth strategies and optimized business portfolios will be included in the next MTMP after assessing the impact of external environmental factors (EV-related trends, US trade policy, etc.)

	Basic Policies	Specific Policy Initiatives
[1] Appropriate Net Cash & Deposits Level	The appropriate level will be set at <b>¥20 billion</b> , and the current level of ¥32 billion (as of the end of March 2025) will be gradually reduced over 3 years	<ul style="list-style-type: none"> <li>· Specify the minimum cash and deposits level required based on growth investment levels and business performance fluctuation risks (equivalent to approx. 3 months of sales).</li> <li>· The surplus will be used for investments and shareholders returns.</li> </ul>
[2] ROE Target	Aim for an ROE of <b>8.0%</b> or higher	<ul style="list-style-type: none"> <li>· Cost of capital is considered to be between 6.5–7.0%. (15-year avg. PER 15X ⇒ 1/PER = 6.7%)</li> <li>· Based on discussions with investors, we are aiming for the following: Cost of capital + spread = 8.0% or higher.</li> </ul>
[3] Balance Sheet Management	Initiatives to optimize our levels of cash and deposits, inventories, and equity capital	<ul style="list-style-type: none"> <li>· Optimization of net cash/deposits: see [1] above</li> <li>· Optimization of inventories: Aim for the equivalent of approx. 4 months of sales (currently 5+ months).</li> <li>· Optimization of equity capital: Aim for equity capital based on an ROE of 8.0% or higher.</li> </ul>
[4] Capital Allocation	Disclose capital allocations for the 3-year period ending March 2028	<ul style="list-style-type: none"> <li>· Clarify/specify how capital will be used to achieve [1]-[3] above.</li> <li>· Ensure a balance between growth investments and shareholder returns.</li> <li>· ROE: increase ‘R’ (returns) and aim for an appropriate level of ‘E’ (equity).</li> </ul>
[5] Shareholder Return Indicators	A DOE of <b>3.0% or higher</b> A total payout ratio of <b>100% or higher</b>	<ul style="list-style-type: none"> <li>· Revise the dividend policy to make it less susceptible to profit fluctuations</li> <li>· Aim for the optimal equity capital level and avoid capital accumulation where unnecessary</li> </ul>

Note: The equity capital in the calculations of PBR, [2], [3], and [5] above exclude foreign currency translation adjustments.

Under the new capital policy, our major focus is on balance sheet management. First, we have set the appropriate level of net cash and deposits at three months of sales, with surplus cash appropriated for investments or shareholder returns (see [1]). One of AIDA's strengths is our global network of five production bases and our business model based on local production and consumption. However, this does cause financial inefficiencies due to having to fund sufficient working capital for each base. We have adopted a centralized cash management system to pool global capital to reduce excess cash holdings. Since many AIDA products are made to order and delivery lead times are 12–24 months for mid-size and large presses, we will also revise our procurement and production plans to expedite cash flows by shortening inventory holding periods (see [3]).

We estimate our cost of capital at 6.5–7.0%, but to align ourselves with comments from investors, we have set an ROE target of 8.0% or higher (see [2]) and aim to keep equity capital at a level consistent with an assumed ROE of 8% (see [3]).

We have also included in the policy a target of at least 100% for the total payout ratio to ensure we return excess capital to shareholders rather than accumulating it (see [5]).

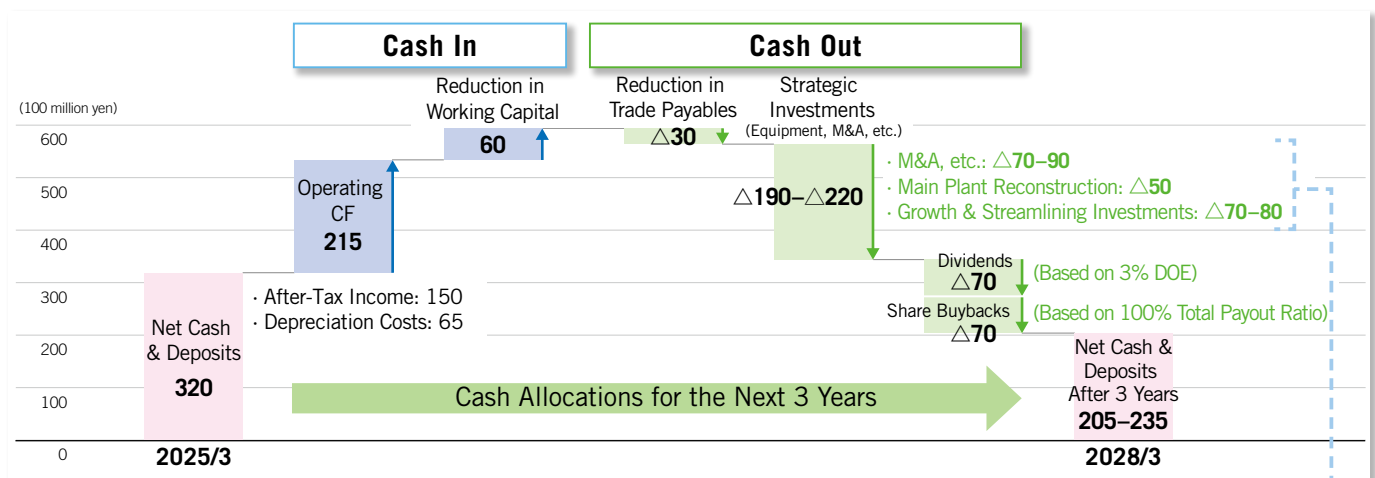
Based on these revised capital policies, in the 1st quarter of the FY ending March 2026, we have already repurchased approximately ¥3.0 billion in shares. In terms of capital allocations through the end of March 2028, we have clarified exactly how we plan to balance investments with returns to shareholders via [1] to [3] to the left. (See [4] and the chart below).

## Capital Allocation Policy Through the FY Ending March 2028

### Incorporating the New Capital Policy While Maintaining the Basic Policies in the Current Medium-Term Management Plan

#### Basic Policies

Based on our management policy of growing together with stakeholders, we will maintain the stability of our managerial and financial foundations, undertake strategic investments for sustainable growth, and provide stable shareholder returns in a well-balanced manner. In addition, we aim to achieve an “optimal level of equity capital” and an “optimal balance sheet” that reflect our cost of capital.



#### FOCUS

### M&A and Growth Investments

We anticipate our total investments over the next three years will be ¥7–9 billion for M&A and ¥7–8 billion for investments in growth opportunities and streamlining.

AIDA's strength lies in its ability to supply not only presses but also turnkey production line solutions that incorporate peripheral equipment such as material feeders, transfer feeders, and other factory automation. Amid greater difficulties in differentiating stand-alone presses, our active M&A and growth investments seek to boost AIDA's competitiveness by enhancing our ability to supply fully automated production line solutions that reduce the need for labor.

Overseas customers prefer local procurement due to factors such as import costs, maintenance concerns, service support,

and product specifications. The acquisition of local automation equipment manufacturers is an effective way to boost our ability to provide solutions for entire overseas production lines that include automation. In line with this approach, AIDA acquired the US-based HMS Products Co. in April 2025, and we will continue to look at other potential acquisitions of automation equipment manufacturers.

Our future growth strategy includes using AI technologies to encode AIDA's expertise and knowledge about manufacturing production systems into robot controls as a way of increasing the automation of tasks that currently rely on craftsmanship or intuition at customer production sites. Our M&A and growth investments will actively focus on AI and robot technologies.

# Manpower Investments to Strengthen AIDA's Business Infrastructure

The AIDA Group has always seen human resources as its greatest management asset. Our human resources development aims to equip each employee with a high degree of expertise. Based on the AIDA Group Action Guidelines, we respect every employee as an individual and have established a corporate culture to embrace talented people from various countries and regions regardless of nationality, gender, age, employment status, or physical ability.

Under the Medium-Term Management Plan, as part of a revamped HR system aimed at driving the transformation of our business portfolio and creating new added value, we have identified three fundamental aims for investment in human capital:

- 1 Retraining/reskilling personnel
- 2 Promoting diversification of manpower and work styles
- 3 Promoting health management and the “visualization” of human assets



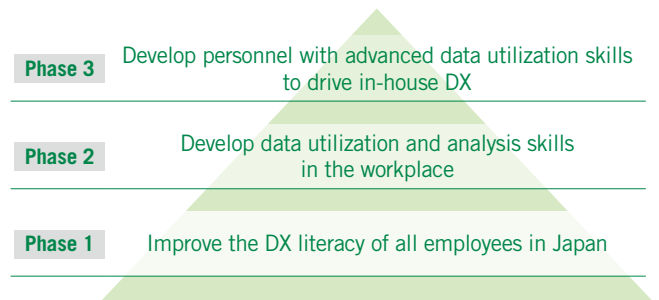
## Strengthening the Business Infrastructure

### 1 Retraining/Reskilling Personnel

Changing markets and technological advances mean that the skills required from employees have also changed. For AIDA to achieve sustained growth and continue its contributions to society, we need to actively invest in human resources and improve employee skills and motivation through reskilling. Since human resources are our greatest management asset, we are actively moving forward with human investments so employees can reach their full potential and we can remain an organization that can adapt to changing times and changes in the global industry.

The areas we focused on in the fiscal year ended March 31, 2025 are explained below.

- Shifting resources from mature fields (the Large Press Dept.) to growth fields (the High-Speed Press Department and the Service Department)
- Based on the Medium-Term Management Plan, solving issues such as expanding and strengthening our DX and AI products and digitally transforming our work infrastructure by engaging in DX training in phases, as shown to the right



Going forward, we will continue to strive to cultivate human resources with DX expertise who can guide the utilization of digital technology and data analysis to resolve product development and operational issues. Additionally, we are expanding our investments in human resources to help boost employee skills by supporting the acquisition of qualifications by subsidizing exam fees and providing financial incentives, etc., to employees who succeed in passing any of the approximately 100 different qualification and technical skill tests.

### 2 Promoting Diversification of Manpower and Work Styles

#### ● Female Empowerment

We have been striving to hire more women and increase the percentage of female managers since the enactment of The Act on Promotion of Women's Participation and Advancement in the Workplace in Japan in April 2016. As of the end of March 2025, the proportion of female managers\* was a relatively low 3.3% (non-consolidated). In part this reflects the reality that women make up only 12.5% of AIDA's full-time non-consolidated workforce. Although AIDA recruits heavily among engineering and science graduates where the proportion of women is low, we have set a target of at least 20% female hires in our recruiting activities. In the fiscal year ended March 31, 2025, females accounted for 24.0% of new hires, and we met our targets for both new graduate and

mid-career recruitment. To create a work environment that empowers women, we have instituted systems aimed at enabling more flexible work styles (including staggered shifts, working from home, shorter workdays, and hourly paid leave).

\* Calculated based on standards given in The Act on Promotion of Women's Participation and Advancement in the Workplace (Act 64, 2015)



### ● Greater Work Style Diversity (Promoting Work-Life Balance)

Providing employees with a comfortable working environment is vital to ensure that we retain an adequate workforce going forward. We have therefore introduced a range of initiatives to promote flexible work styles that make it easier for employees to balance their work and private life. Specific initiatives include systems to facilitate childcare leave, staggered shifts, working from home, hourly paid leave, shorter work hours for employees with childcare or other care-giving commitments, “refresher” breaks at the ages of 30, 40, 50, and 55, and breaks to reward long service. These systems allow employees to choose from a range of work style options based on their personal circumstances and lifestyles. In addition, since August 2024, we have started our workday at an earlier time to help employees forge a better work-life balance by making

use of their time after work. In the fiscal year ended March 31, 2025, the childcare leave utilization rates\* (non-consolidated) were 100% for female and 86.7% for male employees.

\* In accordance with the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act 76, 1991), the utilization of childcare-related leave is calculated as defined in Article 71 Section 6.2 of the associated enforcement ordinance (MHLW Ordinance 25, 1991).



### ● Global Manpower Development

With a track record of delivering products to over 60 countries worldwide, AIDA places emphasis on human resources and organizational systems that transcend national boundaries. We therefore consider it necessary to secure and develop human resources who are diverse in terms of nationality, career background, and other characteristics, and who are therefore familiar with all aspects of the local market, including social conditions and customer profiles. Employees of our Group companies around the world are thus typically recruited locally, enabling us to form proactive teams able to clearly identify the social challenges and customer issues of each country and devise suitable strategies. Employees from overseas Group companies with the requisite experience and expertise are regularly transferred to work at our Head Office.

As of the end of March 2025, overseas segment personnel represented nearly half (49.0%) of our consolidated global workforce of 1,958 employees.



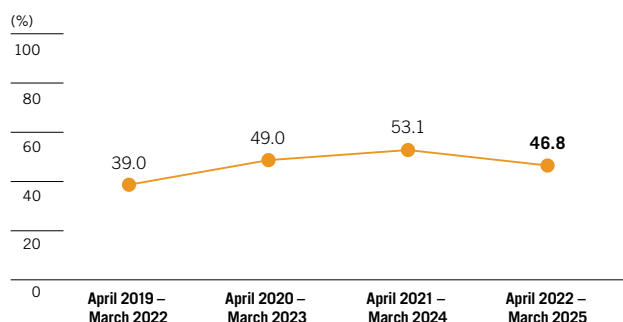
### ● Utilizing Mid-Career Hires and Seniors

As part of our efforts to support greater workforce diversity and create dynamic workplaces, in Japan we have a long tradition of actively targeting mid-career hires. Mid-career full-time hires represented an average of 46.8% of total recruitment at the parent company in the most recent three-year period (fiscal years ended March 2023–2025). As of the end of March 2025, 34.7% of our managers—a significant proportion—have been recruited this way. We aim to maintain conditions conducive to this type of recruitment going forward. In addition, we have always sought to offer work opportunities to people aged 65 and over by extending employment until the age of 70 (health permitting). We also actively seek to rehire employees after they reach the retirement age of 60, and we actively promote motivated and capable rehires as managers. As of the end of March 2025, 35.3% of the people rehired in this way were working as managers within the Company.

In the year ended March 31, 2025, we not only implemented an across-the-board salary increase for personnel rehired after reaching retirement age, we also introduced a system that offers the same benefits as regular

employees to rehired human resources who show motivation and make a valuable contribution to the organization. This is part of our efforts to maintain and improve job satisfaction for older personnel.

Proportion of Mid-Career Hires  
(36-Month Rolling Average, Non-Consolidated)



### 3 Promoting Health and Productivity Management and the “Visualization” of Human Assets

#### ● Health and Productivity Management

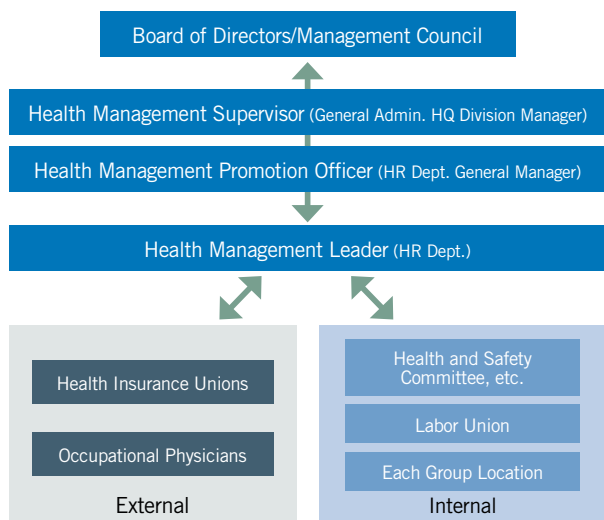
Providing employees with a rewarding, safe, and amenable environment is a primary management initiative. In May 2023, we issued our Health and Productivity Management Declaration to promote proactive health and productivity management, and we established a cross-organizational structure designed to put health and productivity management into practice. By thus creating a systematic health and productivity management framework, we are committed to continuing a wide range of health management-related initiatives and activities to help employees work healthier.

#### The Health and Productivity Management Declaration

AIDA ENGINEERING, LTD. believes that in order to achieve its corporate philosophy of “growing as a forming systems builder and contributing to people and community” that it is important to provide a rewarding, safe, and amenable environment where employees can work to their fullest potential.

AIDA ENGINEERING, LTD. also believes it is essential to further improve the mental and physical health of its employees—its greatest management asset—and declares its commitment to health and productivity management.

Our Health Management System



#### Certified as a KENKO Investment for Health Outstanding Organization (Large Enterprise category)

In 2025, AIDA was certified for the second consecutive year as a KENKO Investment for Health Outstanding Organization (Large Enterprise category), a distinction jointly awarded by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. Going forward, we aim to help realize a society with healthy work environments by progressively implementing a wide array of initiatives.



#### ● Promotion of Employee Health

To support the physical and mental health of employees and encourage active participation at work, our health management program includes regular check-ups, mental health care, consultations with occupational physicians, smoking cessation campaigns, and health promotion events.

Item	Overview	FY ended March 2025 Results
Regular Health Check-Up Participation Rate (Non-Consolidated)	In accordance with the Industrial Safety and Health Act, employees receive an annual health check-up to support health and safety at work. Providing regular health check-ups to promote early detection and treatment of illnesses will also improve employee health awareness. Our target is to achieve 100% participation every year.	<b>100%</b> (previous fiscal year: 100%)
Stress Check Participation Rate (Non-Consolidated)	To help employees proactively avoid mental health issues, we offer regular stress checks. This promotes employee awareness of their own stress levels, which also serves to improve the workplace environment. Our target is to achieve 100% participation every year.	<b>99.9%</b> (previous fiscal year: 99.9%)
Improve Job Satisfaction (Non-Consolidated)	As part of our efforts to improve working conditions and our HR systems, we interview personnel (at different levels in the company) to ascertain their individual desires, etc.	<b>Engagement Rate</b> <b>69.4%</b> (previous fiscal year: 68.3%)
Mental Health Management (Non-Consolidated)	As part of our mental health program, we provide employees access to an in-house service as well as a mental health hotline maintained by an external institution. We also conduct regular online training for managers about mental health management in the workplace, including the prevention of various types of workplace harassment.	—

As part of our initiatives to raise employee health literacy, we also organize walking events, encourage changes in dietary habits using a “veggie checker,”\* increased the number of designated no-smoking days, and introduced a dietary management app for use in the Head Office cafeteria to encourage employees to lead healthier lives through diet and exercise. Additionally, to support employees diagnosed with cancer, heart disease, or cerebrovascular disease, we have

introduced group health insurance coverage for all personnel to enable individuals to keep working while receiving treatment.

Through these kinds of initiatives to improve the mental and physical health and to boost the job motivation of employees, we aim to improve corporate value and thereby return profits to stakeholders, including the family members of employees.

\* A device that provides a simple estimated measurement of vegetable consumption

## Health Investments

Fiscal year ended March 2022	Fiscal year ended March 2023	Fiscal year ended March 2024	Fiscal year ended March 2025
¥18 million	¥20 million	¥20 million	¥19 million

Note: Main expenditures: Health checkups, infectious disease preventive measures, mental health promotion measures, vaccination subsidies, etc.

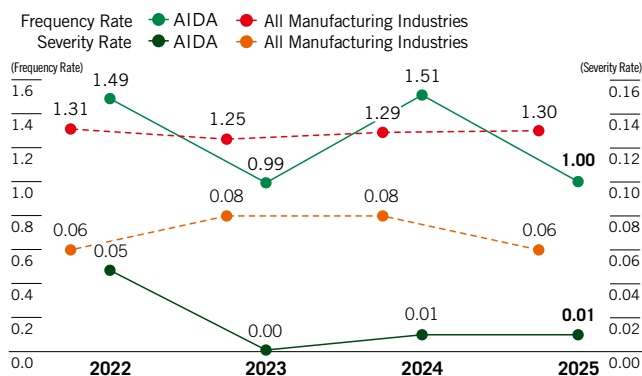
## Occupational Safety and Health

In accordance with the Japanese Labor Standards Act and the Industrial Safety and Health Act, we have set up Health and Safety Committees at each site to ensure workplace health and safety and promote safe working conditions.

Health and Safety Committees meet every month to discuss health and safety-related topics such as safe working procedures, the promotion of health management, mental health programs, and traffic safety. Committee members also use these meetings to share information and propose improvements.

Besides workplace patrols by Health and Safety Committee members, we are also taking proactive steps to promote health and safety through safety patrols conducted regularly by members of the Safe Environment and the Safety Monitoring sections as well as by production site managers to prevent workplace accidents by correcting specific hazards and recommending measures to improve the work environment. Company executives also occasionally participate in safety patrols to help raise safety awareness among the employees who work in our offices and factories.

### Incidence of Workplace Accidents



Note 1: The frequency rate denotes the number of deaths, injuries, or serious workplace accidents (defined as necessitating at least one lost workday and involving the loss of at least one part of the body or a related loss of function) per million hours worked.

Frequency Rate Equation:  $[\text{Number of deaths, injuries, or serious workplace accidents}] \div [\text{Total working hours} \times 1,000,000]$

Note 2: The severity rate denotes the total number of working days lost due to serious workplace accidents per thousand hours worked.

Severity Rate Equation:  $[\text{Total number of lost working days}] \div [\text{Total working hours} \times 1,000]$

Note 3: The frequency rate and severity rate for all manufacturing industries are provided by the Ministry of Health, Labour and Welfare's Survey of Industrial Accidents.

Note 4: The statistics for all manufacturing industries cover the period from January–December; AIDA data covers the period from April–March.



Safety Training: Full Harness Suspension Testing

# Environmental Measures and Contributing to the Community

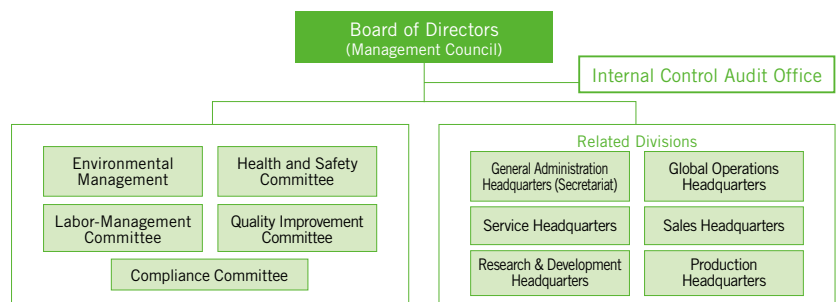
## Realizing Sustained Growth “For” and “With” Society

Environmental measures and initiatives for contributing to the community are one of the core strategies of the Medium-Term Management Plan. Besides the decarbonization and energy efficiency initiatives we are engaged in as part of our business activities, we are helping to reduce environmental impact through our products by leveraging our accumulated technological and product development expertise to develop business in areas such as renewables, advanced energy efficiency, eco-friendly materials, and productivity gains. We will continue to grow as we aim to achieve a sustainable society by working “for” and “with” society.

## Governance

As shown to the right, the organization that oversees the management of Group sustainability and environmental issues reports to the CEO and includes various divisions and committees. This organization is also supported by the General Administration Headquarters, which serves as the secretariat. Important policy items are submitted to the Management Council and the Board of Directors for consideration. As detailed in the “Risk Management” section, this framework enables us to formulate strategies, address issues, and provide regular reporting on the status of initiatives for dealing with related risks and opportunities.

Sustainability & Environmental Management Organization (as of July 1, 2025)



### Key Sustainability and Environmental Discussion Themes (FY Ended March 2025) Initiatives Relating to the Core Medium-Term Management Plan Strategy of “Environmental Measures and Contributing to the Community”

- Develop technologies to support EV-related solutions
- Develop technologies to support energy/environment-related solutions
- Formulate policies to support DX/AI-based manufacturing solutions

## Strategy

We view risks associated with climate change as critical risks affecting the entire AIDA Group. We will continue to formulate measures as necessary to mitigate both the physical risks and any transitional risks related to regulations, markets, or other factors. We also regard decarbonization, energy and resource conservation, and other environmental measures as major business opportunities for AIDA. Aiming for carbon neutrality by 2050, we will strive to build corporate value by continuing to address SDG-related issues.

### Potential Risks

#### Physical Risks

- Extreme weather events such as floods and natural disasters could disrupt our product manufacturing operations and our supply chain, which could in turn impact our revenue and require major outlays to bring our manufacturing equipment back online.

#### Transition Risks

- Stricter energy efficiency regulations that apply to our products and Service could result in the loss of sales opportunities if our engineering and development responses were inadequate.
- Higher taxes stemming from the introduction of environmental and carbon taxes and the resulting higher product costs could impact revenue.
- Alternative materials required for the electrification and weight reduction of automobiles could increase our R&D expenses related to these alternative materials, which could affect profitability.
- Changes in the assessments of the Company’s initiatives to combat climate change, etc., could lead to a decrease in corporate value.

### Opportunities

- The introduction of energy-saving equipment and more efficient usage of energy in production activities could lead to cost reductions and improve product competitiveness.
- We seek to add greater value by developing products for the production of EVs, for reducing the weight of automobiles, for the adoption of alternative energy sources, and for gains in energy efficiency and productivity.
- Our ability to respond quickly to natural disasters and other calamities (bringing machines back online and delivering consumables) using our robust Service system could enhance our Service response and improve trust, which could lead to more sales opportunities.

## Risk Management

Our risk management is based on our Sustainability Policy and includes established policies and regulations, including the AIDA Environmental Policy, the Privacy Policy, the AIDA Group Human Rights Policy, the basic policies relating to our internal controls system, the Global Business Management Regulations, the Compliance Management Regulations, and the Business Continuity Manual. And in terms of opportunities, we are working to develop product technologies in response to the current shift towards vehicle electrification and weight reduction, and our aim is to develop highly competitive products that deliver world-class energy efficiency and productivity. Following deliberations by the Management Council and the Board of Directors, we have incorporated this as a core strategy in our current Medium-Term Management Plan. With regard to the status of our initiatives related to risks and opportunities, critical risk management items are reported to the Management Council each quarter in addition to the reports submitted when involved divisions analyze risks and consider countermeasures. The progress of opportunity-related initiatives is also reported monthly to the Management Council and the Board of Directors.

## Indicators and Targets

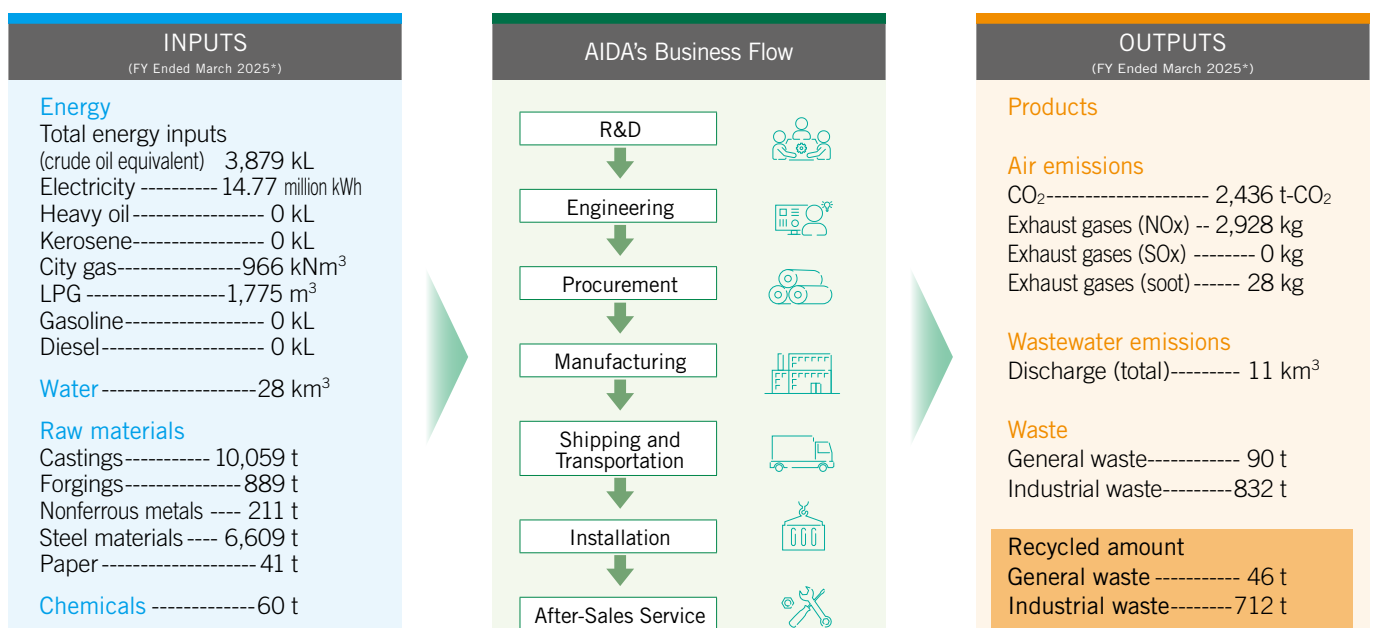
Based on the ISO framework, we have set environmental performance targets for the AIDA Group based on ongoing compliance with laws governing air, water, and noise pollution, the promotion of waste recycling, waste reduction, and greater energy efficiency, and other environmental protection initiatives.

Environmental Objectives	Targets for the Fiscal Year Ended March 2025	Results for the Fiscal Year Ended March 2025
Promote Waste Material Recycling and Control Waste Generation (Promote Recycling and Reuse)	<ul style="list-style-type: none"> <li>Waste Generation*1 Target Sagamihara: 1,600 tons or less Hakusan: 95 tons or less</li> <li>Industrial Waste Recycling Ratio Sagamihara: 86% or higher Hakusan: 70% or higher</li> </ul>	<ul style="list-style-type: none"> <li>Total Emissions Sagamihara: 843 tons [target achieved] Hakusan: 78 tons [target achieved]</li> <li>Industrial Waste Recycling Ratio Sagamihara: 87% [target achieved] Hakusan: 69% [target not achieved]</li> </ul>
	<b>Main Initiatives</b> Programs to conserve resources, such as reusing topcoat paints and efforts to reduce, reuse, or return wooden pallets and packing cushioning materials.	
Promote Energy Conservation	<ul style="list-style-type: none"> <li>Total Energy Usage (Crude Oil Equivalent) Sagamihara: 4,400 kL or lower Hakusan: 215 kL or lower</li> <li>CO<sub>2</sub> Emissions (Carbon Intensity) Sagamihara: 13.0 t-CO<sub>2</sub>/kh (factory operating hours) or less Hakusan: 10.0 t-CO<sub>2</sub>/kh (factory operating hours) or less</li> </ul>	<ul style="list-style-type: none"> <li>Total Energy Usage (Crude Oil Equivalent) Sagamihara: 3,682 kL [target achieved] Hakusan: 197 kL [target achieved]</li> <li>CO<sub>2</sub> Emissions (Carbon Intensity) Sagamihara: 1.9 t-CO<sub>2</sub>/kh*3 (factory operating hours) [target achieved] Hakusan: 5.1 t-CO<sub>2</sub>/kh (factory operating hours) [target achieved]</li> </ul>
	<b>Main Initiatives</b> Reducing power load fluctuations by adopting A/C system demand controls; reducing compressor power consumption through regular air leak checks	

\*1 Waste Generation: Total volume of general waste and industrial waste generation \*2 Scope of Sagamihara Aggregate Data: The HQ/Sagami, Tsukui, and Shimokuzawa plants

\*3 Indirect reduction in CO<sub>2</sub> emissions from power usage at the three Sagamihara sites from November 2023 due to the adoption of certified RE100 (feed-in tariff, non-fossil)-compliant renewable energy sources

## Material Balance

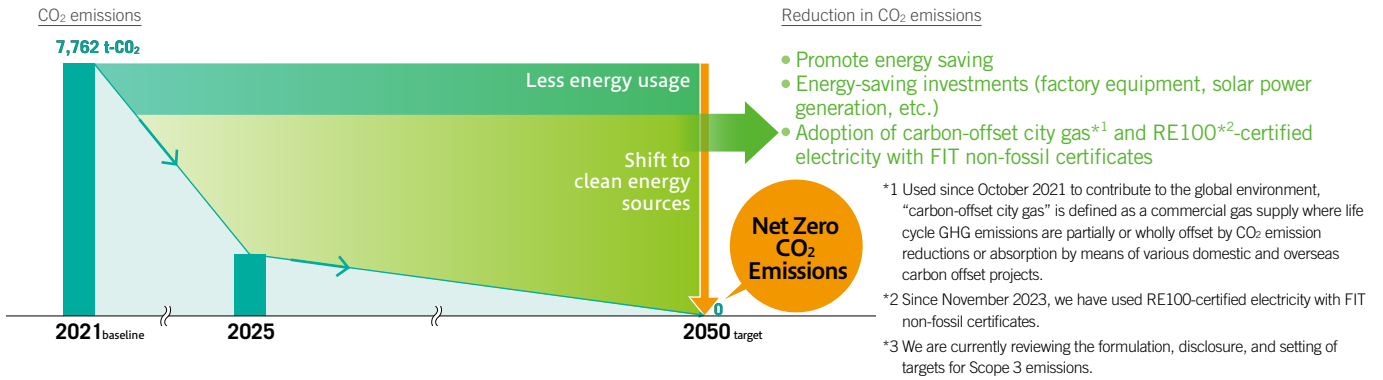




\* Environmental impact of AIDA production processes for the fiscal year ended March 31, 2025 (rounded down to the nearest whole number)  
 Scope of Aggregate Data: AIDA ENGINEERING, LTD. (The HQ/Sagami, Tsukui, Shimokuzawa and Hakusan plants)

### Carbon Neutrality Policy Initiatives

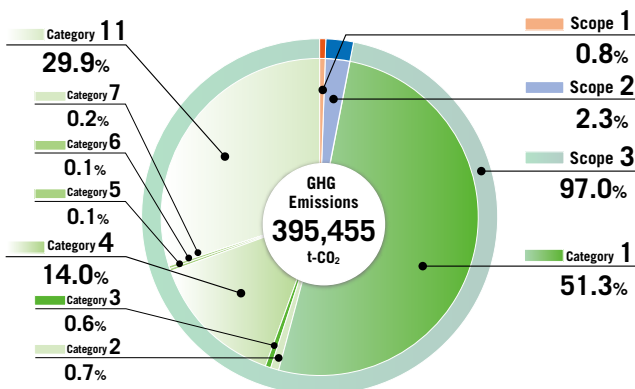
The AIDA Group regards decarbonization, energy saving, resource conservation, and other environmental measures as major business opportunities. Aiming for carbon neutrality by 2050, we are striving to address ESG issues and build corporate value.

#### Roadmap to Achieve Carbon Neutrality by 2050 (Scope 1+2)

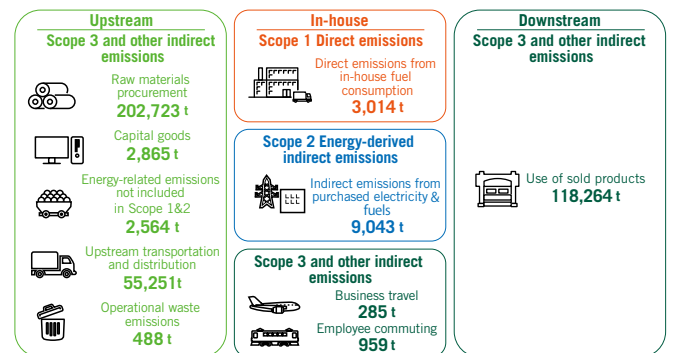


		Results of Initiatives	Planned Initiatives
Scope 1 Scope 2	Reductions in energy usage	<ul style="list-style-type: none"> <li>Reducing electrical energy usage in our operations (using LED lighting, etc.)</li> <li>Addition of a high-efficiency gas co-generation system (CGS) plus a CGS-linked water heating and cooling system at the HQ/Sagami Plant</li> <li>Purchase EVs as company cars and install onsite EV chargers</li> </ul>	<ul style="list-style-type: none"> <li>Further plans to adopt renewable energies with the rebuilding of the HQ/Sagami Plant</li> </ul>
	Shift to clean energy sources	<ul style="list-style-type: none"> <li>Introduce a solar power storage system</li> <li>Utilize carbon-offset city gas</li> <li>Use electricity from fully renewable sources (RE100-certified electricity with FIT non-fossil certificates)</li> </ul>	<ul style="list-style-type: none"> <li>Achieving zero-emission buildings by installing energy-saving equipment at production plants</li> </ul>
<b>Details of Ongoing Initiatives</b>			
Scope 3	Development and sale of products with reduced environmental impact	<ul style="list-style-type: none"> <li>Development of press-related equipment to enable the use of low-carbon materials</li> <li>Process revisions to help customers and users reduce their environmental impact</li> </ul>	
	Environmental conservation initiatives	<ul style="list-style-type: none"> <li>Support for “Activities to Foster Connections with Our Forests”—Forest regeneration via community-based environmental conservation and biodiversity initiatives</li> </ul>	
Respond to ESG disclosure requests		<ul style="list-style-type: none"> <li>Respond to CDP questionnaires</li> <li>TCFD-compliant disclosures</li> <li>Participate in the Carbon-Offset City Gas Buyers Alliance</li> </ul>	 

#### Greenhouse Gas (GHG) Emissions and Breakdown (Fiscal Year Ended March 2025)



#### CO2 Emissions Throughout the Entire Value Chain



\* Scope of Aggregate Data: AIDA ENGINEERING, LTD. (The HQ/Sagami, Tsukui, Shimokuzawa, and Hakusan Plants and Domestic Sales/Service Offices), REJ Co., Ltd., and Overseas Production Subsidiaries



## Shaping the Future with Eco-Friendly Forming Technologies

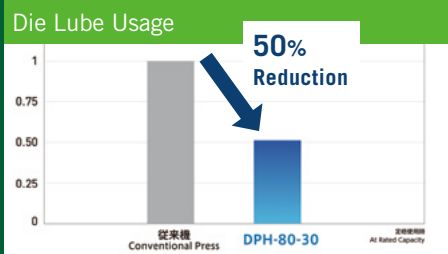
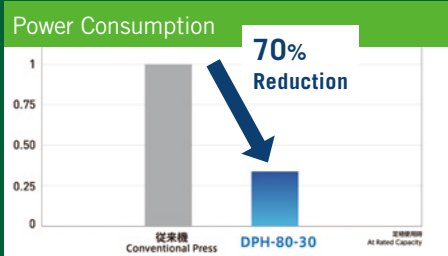
Aside from various in-house environmental and energy-saving initiatives, AIDA presses also contribute to smaller environmental footprints at customer production facilities and in society in general. Compared to machining processes, presses use less material and generate less scrap, which translates into mass production processes with significantly higher forming and energy efficiencies to achieve better overall eco-friendly manufacturing.

### The DPH-80-30 Former—A Dedicated Machine for Forming Rectangular Battery Cases (Uses Less Power and Die Lube)

Storage batteries are essential for utilizing renewable energy sources and are key products for achieving carbon neutrality. In recent years, the market has been expanding to include not only automotive applications but also industrial and residential stationary storage battery applications. Leveraging its accumulated metalforming technology expertise, AIDA has developed the DPH-80-30 forming system with improved environmental performance as a new option for forming rectangular battery cases. This new former consumes 70% less power than previous methods due to low-load, energy-efficient forming that requires less than half the number of forming stages. It also requires far less die lube—up to a 50% reduction when forming aluminum—and generates significantly less noise. Besides helping to address environmental issues by supporting the wider adoption of storage batteries, this AIDA product is helping to make eco-friendly manufacturing a reality.



Recently Developed DPH-80-30 Former Specifically Designed for Forming Rectangular Battery Cases



UL Series Precision Forming Press

### Reducing CO<sub>2</sub> Emissions by Switching from Sintering to Press Metalforming

Switching the production of joint components from a sintering and machining process to a cold-forming methodology using an AIDA UL Series precision forming press not only improves the strength of the parts, it also eliminates the powder-forming, sintering, and hole machining processes. The overall reduction in CO<sub>2</sub> emissions compared to the conventional method is approximately 76%\*, helping to reduce the environmental impact of production plants.

AIDA's new technology has been recognized for boosting manufacturing productivity as well as reducing the environmental impact of customer facilities. A joint submission by AIDA with YUASA SEISAKUSHO CO., LTD. (Tomioka City, Gunma Prefecture) showcasing "Sheet-Forged Joint Enabled by Changing the Manufacturing Method from Sintering + Machining" was awarded the 2024–2025 Metalforming Technology Grand Prize, the highest honor for press-forging technology, by the Japan Forming Machinery Association.

\* Compared to CO<sub>2</sub> emissions at a factory producing 300,000 units per month



EV Power Steering Joint Component

## Supporting Regional Revitalization

Besides addressing societal issues through the AIDA Group’s business activities, we are also supporting activities to build local communities. We are actively supporting social initiatives aimed at enriching our communities and building a sustainable society.

### Sponsorship of the “Supporting Children’s Futures” Program

As a TSE Prime-listed company headquartered in the city of Sagami-hara, AIDA is involved as a corporate sponsor of the “Supporting Children’s Futures” program run by the Sagami-hara Sports Association. In October 2024, we were selected as a sponsor of a local soccer club, the “OS Junior Sagami-hara.\*” As a specific initiative under the same program, we sponsored a junior soccer tournament involving eight local teams battling in a fierce competition to win the “AIDA ENGINEERING-OS Junior Dream Cup for the U-8.” Through activities targeting the healthy growth of children, we will continue to support initiatives that revitalize the local community, develop human capital, and promote culture.

\* Established in 1971, the “OS Junior Sagami-hara” soccer club has approximately 80 elementary school and kindergarten players.



### Continuing Official Sponsorship of S.C. Sagami-hara

AIDA has had an official sponsorship contract with the J-League soccer club S.C. Sagami-hara since April 2022. We share the club’s vision of “being a part of, and developing and growing with the local community, and working together to build relationships that create universal pride.” As a leading partner for the club in the 2025 season, AIDA is lending it the support of the entire company as part of its efforts to help revitalize the community by supporting local culture. We are also involved in forest conservation activities in the Sagami-hara area together with the soccer club under the banner of “Activities to Foster Connections with Our Forests by AIDA ENGINEERING.” The program’s first event, with the aim of helping people learn by experiencing the lifecycle of forests, was held in May 2025.



Source: S.C. SAGAMIHARA



### Sponsorship of the Sagami-hara Stage of the “Tour of Japan 2025”

Since 2023, AIDA has proudly sponsored the Sagami-hara stage of the “Tour of Japan” road race, the premier UCI-sanctioned international cycling event held in Japan each year. Aiming to make this a cherished annual cultural event for the community, we are working to create an environment that will make cycling more appealing, such as holding events for children.

In May 2025, Sagami-hara hosted the seventh stage of the Tour of Japan 2025. Top-class cycling teams from around the world competed, and the event attracted approximately 24,000 spectators. Through our sponsorship we will continue to work with the local community to promote the event while also promoting sports to foster a healthy society.



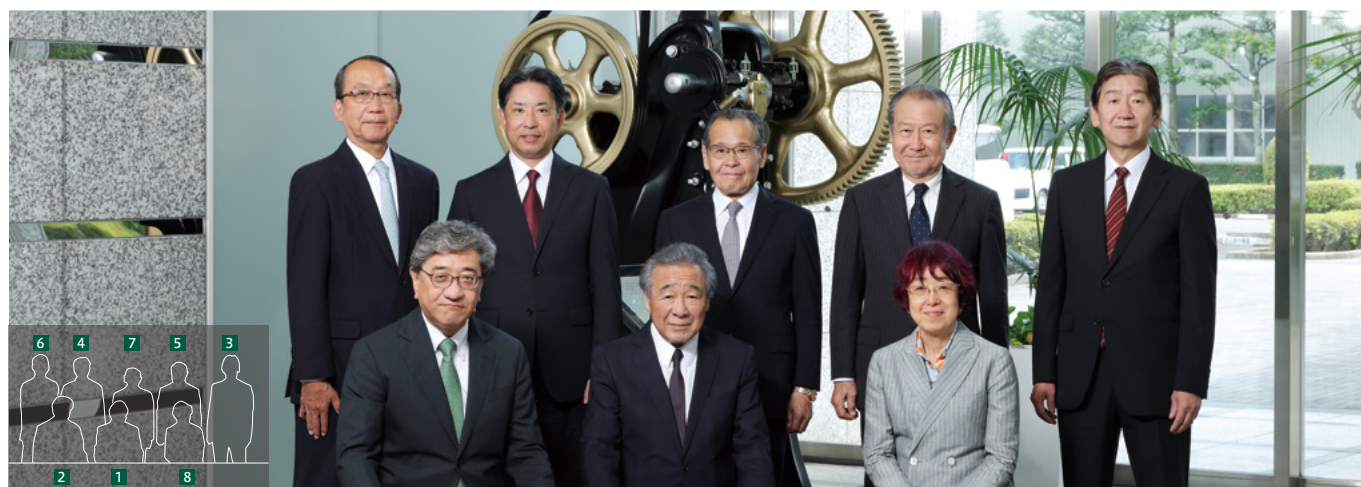
Source: TOJ Organizing Committee



Source: TOJ Organizing Committee

# Corporate Governance

## Directors



- |  |  |  |   |  |  |  |   |
|--|--|--|---|--|--|--|---|
| <p><b>1</b> Kimikazu Aida<br/>Representative Director and Chairman</p> | <p><b>2</b> Toshihiko Suzuki<br/>Representative Director and President (CEO)</p> | <p><b>3</b> Hiromitsu Ugawa<br/>Director, Managing Executive Officer</p> | <p><b>4</b> Junichi Yonaiyama<br/>Director, Operating Officer</p> | <p><b>5</b> Hirofumi Gomi<br/>Outside Director (Independent)</p> | <p><b>6</b> Mikio Mochizuki<br/>Outside Director (Independent)</p> | <p><b>7</b> Isao Iguchi<br/>Outside Director (Independent)</p> | <p><b>8</b> Kiyoe Kado<br/>Outside Director (Independent)</p> |
|--|--|--|---|--|--|--|---|

## Director Skill Matrix

The Board of Directors is composed of sufficient members to ensure substantive and active discussion and also reflect an overall balance of knowledge, experience, and abilities together with appropriate diversity.

Name	Gender	Independent	Primary Areas of Professional Expertise/Areas Where Significant Contributions Are Expected							
			Corporate Management	Accounting Finance Capital Markets	Risk Management Legal Affairs Compliance	International Operations	Sales & Marketing	Technology & Research and Development	IT & DX	Personnel Affairs & Human Resource Development
Kimikazu Aida	Male		○			○	○	○		
Toshihiko Suzuki	Male		○			○	○	○	○	
Hiromitsu Ugawa	Male			○	○	○	○			○
Junichi Yonaiyama	Male					○	○			
Hirofumi Gomi	Male	✓	○	○	○					
Mikio Mochizuki	Male	✓		○	○	○				
Isao Iguchi	Male	✓						○	○	
Kiyoe Kado	Female	✓			○					○

Note 1: "Risk Management/Legal Affairs/Compliance" includes the perspective of product liability (PL).

Note 2: The chart above shows fields in which the directors are particularly expected to make contributions to the Company's management, and does not show all the skills and specialized knowledge that each director possesses.

## Statutory Auditors



Kiyotaka Sasaki  
Outside Statutory Auditor (Independent)

Junichiro Hiratsuka  
Outside Standing Statutory Auditor (Independent)

Fusakazu Kondo  
Outside Statutory Auditor (Independent)

## Operating Officers

Managing Executive Officer	Yoshinori Ozaki	Division Manager, Service Headquarters Division Manager, Production Headquarters
Managing Executive Officer	Yoshiharu Hashimukai	Deputy Division Manager, Research and Development Headquarters Deputy Division Manager, Production Headquarters (Engineering)
Executive Officer	Naoki Nakatsuka	Deputy Division Manager, Production Headquarters (Procurement)
Operating Officer	Koji Okurano	Deputy Division Manager, Production Headquarters (Production)
Operating Officer	Takashi Koshimizu	Deputy Division Manager, Production Headquarters (Engineering)
Operating Officer	Hideki Abe	Deputy Division Manager, Production Headquarters (Production)

For further information about the reasons for appointing each director and the professional backgrounds of the directors and statutory auditors, etc., please refer to the Notice of the 90th Ordinary General Meeting of Shareholders and the 90th FY Annual Securities Report.

Notice of the 90th Ordinary General Meeting of Shareholders ▶

<https://www.aida.co.jp/en/ir/event/index.html>



90th FY Annual Securities Report (Japanese only) ▶

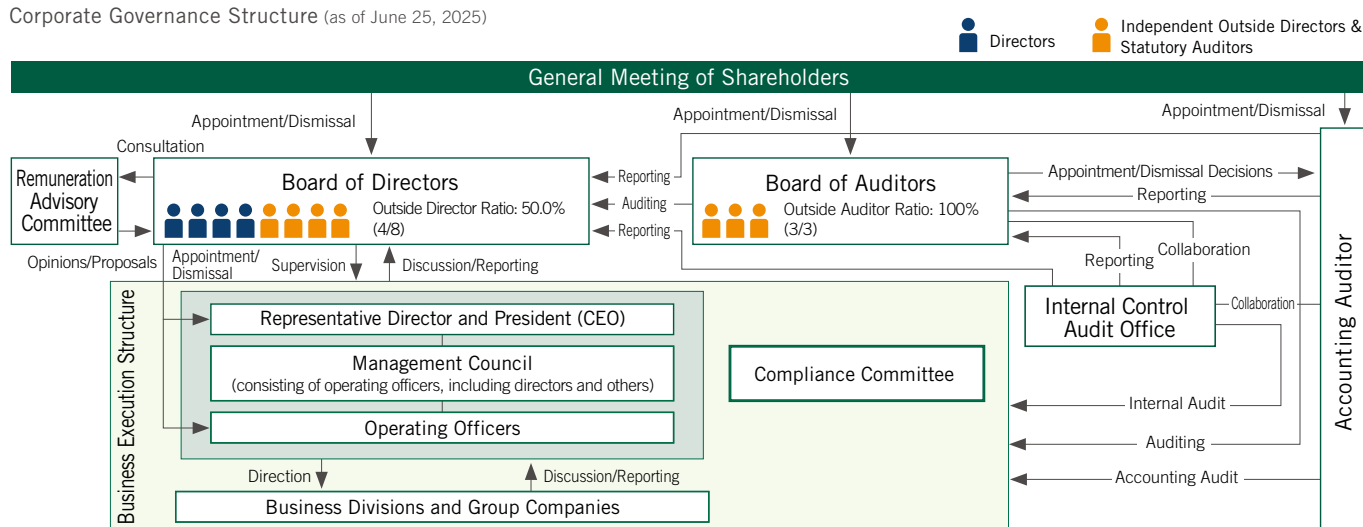
<https://www.aida.co.jp/en/ir/data/sr.html>



### Basic Stance on Corporate Governance

Guided by our Group-wide corporate philosophy and management vision, the Company places top priority on having each Group company achieve sustainable and stable growth and improving corporate value. To this end, the Group has a global business management system led by Japan that organically connects our five global manufacturing facilities and our sales and Service operations around the world to make maximum use of their respective functions, and we are constantly enhancing our corporate governance structure to support this system.

Corporate Governance Structure (as of June 25, 2025)



Details about corporate governance and the status of the Company's implementation of Japan's Corporate Governance Code are described in the Corporate Governance Report. <https://www.aida.co.jp/en/ir/management/governance.html>

### History of Strengthening Corporate Governance

	2000–	2006–	2015–	2023–
Institutional Design	<ul style="list-style-type: none"> <li>Board of Auditors composed entirely of outside auditors</li> <li>Adopted an operating officer system</li> </ul>	<ul style="list-style-type: none"> <li>Established the Internal Control Audit Office</li> </ul>		<ul style="list-style-type: none"> <li>Established the Remuneration Advisory Committee</li> </ul>
Remuneration		<ul style="list-style-type: none"> <li>Abolished an executive retirement benefits plan</li> <li>Adopted a stock remuneration plan for inside directors</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and revised the stock remuneration plan for inside directors</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed the remuneration system for inside directors and revised the stock remuneration plan</li> </ul>
Composition of the Board of Directors	<ul style="list-style-type: none"> <li>Appointed one outside director</li> </ul>	<ul style="list-style-type: none"> <li>Established a system with two outside directors</li> <li>All outside directors registered as independent directors</li> <li>Appointed one foreign director</li> </ul>	<ul style="list-style-type: none"> <li>Established a system with three outside directors</li> <li>Structured so that at least one-third of Board members are outside directors</li> </ul>	<ul style="list-style-type: none"> <li>Number of outside directors increased to four</li> <li>Majority of Board members to be independent outside directors</li> <li>Appointment of a female outside director</li> </ul>
Other Items	<ul style="list-style-type: none"> <li>Established Action Guidelines</li> <li>Shortened directors' terms from two years to one year</li> </ul>	<ul style="list-style-type: none"> <li>Formulated a basic policy for the establishment of an internal control system</li> <li>All statutory auditors registered as independent auditors</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with the Corporate Governance Code</li> <li>Began evaluating the effectiveness of the Board of Directors</li> <li>Disclosed the director skill matrix</li> </ul>	<ul style="list-style-type: none"> <li>Abolished takeover defense measures</li> <li>Disclosure of initiatives regarding an Action to Implement Management That Is Conscious of Cost of Capital and Stock Price</li> </ul>

## Directors, the Board of Directors, Operating Officers, and the Management Council

The Company has adopted an operating officer system since April 2001 to separate management supervisory functions and business execution functions, and strives to expedite management decision-making and clarify lines of authority and responsibility. The current management structure comprises operating officers who concurrently serve as directors, along with four outside directors (all of whom are independent directors). As a general rule, the Board of Directors convenes monthly ordinary board meetings with the President serving as the chair, and convenes extraordinary board meetings as needed, thereby performing a decision-making function for important matters mandated by law and a supervisory function for the execution of business operations.

In addition, the Management Council, which as a general rule is convened twice a month, is chaired by a person approved by the Board of Directors and is composed of operating officers and others. The Management Council deliberates and resolves important matters related to business execution based on management policies decided by the Board of Directors, and strives to achieve a consensus among management and the swift execution of business operations. Outside directors attend important meetings of the Board of Directors,

Management Council, and other bodies to develop a clear understanding of the current status of business execution by the Company and Group companies. They also provide valuable advice and suggestions on the Company's management from an objective perspective.

### Specific Items Discussed by the Board of Directors in the Fiscal Year Ended March 31, 2025 (14 meetings)

- Monthly business execution status
- Establishment of a Remuneration Advisory Committee and the methods for determining amounts, etc.
- Policy for holding strategic shareholdings
- Agenda items relating to strategic investments
- Abolition of measures against large-scale acquisitions of Company stock (takeover defense measures)
- Acquisition and cancellation of treasury stock
- Other statutory matters, etc.

## Overview of the Analysis and Evaluation of the Effectiveness of the Board of Directors

In order to further strengthen governance, all members of the Board of Directors, including outside directors and outside statutory auditors, complete an annual self-evaluation questionnaire on the subject of the Board's overall effectiveness, which combines a three-point evaluation scale with open comments.

Based on the results of this survey, we analyze the current situation, identify issues, and utilize the results to improve the operation of the Board of Directors and thereby increase the effectiveness of the Board as a whole.

The results of the survey from the fiscal year under review

confirmed that there are no significant issues relating to the overall effectiveness of the Board of Directors and supports the conclusion that it operates effectively. However, there were calls for increased opportunities for discussion and free exchange of opinions on topics such as growth investments and medium-term and long-term management issues. The Company is aware of this as an ongoing issue and will strive for improvement.

The Company will actively continue to improve the effectiveness of the Board of Directors by utilizing the recommendations in the questionnaires.

## Statutory Auditors and the Board of Auditors

The Company has adopted a statutory auditor system. In order to strengthen the functions of the Board of Auditors, it has appointed three highly independent statutory auditors (all of whom are independent auditors), one of whom also serves as a standing statutory auditor. The activities of the statutory auditors include attending important meetings of the Board of Directors, the Management Council, and other bodies in accordance with the audit plan to oversee the performance of duties by directors, as well as asking questions and expressing opinions to ensure the legality and validity of the decision-making by the Board of Directors and other bodies. In addition, statutory auditors receive reports from the accounting auditor, listen to ask questions about business reports, examine important documents, and conduct inspections of the operations and assets of each division in order to monitor and gain a clear understanding of the status of management operations.

The Company has built a structure to support audits performed by the statutory auditors by assigning staff from the Internal Control Audit Office, the Finance & Accounting Department, and other administrative divisions.

### Specific Items Discussed by the Board of Auditors in the Fiscal Year Ended March 31, 2025 (12 meetings)

- Formulation of audit plans; compilation of audit reports
- Determination of the appropriateness of the accounting audit and the appointment of accounting auditors, etc.
- Verification of resolutions and reported items from important meetings
- Verification of the status and operation of the internal control systems
- Internal audit status reports
- Reviews of non-assurance services performed by auditors
- Analysis/review of audit fees for the accounting auditor
- Other statutory matters, etc.

### Remuneration Advisory Committee

Since April 2024, a voluntary Remuneration Advisory Committee has operated to improve transparency and objectivity in determining the remuneration of inside directors. The committee deliberates on matters such as individual remuneration for inside directors and the policy for calculating such, and presents its viewpoints and proposals

to the Board of Directors and the final decision maker. The Remuneration Advisory Committee is composed of four or more directors, including the Representative Director. More than half of the members are outside directors, and an outside director has been selected as the committee chair.

### Remuneration for Directors and Statutory Auditors

In the fiscal year ended March 31, 2025, remuneration for the Company's directors and statutory auditors is shown in the table to the right:

Note: In addition to the amounts shown to the right, ¥43 million (including payments by subsidiaries) was paid in employee wages and bonuses to two directors also holding positions as employees.

\*1 Performance-based remuneration is the amount reserved for bonuses for directors (and other officers)

\*2 Non-monetary remuneration refers to expenses booked in the fiscal year under review based on the Board Benefit Trust (BBT) system, which was introduced after being approved in the 82nd General Meeting of Shareholders held on June 19, 2017

Officer Category	Number of Eligible Officers	Total Remuneration by Type (Million Yen)				Total (Million Yen)
		Monetary Remuneration			Non-Monetary Remuneration (Stock Remuneration)	
		Basic Remuneration	Performance-Based Remuneration	Subtotal		
Directors (Excluding Outside Directors)	4	139	68 <sup>*1</sup>	207	24 <sup>*2</sup>	231
Outside Directors	4	33	—	33	—	33
Statutory Auditors (All Outside)	3	26	—	26	—	26

### Overview of the Status of the Internal Control System

#### Ensuring Appropriate Business Execution

For the appropriate and efficient execution of the Company's business, the Board of Directors and the Management Council deliberate and share information on important matters that could significantly affect management and discuss countermeasures as necessary. In the fiscal year under review, the Board of Directors and Management Council were convened 14 times and 17 times, respectively. Meanwhile, risks related to day-to-day operations are dealt with by the individual business division, with meetings of the divisional managers convened

where necessary to formulate response measures. Group-wide risks are addressed by a cross-Group committee for each risk area, including safety, the environment, disaster prevention, quality, compliance, export regulatory control, and product liability. We have also taken steps to enhance the effective practice of legal compliance by establishing an internal reporting hotline that connects to an outside attorney's office and to the Internal Control Audit Office.

#### Group Company Management Structure

Processes for both decision-making by Group companies and approval by the parent company are set forth in the AIDA Global Management Regulations. The Internal Control Audit Office takes the lead in monitoring whether actual operations are in line with the regulations in order to ensure the appropriate conduct of business operations at each Group company. Every month, each Group company presents a performance report and an update on the status of initiatives to the Board of Directors and the Management Council, and also shares the details of the Management Council meetings held regularly at each Group company with the Company's management team. In July 2025, to strengthen coordination and oversight of

governance between the Company and each Group company, we established a Global Operation Headquarters at Head Office. Moreover, at the AIDA Global Business Plan Meetings held twice a year, top management from the Company and each Group company gather to report their progress in achieving performance targets. They also share information on issues and risks faced by each Group company and discuss countermeasures. In addition, the Internal Control Audit Office regularly monitors the internal control and compliance status of each Group company and conducts regular on-site audits.

## Compliance

To ensure legal compliance and high ethical standards in the conduct of its business, the Company formulated the AIDA Corporate Philosophy, the AIDA Group Action Guidelines, the Sustainability Policy, and the AIDA Group Human Rights Policy. Our Group Action policy states that AIDA will respect the dignity and basic human rights

of all stakeholders and create a corporate culture imbued with respect for mankind. We distribute relevant language versions of the AIDA Corporate Philosophy, the Sustainability Basic Policy and the AIDA Group Action Guidelines to domestic and overseas Group companies to ensure they are fully understood.

### Compliance Framework

The Company established the AIDA Group Compliance Hotline\*, a communication channel that provides access to an outside attorney and the whistleblower desk within the Internal Control Audit Office. The Company also has a system in place to receive reports from domestic and overseas Group companies regarding the status of compliance, and we are working to ensure appropriate operation and enhance the effectiveness of legal compliance.

Hotline reports are initially consolidated and presented to the executive officer in charge of internal controls. Depending on their importance, matters are also reported to the Compliance Committee

and the Board of Directors. These bodies discuss responses and recurrence prevention measures, and then issue directions. Meanwhile, the Internal Control Audit Office conducts various types of internal training to help ensure that all Group employees fully understand the AIDA Corporate Philosophy, the AIDA Group Action Guidelines, and the AIDA Group Compliance Hotline.

\* A system for reporting compliance violations that have occurred or may occur— including legal actions and improper conduct—to the whistleblower desk. It was established to reinforce the AIDA Group's compliance management efforts.

### Risk Management System

Risks related to the execution of management strategies are analyzed by the relevant business divisions, which also consider countermeasures. These matters are also discussed by the Board of Directors and Management Council as necessary. Risks related to daily operations are addressed by the respective business divisions based on the nature of the risk. We also have a flexible management system in place to help develop responses based on the degree of

operational impact, including committees for health and safety, product liability, export controls, and risk assessment promotion, and there are also other cross-functional committees as well as specific project teams. For managing crises such as natural disasters, we have created a Business Continuity Management Manual and a business continuity plan.

### Information Security Initiatives

The Company formulates and implements regulations such as the Document Management Regulations, the Corporate Secrets Management Regulations and the AIDA Information Network System Management Regulations as measures to prevent the leakage of information from inside the Company.

In addition to managing software used in daily operations and monitoring and restricting internet access, the Company utilizes software to monitor computers for viruses, unauthorized access, and other issues. It also oversees remote access to the Company's internal systems from overseas Group companies. As part of its IT audit, the Company also verifies the status of anti-virus countermeasures implemented at major Group companies at least once a year, and also assures that security and information management systems are in place. The Company has advanced technological assets, and any

technology or intellectual property leaks, or any infringement of intellectual property rights, could threaten its fundamental management foundation.

For that reason, the Company protects technical information by restricting employee access to confidential drawing data, and when third parties require access to such information, a nondisclosure agreement is concluded beforehand. Moreover, all drawing data is encrypted to prevent it from being viewed on external devices. In addition, the Company actively seeks to obtain patents in Japan and overseas in order to protect intellectual property.

As described above, the Company has information security measures in place and works meticulously to protect technical information and intellectual property rights to support the advancement of business strategies.



## Message from an Outside Director

### Kiyoe Kado

Outside Director  
(Independent)

I have served as a university professor for many years. I have studied civil law, especially secured transaction law. I graduated from university before the enactment of the Equal Employment Opportunity Law. I began my academic career in the late 1970s. In many instances, I was the first woman to occupy these positions. Women have made considerable progress in the workplace compared to when I graduated. AIDA, which was once considered a very male-oriented company, is now also proactively recruiting women.

With the current unprecedented labor shortage, all companies seem to have become proactive in hiring women, and the Japanese government is also actively promoting “women’s empowerment.” But why is it important to promote women’s recruitment and promotion

to managerial levels? It should not be simply a stopgap measure to remedy labor shortages. Rather, it should be to create workplaces that are supportive not only for women but also for everyone. We often hear the phrase “supportive workplace,” but what does it really mean? I think every employee has to think about its meaning. And for seeking an answer, frank and open discussions are indispensable.

A workplace where a wide range of opinions can be discussed freely—in other words, a workplace with an open culture—is vital in the current management environment, where uncertainty is growing and there is an ever-increasing number of issues that cannot be addressed solely through conventional approaches. I, as an outside director with an external perspective, will continue to make every effort to contribute to the enhancement of AIDA’s corporate value, taking into account the perspectives of not only our shareholders but also our employees, business partners, local communities, and other stakeholders.



## Message from a Statutory Auditor

### Junichiro Hiratsuka

Outside Statutory Auditor  
(Independent)

With geopolitical risks compounded by concerns over the impact of the trade policies being pursued by the United States, there is a persisting sense of uncertainty in AIDA’s business environment. In response to these conditions, directors and statutory auditors engage in discussions during Board of Directors meetings, leveraging their particular expertise and knowledge in efforts to increase corporate value. Outside of Board of Directors meetings, there are additional opportunities for sharing information and exchanging opinions about the issues of the moment, such as business strategies and capital policy, and this has increased the Board’s effectiveness.

In the course of my work as a standing statutory auditor, I have many opportunities to interact with employees in the

workplace, but I sometimes feel that they find it hard to move beyond “the AIDA way” and “conventional methods.” One of the reasons is that, unlike members of the executive management team, they are rarely exposed to outside views. I think that an important role of outside statutory auditors is to encourage an awareness of different ways of thinking and of the modern ways of doing things and to monitor initiatives that are intended to improve the corporate culture.

Based on audit findings, I speak with directors to exchange opinions and make proposals about management issues, ranging from the management of overseas Group companies to the management of Service operations. In order to contribute to increasing AIDA’s corporate value, going forward I am committed to fulfilling my duties as a statutory auditor by drawing on my own expertise and knowledge which I gained in the outside world, and working to ascertain the actual conditions in the workplace.

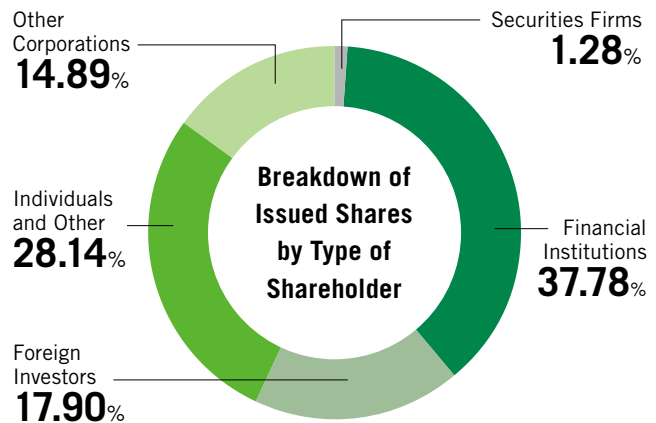
# Stock Information

As of March 31, 2025

Securities Code	6118
Stock Listing	Tokyo Stock Exchange, Prime Market
Number of Shares Authorized	188,149,000
Number of Shares Issued	67,204,621
Number of Shares of Treasury Stock	9,665,994*
Number of Shares per Trading Unit	100
Number of Shareholders	8,672
Shareholder Registry Administrator	Mizuho Trust & Banking Co., Ltd.

\* Number of shares of treasury stock includes 4,348,481 shares of treasury stock held by Custody Bank of Japan, Ltd. (Trust Account E) in a re-entrustment related to a J-ESOP (Japanese Employee Stock Ownership Plan) and BBT (Board Benefit Trust).

Note: In September 2025, the Company canceled 3,242,600 shares of treasury stock.



## Major Shareholders (Top 10)\*1

Name of Shareholders	Number of Shares Held (Thousands)	Percentage of Total Issued Shares (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,672	10.78
Custody Bank of Japan, Ltd. (Trust Account E)*2	4,348	7.03
The Dai-ichi Life Insurance Company, Limited	2,805	4.53
Nippon Life Insurance Company	2,587	4.18
Custody Bank of Japan, Ltd. (Trust Account)	2,577	4.16
Meiji Yasuda Life Insurance Company	2,516	4.07
MM Investments Co., LTD.	2,414	3.90
Mizuho Bank, Ltd.	2,179	3.52
MSIP CLIENT SECURITIES	1,886	3.05
AIDA ENGINEERING Trading-partner Shareholding Association	1,605	2.59

\*1 Although the Company holds 5,317,513 shares of treasury stock, it is excluded from the major shareholders listed above.

Ownership percentages are based on 61,887,108 shares, the total number of issued and outstanding shares, less treasury stock.

\*2 Shares shown as held by Custody Bank of Japan, Ltd. (Trust Account E) are being held in a re-entrustment related to a J-ESOP and BBT.

## Share Price and Trading Volume

Share Price (¥)

TOPIX (Points)



■ Share Price (upper left) — TOPIX (lower left) ■ Trading Volume (right)

# 11-Year Consolidated Financial Summary

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
Years ended March 31

	2015	2016	2017	2018	2019
<b>Orders, Net Sales, and Income</b>					
Orders	¥ 70,256	¥ 75,474	¥ 62,655	¥ 83,143	¥ 75,694
Net sales	76,897	75,529	67,547	73,856	84,082
Cost of sales	59,650	57,544	51,761	57,926	68,851
Selling, general and administrative expenses	9,383	9,947	9,168	9,617	9,669
Operating income	7,863	8,037	6,617	6,312	5,561
Income before income taxes	8,543	8,329	6,754	6,639	5,785
Income taxes	2,337	2,546	1,769	1,810	1,092
Net income attributable to owners of parent	6,205	5,782	4,985	4,786	4,634
<b>Profitability Ratio</b>					
Operating income ratio	10.2%	10.6%	9.8%	8.5%	6.6%
<b>Total Assets, Total Net Assets and Interest-Bearing Debt</b>					
Total assets	¥ 105,126	¥ 100,609	¥ 101,683	¥ 116,108	¥ 111,564
Total net assets	67,254	68,758	70,834	75,924	77,206
Total interest-bearing debt	1,891	4,663	4,470	4,111	3,991
Shareholders' equity ratio	63.8%	68.2%	69.5%	64.8%	68.5%
<b>Capital Expenditures, Depreciation and Amortization and R&amp;D Expenditures</b>					
Capital expenditures	¥ 1,958	¥ 4,654	¥ 2,093	¥ 2,434	¥ 2,867
Depreciation and amortization	1,712	1,995	1,961	2,061	2,142
R&D expenditures	1,345	1,237	1,197	1,036	1,067
<b>Return Indicators</b>					
Return on equity (ROE)	9.8%	8.5%	7.2%	6.6%	6.1%
Return on assets (ROA)	6.3%	5.6%	4.9%	4.4%	4.1%
<b>Cash Flows</b>					
Cash flows from operating activities	¥ 5,100	¥ 6,596	¥ 2,400	¥ 12,714	¥ 2,821
Cash flows from investing activities	(1,237)	(5,655)	(3,118)	(3,789)	(1,650)
Free cash flow	3,863	941	(718)	8,924	1,171
Cash flows from financing activities	(2,077)	915	(1,954)	(3,668)	(1,956)
Cash and cash equivalents at the end of the year	29,958	29,524	25,572	31,721	30,633
<b>Per Share Data</b>					
Net income	¥ 100.99	¥ 93.78	¥ 80.82	¥ 77.59	¥ 75.10
Cash dividends	30.00	30.00	40.00	30.00	30.00
Net assets	1,088.96	1,112.51	1,145.74	1,219.02	1,238.41
<b>Stock Information (at Year-End)</b>					
Stock price	¥ 1,380	¥ 978	¥ 988	¥ 1,286	¥ 798
Market capitalization (millions of yen)	101,633	72,027	72,763	94,710	57,174
Number of shares issued (shares)	73,647,321	73,647,321	73,647,321	73,647,321	71,647,321
<b>Other Data</b>					
Number of employees	1,818	1,951	1,950	2,201	2,202

Note: Amounts presented in the year ended March 31, 2018 were retrospectively reclassified to reflect the changes in "Partial Amendments to Accounting Standard for Tax Effect Accounting."

						Millions of yen	% change
2020	2021	2022	2023	2024	2025	2024 vs 2025	
¥ 62,326	¥ 52,708	¥ 78,357	¥ 83,994	¥ 79,105	¥ 62,603	(20.9)	
69,159	58,099	62,466	68,795	72,742	76,006	4.5	
53,966	45,747	51,574	57,168	59,086	59,965	1.5	
9,019	8,629	8,386	10,087	10,041	10,510	4.7	
6,173	3,722	2,505	1,540	3,615	5,529	53.0	
6,242	2,845	1,753	1,964	4,233	6,297	48.8	
2,143	1,492	848	668	1,424	1,196	(16.1)	
4,022	1,316	896	1,295	2,808	5,101	81.7	
8.9%	6.4%	4.0%	2.2%	5.0%	7.3%	—	
¥ 104,114	¥ 107,787	¥ 113,933	¥ 116,287	¥ 126,195	¥ 122,862	(2.6)	
74,840	77,505	78,664	78,043	82,321	83,637	1.6	
4,491	2,797	2,594	2,082	2,969	3,120	5.1	
71.1%	71.2%	68.4%	67.0%	65.2%	68.0%	—	
¥ 939	¥ 597	¥ 1,839	¥ 2,801	¥ 1,800	¥ 1,146	(36.3)	
2,146	2,048	1,833	1,847	2,021	1,960	(3.0)	
1,140	996	1,250	1,076	957	1,142	19.3	
5.3%	1.7%	1.2%	1.7%	3.5%	6.2%	—	
3.7%	1.2%	0.8%	1.1%	2.3%	4.1%	—	
¥ 3,908	¥ 7,263	¥ 5,905	¥ (1,129)	¥ 3,169	¥ 6,512	105.5	
(1,091)	(1,921)	(2,828)	(1,884)	(1,988)	(1,830)	—	
2,817	5,341	3,077	(3,014)	1,180	4,681	296.6	
(3,377)	(3,770)	(1,533)	(2,166)	(1,125)	(3,758)	—	
28,710	31,700	35,030	30,508	32,244	32,984	2.3	
						Yen	% change
2020	2021	2022	2023	2024	2025	2024 vs 2025	
¥ 66.88	¥ 22.07	¥ 15.02	¥ 21.70	¥ 47.02	¥ 88.47	88.2	
30.00	20.00	25.00	30.00	30.00	37.00	23.3	
1,243.15	1,285.38	1,304.89	1,305.47	1,376.26	1,452.01	5.5	
¥ 691	¥ 994	¥ 1,057	¥ 817	¥ 889	¥ 895	0.7	
47,988	69,031	73,406	56,739	61,739	60,148	(2.6)	
69,448,421	69,448,421	69,448,421	69,448,421	69,448,421	67,204,621	(3.2)	
2,146	2,113	2,057	2,046	2,020	1,958	(3.1)	

# Management's Discussion and Analysis of Business Results and

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
Years ended March 31

## Orders, Net Sales, and Earnings

In the fiscal year ended March 31, 2025, the global economy recorded modest growth, with a strong economic expansion in the U.S. offset by weakness in China and Europe. However, global downside risks began to mount from the second half of the year due to growing uncertainty over U.S. trade policy as well as geopolitical risks in Ukraine and the Middle East.

In the metalforming machinery industry, the Japan Forming Machinery Association reported that orders for presses received in the fiscal year under review declined 13.2% year on year to ¥129.9 billion due to a decline in both domestic and export orders.

Under these conditions, orders received by AIDA ENGINEERING, LTD. and its Group companies (collectively, the "Group") in the fiscal year ended March 31, 2025, fell 20.9% year on year to ¥62.6 billion, while the order backlog as of March 31, 2025 was down 17.5% to ¥63.3 billion. Orders for high-speed presses dropped significantly due to lower EV-related capital spending, while demand for custom presses dropped in the second half of the year after a strong first half.

Net sales rose 4.5% year on year to ¥76.0 billion, reflecting higher sales of midsize and large custom presses, increased Service revenues, and the impact of a weaker yen.

In terms of profit, operating income increased 53.0% to ¥5.5 billion and ordinary income rose 54.6% to ¥5.5 billion. This was primarily due to a combination of higher sales, improved gross margins on presses, and the growth of Service revenue which generates high gross margins. Net income attributable to owners of parent increased 81.7% to ¥5.1 billion, bolstered by the disposal of strategic shareholdings and the application of tax effects relating to the assimilation of a German subsidiary.

Based on the management policy of growing together with stakeholders, the Group's basic policy on shareholder returns is to balance the stability of business and financial foundations and the need to make strategic investments for sustainable growth with the creation of stable returns for shareholders. Based on this policy, we aim to optimize shareholders' equity and the overall balance sheet

in line with the cost of capital while prioritizing the maintenance of a stable dividend equal to a dividend-on-equity (DOE) ratio of at least 3%\*. The Group declared an ordinary dividend of ¥37 per share for the fiscal year ended March 31, 2025, which was higher than the initial projection of ¥30 per share.

\*Based on shareholders' equity excluding foreign currency translation adjustments.

## Segment Analysis

### Results by Business Segment

#### Presses

Orders in this segment fell 30.1% to ¥40.4 billion despite higher orders for midsize and large custom presses. This was mainly due to reduced demand for high-speed presses for EV applications and general-purpose presses. Segment sales rose 1.8% to ¥53.0 billion due to increases in sales of midsize and large custom presses and the impact of a weaker yen.

#### Service (Press-Related)

Strong growth in Service activities in Japan, the Americas, and Europe helped orders in this segment increase 4.8% to ¥17.8 billion, with segment sales rising 11.3% to ¥18.3 billion.

#### Others (REJ Co., Ltd.)

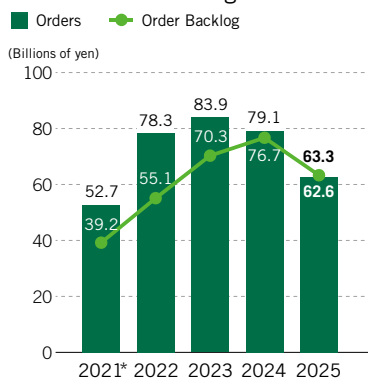
REJ's solid performance resulted in a 2.4% growth in orders to ¥4.3 billion. Segment sales increased 11.6% to ¥4.6 billion.

### Results by Geographic Segment

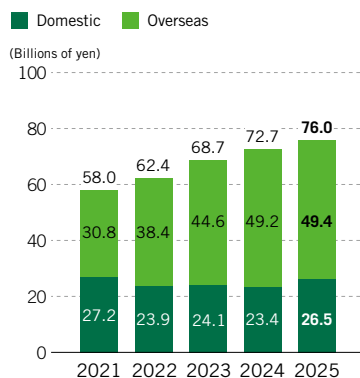
#### Japan

Net sales in Japan rose 8.6% to ¥46.6 billion due to increased sales of midsize and large custom presses and general-purpose presses and higher Service revenues. Segment profit increased 152.7% to ¥2.8 billion due to the growth in revenue, improved profitability for presses, and other factors.

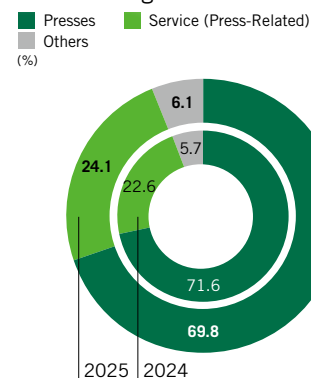
### Orders/Order Backlog



### Net Sales



### Net Sales Ratio by Business Segment



\* The Company has been applying the Accounting Standards for Revenue Recognition, etc., since the beginning of the fiscal year ended March 2022. The effects of this change have been added to the order backlog for the year ended March 2021.

# Financial Position

## China

Net sales in China fell 0.8% to ¥11.7 billion, as increased sales of high-speed presses were offset by reduced sales of custom presses and general-purpose presses. Segment profit increased 5.1% to ¥838 million due to product mix improvements.

## Asia

Net sales in Asia of ¥10.8 billion were on a par with the previous year, with increased sales of custom presses and the impact of a weaker yen offsetting lower sales of general-purpose presses. Segment profit fell 57.2% to ¥510 million, mainly due to lower gross margins.

## The Americas

Net sales in the Americas increased 13.7% to ¥18.2 billion, supported by increased sales of custom presses, higher Service revenues, and the impact of a weaker yen. Segment profit rose 224.4% to ¥1.2 billion due to higher revenues and press gross margin improvements.

## Europe

Net sales in Europe fell 10.5% to ¥14.7 billion despite strong revenue from Service operations, reflecting a decline in the sales of custom presses and high-speed presses. Lower sales revenue resulted in segment profit declining 31.2% to ¥202 million despite gross margin improvements.

## Financial Position Analysis

Total assets as of March 31, 2025 were ¥122.8 billion, a decrease of ¥3.3 billion compared with the previous fiscal year-end. This was primarily attributable to an increase of ¥2.5 billion in cash and deposits; and decreases of ¥1.5 billion in trade receivables (including notes and accounts receivable-trade and contract assets, and electronically recorded monetary claims-operating), ¥1.7 billion in advance payments-trade, and ¥1.2 billion in investment securities.

Total liabilities were ¥39.2 billion, a decrease of ¥4.6 billion compared with the previous fiscal year-end. The major contributing factor was a decrease of ¥3.6 billion in trade payables (including accounts payable-trade and electronically recorded obligations-operating).

Net assets increased by ¥1.3 billion compared with the previous fiscal year-end to ¥83.6 billion. Major contributing factors included an increase of ¥2.0 billion in retained earnings. As a result, the shareholders' equity ratio as of the fiscal year-end was 68.0%.

## Cash Flows

The balance of cash and cash equivalents as of March 31, 2025 was ¥32.9 billion, an increase of ¥739 million compared with the previous fiscal year-end.

Cash flows from activities in the fiscal year under review and related contributing factors are summarized below.

### (i) Cash flows from operating activities

Net cash provided by operating activities was ¥6.5 billion, up from ¥3.1 billion in the previous fiscal year. The major factors in terms of cash inflows were income before income taxes of ¥6.2 billion; a decrease in trade receivables of ¥2.3 billion; and depreciation of ¥1.9 billion. Offsetting cash outflows included income tax paid of ¥2.0 billion and a decrease in trade payables of ¥1.8 billion.

### (ii) Cash flows from investing activities

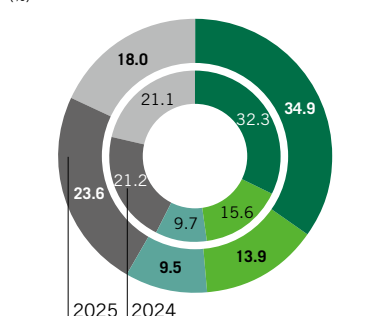
Net cash provided by investing activities was ¥1.8 billion, compared with a cash outflow of ¥1.9 billion in the previous fiscal year. This mainly reflected payment into time deposits of ¥2.8 billion.

### (iii) Cash flows from financing activities

Net cash used in financing activities totaled ¥3.7 billion, compared with ¥1.1 billion in the previous fiscal year. This mainly reflected cash outflows of ¥2.0 billion from purchase of treasury shares and ¥1.9 billion from cash dividend payments.

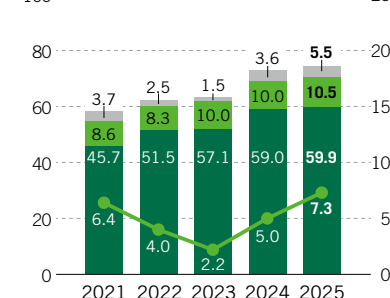
## Net Sales Ratio by Geographic Segment (to External Customers)

Legend: Japan (Dark Green), China (Light Green), Asia (Teal), The Americas (Dark Grey), Europe (Light Grey)



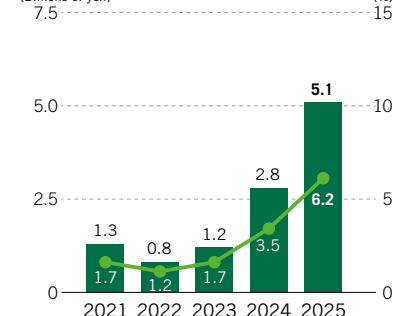
## Cost of Sales/SG&A Expenses/Operating Income/Operating Income Ratio

Legend: Cost of Sales (Dark Green), SG&A Expenses (Light Green), Operating Income (Grey), Operating Income Ratio (Line with Circle)



## Net Income Attributable to Owners of Parent/ROE

Legend: Net Income Attributable to Owners of Parent (Dark Green), ROE (Line with Circle)



## Management's Discussion and Analysis of Business Results and Financial Position

### Capital Expenditures

Capital expenditures totaled ¥1.1 billion in the fiscal year ended March 31, 2025.

By segment, the principal components of capital spending were in the Japan segment, comprising ¥191 million to acquire equipment and machinery for the Sagami Plant and ¥213 million in business infrastructure to promote DX.

No major Group equipment was disposed of or sold during the year.

### Research and Development

In line with the basic policies of strengthening and establishing fundamental technologies, upgrading core products, and developing eco-friendly flagship products, Group R&D activities are led by the Development Headquarters in collaboration with the Production Headquarters. In the fiscal year ended March 31, 2025, R&D expenses totaled ¥1.1 billion and were primarily recorded in the Japan segment.

In the fiscal year under review, BEX Series of dedicated metal separator forming presses was awarded the 67th Ten Greatest New Products Awards in 2024 sponsored by the *Nikkan Kogyo Shimbun (Japan Business and Technology Daily News)*. BEX Series presses are high-precision presses specially designed to form the thin metal separators used in fuel cell bipolar plates.

The major R&D activities during the fiscal year under review are listed below.

Development of New and Fundamental Technologies

- (1) Development of servo motors for press systems
- (2) Development of DX and AI technologies
  - [a] Development of a proprietary data analytics system (Ai CARE) for the visualization of a wide array of data in addition to AI-based die life monitoring and fault prediction
  - [b] Development of the Ai CARE Chat generative AI agent to provide recommendations regarding machine operation as well as other AIDA know-how and expertise

Upgrading Core Products

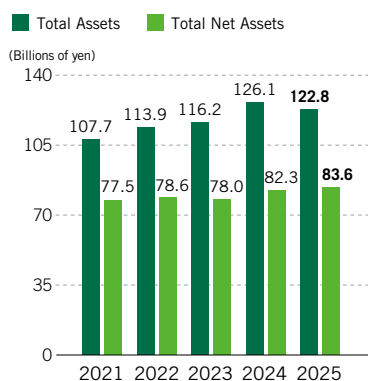
- (1) Boost the competitiveness of BEX Series dedicated forming presses for fabricating the thin metal separators used in bipolar plates
- (2) Launch of the MSP-4000-430 press model with a higher capacity and wider slide area to accommodate the additional stages required for forming the increasingly complex shapes of motor cores used in EV drivetrains
- (3) Development of a dedicated DIS-1600 press for forming cylindrical storage cases for lithium-ion batteries
- (4) Development of a dedicated DPH Former for forming rectangular storage battery cases

### Capital Resources and Funding Liquidity

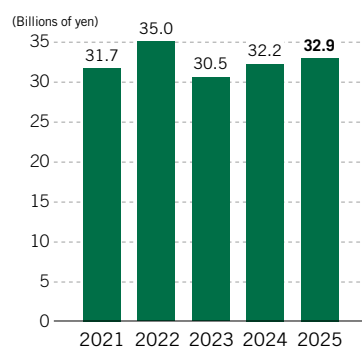
Working capital is primarily allocated for manufacturing expenses, including the purchase of raw materials and parts, for outsourced machining, and for selling, general and administrative expenses. The Group's basic policy is to utilize internal resources to fund capital spending, which is mainly focused on the establishment of in-house production systems.

Capital expenditures totaled ¥1.1 billion in the fiscal year ended March 31, 2025, a decrease of ¥654 million from the previous year. In terms of working capital, the balance of cash and cash equivalents at the fiscal year-end was ¥32.9 billion (a year-on-year increase of ¥739 million), reflecting higher operating cash flows and other factors. Management does not believe the Group faces any liquidity issues.

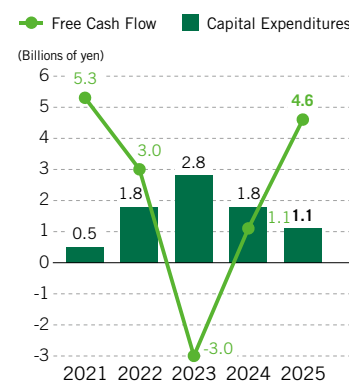
Total Assets/Total Net Assets



Cash and Cash Equivalents at the End of the Year



Free Cash Flow / Capital Expenditures



## Consolidated Segment Information

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
Years ended March 31

	Millions of yen					% change
	2021	2022	2023	2024	2025	2024 vs. 2025
<b>Business Division:</b>						
Net sales						
Press machines	¥ 41,237	¥ 44,443	¥ 49,476	¥ 52,118	¥ 53,044	1.8
Service	12,422	13,865	15,370	16,450	18,306	11.3
Others	4,439	4,156	3,948	4,173	4,655	11.6
Total	¥ 58,099	¥ 62,466	¥ 68,795	¥ 72,742	¥ 76,006	4.5
<b>Geographic Segment:</b>						
Net sales						
Japan	¥ 40,237	¥ 38,188	¥ 41,648	¥ 42,904	¥ 46,609	8.6
China	7,422	8,851	11,021	11,794	11,704	(0.8)
Asia	7,212	7,646	10,676	10,836	10,835	(0.0)
Americas	10,451	13,869	16,792	16,041	18,241	13.7
Europe	9,584	12,658	12,864	16,506	14,773	(10.5)
Adjustments	(16,808)	(18,747)	(24,207)	(25,339)	(26,157)	—
Total	¥ 58,099	¥ 62,466	¥ 68,795	¥ 72,742	¥ 76,006	4.5
Operating income						
Japan	¥ 3,087	¥ 802	¥ 455	¥ 1,112	¥ 2,810	152.7
China	(284)	741	(149)	797	838	5.1
Asia	673	745	909	1,193	510	(57.2)
Americas	515	269	286	397	1,288	224.4
Europe	(121)	110	227	293	202	(31.2)
Adjustments	(148)	(164)	(189)	(178)	(120)	—
Total	¥ 3,722	¥ 2,505	¥ 1,540	¥ 3,615	¥ 5,529	53.0

## Quarterly Information

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
Years ended March 31

	Millions of yen					% change
	2021	2022	2023	2024	2025	2024 vs. 2025
<b>Net Sales</b>						
1st Quarter	¥ 10,559	¥ 13,079	¥ 13,665	¥ 16,867	¥ 17,858	5.9
2nd Quarter	15,202	13,830	18,498	17,708	19,647	11.0
3rd Quarter	13,476	17,192	15,970	17,042	17,575	3.1
4th Quarter	18,862	18,363	20,660	21,124	20,924	(0.9)
Total	¥ 58,099	¥ 62,466	¥ 68,795	¥ 72,742	¥ 76,006	4.5
<b>Operating Income</b>						
1st Quarter	¥ 179	¥ 270	¥ (121)	¥ 671	¥ 899	33.9
2nd Quarter	1,364	528	837	756	1,982	162.1
3rd Quarter	892	601	277	373	1,275	241.2
4th Quarter	1,287	1,105	545	1,813	1,372	(24.3)
Total	¥ 3,722	¥ 2,505	¥ 1,540	¥ 3,615	¥ 5,529	53.0

# Consolidated Balance Sheets

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
As of March 31, 2025 and 2024

Assets	Millions of yen		Thousands of U.S. dollars (Note 3)
	2025	2024	2025
<b>Current assets</b>			
Cash and deposits (Note 4)	¥ 35,856	¥ 33,316	\$ 239,793
Notes and accounts receivable – trade and contract assets (Note 5)	16,942	19,006	113,307
Electronically recorded monetary claims – operating (Note 5)	1,912	1,390	12,791
Inventories (Note 6)	31,881	31,291	213,208
Advance payments – trade	541	2,249	3,624
Accounts receivable – other (Note 5)	594	1,174	3,976
Consumption taxes receivable	811	1,508	5,429
Other	475	419	3,182
Allowance for doubtful accounts	(90)	(73)	(603)
<b>Total current assets</b>	<b>88,927</b>	<b>90,283</b>	<b>594,711</b>
<b>Non-current assets</b>			
<b>Property, plant and equipment</b>			
Buildings and structures	27,503	27,404	183,932
Accumulated depreciation	(20,340)	(19,858)	(136,032)
Buildings and structures, net	7,162	7,545	47,900
Machinery, equipment and vehicles	22,255	21,984	148,836
Accumulated depreciation	(17,497)	(16,776)	(117,015)
Machinery, equipment and vehicles, net	4,758	5,208	31,820
Land	7,356	7,343	49,194
Construction in progress	231	151	1,546
Other	4,643	4,653	31,053
Accumulated depreciation	(3,924)	(4,011)	(26,243)
Other, net	719	642	4,809
<b>Total property, plant and equipment</b>	<b>20,227</b>	<b>20,889</b>	<b>135,271</b>
<b>Intangible assets</b>	<b>1,797</b>	<b>2,127</b>	<b>12,021</b>
<b>Investments and other assets</b>			
Investment securities (Note 8)	9,979	11,196	66,736
Insurance funds	517	526	3,463
Retirement benefit asset (Note 11)	604	677	4,041
Deferred tax assets (Note 16)	554	385	3,708
Other	1,956	1,829	13,083
Allowance for doubtful accounts	(1,702)	(1,721)	(11,383)
<b>Total investments and other assets</b>	<b>11,910</b>	<b>12,894</b>	<b>79,650</b>
<b>Total non-current assets</b>	<b>33,934</b>	<b>35,912</b>	<b>226,943</b>
<b>Total assets</b>	<b>¥122,862</b>	<b>¥126,195</b>	<b>\$ 821,654</b>

The accompanying notes are an integral part of these financial statements.

Liabilities and net assets	Millions of yen		Thousands of U.S. dollars (Note 3)
	2025	2024	2025
<b>Liabilities</b>			
<b>Current liabilities</b>			
Accounts payable – trade	¥ 4,948	¥ 7,915	\$ 33,092
Electronically recorded obligations – operating (Note 5)	2,363	3,014	15,804
Short-term borrowings (Note 10)	1,620	1,469	10,835
Current portion of long-term borrowings (Note 10)	500	500	3,343
Accounts payable – other	1,255	1,124	8,397
Income taxes payable	997	915	6,673
Accrued expenses	1,368	1,463	9,152
Contract liabilities	16,455	16,177	110,047
Provision for product warranties	766	679	5,123
Provision for bonuses	1,216	1,069	8,132
Provision for bonuses for directors (and other officers)	52	41	354
Provision for loss on orders received (Note 6)	246	176	1,650
Other	1,409	2,333	9,428
<b>Total current liabilities</b>	<b>33,201</b>	<b>36,882</b>	<b>222,037</b>
<b>Non-current liabilities</b>			
Long-term borrowings (Note 10)	1,000	1,000	6,687
Long-term accounts payable – other	1,180	1,095	7,892
Deferred tax liabilities (Note 16)	1,260	2,227	8,429
Provision for share awards	830	744	5,554
Retirement benefit liability (Note 11)	1,378	1,383	9,222
Asset retirement obligations	9	9	65
Other	362	530	2,425
<b>Total non-current liabilities</b>	<b>6,022</b>	<b>6,991</b>	<b>40,278</b>
<b>Total liabilities</b>	<b>39,224</b>	<b>43,873</b>	<b>262,316</b>
<b>Net assets</b>			
<b>Shareholders' equity</b>			
Share capital (Note 12)	7,831	7,831	52,370
Authorized: 188,149,000 shares in 2025 and 2024			
Issued: 67,204,621 shares in 2025 and 69,448,421 shares in 2024			
Capital surplus	12,586	13,028	84,173
Retained earnings	58,179	56,092	389,084
Treasury shares (Note 12)	(5,711)	(5,256)	(38,197)
9,665,994 shares in 2025 and 9,699,246 shares in 2024			
<b>Total shareholders' equity</b>	<b>72,885</b>	<b>71,695</b>	<b>487,430</b>
<b>Accumulated other comprehensive income</b>			
Valuation difference on available-for-sale securities	4,597	5,446	30,749
Deferred gains or losses on hedges	(173)	(519)	(1,158)
Foreign currency translation adjustment	6,457	5,755	43,184
Remeasurements of defined benefit plans (Note 11)	(221)	(148)	(1,478)
<b>Total accumulated other comprehensive income</b>	<b>10,660</b>	<b>10,534</b>	<b>71,296</b>
<b>Share acquisition rights (Notes 12 and 22)</b>	<b>91</b>	<b>91</b>	<b>611</b>
<b>Total net assets</b>	<b>83,637</b>	<b>82,321</b>	<b>559,338</b>
<b>Total liabilities and net assets</b>	<b>¥122,862</b>	<b>¥126,195</b>	<b>\$821,654</b>

The accompanying notes are an integral part of these financial statements.



## Consolidated Statements of Comprehensive Income

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
For the years ended March 31, 2025 and 2024

	Millions of yen		Thousands of U.S. dollars (Note 3)
	2025	2024	2025
<b>Net income</b>	<b>¥5,101</b>	¥2,808	<b>\$34,118</b>
<b>Other comprehensive income</b> (Note 20)			
Valuation difference on available-for-sale securities	(849)	1,451	(5,677)
Deferred gains or losses on hedges	346	(346)	2,315
Foreign currency translation adjustment	701	2,291	4,694
Remeasurements of defined benefit plans, net of tax	(72)	(17)	(488)
<b>Total other comprehensive income</b>	<b>126</b>	3,379	<b>843</b>
<b>Comprehensive income</b>	<b>¥5,227</b>	¥6,187	<b>\$34,961</b>
Comprehensive income attributable to			
Comprehensive income attributable to owners of parent	¥5,227	¥6,187	\$34,961

The accompanying notes are an integral part of these financial statements.

# Consolidated Statements of Changes in Net Assets

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
For the years ended March 31, 2025 and 2024

	Millions of yen												
	Number of shares of common stock issued (Thousands)	Share capital	Capital surplus	Retained earnings	Treasury shares	Total share-holders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeas-urements of defined benefit plans	Total accumulated other comprehensive income	Share acquisition rights	Total net assets
<b>Balance at April 1, 2023</b>	69,448	¥7,831	¥13,007	¥55,205	¥(5,247)	¥70,796	¥3,994	¥(173)	¥3,463	¥(130)	¥ 7,155	¥91	¥78,043
Cash dividends				(1,921)		(1,921)							(1,921)
Net income attributable to owners of parent				2,808		2,808							2,808
Purchase of treasury stock					(72)	(72)							(72)
Disposal of treasury stock					12	12							12
Cancellation of treasury stock													
Disposal of treasury stock to stock benefit trust			21		50	71							71
Net changes of items other than shareholders' equity							1,451	(346)	2,291	(17)	3,379		3,379
<b>Balance at March 31 and April 1, 2024</b>	<b>69,448</b>	<b>7,831</b>	<b>13,028</b>	<b>56,092</b>	<b>(5,256)</b>	<b>71,695</b>	<b>5,446</b>	<b>(519)</b>	<b>5,755</b>	<b>(148)</b>	<b>10,534</b>	<b>91</b>	<b>82,321</b>
Cash dividends				(1,923)		(1,923)							(1,923)
Net income attributable to owners of parent				5,101		5,101							5,101
Purchase of treasury stock					(2,000)	(2,000)							(2,000)
Disposal of treasury stock													
Cancellation of treasury stock			(442)	(1,090)	1,532								
Disposal of treasury stock to stock benefit trust					12	12							12
Net changes of items other than shareholders' equity							(849)	346	701	(72)	126		126
<b>Balance at March 31, 2025</b>	<b>67,204</b>	<b>¥7,831</b>	<b>¥12,586</b>	<b>¥58,179</b>	<b>¥(5,711)</b>	<b>¥72,885</b>	<b>¥4,597</b>	<b>¥(173)</b>	<b>¥6,457</b>	<b>¥(221)</b>	<b>¥10,660</b>	<b>¥91</b>	<b>¥83,637</b>

	Thousands of U.S. dollars (Note 3)												
	Number of shares of common stock issued (Thousands)	Share capital	Capital surplus	Retained earnings	Treasury shares	Total share-holders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeas-urements of defined benefit plans	Total accumulated other comprehensive income	Share acquisition rights	Total net assets
<b>Balance at April 1, 2024</b>	69,448	\$52,370	\$87,130	\$375,124	\$(35,152)	\$479,473	\$36,426	\$(3,474)	\$38,490	\$ (989)	\$70,452	\$611	\$550,537
Cash dividends				(12,866)		(12,866)							(12,866)
Net income attributable to owners of parent				34,118		34,118							34,118
Purchase of treasury stock					(13,380)	(13,380)							(13,380)
Disposal of treasury stock													
Cancellation of treasury stock			(2,957)	(7,291)	10,248								
Disposal of treasury stock to stock benefit trust					86	86							86
Net changes of items other than shareholders' equity during the year							(5,677)	2,315	4,694	(488)	843		843
<b>Balance at March 31, 2025</b>	<b>67,204</b>	<b>\$52,370</b>	<b>\$84,173</b>	<b>\$389,084</b>	<b>\$(38,197)</b>	<b>\$487,430</b>	<b>\$30,749</b>	<b>\$(1,158)</b>	<b>\$43,184</b>	<b>\$(1,478)</b>	<b>\$71,296</b>	<b>\$611</b>	<b>\$559,338</b>

The accompanying notes are an integral part of these financial statements.

# Consolidated Statements of Cash Flows

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
For the years ended March 31, 2025 and 2024

	Millions of yen		Thousands of U.S. dollars (Note 3)
	2025	2024	2025
<b>Cash flows from operating activities</b>			
Income before income taxes	¥ 6,297	¥ 4,233	\$ 42,118
Depreciation	1,960	2,021	13,108
Loss (gain) on sale of fixed assets	(18)	(299)	(124)
Loss on disposal of fixed assets	3	7	22
Loss (gain) on sale of investment securities	(769)	(345)	(5,144)
Loss (gain) on valuation of investment securities	45	—	307
Increase (decrease) in allowance for doubtful accounts	18	(203)	121
Increase (decrease) in provision for bonuses	150	88	1,006
Increase (decrease) in provision for bonuses for directors (and other officers)	11	26	78
Increase (decrease) in provision for product warranties	92	12	621
Increase (decrease) in retirement benefit liability	(3)	(82)	(23)
Decrease (increase) in retirement benefit asset	(26)	36	(177)
Increase (decrease) in provision for share awards	85	95	574
Increase (decrease) in provision for loss on orders received	72	(17)	486
Interest and dividend income	(589)	(433)	(3,941)
Interest expenses	83	45	558
Decrease (increase) in trade receivables	2,339	3,513	15,644
Decrease (increase) in inventories	(780)	(3,994)	(5,219)
Increase (decrease) in trade payables	(1,869)	534	(12,501)
Other, net	1,000	(1,647)	6,690
Sub-total	8,105	3,589	54,207
Interest and dividends received	519	431	3,472
Interest paid	(96)	53	(645)
Income taxes paid	(2,015)	(905)	(13,480)
<b>Net cash provided by (used in) operating activities</b>	<b>6,512</b>	<b>3,169</b>	<b>43,553</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	(853)	(1,219)	(5,706)
Proceeds from sales of property, plant and equipment	22	326	151
Purchase of intangible assets	(46)	(438)	(307)
Proceeds from sales of investment securities	828	375	5,541
Payments into time deposits	(2,874)	(1,086)	(19,225)
Proceeds from withdrawal of time deposits	1,092	54	7,307
Other, net	(0)	(0)	(4)
<b>Net cash provided by (used in) investing activities</b>	<b>(1,830)</b>	<b>(1,988)</b>	<b>(12,243)</b>
<b>Cash flows from financing activities</b>			
Net increase (decrease) in short-term borrowings	163	783	1,095
Proceeds from long-term borrowings	500	—	3,343
Repayment of long-term borrowings	(500)	—	(3,343)
Proceeds from sale of treasury stock	—	84	—
Purchase of treasury shares	(2,000)	(72)	(13,380)
Dividends paid	(1,921)	(1,921)	(12,851)
<b>Net cash provided by (used in) financing activities</b>	<b>(3,758)</b>	<b>(1,125)</b>	<b>(25,136)</b>
<b>Effect of exchange rate change on cash and cash equivalents</b>	<b>(183)</b>	<b>1,681</b>	<b>(1,227)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>739</b>	<b>1,736</b>	<b>4,946</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>32,244</b>	<b>30,508</b>	<b>215,641</b>
<b>Cash and cash equivalents at end of period (Note 4)</b>	<b>¥32,984</b>	<b>¥32,244</b>	<b>\$220,588</b>

The accompanying notes are an integral part of these financial statements.

# Notes to Consolidated Financial Statements

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries

## 1. BASIS OF PRESENTING CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of AIDA ENGINEERING, LTD. ("AIDA") and its consolidated subsidiaries (collectively, "the Companies") have been prepared in accordance with the provisions set forth in the Financial Instruments and Exchange Act of Japan, and in conformity with accounting principles and practices generally accepted in Japan, which are different in certain respects as to application and disclosure

requirements from International Financial Reporting Standards (IFRS). Certain items presented in the consolidated financial statements filed with the Director of the Kanto Finance Bureau in Japan have been reclassified and rearranged for the convenience of readers outside Japan. Certain amounts in the prior year's financial statements have been reclassified to conform to the current year's presentation.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (1) Principles of consolidation

The accompanying consolidated financial statements include the accounts of AIDA and any significant companies controlled directly or indirectly by AIDA. The number of consolidated subsidiaries was 20 in 2025 and 20 in 2024. Significant consolidated subsidiaries as of March 31, 2025 are as follows:

- Domestic:  
REJ Co., LTD.
- Overseas:
  - CHINA  
AIDA ENGINEERING CHINA CO., LTD.  
AIDA PRESS MACHINERY SYSTEMS CO., LTD.
  - ASIA  
AIDA GREATER ASIA PTE. LTD.  
AIDA MANUFACTURING (ASIA) SDN. BHD.
  - AMERICAS  
AIDA AMERICA CORP.
  - EUROPE  
AIDA S.r.l.

(Remark)

All significant inter-company transactions, balances, and unrealized inter-company profits are eliminated on consolidation.

For consolidation purposes, the financial statements of those subsidiaries whose fiscal year-end date is December 31 have been included in consolidation on the basis of a full-year provisional closing of accounts as of March 31.

### (2) Cash and cash equivalents

Cash and cash equivalents in the consolidated statements of cash flows are composed of cash on hand, bank deposits able to be withdrawn on demand and short-term highly liquid investments with an original maturity of three months or less and which represent a minor risk of fluctuations in value.

### (3) Inventories

Finished goods and work in process are principally stated at the lower of cost or net realizable value determined by using the specific identification method. Raw materials are principally stated at the lower of cost or net realizable value determined by using the first-in first-out (FIFO) method.

### (4) Investment securities

Other securities with market price are reported at the fair value at the balance sheet date, and the related unrealized gains or losses, net of applicable tax effects thereon, are reported in a separate component of net assets. The cost of securities sold is determined by the moving average method.

Other securities with no market price are stated at the cost determined by the moving average method.

### (5) Foreign currency translation

Monetary receivables and payables denominated in foreign currency are translated into Japanese yen at the spot exchange rate on the consolidated balance sheet date, and exchange differences are accounted for as profit or loss.

Meanwhile, assets and liabilities of foreign subsidiaries are translated into Japanese yen at the spot exchange rates on the consolidated balance sheet date, whereas their revenue and expenses are translated into Japanese yen at average exchange rates for their respective fiscal years, and translation adjustments are included in foreign currency translation adjustment in net assets.

### (6) Derivative financial instruments and hedge accounting

Derivative financial instruments are recognized as either assets or liabilities at fair value, and changes in fair value are recognized as gains or losses unless the derivative financial instruments are used for hedging purposes. If the derivative financial instruments meet certain hedging criteria, the gains or losses are deferred as deferred hedge gains and losses in net assets until the gains and losses on the underlying hedged transactions are recognized. The Companies enter into exchange contracts to hedge the foreign exchange fluctuation risks on expected foreign currency transactions in accordance with the internal policies and rules relating to derivative transactions. Hedge effectiveness is not assessed as the substantial terms and conditions of the hedging instruments and the expected foreign currency transactions are the same.

### (7) Property, plant and equipment

Property, plant and equipment, including significant renewals and improvements, are carried at cost. Maintenance and repairs including minor renewals and improvements are charged to the consolidated statement of income as incurred. Depreciation of property, plant and equipment in the Companies is mainly calculated by applying the straight-line method.

**(8) Intangible assets**

Intangible assets including capitalized software costs are carried at cost less accumulated amortization. Capitalized software costs are amortized under the straight-line method over the estimated useful life of 5 years.

**(9) Leases**

Non-cancellable lease transactions that transfer substantially all risks and rewards associated with the ownership of assets are accounted for as finance leases. The finance lease transactions are capitalized to recognize leased assets for financial accounting purposes. All other lease transactions are accounted for as operating leases and related payments are charged to the consolidated statements of income as incurred.

Leased assets under finance lease transactions that do not transfer the ownership to the lessee are depreciated using the straight-line method on the assumption that the useful life is equal to the lease term and the residual value is equal to zero. For leases with a residual value guarantee, the contracted residual value is considered to be the residual value.

**(10) Allowance for doubtful accounts**

The allowance for doubtful accounts is provided based on the estimated uncollectible amounts for doubtful receivables in addition to the general provision for normal receivables computed by applying the rate computed based on past credit loss experience.

**(11) Accrued warranty costs**

Accrued warranty costs are provided in the amount of estimated future warranty costs to be incurred in the period covered by the warranty contract.

**(12) Accrued bonuses for employees**

Accrued bonuses for employees are provided based on the estimated amounts expected to be paid to employees after the year-end.

**(13) Accrued bonuses for directors**

Accrued bonuses for directors are provided based on the estimated amounts expected to be paid to directors after the year-end.

**(14) Provision for loss on orders received**

Provision for loss on orders received is provided based on the estimated future losses related to order contracts at the end of the fiscal year.

Provision for loss on orders received included in the cost of sales amounted to ¥652 million (U.S. \$4,362 thousand) and ¥869 million for the years ended March 31, 2025 and 2024, respectively.

**(15) Accrued stock payments**

Accrued stock payments are provided in the amount of estimated future payments of treasury stock and money for employees based on the employee stock benefit regulations and for directors based on the officer stock benefit regulations.

**(16) Accounting method for retirement benefits**

- (a) Attribution of expected retirement benefit payments  
In calculating retirement benefit obligations, the benefit formula method is used to allocate the expected retirement benefit payments up to the fiscal year-end.
- (b) Actuarial gains and losses and prior service cost  
Actuarial gains and losses are being amortized by the straight-line method over certain periods of 10 years, which are within the average remaining years of service of the employees at the time.  
The amounts are recognized in each fiscal year, starting from the year following the respective fiscal year of occurrence.  
Prior service cost is expensed in the period of occurrence.
- (c) Certain consolidated subsidiaries use a simplified method for calculating retirement benefit expenses and liabilities based on the assumption that the benefits payable, which are calculated as if all eligible employees voluntarily terminated their employment at fiscal year-end, approximate the retirement benefit obligation at year-end.

**(17) Research and development costs**

Research and development costs are expensed as incurred.

**(18) Recognition of significant sales and cost of sales**

- (a) Performance obligations  
The Companies are engaged in the manufacturing and sales of presses and their ancillary equipment and auxiliary business such as services.  
Customers are mainly suppliers in the automobile, home appliances and electronic devices industries.
- (b) When the entity typically satisfies its performance obligations  
For sales of presses and ancillary equipment, revenue is recognized at the point in time when product installation or performance testing is completed.  
For services such as periodic checks, maintenance, repair and other services, revenue is recognized when a provision of the service is completed and performance obligation is satisfied.  
For sales of service parts, revenue is recognized when the customers accept the goods. Conditions for acceptance, such as shipping and receipt by customers depend on contracts or arrangements with customers and the like.  
The Companies manufacture and sell certain specialized presses and ancillary equipment. Each product is highly customized and it takes a certain period to complete construction because it is necessary to satisfy the specifications required by each customer, especially for mid-size and large-size presses.

In such cases, the Companies' performance does not create an asset with an alternative use to the Companies and the Companies have an enforceable right to payment for performance completed to date. Therefore, the Companies recognize revenue as the Companies satisfy a performance obligation, and revenue and cost of the construction contract in the current fiscal year are recognized in the consolidated statements of income provided that the Companies can reliably estimate contract revenue, contract cost, and percentage of completion at the end of the fiscal year. The percentage of completion at the end of the fiscal year is calculated based on the portion of actual costs incurred to total estimated contract costs.

- (c) Other notes and other items on revenue recognition determined to be included in significant accounting policies  
The transaction price does not include a significant financing component in the contract because the payment is made within one year from the time of satisfaction of the performance obligations.

## (19) Group Tax Sharing System

AIDA and certain domestic subsidiaries apply the group tax sharing system.

## (20) Significant accounting estimates

### Revenue recognition for construction contracts for which the performance obligations are satisfied over time

- (1) Amount recognized in the consolidated financial statements as of and for the current fiscal year

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Net sales of construction contracts for which the performance obligations are satisfied over time	¥20,213 27%	¥21,535 30%	\$135,177
Contract assets related to the above	¥ 4,813	¥ 5,305	\$ 32,189

- (2) Other information for users to understand the consolidated financial statements

(a) Calculation method

The Companies manufacture and sell presses and ancillary equipment. Each product is highly customized and it takes a certain period to complete construction because it is necessary to satisfy the specifications required by each customer, especially for mid-size and large-size presses. In recognition of revenue for long-term construction contracts for which the performance obligations are satisfied over time, the revenue is recognized over a certain period based on the percentage of satisfaction of performance obligations. The estimate of the percentage of satisfaction of performance obligation is based on the ratio of construction costs incurred through the end of the period to the total estimated construction costs of each contract.

(b) Main assumptions

The Companies make assumptions in calculating revenue for which the performance obligations are satisfied over time about the total estimated contract costs. Each construction project is highly customized because the products are installed as a part of the customer's production line and the fundamental specifications and manufacturing steps are determined based on the customer's instructions. Therefore, it is difficult to set a standard criterion to estimate contract costs.

Assumptions and judgments by responsible persons in the Cost Control Department who have expertise and experience are required in estimating inherently uncertain contract costs. The timely and appropriate review of contract costs is complex due to changes in the content of the contract and fluctuations of material prices and man-hours during construction.

- (c) Risk of resulting in a material adjustment to the consolidated financial statements within the next fiscal year

Uncertainty in estimating contract costs is high. Profit or loss recognition can significantly affect the consolidated financial statements if conditions and assumptions are changed due to higher-than-expected material prices and man-hours, and so on.

### Impairment of fixed assets of AIDA PRESS MACHINERY SYSTEMS CO., LTD.

- (1) Amount recognized in the consolidated financial statements as of and for the current fiscal year

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Loss on impairment	¥ —	¥ —	\$ —
Carrying amount of property, plant and equipment, and intangible assets	956	1,058	6,393

- (2) Other information for users to understand the consolidated financial statements

(a) Calculation method

The Companies assess whether any asset (group) is impaired whenever any events or circumstances indicate that impairment might exist by comparing the future net undiscounted cash flows expected to be generated from the asset (group) to the carrying amount. The Companies reduce the carrying amount to the recoverable amount and recognize a loss on impairment when the net undiscounted cash flows in the future are less than the carrying amount. The recoverable amount is calculated as the higher of value in use and net realizable value.

AIDA PRESS MACHINERY SYSTEMS CO., LTD. is identified as one asset group and the recoverable amount of the asset is based on the value in use in calculating loss on impairment. The value in use is the net discounted cash flows in the future based on the business plan approved by a Board of Directors meeting.

(b) Main assumptions

The Companies make assumptions in calculating the net cash flows in the future about expected order intakes, gross margin rate, and market growth rate of main products in the business plan and discount rate.

- (c) Risk of resulting in a material adjustment to the consolidated financial statements within the next fiscal year  
Uncertainty in estimating the market growth rate and gross margin rate of main products is high. Loss on impairment of assets could be recognized that could significantly affect the consolidated financial statements if conditions and assumptions are changed due to market deterioration, the decline in profitability, and so on.

#### Recoverability of deferred tax assets

- (1) Amount recognized in the consolidated financial statements as of and for the current fiscal year

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Deferred tax assets	¥3,262	¥2,440	\$21,818
(Amount after deducting deferred tax liabilities)	554	385	3,708

Of the above, the deferred tax assets recorded by AIDA are ¥2,001 million (U.S. \$13,387 thousand) (61% of the total).

- (2) Other information for users to understand the consolidated financial statements
- (a) Calculation method  
The Companies recognize deferred tax assets to the extent of deductible temporary differences that are determined to be recoverable in accordance with "Implementation Guidance on Recoverability of Deferred Tax Assets" (ASBJ Guidance No. 26). The recoverability is based on the earnings forecast and tax planning based on the business plan approved by a Board of Directors meeting.
- (b) Main assumptions  
The Companies make assumptions in calculating the taxable income in the future about expected order intakes and gross margin rate of main products in the business plan.
- (c) Risk of resulting in a material adjustment to the consolidated financial statements within the next fiscal year  
There is uncertainty in estimating order intakes and the gross margin rate of the main product. Deferred tax assets could be additionally recognized or reserved and could significantly affect the consolidated financial statements if conditions and assumptions are changed due to market deterioration, the decline in profitability, and so on.

#### (21) Changes in Accounting Policies

(Application of "Accounting Standard for Current Income Taxes" and related guidelines)

The Companies has applied the "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022; hereinafter "2022 Revised Accounting Standard") and related guidelines from the beginning of the fiscal year ended March 31, 2025. Regarding the revision related to the classification of income taxes (taxation on other comprehensive income), the Company has adopted the transitional treatment prescribed in the proviso to Paragraph 20-3 of the 2022 Revised Accounting

Standard and the proviso of Paragraph 65-2, (2) of the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022; hereinafter "2022 Revised Guidance"). This change in accounting policy has no impact on the consolidated financial statements. Furthermore, regarding the revision related to the treatment in consolidated financial statements of deferred gains or losses for tax purposes arising from the sale of shares in subsidiaries between consolidated companies, the Company has applied the 2022 Revised Guidance from the beginning of the fiscal year ended March 31, 2025. This change in accounting policy has been applied retrospectively, and the consolidated financial statements for the previous fiscal year have been adjusted to reflect this retrospective application. However, this change in accounting policy has no impact on the consolidated financial statements for the previous fiscal year.

#### (22) Accounting standards issued but not yet effective

"Accounting Standard for Leases"

(Accounting Standards Board of Japan (ASBJ) Statement No. 34, September 13, 2024) and "Implementation Guidance on Accounting Standard for Leases" (ASBJ Guidance No. 33, September 13, 2024)

In addition, amendments to related Accounting Standards, Implementation Guidance, Practical Solutions, and Transferred Guidance

##### (1) Overview

The aforementioned standard and guidance set forth treatment whereby lessees recognize all leases as assets and liabilities, etc., consistent with international accounting standards.

(2) Scheduled date of adoption to be applied from the fiscal year ending March 31, 2028.

##### (3) Effect of adoption

The effect of adoption of the aforementioned standard and guidance on the Company's consolidated financial statements is under evaluation.

#### (23) Changes in presentation

(Consolidated cash flow statement)

In the previous consolidated fiscal year, "Decrease (increase) in other assets" and "Increase (decrease) in other liabilities" were separately presented in "Cash flows from operating activities." As they have become less important, they are now included in "Other, net" from this consolidated fiscal year. In order to reflect this change in presentation, the consolidated financial statements for the previous consolidated fiscal year have been reclassified.

As a result, in the consolidated cash flow statement for the previous consolidated fiscal year, "Decrease (increase) in other assets" of (¥1,323 million), "Increase (decrease) in other liabilities" of ¥1,344 million, and "Other, net" of (¥1,669 million), which were presented in "Cash flows from operating activities," have been reclassified as "Other, net" of (¥1,647 million).

#### (24) Additional information

Employee Stock Ownership Plan (ESOP) Trust  
(Retirement benefits type)

Since December 2010, AIDA and certain domestic subsidiaries have operated an ESOP trust as an employee incentive plan with the aim of improving long-term corporate value.

(a) Transaction summary

In this transaction, employees are granted points as a form of bonus payment, and they will receive AIDA's shares depending on the number of accumulated points when they retire.

(b) Company's own stock in the trust

AIDA's own stock in the trust is recorded in treasury stock under net assets based on the book value in the trust. The book value and the number of shares of treasury stock as of March 31, 2025 are ¥924 million (U.S. \$6,184 thousand) and 3,222,300 shares, respectively.

**Employee Stock Ownership Plan (ESOP) Trust  
(Performance-linked type)**

Since March 2022, AIDA and certain domestic subsidiaries have operated an ESOP trust as an employee incentive plan with the aim of improving long-term corporate value.

(a) Transaction summary

In this transaction, employees are granted points as a form of bonus payment, and they will receive AIDA's shares depending on the number of accumulated points after a certain time period.

(b) Company's own stock in the trust

AIDA's own stock in the trust is recorded in treasury stock under net assets based on the book value in the trust. The book value and the number of shares of treasury stock as of March 31, 2025 are ¥935 million (U.S. \$6,258 thousand) and 883,681 shares, respectively.

**Board Benefit Trust (BBT)**

Since October 2017, AIDA has introduced a BBT for the purpose of raising awareness of contributing to the improvement of medium- to long-term business results and increasing corporate value by further clarifying the link between the compensation of directors (excluding outside directors; "Directors") and AIDA's share value, and by Directors sharing with shareholders not only the benefits of share price rises but also the risks of share price declines based on the resolution of the General Shareholders' Meeting held on June 19, 2017.

(a) Transaction summary

In this transaction, Directors are granted points, the amount of which is to be decided by their respective positions and so on, based on the officer stock benefit regulations, and they will receive AIDA's shares and cash depending on the number of accumulated points when they retire.

(b) Company's own stock in the trust

AIDA's own stock in the trust is recorded in treasury stock under net assets based on the book value in the trust. The book value and the number of shares of treasury stock as of March 31, 2025 are ¥216 million (U.S. \$1,447 thousand) and 242,500 shares, respectively.

### 3. U.S. DOLLAR AMOUNTS

The U.S. dollar amounts stated in the consolidated financial statements are included solely for the convenience of readers outside Japan. The rate of ¥149.53 = U.S. \$1, the approximate rate of exchange as of March 31, 2025, has been used for

the purpose of such translation. Those translations should not be construed as representations that the Japanese yen amounts actually represent, or have been, or could be converted into U.S. dollars at that rate.

### 4. SUPPLEMENTARY CASH FLOW INFORMATION: CASH AND CASH EQUIVALENTS

Cash and cash equivalents are reconciled to cash and deposits reported in the consolidated balance sheets as follows:

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Cash and deposits	¥35,856	¥33,316	\$239,793
Less: Time deposits with maturities of more than three months	(2,871)	(1,071)	(19,205)
Cash and cash equivalents	¥32,984	¥32,244	\$220,588

### 5. MATURED NOTES AT THE END OF THE FISCAL YEAR

Matured notes at the end of the fiscal year and trade and electronically recorded obligations – operating are settled on the clearing dates or settlement dates. As the last day of the previous fiscal year was a business holiday for financial institutions in Japan, the following matured notes at the end of the fiscal year, electronically recorded monetary claims – operating, accounts receivable – other and electronically recorded obligations – operating have been included in the balance as of the end of the fiscal year.

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Notes and accounts receivable – trade	¥—	¥ 36	\$—
Electronically recorded monetary claims – operating	—	209	—
Accounts receivable – other	—	281	—
Electronically recorded obligations – operating	¥—	¥740	\$—

## 6. INVENTORIES

"Inventories" on the consolidated balance sheets were as follows:

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Finished goods	¥ 6,712	¥ 5,538	\$ 44,892
Work in process	20,180	21,078	134,962
Raw materials	4,987	4,675	33,354
Inventories	¥31,881	¥31,291	\$213,208

Inventories were offset by a corresponding provision for loss on orders received. A breakdown of the offset amounts is as follows:

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Work in process	¥26	¥10	\$176
Total	¥26	¥10	\$176

Gains recognized and credited to cost of sales as a result of reversal of loss on devaluation of inventories for the year ended March 31, 2025 were ¥16 million (U.S. \$108 thousand).

Losses recognized and charged to cost of sales as a result of the devaluation of inventories for the year ended March 31, 2024 were ¥112 million.

## 7. FINANCIAL INSTRUMENTS

### (1) Status of Financial Instruments

#### (a) Policy for financial instruments

Fund management is restricted to short-term deposits at banks; financing activities of the Companies are mainly through borrowings from financial institutions. Derivatives are not used for speculative transactions but are used in order to hedge the risks described below.

#### (b) Types of financial instruments and related risks

Operating receivables (notes and accounts receivable – trade and contract assets, electronically recorded monetary claims – operating and accounts receivable – other) are exposed to customer credit risks. In addition, operating receivables in foreign currencies through global business activities are exposed to foreign exchange fluctuation risks. The Companies hedge such risks by utilizing forward exchange contracts.

Investment securities mainly consist of stocks and are exposed to price fluctuation risks.

Operating payables (accounts payable – trade and electronically recorded obligations – operating) are to be settled within 6 months. Some operating payables in foreign currencies through imports such as raw materials are exposed to foreign exchange fluctuation risks. The Companies hedge these risks by utilizing forward exchange contracts.

The main purpose of borrowings is to fund capital investment and research and development, and the repayment periods are within 5 years at most.

Derivatives include forward exchange contracts to hedge foreign exchange fluctuation risks arising from expected foreign currency transactions.

#### (c) Risk management for financial instruments

##### 1) Monitoring of credit risk (risk of default by counterparties)

For operating receivables, AIDA's sales and service departments monitor account balances and payment schedules periodically by individual customers in accordance with the accounts receivable policies and identify and mitigate the default risk of customers at an early stage. The consolidated subsidiaries monitor credit risks in the same way in accordance with the policies.

Derivative transactions are conducted only with financial institutions with a high credit profile to minimize counterparty risks.

At the balance sheet date, the maximum credit risk is reported at the balance sheet amount of financial instruments exposed to credit risk.

##### 2) Monitoring of market risk (risk of fluctuation in foreign exchange or market price)

The Companies hedge the foreign exchange fluctuation risks on expected foreign currency transactions by utilizing forward exchange contracts in accordance with the internal policies and rules relating to derivative transactions.

For investment securities, the Companies monitor the fair values of such investment securities and financial conditions of issuers regularly.

#### (d) Supplementary information on the fair value of financial instruments

Since various assumptions and factors are reflected in estimating the fair value, different assumptions and factors could result in different fair values. In addition, the notional amounts of derivatives in Note 8, Derivative Financial Instruments, are not necessarily indicative of the actual market risk involved in derivative transactions.

## (2) Information regarding fair value of financial instruments

Carrying value of financial instruments on the consolidated balance sheets and fair value are as follows:

As of March 31, 2025	Millions of yen			Thousands of U.S. dollars		
	Carrying value	Fair value	Difference	Carrying value	Fair value	Difference
Investment securities						
Other securities	¥9,632	¥9,632	¥ —	\$64,419	\$64,419	\$ —
Total assets	¥9,632	¥9,632	¥ —	\$64,419	\$64,419	\$ —
Long-term borrowings and current portion of long-term borrowings	¥1,500	¥1,479	¥(20)	\$10,031	\$ 9,894	\$(137)
Total liabilities	¥1,500	¥1,479	¥(20)	\$10,031	\$ 9,894	\$(137)
Derivative transactions which are not subject to hedge accounting*3	¥ (235)	¥ (235)	¥ —	\$ (1,574)	\$ (1,574)	\$ —
Derivative transactions which are subject to hedge accounting*3	(258)	(258)	—	(1,730)	(1,730)	—

\*1 "Cash and deposits", "Notes and accounts receivable – trade and contract assets", "Electronically recorded monetary claims – operating", "Accounts receivable – other", "Accounts payable – trade", "Electronically recorded obligations – operating", "Accounts payable – other", and "Short-term borrowings" are omitted because they are cash or are settled within a short time and the fair value is almost equal to the carrying value.

\*2 The amounts of non-marketable securities are recorded in the consolidated balance sheets as follows.

As of March 31, 2025	Millions of yen	Thousands of U.S. dollars
	Carrying value	Carrying value
Other securities		
Unlisted stocks	¥346	\$2,317

\*3 The assets and liabilities arising from derivative transactions are presented at net amounts.

As of March 31, 2024	Millions of yen		
	Carrying value	Fair value	Difference
Investment securities			
Other securities	¥10,850	¥10,850	¥—
Total assets	¥10,850	¥10,850	¥—
Long-term borrowings and current portion of long-term borrowings	¥ 1,500	¥ 1,492	¥(7)
Total liabilities	¥ 1,500	¥ 1,492	¥(7)
Derivative transactions which are not subject to hedge accounting*3	¥ (750)	¥ (750)	¥—
Derivative transactions which are subject to hedge accounting*3	(841)	(841)	—

\*1 "Cash and deposits", "Notes and accounts receivable – trade and contract assets", "Electronically recorded monetary claims – operating", "Accounts receivable – other", "Accounts payable – trade", "Electronically recorded obligations – operating", "Accounts payable – other", and "Short-term borrowings" are omitted because they are cash or are settled within a short time and the fair value is almost equal to the carrying value.

\*2 The amounts of non-marketable securities are recorded in the consolidated balance sheets as follows.

As of March 31, 2024	Millions of yen
	Carrying value
Other securities	
Unlisted stocks	¥346

\*3 The assets and liabilities arising from derivative transactions are presented at net amounts.

Remark 1: The redemption schedule for monetary claims or securities with maturities was as follows.

As of March 31, 2025	Millions of yen				As of March 31, 2025	Thousands of U.S. dollars			
	Within 1 year	Over 1 year within 5 years	Over 5 years within 10 years	Over 10 years		Within 1 year	Over 1 year within 5 years	Over 5 years within 10 years	Over 10 years
Cash at banks	¥35,840	¥—	¥—	¥—	Cash at banks	\$239,688	\$—	\$—	\$—
Notes and accounts receivable – trade and contract assets	16,942	—	—	—	Notes and accounts receivable – trade and contract assets	113,307	—	—	—
Electronically recorded monetary claims – operating	1,912	—	—	—	Electronically recorded monetary claims – operating	12,791	—	—	—
Accounts receivable – other	594	—	—	—	Accounts receivable – other	3,976	—	—	—
<b>Total</b>	<b>¥55,290</b>	<b>¥—</b>	<b>¥—</b>	<b>¥—</b>	<b>Total</b>	<b>\$369,764</b>	<b>\$—</b>	<b>\$—</b>	<b>\$—</b>

As of March 31, 2024	Millions of yen			
	Within 1 year	Over 1 year within 5 years	Over 5 years within 10 years	Over 10 years
Cash at banks	¥33,284	¥—	¥—	¥—
Notes and accounts receivable – trade and contract assets	19,006	—	—	—
Electronically recorded monetary claims – operating	1,390	—	—	—
Accounts receivable – other	1,174	—	—	—
<b>Total</b>	<b>¥54,856</b>	<b>¥—</b>	<b>¥—</b>	<b>¥—</b>

Remark 2: The repayment schedule for borrowings was as follows.

As of March 31, 2025	Millions of yen					
	Within 1 year	Over 1 year within 2 years	Over 2 years within 3 years	Over 3 years within 4 years	Over 4 years within 5 years	Over 5 years
Short-term borrowings	¥1,620	¥—	¥—	¥—	¥—	¥—
Long-term borrowings and current portion of long-term borrowings	500	—	500	500	—	—
<b>Total</b>	<b>¥2,120</b>	<b>¥—</b>	<b>¥500</b>	<b>¥500</b>	<b>¥—</b>	<b>¥—</b>

As of March 31, 2025	Thousands of U.S. dollars					
	Within 1 year	Over 1 year within 2 years	Over 2 years within 3 years	Over 3 years within 4 years	Over 4 years within 5 years	Over 5 years
Short-term borrowings	\$10,835	\$—	\$—	\$—	\$—	\$—
Long-term borrowings and current portion of long-term borrowings	3,343	—	3,343	3,343	—	—
<b>Total</b>	<b>\$14,179</b>	<b>\$—</b>	<b>\$3,343</b>	<b>\$3,343</b>	<b>\$—</b>	<b>\$—</b>

As of March 31, 2024	Millions of yen					
	Within 1 year	Over 1 year within 2 years	Over 2 years within 3 years	Over 3 years within 4 years	Over 4 years within 5 years	Over 5 years
Short-term borrowings	¥1,469	¥—	¥—	¥—	¥—	¥—
Long-term borrowings and current portion of long-term borrowings	500	500	—	—	500	—
<b>Total</b>	<b>¥1,969</b>	<b>¥500</b>	<b>¥—</b>	<b>¥—</b>	<b>¥500</b>	<b>¥—</b>

### (3) Fair value of financial instruments by levels

The fair value of financial instruments is classified into the following levels according to the observability and materiality of the inputs used to calculate fair value.

Level 1: Fair value derived from quoted prices in active markets for identical assets or liabilities.

Level 2: Fair value derived from directly or indirectly observable inputs that are not included in Level 1 inputs.

Level 3: Fair value derived from unobservable inputs.

When multiple inputs that have a significant impact on the fair value calculation are used, the fair value is classified at the lowest priority level.

(a) Financial instruments recorded at fair value in the consolidated balance sheets

As of March 31, 2025	Millions of yen			
	Fair value			Total
	Level 1	Level 2	Level 3	
Investment securities				
Other securities	¥9,632	¥ —	¥—	¥9,632
Total assets	¥9,632	¥ —	¥—	¥9,632
Derivative transactions				
Currency-related transactions	¥ —	¥(494)	¥—	¥ (494)
Total liabilities	¥ —	¥(494)	¥—	¥ (494)

As of March 31, 2025	Thousands of U.S. dollars			
	Fair value			Total
	Level 1	Level 2	Level 3	
Investment securities				
Other securities	\$64,419	\$ —	\$—	\$64,419
Total assets	\$64,419	\$ —	\$—	\$64,419
Derivative transactions				
Currency-related transactions	\$ —	\$(3,305)	\$—	\$(3,305)
Total liabilities	\$ —	\$(3,305)	\$—	\$(3,305)

As of March 31, 2024	Millions of yen			
	Fair value			Total
	Level 1	Level 2	Level 3	
Investment securities				
Other securities	¥10,850	¥ —	¥—	¥10,850
Total assets	¥10,850	¥ —	¥—	¥10,850
Derivative transactions				
Currency-related transactions	¥ —	¥(1,591)	¥—	¥ (1,591)
Total liabilities	¥ —	¥(1,591)	¥—	¥ (1,591)

(b) Financial instruments not recorded at fair value in the consolidated balance sheets

As of March 31, 2025	Millions of yen			
	Fair value			Total
	Level 1	Level 2	Level 3	
Long-term borrowings and current portion of long-term borrowings	¥—	¥1,479	¥—	¥1,479
Total liabilities	¥—	¥1,479	¥—	¥1,479

As of March 31, 2025	Thousands of U.S. dollars			
	Fair value			Total
	Level 1	Level 2	Level 3	
Long-term borrowings and current portion of long-term borrowings	\$—	\$9,894	\$—	\$9,894
Total liabilities	\$—	\$9,894	\$—	\$9,894

As of March 31, 2024	Millions of yen			
	Fair value			Total
	Level 1	Level 2	Level 3	
Long-term borrowings and current portion of long-term borrowings	¥—	¥1,492	¥—	¥1,492
Total liabilities	¥—	¥1,492	¥—	¥1,492

Remark: Valuation techniques and inputs of fair value for financial instruments

#### Derivative Transactions

The fair value is calculated using observable inputs such as exchange rates and is classified as Level 2 fair value.

#### Long-term borrowings and current portion of long-term borrowings

The fair value is calculated using the discounted present value method based on the total principal amount and an interest rate that takes into account the remaining term of the debt and credit risk, and is classified as Level 2 fair value.

## 8. INVESTMENT SECURITIES

(1) The carrying value and acquisition cost of other securities with market values were as follows:

Types of securities	Millions of yen			Thousands of U.S. dollars		
	Carrying value	Acquisition cost	Unrealized gains (losses)	Carrying value	Acquisition cost	Unrealized gains (losses)
As of March 31, 2025						
Carrying value exceeds acquisition cost:						
Stocks	¥8,674	¥1,855	¥6,818	\$58,008	\$12,411	\$45,597
Sub-total	8,674	1,855	6,818	58,008	12,411	45,597
Carrying value does not exceed acquisition cost:						
Stocks	958	1,109	(151)	6,410	7,420	(1,009)
Sub-total	958	1,109	(151)	6,410	7,420	(1,009)
Total	¥9,632	¥2,965	¥6,667	\$64,419	\$19,831	\$44,587

Types of securities	Millions of yen		
	Carrying value	Acquisition cost	Unrealized gains (losses)
As of March 31, 2024			
Carrying value exceeds acquisition cost:			
Stocks	¥10,565	¥2,671	¥7,893
Sub-total	10,565	2,671	7,893
Carrying value does not exceed acquisition cost:			
Stocks	285	353	(68)
Sub-total	285	353	(68)
Total	¥10,850	¥3,024	¥7,825

(2) Sales of other securities were as follows:

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Total sales amounts	¥828	¥375	\$5,541
Gains on sales	769	345	5,144

## 9. DERIVATIVE FINANCIAL INSTRUMENTS

Fair value information on the derivatives outstanding is summarized in the following tables:

As of March 31, 2025

(1) Derivative transactions (hedge accounting not applied)  
Currency-related transactions (non-market transactions)

	Millions of yen				Thousands of U.S. dollars			
	Contract value		Fair value	Unrealized gain (loss)	Contract value		Fair value	Unrealized gain (loss)
	Contract value total	Over 1 year			Contract value total	Over 1 year		
Forward exchange transactions:								
Sell –								
USD	¥ 679	¥344	¥ (22)	¥ (22)	\$ 4,545	\$2,305	\$ (153)	\$ (153)
EUR	5,163	–	(214)	(214)	34,528	–	(1,433)	(1,433)
CNY	331	–	1	1	2,217	–	11	11
Total	¥6,174	¥344	¥(235)	¥(235)	\$41,291	\$2,305	\$(1,574)	\$(1,574)

(2) Derivative transactions (hedge accounting applied)  
Currency-related transactions (deferred hedge accounting method)

	Main hedged item	Millions of yen			Thousands of U.S. dollars		
		Contract value		Fair value	Contract value		Fair value
		Contract value total	Over 1 year		Contract value total	Over 1 year	
Forward exchange transactions:							
Sell –							
USD		¥2,878	¥105	¥(122)	\$19,252	\$ 707	\$ (815)
EUR		1,415	513	(130)	9,463	3,436	(874)
JPY	Expected	25	2	(0)	171	18	(6)
CNY	foreign	998	120	0	6,675	807	5
CAD	currency	8	–	(0)	56	–	(0)
Buy –							
EUR		18	–	0	126	–	4
JPY		237	36	(0)	1,588	247	(0)
CNY		413	–	(6)	2,766	–	(42)
Total		¥5,996	¥780	¥(258)	\$40,101	\$5,217	\$(1,730)

As of March 31, 2024

(1) Derivative transactions (hedge accounting not applied)  
Currency-related transactions (non-market transactions)

	Millions of yen			
	Contract value		Fair value	Unrealized gain (loss)
	Contract value total	Over 1 year		
Forward exchange transactions:				
Sell –				
USD	¥ 879	¥ 14	¥(111)	¥(111)
EUR	7,759	607	(620)	(620)
CNY	191	–	(18)	(18)
Total	¥8,830	¥622	¥(750)	¥(750)

## (2) Derivative transactions (hedge accounting applied)

Currency-related transactions (deferred hedge accounting method)

	Main hedged item	Millions of yen		
		Contract value		
		Contract value total	Over 1 year	Fair value
Forward exchange transactions:				
Sell —				
USD		¥3,715	¥1,605	¥(279)
EUR		3,714	1,726	(440)
JPY	Expected foreign	61	—	10
CNY	currency transactions	1,332	260	(110)
Buy —				
USD		36	—	5
EUR		17	—	(0)
JPY		343	16	(27)
Total		¥9,221	¥3,608	¥(841)

## 10. BORROWINGS

Short-term borrowings and long-term borrowings are as follows:

As of March 31, 2025	Millions of yen	Weighted average interest rate	Repayment dates	Thousands of U.S. dollars
Short-term borrowings	¥1,620	3.45%	—	\$10,835
Current portion of long-term borrowings	500	0.59%	—	3,343
Long-term borrowings	1,000	1.41%	March 19, 2028 and March 30, 2029	6,687
Total	¥3,120	—%	—	\$20,867

As of March 31, 2024	Millions of yen	Weighted average interest rate	Repayment dates
Short-term borrowings	¥1,469	4.85%	—
Current portion of long-term borrowings	500	0.59%	—
Long-term borrowings	1,000	0.87%	December 15, 2025 and March 30, 2029
Total	¥2,969	—%	—

Repayment schedules for long-term borrowings as of March 31, 2025 are as follows:

As of March 31	Millions of yen	Thousands of U.S. dollars
2026	¥500	\$3,343
2027	—	—
2028	500	3,343
2029	500	3,343
2030	—	—

## 11. RETIREMENT BENEFITS FOR EMPLOYEES

AIDA and a certain domestic consolidated subsidiary have a cash balance plan as a defined benefit pension plan and a defined contribution pension plan. A certain consolidated subsidiary has a lump-sum payment plan and uses a simplified method for calculating retirement benefit expenses and liabilities.

Certain overseas consolidated subsidiaries have a defined benefit pension plan and a defined contribution pension plan.

(1) Defined benefit pension plan

(a) Changes in retirement benefit obligation

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Balance at the beginning of the year	¥4,769	¥4,901	\$31,899
Service cost	247	256	1,653
Interest cost	28	29	193
Actuarial gain and loss	(11)	11	(78)
Retirement benefits paid	(308)	(441)	(2,062)
Others	(0)	12	(0)
Balance at the end of the year	¥4,726	¥4,769	\$31,605

\*Retirement benefit expenses of the certain consolidated subsidiary that uses a simplified method are included in "Service cost".

(b) Changes in plan assets

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Plan assets at the beginning of the year	¥4,064	¥4,083	\$27,179
Expected return on plan assets	81	81	543
Actuarial gain and loss	(111)	22	(746)
Contributions by the Company	130	129	873
Retirement benefits paid	(213)	(252)	(1,425)
Plan assets at the end of the year	¥3,951	¥4,064	\$26,424

(c) Funded status of the plans and the amounts recognized in the consolidated balance sheets for the Companies' defined benefit plans

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Funded retirement benefit obligation	¥ 3,347	¥ 3,386	\$ 22,383
Plan assets at fair value	(3,951)	(4,064)	(26,424)
	(604)	(677)	(4,041)
Unfunded retirement benefit obligation	1,378	1,383	9,222
Net amount of liabilities and assets for retirement benefits in the consolidated balance sheet	¥ 774	¥ 705	\$ 5,180
Retirement benefit liability	¥ 1,378	¥ 1,383	\$ 9,222
Retirement benefit asset	(604)	(677)	(4,041)
Net amount of liabilities and assets for retirement benefits in the consolidated balance sheet	¥ 774	¥ 705	\$ 5,180

Remark: The above table includes plans accounted for using the simplified method.

(d) Components of retirement benefit expenses

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Service cost	¥247	¥256	\$1,653
Interest cost	28	29	193
Expected return on plan assets	(81)	(81)	(543)
Amortization of actuarial gain and loss	(5)	(35)	(34)
Retirement benefit expenses	¥189	¥168	\$1,268

\*Retirement benefit expenses of the certain consolidated subsidiary that uses a simplified method are included in "Service cost".

(e) Components of remeasurements of defined benefit plans included in other comprehensive income (before tax effect)

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Actuarial gain and loss	¥(105)	¥(24)	\$(703)
Total	¥(105)	¥(24)	\$(703)

(f) Components of remeasurements of defined benefit plans included in accumulated other comprehensive income (before tax effect)

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Unrecognized actuarial loss	¥318	¥213	\$2,129
Total	¥318	¥213	\$2,129

(g) Fair value of plan assets by major category, as a percentage of total plan assets

As of March 31	2025	2024
Bonds	38.8%	36.1%
Stocks	23.3%	27.5%
General accounts	26.5%	25.7%
Others	11.4%	10.7%
Total	100.0%	100.0%

The expected return on assets has been estimated based on the anticipated allocation to each asset class and the expected long-term returns on assets held in each category.

(h) Actuarial assumptions used in the calculation for defined benefit pension plan

As of March 31	2025	2024
Discount rate	Mainly 0.7%	Mainly 0.7%
Expected rate of return on plan assets	Mainly 2.0%	Mainly 2.0%
Expected rate of salary increase	Mainly 2.9%	Mainly 2.9%

Remark: The above table is indicated as a weighted average.

(2) Defined contribution pension plan

The contributions to the defined contribution plan of the Companies for the years ended March 31, 2025 and 2024 were ¥232 million (U.S. \$1,557 thousand) and ¥199 million, respectively.

## 12. NET ASSETS

Information regarding changes in net assets was as follows:

(1) Shares issued and outstanding / Treasury stock

During the year ended March 31, 2025

Types of shares	Number of shares at April 1, 2024	Increase	Decrease	Number of shares at March 31, 2025
Shares issued:				
Common stock (Remark 1)	69,448,421	—	2,243,800	67,204,621
Treasury stock:				
Common stock (Remarks 2, 3 and 4)	9,699,246	2,244,739	2,277,991	9,665,994

Remarks: 1. Details of the decrease are as follows:

Decrease due to cancellation of treasury stock.....2,243,800

2. Details of the increase are as follows:

Increase due to share buybacks.....2,243,800

Increase due to the purchase of shares of less than standard unit.....939

3. Details of the decrease are as follows:

Decrease due to cancellation of treasury stock.....2,243,800

Decrease due to the grant of shares from ESOP trust .....34,191

4. The number of shares of treasury stock held by Trust Account E as of April 1, 2024 and March 31, 2025 includes 4,382,672 shares and 4,348,481 shares, respectively.

During the year ended March 31, 2024

Types of shares	Number of shares at April 1, 2023	Increase	Decrease	Number of shares at March 31, 2024
Shares issued:				
Common stock	69,448,421	—	—	69,448,421
Treasury stock:				
Common stock (Remarks 1, 2 and 3)	9,736,558	85,164	122,476	9,699,246

Remarks: 1. Details of the increase are as follows:  
Increase due to the purchase of shares of less than standard unit .....564  
Increase due to purchase of shares by BBT .....84,600  
2. Details of the decrease are as follows:  
Decrease due to the grant of shares from ESOP trust .....37,876  
Decrease due to disposition of treasury stock by third-party allocation .....84,600  
3. The number of shares of treasury stock held by Trust Account E as of April 1, 2023 and March 31, 2024 includes 4,335,948 shares and 4,382,672 shares, respectively.

## (2) Share subscription rights

During the year ended March 31, 2025

Company	Description	Type of shares issued	Number of shares at April 1, 2024	Increase	Decrease	Number of shares at March 31, 2025	Millions of yen	Thousands of U.S. dollars
							Balance at March 31, 2025	Balance at March 31, 2025
Parent company	Share subscription rights as stock options	—	—	—	—	—	¥91	\$611
	Total	—	—	—	—	—	¥91	\$611

During the year ended March 31, 2024

Company	Description	Type of shares issued	Number of shares at April 1, 2023	Increase	Decrease	Number of shares at March 31, 2024	Millions of yen
							Balance at March 31, 2024
Parent company	Share subscription rights as stock options	—	—	—	—	—	¥91
	Total	—	—	—	—	—	¥91

## 13. REVENUE RECOGNITION

(1) Information regarding disaggregation of revenue from contracts with customers  
Regarding net sales, revenue from contracts with customers and revenue from other sources are not separately presented. Information regarding disaggregation of revenue from contracts with customers was represented in “22. SEGMENT INFORMATION (3) Information on sales, profit or loss, assets, and other items by reportable segments”.

(2) Basic information to understand revenue from contracts with customers  
Basic information to understand revenue from contracts with customers was represented in “2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (17) Recognition of significant sales and cost of sales”.

(3) Information to understand the amount of revenue in the current and subsequent fiscal years

(a) Contract assets and contract liabilities

	Millions of yen		Thousands of U.S. dollars
	As of April 1, 2024	As of March 31, 2025	As of March 31, 2025
For the year ended March 31, 2025			
Receivables from contracts with customers			
Trade notes	¥ 498	¥ 217	\$ 1,452
Accounts receivable	13,202	11,912	79,666
Total receivables from contracts with customers	¥13,701	¥12,129	\$81,118
Contract assets	¥ 5,305	¥ 4,813	\$32,189

For the year ended March 31, 2024	Millions of yen	
	As of April 1, 2023	As of March 31, 2024
Receivables from contracts with customers		
Trade notes	¥ 329	¥ 498
Accounts receivable	14,227	13,202
Total receivables from contracts with customers	¥14,557	¥13,701
Contract assets	¥ 7,948	¥ 5,305

Contract assets are the Companies' rights to consideration for performance obligations recognized but not yet billed as of the year-end date for contracts with customers for the manufacture and sale of presses that meet the definition of the performance obligations satisfied over time. Contract assets become receivables from contracts with customers once the Companies' rights to the consideration become unconditional.

Contract liabilities are mainly advance payments received from customers under certain payment terms for contracts with customers for the manufacture and sale of presses. Contract liabilities are reversed upon recognition of revenue.

Of the contract liabilities balance at the beginning of the fiscal year, revenue recognized for the years ended March 31, 2025 and 2024 were ¥11,670 million (U.S. \$78,048 thousand) and ¥11,581 million, respectively.

(b) Transaction price allocated to the remaining performance obligations

Of the ¥63,303 million (U.S. \$423,351 thousand) order backlog (remaining performance obligation) as of March 31, 2025, 84.4% will be recognized as revenue within one year, and the remainder is expected to be recognized as revenue within approximately three years.

Of the ¥76,705 million order backlog (remaining performance obligation) as of March 31, 2024, 61.7% will be recognized as revenue within one year, and the remainder is expected to be recognized as revenue within approximately three years.

## 14. SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

The significant components of selling, general and administrative expenses are as follows:

	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Salaries and wages	¥3,335	¥3,303	\$22,305
Provision for accrued bonuses for employees	371	441	2,487
Retirement benefit expenses	91	97	612

## 15. RESEARCH AND DEVELOPMENT EXPENSES

Research and development expenses included in "Cost of sales" and "Selling, general and administrative expenses" are summarized as follows:

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Selling, general and administrative expenses	¥ 614	¥568	\$4,106
Cost of sales	528	389	3,532
Total	¥1,142	¥957	\$7,639

## 16. INCOME TAXES

The applicable statutory tax rate in Japan was approximately 30.6% for the years ended March 31, 2025 and 2024.

(1) Reconciliations of the differences between the effective income tax rates and statutory income tax rates are as follows:

Year ended March 31	2025	2024
Statutory income tax rates	<b>30.6%</b>	30.6%
Non-deductible expenses (entertainment expenses and others) for tax purposes	<b>2.0%</b>	2.5%
Dividend income	<b>(0.2%)</b>	(0.3%)
Inhabitant taxes per capita	<b>0.4%</b>	0.5%
Difference of tax rates applied to overseas subsidiaries	<b>(3.5%)</b>	(3.0%)
Tax credit	<b>(4.3%)</b>	(0.1%)
Changes in valuation allowance	<b>(9.8%)</b>	2.2%
Retained earnings of overseas subsidiaries	<b>1.3%</b>	2.3%
Reduction of end-of-period deferred tax assets due to tax rate changes	<b>(0.1%)</b>	— %
Others	<b>2.6%</b>	(1.0%)
Effective income tax rates	<b>19.0%</b>	33.7%

(2) The major components of deferred tax assets and liabilities are as follows:

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Deferred tax assets:			
Loss on write-down of inventories	<b>¥ 1,168</b>	¥ 1,044	<b>\$ 7,811</b>
Accrued warranty costs	<b>214</b>	195	<b>1,436</b>
Accrued bonuses for employees	<b>312</b>	298	<b>2,093</b>
Depreciation expense	<b>450</b>	477	<b>3,013</b>
Accrued stock payments	<b>209</b>	185	<b>1,402</b>
Long-term accounts payable – other	<b>71</b>	71	<b>476</b>
Tax losses carried forward	<b>1,936</b>	1,899	<b>12,948</b>
Retirement benefit obligation	<b>392</b>	398	<b>2,625</b>
Loss on valuation of shares in affiliated companies	<b>758</b>	—	<b>5,073</b>
Others	<b>1,756</b>	1,840	<b>11,746</b>
Subtotal deferred tax assets	<b>7,271</b>	6,411	<b>48,627</b>
Valuation allowance for net operating loss carryforwards	<b>(1,926)</b>	(1,873)	<b>(12,882)</b>
Valuation allowance for deductible temporary differences	<b>(2,082)</b>	(2,098)	<b>(13,926)</b>
Less: Valuation allowance	<b>(4,008)</b>	(3,971)	<b>(26,808)</b>
Total deferred tax assets	<b>3,262</b>	2,440	<b>21,818</b>
Deferred tax liabilities:			
Undistributed subsidiaries' earnings	<b>(588)</b>	(489)	<b>(3,935)</b>
Reserve for reduction entry of replaced property	<b>(424)</b>	(417)	<b>(2,841)</b>
Net defined benefit assets	<b>(291)</b>	(283)	<b>(1,952)</b>
Fixed assets	<b>(525)</b>	(703)	<b>(3,515)</b>
Unrealized gains on other securities	<b>(2,111)</b>	(2,374)	<b>(14,119)</b>
Others	<b>(26)</b>	(13)	<b>(174)</b>
Total deferred tax liabilities	<b>(3,968)</b>	(4,281)	<b>(26,539)</b>
Net deferred tax assets (liabilities)	<b>¥ (705)</b>	¥(1,841)	<b>\$ (4,721)</b>

\*1 The valuation allowance increased by ¥36 million (U.S. \$246 thousand). The increase was mainly due to the ¥53 million (U.S. \$355 thousand) increase in valuation allowance related to tax loss carryforwards at consolidated subsidiaries.

\*2 A breakdown of net operating loss carryforwards and valuation allowance by expiry date is as follows.

As of March 31, 2025	Millions of yen						Total
	Within 1 year	Over 1 year within 2 years	Over 2 years within 3 years	Over 3 years within 4 years	Over 4 years within 5 years	Over 5 years	
Net operating loss carryforwards (a)	¥ 32	¥ 36	¥ 56	¥ 31	¥ 39	¥ 1,739	¥ 1,936
Valuation allowance	(32)	(36)	(56)	(31)	(39)	(1,729)	(1,926)
Deferred tax assets	¥ —	¥ —	¥ —	¥ —	¥ —	¥ 9	¥ 9

As of March 31, 2025	Thousands of U.S. dollars						Total
	Within 1 year	Over 1 year within 2 years	Over 2 years within 3 years	Over 3 years within 4 years	Over 4 years within 5 years	Over 5 years	
Net operating loss carryforwards (a)	\$ 220	\$ 246	\$ 378	\$ 208	\$ 263	\$ 11,631	\$ 12,948
Valuation allowance	(220)	(246)	(378)	(208)	(263)	(11,565)	(12,882)
Deferred tax assets	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 65	\$ 65

(a) Net operating loss carryforwards were the amount multiplied by the effective statutory tax rate.

(b) For the net operating loss carryforward of ¥1,936 million (U.S. \$12,948 thousand) (amount multiplied by effective statutory tax rate), deferred tax assets of ¥9 million (U.S. \$65 thousand) have been recorded.

The deferred tax assets of ¥9 million (U.S. \$65 thousand) are for part of the balance of the tax loss carryforward of ¥1,936 million (U.S. \$12,948 thousand) (amount multiplied by

effective statutory tax rate), mainly due to AIDA AMERICA CORP. and AIDA S.r.l.

Net operating loss carryforwards were mainly arising from the recognition of the loss carryforwards by AIDA AMERICA CORP. in the fiscal year ended March 31, 2022 and by AIDA S.r.l. in the fiscal year ended March 31, 2018.

The tax loss carryforward was determined to be recoverable as future taxable income is anticipated, and therefore, no corresponding valuation allowance has been recognized.

As of March 31, 2024	Millions of yen						Total
	Within 1 year	Over 1 year within 2 years	Over 2 years within 3 years	Over 3 years within 4 years	Over 4 years within 5 years	Over 5 years	
Net operating loss carryforwards (a)	¥ 46	¥ 33	¥ 37	¥ 57	¥ 31	¥ 1,694	¥ 1,899
Valuation allowance	(46)	(33)	(37)	(57)	(31)	(1,667)	(1,873)
Deferred tax assets	¥ —	¥ —	¥ —	¥ —	¥ —	¥ 26	¥ 26

(a) Net operating loss carryforwards were the amount multiplied by the effective statutory tax rate.

(b) For the net operating loss carryforward of ¥1,899 million (U.S. \$12,547 thousand) (amount multiplied by effective statutory tax rate), deferred tax assets of ¥26 million (U.S. \$174 thousand) have been recorded.

The deferred tax assets of ¥26 million (U.S. \$174 thousand) are for part of the balance of the tax loss carryforward of ¥1,899 million (U.S. \$12,547 thousand) (amount multiplied by effective statutory tax rate), mainly due to AIDA AMERICA CORP. and AIDA S.r.l. Net operating loss carryforwards were mainly arising from the recognition of the loss carryforwards by AIDA AMERICA CORP. in the fiscal year ended March 31, 2022 and by AIDA S.r.l. in the fiscal year ended March 31, 2018. The tax loss carryforward was determined to be recoverable as future taxable income is anticipated, and therefore, no corresponding valuation allowance has been recognized.

(3) Amendments to deferred tax assets and deferred tax liabilities due to a change in the rate of corporation tax  
In accordance with “the Act for Partial Amendment of the Income Tax Act” (Act No. 13, 2025), passed by parliament on

March 31, 2025, the Defense Special Corporate Tax will take effect from the fiscal year beginning on or after April 1, 2026. Accordingly, the statutory tax rate used for calculating deferred tax assets and liabilities has been changed from 30.6% for the prior fiscal year to 31.5% for the temporary differences, etc., to be reversed in the fiscal years beginning on or after April 1, 2026.

These tax rate changes resulted in an increase of ¥55 million (U.S. \$367 thousand) in deferred tax liabilities (after deducting deferred tax assets) and a decrease of ¥3 million (U.S. \$25 thousand) in income taxes—deferred in the current fiscal year.

(4) Application of the group tax sharing system

AIDA and a certain domestic consolidated subsidiary applied the group tax sharing system from the beginning of the fiscal year ended March 31, 2023. As a result, with regard to accounting procedures and disclosure for income tax, local corporation tax and tax effect accounting, “Practical Solution on the Accounting and Disclosure under the Group Tax Sharing System” (Practical Issues Task Force No. 42, August 12, 2021; hereinafter referred to as “PITF No. 42”) is applied.

## 17. LEASES

Description of finance leases is omitted due to its insignificance as of March 31, 2025 and 2024.

A summary of future payments under non-cancellable operating leases is as follows:

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Operating leases:			
Due within 1 year	¥134	¥106	\$ 896
Thereafter	86	119	580
Total	¥220	¥225	\$1,477

## 18. RELATED PARTY TRANSACTIONS

There were no transactions between AIDA and its related companies and individuals for the years ended March 31, 2025 and 2024.

## 19. PER SHARE INFORMATION

Shares held by the Custody Bank of Japan, Ltd. (Trust Account E) are treated as treasury stock on the consolidated financial statements. As a result, those shares have been excluded from the number of shares to calculate “Average number of shares outstanding during the years” and “Number of shares used for

computing net assets per share” shown below. The number of shares of treasury stock held by the Trust Account E as of April 1, 2024 and March 31, 2025 includes 4,382,672 shares and 4,348,481 shares, respectively.

Calculation of net assets per share and net income per share are as follows:

As of and for the year ended March 31	Yen		U.S. dollars
	2025	2024	2025
Net assets per share*1	¥1,452.01	¥1,376.26	\$9.71
Net income – Basic*2	88.47	47.02	0.59
– Diluted*2	88.35	46.95	0.59

\*1 Data used in the calculation of “Net assets per share” are as follows:

As of March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Total net assets on consolidated balance sheets	¥83,637	¥82,321	\$559,338
Total net assets attributable to shares of common stock	83,546	82,230	558,727
Main differences:			
Stock options	91	91	611
Number of shares outstanding (thousands of shares)	67,204	69,448	—
Number of treasury stock (thousands of shares)	9,665	9,699	—
Number of shares used for computing net assets per share (thousands of shares)	57,538	59,749	—

\*2 Data used in the calculation of “Net income – Basic” and “Diluted” are as follows:

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Net income	¥ 5,101	¥ 2,808	\$34,118
Net income attributable to shares of common stock	5,101	2,808	34,118
Average number of shares outstanding during the years (thousands of shares)	57,668	59,729	—
Potential increase in common stock for the diluted income calculation (thousands of shares)	78	86	—
Excluded potential increase in common stock for the diluted income calculation due to no dilutive effect (thousands of shares)	35	10	—

## 20. CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

Reclassification adjustments and tax effects allocated to each component of other comprehensive income are as follows:

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Valuation difference on available-for-sale securities:			
Amount arising during the year	¥ (388)	¥ 2,436	\$(2,601)
Reclassification adjustments for gains and losses included in net income	(723)	(345)	(4,837)
Amount before tax effect	(1,112)	2,091	(7,438)
Tax effect	263	(639)	1,760
Valuation difference on available-for-sale securities	(849)	1,451	(5,677)
Deferred gains or losses on hedges:			
Amount arising during the year	(351)	(1,805)	(2,351)
Reclassification adjustments for gains and losses included in net income	848	1,309	5,676
Amount before tax effect	497	(496)	3,325
Tax effect	(150)	149	(1,009)
Deferred gains or losses on hedges	346	(346)	2,315
Foreign currency translation adjustments:			
Amount arising during the year	1,127	3,300	7,541
Reclassification adjustments for gains and losses included in net income	—	—	—
Amount before tax effect	1,127	3,300	7,541
Tax effect	(425)	(1,009)	(2,847)
Foreign currency translation adjustments	701	2,291	4,694
Remeasurements of defined benefit plans:			
Amount arising during the year	(99)	11	(668)
Reclassification adjustments for gains and losses included in net income	(5)	(36)	(34)
Amount before tax effect	(105)	(24)	(703)
Tax effect	32	7	215
Remeasurements of defined benefit plans	(72)	(17)	(488)
Total other comprehensive income (loss)	¥ 126	¥ 3,379	\$ 843

## 21. SEGMENT INFORMATION

### (1) Overview of reportable segments

The reportable segments of the Companies are components for which discrete financial information is available and whose operating results are regularly reviewed by management to make decisions about resource allocation and to assess performance.

The Companies operate within a single business related to the manufacture and sale of presses and their ancillary equipment and auxiliary business such as services.

AIDA plays a key role in the domestic business.

As for the overseas business, each local company, including those in China, Asia (mainly Singapore and Malaysia), Americas (mainly the U.S.A.), and Europe (mainly Italy), plays an important role.

Each foreign subsidiary is a single business entity, planning comprehensive business strategies for products and conducting business activities in each area. Accordingly, the Companies consist of geographic segments which have the fundamental function of manufacturing, sales, and service.

Reportable segments are categorized into "Japan," "China," "Asia," "Americas" and "Europe."

### (2) Basis for calculating sales, profit or loss, assets, and other items by reportable segments

Accounting policies of the segments are substantially the same as those described in "Summary of Significant Accounting Policies."

Operating income or loss is used as reportable segment profit or loss. Segment transactions are inter-company transactions and based on market prices.

### (3) Information on sales, profit or loss, assets, and other items by reportable segments

		Millions of yen						
As of and for the year ended March 31, 2025	Japan	China	Asia	Americas	Europe	Sub total	Adjustments*1	Consolidated*2
<b>Sales</b>								
(1) Sales to third parties								
① Presses	¥15,665	¥ 9,387	¥ 5,018	¥13,563	¥ 9,410	¥ 53,044	¥ —	¥ 53,044
② Service	6,333	1,122	2,191	4,397	4,260	18,306	—	18,306
③ Others	4,540	40	37	—	37	4,655	—	4,655
Subtotal	26,539	10,550	7,247	17,960	13,708	76,006	—	76,006
(2) Inter-segment sales	20,070	1,153	3,588	280	1,065	26,157	(26,157)	—
Total sales	46,609	11,704	10,835	18,241	14,773	102,163	(26,157)	76,006
Segment profit	2,810	838	510	1,288	202	5,650	(120)	5,529
Segment assets	85,531	14,202	13,540	14,761	17,382	145,418	(22,556)	122,862
<b>Others</b>								
Depreciation	1,100	145	251	237	225	1,960	(0)	1,960
Increase in property, plant, equipment and intangible assets	¥ 603	¥ 55	¥ 88	¥ 82	¥ 109	¥ 939	¥ —	¥ 939

		Thousands of U.S. dollars						
As of and for the year ended March 31, 2025	Japan	China	Asia	Americas	Europe	Sub total	Adjustments*1	Consolidated*2
<b>Sales</b>								
(1) Sales to third parties								
① Presses	\$104,762	\$62,777	\$33,563	\$ 90,704	\$ 62,932	\$354,740	\$ —	\$354,740
② Service	42,358	7,507	14,655	29,408	28,494	122,424	—	122,424
③ Others	30,362	274	249	—	248	31,134	—	31,134
Subtotal	177,483	70,559	48,468	120,113	91,675	508,299	—	508,299
(2) Inter-segment sales	134,220	7,713	23,995	1,877	7,125	174,933	(174,933)	—
Total sales	311,704	78,272	72,464	121,990	98,800	683,233	(174,933)	508,299
Segment profit	18,793	5,606	3,416	8,618	1,351	37,786	(805)	36,980
Segment assets	572,003	94,979	90,553	98,722	116,245	972,503	(150,848)	821,654
<b>Others</b>								
Depreciation	7,361	975	1,678	1,585	1,509	13,109	(0)	13,108
Increase in property, plant, equipment and intangible assets	\$ 4,039	\$ 368	\$ 593	\$ 550	\$ 730	\$ 6,281	\$ —	\$ 6,281

		Millions of yen						
As of and for the year ended March 31, 2024	Japan	China	Asia	Americas	Europe	Sub total	Adjustments*1	Consolidated*2
<b>Sales</b>								
(1) Sales to third parties								
① Presses	¥13,948	¥10,144	¥ 4,719	¥12,134	¥11,171	¥ 52,118	¥ —	¥ 52,118
② Service	5,470	1,212	2,296	3,305	4,165	16,450	—	16,450
③ Others	4,063	23	55	—	30	4,173	—	4,173
Subtotal	23,483	11,380	7,071	15,439	15,366	72,742	—	72,742
(2) Inter-segment sales	19,420	414	3,764	601	1,139	25,339	(25,339)	—
Total sales	42,904	11,794	10,836	16,041	16,506	98,082	(25,339)	72,742
Segment profit or loss	1,112	797	1,193	397	293	3,794	(178)	3,615
Segment assets	88,194	14,619	13,380	14,679	22,068	152,943	(26,747)	126,195
<b>Others</b>								
Depreciation	1,220	133	225	222	218	2,021	(0)	2,021
Increase in property, plant, equipment and intangible assets	¥ 1,258	¥ 91	¥ 264	¥ 64	¥ 121	¥ 1,800	¥ —	¥ 1,800

\*1 Adjustments of sales represent elimination of inter-segment transactions.

Adjustments of segment profit or loss represent elimination of inter-segment transactions.

Adjustments of segment assets represent elimination between inter-segment receivables and payables.

Adjustments of depreciation and increase in property, plant, equipment and intangible assets represent elimination of inter-segment transactions.

\*2 Segment profit or loss is adjusted to operating income of the consolidated statements of income.

(Related Information)

1. Products and service information

This information is omitted because similar information is disclosed in the segment information.

2. Geographical information

(1) Sales

For the year ended March 31, 2025

Millions of yen					Thousands of U.S. dollars				
Japan	U.S.A.	China	Others	Total	Japan	U.S.A.	China	Others	Total
¥24,670	¥11,389	¥9,774	¥30,171	¥76,006	\$164,985	\$76,168	\$65,367	\$201,777	\$508,299

For the year ended March 31, 2024

Millions of yen				
Japan	U.S.A.	China	Others	Total
¥21,129	¥11,558	¥13,210	¥26,844	¥72,742

Remark: Sales are presented based on customer location, and they are classified by country.

(2) Property, plant and equipment

As of March 31, 2025

Millions of yen				Thousands of U.S. dollars			
Japan	Italy	Others	Total	Japan	Italy	Others	Total
¥13,434	¥2,620	¥4,172	¥20,227	\$89,845	\$17,524	\$27,901	\$135,271

As of March 31, 2024

Millions of yen			
Japan	Italy	Others	Total
¥13,658	¥2,743	¥4,487	¥20,889

(Reportable segment information for impairment loss on fixed assets)

For the year ended March 31, 2025

There is no impairment loss on fixed assets.

For the year ended March 31, 2024

There is no impairment loss on fixed assets.

(Reportable segment information for amortization and balance of goodwill)

There is no amortization and ending balance of goodwill recorded as of and for the years ended March 31, 2025 and 2024.

(Reportable segment information for gain on bargain purchase)

There is no gain on bargain purchase recorded for the years ended March 31, 2025 and 2024.

## 22. STOCK OPTIONS

The number of common shares to be granted for stock options is as follows:

Fiscal year	Grantees	Number of common shares granted (shares)	Grant date	Exercise price per share (yen)	Exercise periods
2007	Directors (4)	22,000	September 26, 2007	1	From September 27, 2007 to September 26, 2037
2008	Directors (6)	36,000	September 25, 2008	1	From September 26, 2008 to September 25, 2038
2009	Directors (6)	85,000	September 25, 2009	1	From September 26, 2009 to September 25, 2039
2010	Directors (6)	79,000	September 24, 2010	1	From September 25, 2010 to September 24, 2040
2011	Directors (7)	57,000	September 29, 2011	1	From September 30, 2011 to September 29, 2041
2012	Directors (6)	62,000	November 29, 2012	1	From November 30, 2012 to November 29, 2042
2013	Directors (6)	39,000	September 26, 2013	1	From September 27, 2013 to September 26, 2043
2014	Directors (6)	28,000	September 29, 2014	1	From September 30, 2014 to September 29, 2044
2015	Directors (6)	22,000	September 28, 2015	1	From September 29, 2015 to September 28, 2045
2016	Directors (5)	25,000	September 29, 2016	1	From September 30, 2016 to September 29, 2046

A summary of stock option activity is as follows:

Granted fiscal year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Exercise price per share (yen)	1	1	1	1	1	1	1	1	1	1
Average stock price when exercised (yen)	—	—	—	—	—	—	—	—	—	—
Fair value per share when granted (yen)	—	—	—	—	—	—	—	—	—	—
Share subscription rights which are not yet vested										
Outstanding as of April 1, 2024 (shares)	—	—	—	—	—	—	—	—	—	—
Granted (shares)	—	—	—	—	—	—	—	—	—	—
Forfeited (shares)	—	—	—	—	—	—	—	—	—	—
Vested (shares)	—	—	—	—	—	—	—	—	—	—
Outstanding as of March 31, 2025 (shares)	—	—	—	—	—	—	—	—	—	—
Share subscription rights which have already been vested										
Outstanding as of April 1, 2024 (shares)	12,000	16,000	35,000	30,000	22,000	23,000	15,000	10,000	10,000	13,000
Vested (shares)	—	—	—	—	—	—	—	—	—	—
Exercised (shares)	—	—	—	—	—	—	—	—	—	—
Forfeited (shares)	—	—	—	—	—	—	—	—	—	—
Outstanding as of March 31, 2025 (shares)	12,000	16,000	35,000	30,000	22,000	23,000	15,000	10,000	10,000	13,000

Because it is difficult to reasonably estimate the number of forfeited options in the future, the number of vested options is calculated based on historical data for the options that have not yet been vested, and the number.

## 23. SUBSEQUENT EVENTS

### 1. Appropriation of retained earnings

On June 25, 2025, at the General Meeting of Shareholders, the following appropriation of retained earnings was approved:

	Millions of yen	Thousands of U.S. dollars
Cash dividends (¥37.00 (U.S. \$0.24) per share)	¥2,289	\$15,313

The amount includes dividends of ¥160 million (U.S. \$1,075 thousand) on shares (4,348,481 shares as of March 31, 2025) held by the Trust Account E.

## 2. Repurchase of treasury stock

AIDA resolved at the meeting of the Board of Directors held on March 28, 2025 to repurchase treasury stock in accordance with the Companies Act, Article 156, applied by replacement under Article 165, paragraph 3 of the same Act. In addition, at the Board of Directors meeting held on April 11, 2025, a resolution was passed to expand the scope of share repurchase and change the repurchase period (bringing forward the start of the repurchase).

### (1) Reasons for share repurchase:

AIDA will repurchase its own shares as part of its efforts to achieve its policy of aiming for “optimal level of equity capital” based on the new capital policy announced on May 15, 2025, which aims for ROE to exceed the cost of capital.

### (2) Class of shares to be repurchased: Common shares of AIDA

### (3) Total number of shares to be repurchased: 4,200,000 shares (maximum)

(The percentage compared to the total number of shares issued (excluding treasury stock): 6.79%)

### (4) Total amount: ¥3,000 million (U.S. \$20,062 thousand) (maximum)

### (5) Expected repurchase period: April 18, 2025 to July 31, 2025

### (6) Repurchase method: Purchase on the Tokyo Stock Exchange

### (7) Results of the repurchase

- Class of shares repurchased: Common stock of the Company
- Total number of shares repurchased: 3,242,600 shares
- Total amount: ¥2,999 million (U.S. \$20,062 thousand)
- Period for repurchases: From April 18, 2025 to July 8, 2025\*1

\*1 The period of treasury stock repurchase is based on the execution date, and the date of treasury stock repurchase is based on the delivery date.

## 3. Details of Cancellation of Treasury Stock

AIDA resolved at the meeting of the Board of Directors held on March 28, 2025 to cancel treasury stock in accordance with the Companies Act, Article 178.

### (1) Class of shares to be cancelled: Common shares of AIDA

### (2) Total number of shares to be cancelled: All of the shares to be repurchased (described in Remark 2 above)

### (3) Date of cancellation: September 30, 2025

### (4) Reasons for Cancellation of Treasury Stock

Increasing shareholder returns and improving capital efficiency.

## 4. Business combinations (HMS Products Co.)

AIDA resolved that AIDA AMERICA CORP., a subsidiary of the Company, acquired all shares of HMS Products Co. (hereafter referred to as “HMS”) and make it a wholly owned subsidiary at the Board of Directors meeting held on March 13, 2025. The Company acquired all shares of HMS Products Co. on April 1, 2025.

### (1) Overview of the business combination

#### (a) Name and nature of business of acquired company

Name of the acquired enterprise: HMS Products Co.

Nature of business: Design and manufacture of automation equipment and feeders, etc.

#### (b) Primary reasons for business combination

As a comprehensive manufacturer of press forming systems, the Company supports its customers’ manufacturing by providing solutions for the entire production line,

including presses as well as automation equipment and factory automation, such as material feeders and automatic transfer feeders.

HMS, which became a subsidiary through this share acquisition, is a U.S.-based company that designs and manufactures automation equipment and feeders. HMS possesses advanced technological and service capabilities and has a long history of working in partnership with us to supply solutions to customers. The addition of HMS to the Group will strengthen the Group’s automation system R&D capabilities and improve the competitiveness of its products.

Users in North America especially prefer local procurement due to factors such as import costs, maintenance concerns, service support, and product specifications. Accordingly, making HMS a subsidiary will enable us to provide integrated press and automation solutions to customers in North America.

### (c) Business combination date

April 1, 2025

### (d) Statutory form of the business combination

Stock purchase for cash as consideration

### (e) Company name after combination

No change.

### (f) Ratio of voting rights acquired

100%

### (g) Grounds for determining acquiring company

AIDA AMERICA CORP., a subsidiary of AIDA, acquired the shares for cash as consideration.

### (2) Acquisition cost of the acquired company, and consideration for the acquisition and breakdown thereof by consideration type

Consideration for acquisition: Cash and deposits U.S. \$5.5 million

Acquisition cost: U.S. \$5.5 million

Note that the amount shown is tentative, as part of the consideration for the acquisition is not yet determined.

### (3) Major acquisition-related costs

Compensation and fees for advisors, etc.:

Approx.: U.S. \$405 thousand

### (4) Amount of goodwill that occurred, cause for the occurrence, amortization method, and amortization period

#### (a) Amount of goodwill that occurred

U.S. \$93 thousand

#### (b) Cause for the occurrence

Generated from the anticipated future excess earning power.

#### (c) Amortization method and period

Straight-line amortization over 9 years

### (5) Total amounts and principal breakdowns of assets received, and liabilities assumed on the effective date of the business combination

	Thousands of U.S. dollars
Current assets	<b>\$10,249</b>
Non-current assets	<b>1,654</b>
Total assets	<b>\$11,903</b>
Current liabilities	<b>\$ 6,401</b>
Non-current liabilities	—
Total liabilities	<b>\$ 6,401</b>

(6) Contents of contingent consideration specified in the business combination agreement and accounting policy for the current and subsequent reporting periods

(a) Contents of contingent consideration

The Company will pay contingent consideration based on the level of future performance achieved by the acquired company.

(b) Accounting policy for the current and subsequent reporting periods

If additional consideration is paid upon acquisition, the acquisition cost will be adjusted as if it had been paid at the time of acquisition. The amount of goodwill and the amortization of goodwill will also be adjusted accordingly.

(7) Amount allocated to intangible assets other than goodwill, breakdown of each major type of intangible asset, and weighted average amortization period for the total and major types

Type	Amount	Weighted average amortization period
Trademark rights	US \$300 thousand	7 years
Customer-related assets	US \$600 thousand	5 years
Total	US \$900 thousand	5.7 years

#### 5. Business Combinations (Dallas Industries)

AIDA resolved that AIDA AMERICA CORP., a subsidiary of the Company, acquired all membership interests of Dallas Industries (hereafter referred to as "Dallas") and make it a wholly owned subsidiary at the Board of Directors meeting held on October 28, 2025. The subsidiary acquired all membership interests in Dallas Industries on October 31, 2025.

(1) Overview of the business combination

(a) Name and nature of business of acquired company

Name of the acquired enterprise: Dallas Industries  
Nature of business: Design and manufacture of coil feeder equipment, etc.

(b) Primary reasons for business combination

As a comprehensive manufacturer of press forming systems, AIDA supports its customers' manufacturing by providing solutions for the entire production line, including presses as well as automation equipment and factory automation, such as material feeders and automatic transfer feeders. However, because customers outside of Japan especially prefer local procurement due to factors such as import costs, maintenance concerns, service support, and product specifications, a key strategy for AIDA is strengthening its overseas automation supply chain.

Dallas, which became a subsidiary through this action, is a US-based company that designs and manufactures coil feed equipment, etc. Dallas possesses advanced technological and service capabilities and has a long history of working in partnership with AIDA to supply solutions to customers. In addition to the acquisition of HMS in April of this year, which specializes in destackers and transfer feeders, the acquisition of Dallas, which specializes in coil feeders, will establish an automation supply chain in the Americas that will enable the AIDA Group to independently provide products—ranging from

small presses to large presses and including automation—for entire press lines.

Following the acquisition, we will take advantage of the fact that both HMS and Dallas are located near Detroit to achieve synergistic expansion through additional investments in the joint operation of their factories, production equipment, and systems, etc.

Also, across our entire group, we will achieve further synergies in the development of automation systems and provision of solutions, including AI utilization, by strengthening global collaboration encompassing our FA division, R&D division, and our domestic subsidiary REJ (Automation Control).

Moreover, this initiative will enable US customers to locally procure not only presses but also automation, which will help reduce cost burdens resulting from US tariff policies.

(c) Business combination date

October 31, 2025

(d) Statutory form of the business combination

Membership interests purchase for cash as consideration

(e) Company name after combination

No change.

(f) Ratio of voting rights acquired

100%

(g) Grounds for determining acquiring company

AIDA AMERICA CORP., a subsidiary of AIDA, acquired the membership interests for cash as consideration.

(2) Acquisition cost of the acquired company, and consideration for the acquisition and breakdown thereof by consideration type

Consideration for acquisition:

Cash and deposits U.S. \$10 million

Acquisition cost: U.S. \$10 million

Note that the amount shown is tentative, as part of the consideration for the acquisition is not yet determined.

(3) Major acquisition-related costs

Compensation and fees for advisors, etc.: Approx.: U.S. \$409 thousand

(4) Amount of goodwill that occurred, cause for the occurrence, amortization method, and amortization period

Not determined at this time

(5) Total amounts and principal breakdowns of assets received, and liabilities assumed on the effective date of the business combination

Not determined at this time

## Independent Auditor's Report

The Board of Directors  
AIDA ENGINEERING, LTD.

### *The Audit of the Consolidated Financial Statements*

#### **Opinion**

We have audited the accompanying consolidated financial statements of AIDA ENGINEERING, LTD. and its consolidated subsidiaries (the Group), which comprise the consolidated balance sheet as at March 31, 2025, and the consolidated statements of income, comprehensive income, changes in net assets, and cash flows for the year then ended, and notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at March 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with accounting principles generally accepted in Japan.

#### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Key Audit Matters**

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of the audit of the consolidated financial statements as a whole, and in forming the auditor's opinion thereon, and we do not provide a separate opinion on these matters.

Estimation of total cost of construction for construction contracts for which performance obligations are satisfied over time	
<b>Description of Key Audit Matter</b>	<b>Auditor's Response</b>
AIDA ENGINEERING, LTD. (the "Company") and its consolidated subsidiaries (the "Group") are engaged in the manufacture and sale of press machines and other products. Particularly for medium and large-sized press machines, each product is highly customized and requires a certain period of time to complete because it must meet the specifications of each client.	In order to evaluate the appropriateness of the estimation of the total cost of construction when recognizing revenue based on progress towards satisfaction of performance obligations, we mainly performed the following audit procedures.  (1) Assessment of internal control

As stated in (18) “Recognition of significant sales and cost of sales” and (20) “Significant accounting estimates” under 2. “SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES” in the Notes to Consolidated Financial Statements, for performance obligations satisfied over time for long-term construction contracts, the Group estimates progress towards satisfaction of performance obligations and recognizes revenue over time based on this progress. The amount of net sales recognized based on progress towards satisfaction of performance obligations for the fiscal year ended March 31, 2025 is ¥20,213 million, which accounted for 27% of consolidated net sales.

In recognizing revenue based on progress towards satisfaction of performance obligations, it is necessary to reasonably estimate the total amount of construction project revenue, the total amount of construction project cost, and progress towards satisfaction of performance obligations at the end of the fiscal year. The Group measures progress towards satisfaction of performance obligations based on the ratio of construction costs incurred up to the end of the fiscal year to the total expected cost of construction for each contract.

In the manufacturing of press machines and the like of the Group, the basic specifications and work processes are based on the instructions of customers, and it is difficult to apply a uniform standard in determining the estimated total cost of construction. Accordingly, the estimation of the total cost of construction involves certain assumptions and judgments by the responsible persons in the Cost Control Department with expertise and experience in construction work, and therefore is subject to uncertainty.

In addition, appropriately revising the total cost of construction in a timely manner is a complex process since there may be changes in contract details, unit prices of materials, manufacturing labor hours, and so forth while construction is in progress.

We assessed the status of the following internal controls of the Group regarding the estimation of total construction costs.

- Controls over the estimation of the total cost of construction and the calculation of progress towards satisfaction of performance obligations
- System whereby the responsible persons in the Cost Control Department monitor, in a timely manner, changes in net sales recognized based on progress towards satisfaction of performance obligations and comparisons between anticipated and actual progress towards satisfaction of performance obligations

(2) Evaluation of the estimate of the total cost of construction

In light of the details related to the construction contract amount, construction profit or loss, construction specifications, and progress of construction, we identified construction projects with relatively high uncertainty in estimating the total construction cost and performed the following procedures.

- We reviewed the total cost of the construction project against the cost estimate data on which it was based, and examined whether the cost of manufacturing the machine in accordance with specifications agreed with the customer was included in the cost estimate.
- In order to examine whether the total amount of construction costs is revised in a timely and appropriate manner, we reviewed the documentation from internal meetings regarding the revision of construction costs and made inquiries of the responsible persons in the Cost Control Department about the determination as to whether the total amount of construction costs should be revised.

<p>Based on the above, we concluded that the estimation of the total cost of construction used in calculating both revenue recognized over time as performance obligations are satisfied and progress towards satisfaction of performance obligations is of particular significance for the fiscal year ended March 31, 2025, and therefore determined that this is a key audit matter.</p>	<ul style="list-style-type: none"> <li>• For construction projects where progress has fluctuated beyond a certain range set by the auditor based on cost accrual patterns involving similar projects in the past, we made inquiries of the responsible persons in the Cost Control Department about the reasons for such fluctuations and examined the reasonableness of the answers in light of the process schedule and cost accrual status.</li> <li>• We evaluated the process of estimating the total cost of construction by comparing initially estimated amounts with finalized amounts and examining the details of any differences.</li> </ul>
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### Other Information

The other information comprises the information included in the Annual Integrated Report that contains audited consolidated financial statements, but does not include the consolidated financial statements and our auditor's report thereon. Management is responsible for preparation and disclosure of the other information. The Corporate Auditor and the Board of Corporate Auditors are responsible for overseeing the Group's reporting process of the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Responsibilities of Management, the Corporate Auditor and the Board of Corporate Auditors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern and disclosing, as required by accounting principles generally accepted in Japan, matters related to going concern.

The Corporate Auditor and the Board of Corporate Auditors are responsible for overseeing the Group's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances for our risk assessments, while the purpose of the audit of the consolidated financial statements is not expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation in accordance with accounting principles generally accepted in Japan.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Corporate Auditor and the Board of Corporate Auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Corporate Auditor and the Board of Corporate Auditors with a statement that we have complied with the ethical requirements regarding independence that are relevant to our audit of the consolidated financial statements in Japan, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

From the matters communicated with the Corporate Auditor and the Board of Corporate Auditors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### **Convenience Translation**

The U.S. dollar amounts in the accompanying consolidated financial statements with respect to the year ended March 31, 2025 are presented solely for convenience. Our audit also included the translation of Japanese yen amounts into U.S. dollar amounts and, in our opinion, such translation has been made on the basis described in Note 3 to the consolidated financial statements.

### ***Fee-related Information***

The fees for the audits of the financial statements of AIDA ENGINEERING, LTD. and its subsidiaries and other services provided by us and other EY member firms for the year ended March 31, 2025 are 158 million yen and 3 million yen, respectively.

### **Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Ernst & Young ShinNihon LLC  
Tokyo, Japan

November 7, 2025

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/s/Yoshiyuki Nomizu  
Designated Engagement Partner  
Certified Public Accountant

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/s/Tomo Ito  
Designated Engagement Partner  
Certified Public Accountant

# Corporate Data/History

As of March 31, 2025

## Corporate Data

<b>Company Name</b>	AIDA ENGINEERING, LTD.
<b>Founded</b>	March 1917
<b>Established</b>	March 25, 1937
<b>Capital</b>	¥7,831 million
<b>Fiscal Year-End</b>	March 31
<b>Number of Employees</b>	806 (Consolidated: 1,958)
<b>Head Office</b>	2-10 Ohyama-cho, Midori Ward, Sagami-hara City, Kanagawa Prefecture 252-5181, Japan TEL (81) 42-772-5231 FAX (81) 42-772-5263
<b>Website</b>	Alongside information on our business activities, the website presents the latest news releases and investor relations materials, our Sustainability Policy, and details of our social contribution and environmental initiatives. <a href="https://www.aida.co.jp/en/">https://www.aida.co.jp/en/</a>
<b>Domestic Group Company</b>	R E J Co., Ltd. 2-3-2 Fukuura, Kanazawa Ward, Yokohama City, Kanagawa Prefecture 236-8641, Japan TEL (81) 45-701-1770 FAX (81) 45-783-7486

## History

<b>1917</b>	AIDA Ironworks is founded in Honjo, Tokyo, by the late Mr. Yokei Aida.
<b>1923</b>	The factory is totally destroyed by the Great Kanto Earthquake, but is rebuilt immediately.
<b>1933</b>	Introduced the first Japanese knuckle-joint press.
<b>1937</b>	Incorporated as a limited company with capital of ¥200,000.
<b>1945</b>	The factory is totally destroyed in an air raid, then rebuilt and operations are restarted two months later.
<b>1951</b>	Introduced the first Japanese crown capping press.
<b>1956</b>	Introduced the first 200-ton high-speed automatic press.
<b>1959</b>	New factory constructed in Sagami-hara City in Kanagawa Prefecture (current headquarters).
<b>1960</b>	Introduced the first Japanese transfer press.
<b>1962</b>	Listed on the Tokyo Stock Exchange, 2nd Section.
<b>1964</b>	Headquarters and Kameido Factory are moved and integrated into the Sagami-hara facility.
<b>1967</b>	Completed the development of a 2,500-ton transfer press (among the world's largest capacity presses at the time).
<b>1968</b>	Introduced "Autohand," the first Japanese industrial robot.
<b>1970</b>	Company name is changed to AIDA ENGINEERING, LTD.
<b>1971</b>	Promoted to the 1st Section of the Tokyo and Osaka Stock Exchange.
<b>1972</b>	Established a subsidiary in the United States.
<b>1974</b>	Tsukui Factory is constructed (in Sagami-hara City).
<b>1977</b>	Introduced 3-D Motion Mark IV Transfer Press stamping center system.
<b>1985</b>	Nominated as a marginable stock on the Tokyo Stock Exchange. Established a subsidiary in Canada.
<b>1989</b>	Established a subsidiary in Singapore.
<b>1992</b>	ACCESS, LTD. is established in Ishikawa Prefecture. AIDA BUSINESS CORP. is established in Sagami-hara City.
<b>1993</b>	Established a subsidiary in Hong Kong.
<b>1995</b>	Manufacturing bases are established in the U.S.A. and Malaysia. A new facility is constructed in Hakusan City in Ishikawa Prefecture.
<b>1997</b>	Established a subsidiary in Thailand.
<b>2001</b>	Received ISO 14001 certification.
<b>2002</b>	Established subsidiaries in China (Shanghai) and France. Introduced the world's first direct-drive servo press (now called the Direct Servo Former).
<b>2003</b>	A manufacturing base is established in China (Shanghai). Completed the development of the Precision Forming Press UL Series.
<b>2004</b>	Established a subsidiary in Germany (Kamen). Absorbed an Italian company and established a manufacturing base.
<b>2005</b>	Established subsidiaries in Brazil and Indonesia.
<b>2007</b>	A new plant is constructed on land adjacent to the headquarters. Established a subsidiary in India.
<b>2008</b>	Announced new development of a 2,300-ton large servo press (among the world's largest capacity presses at the time).
<b>2009</b>	Established a subsidiary in Mexico. Completed the development of AIDA Ultimate Precision Forming Press UL-D Series.
<b>2010</b>	Launched commercial marketing of large-capacity servo motors for servo presses developed and manufactured by AIDA. Transferred the Chinese production base to Nantong City and expanded the base.
<b>2011</b>	Established subsidiaries in Vietnam and Morocco.
<b>2012</b>	Established a subsidiary in Russia.
<b>2013</b>	Separation of production functions from AIDA ENGINEERING (M) SDN. BHD. and transfer to AIDA MANUFACTURING (ASIA) SDN. BHD.
<b>2015</b>	Established a subsidiary in the Philippines. Completed the development of a 2,700-ton progressive servo press (among the world's largest capacity presses).
<b>2016</b>	Established a Technology Center in Germany (Weingarten).
<b>2017</b>	Made Reliance Electric Limited and its subsidiary, RAS Co., Ltd., into subsidiaries of AIDA ENGINEERING, LTD.
<b>2018</b>	Reliance Electric Limited absorbed its subsidiary, RAS Co., Ltd. (Company name was changed to R E J Co., Ltd. in January 2019).
<b>2020</b>	Merged with ACCESS, LTD., a wholly owned subsidiary.
<b>2022</b>	Transferred to the Prime Market with the reorganization of the Tokyo Stock Exchange market segments.

\* AIDA AMERICA CORP. acquired all shares of HMS Products Co. in April 2025.

# Global Network

As of March 31, 2025

## Overseas

■ Production Facilities ● Global Sales/Service Network

### AMERICAS

#### ■ AIDA AMERICA CORP. (U.S.A.)

7660 Center Point 70 Blvd., Dayton, Ohio  
45424-6380, U.S.A.  
TEL (1) 937-237-2382  
FAX (1) 937-237-1995

#### ● AIDA CANADA, INC. (CANADA)

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Barrie, Ontario, L4N 8W8, Canada  
TEL (1) 705-734-9692  
FAX (1) 705-734-9695

#### ● AIDA ENGINEERING DE MEXICO, S. DE R. L. DE C.V. (MEXICO)

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Poligono Empresarial Santa Rosa, Santa Rosa  
Jauregui, Queretaro. C.P. 76220, México  
TEL (52) 442-291-1320, (52) 442-291-1321

#### ● AIDA do Brasil Comércio de Máquinas Ltda. (BRAZIL)

Rua Arnaldo Batista de Almeida, 63,  
Centro Empresarial de Indaiatuba,  
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### EUROPE

#### ■ AIDA S.r.l. (ITALY)

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FAX (39) 030-9959377

#### ● AIDA Germany GmbH (GERMANY)

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TEL (49) 751-560929-88

#### ● AIDA S.r.l. FRENCH Branch (FRANCE)

Zone Actipolis 3, 1, Avenue Pierre Pflimlin,  
68390 Sausheim, France  
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#### ● AIDA S.r.l. UK Branch (U.K.)

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#### ● AIDA S.r.l. CZECH Branch (CZECH REPUBLIC)

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### AFRICA

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90 100, Tangier, Morocco  
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FAX (212) 539-392-262

### CHINA

#### ■ AIDA PRESS MACHINERY SYSTEMS CO., LTD. (Nantong)

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226002, China  
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FAX (86) 22-5828-5632

#### ● AIDA ENGINEERING CHINA CO., LTD. GUANGZHOU BRANCH (Guangzhou)

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#### ● AIDA ENGINEERING CHINA CO., LTD. GUANGZHOU BRANCH

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#### ● AIDA ENGINEERING CHINA CO., LTD. WUHAN OFFICE (Wuhan)

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### ASIA

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TEL (65) 6507-3555

#### ■ AIDA ENGINEERING (M) SDN. BHD. (MALAYSIA)

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Johor, Malaysia  
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#### ● AIDA ENGINEERING (M) SDN. BHD. Shah Alam Branch (MALAYSIA)

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Industrial Park, 40150 Shah Alam, Selangor,  
Malaysia  
TEL (60) 3-5569-2872

#### ■ AIDA MANUFACTURING (ASIA) SDN. BHD. (MALAYSIA)

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TEL (60) 7-251-6688

#### ● AIDA (THAILAND) CO., LTD. (THAILAND)

19/19 Moo. 6, Wat-Sriwarinoin Rd,  
T.Srisajorrakaeyai, A.Bangsaothong,  
Samutprakarn 10570, Thailand  
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#### ● PT. AIDA INDONESIA (INDONESIA)

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Industri Jababeka V Kel.Sertajaya Cikarang  
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#### ● AIDA INDIA PVT. LTD. (INDIA)

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#### ● AIDA INDIA PVT. LTD. CHENNAI OFFICE (INDIA)

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#### ● AIDA GREATER ASIA PHILIPPINES, INC. (PHILIPPINES)

Unit 101B Coherco Financial Tower,  
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Muntinlupa City, Philippines 1780  
TEL (63) 2-8771-1561

## Domestic

#### ■ AIDA ENGINEERING, LTD.

● Oyama, Takasaki, Kanagawa, Nagano, Hamamatsu,  
Chubu, Komaki, Osaka, Chugoku/Shikoku, Fukuoka

#### ■ R E J Co., Ltd.



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