

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

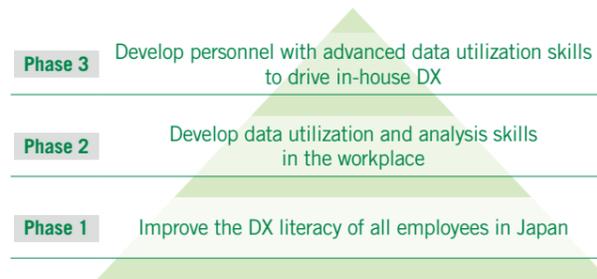


1 Retraining/Reskilling Personnel

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.



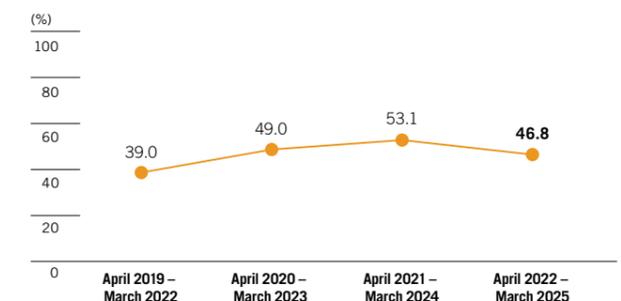
● Utilizing Mid-Career Hires and Seniors

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)



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3 Promoting Health and Productivity Management and the "Visualization" of Human Assets

Health and Productivity Management

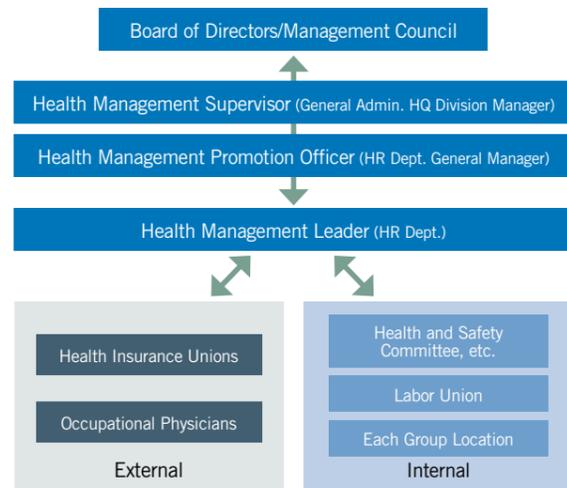
Providing employees with a rewarding, safe, and amenable environment is a primary management initiative. In May 2023, we issued our Health and Productivity Management Declaration to promote proactive health and productivity management, and we established a cross-organizational structure designed to put 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.	100% (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.	99.9% (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.	Engagement Rate 69.4% (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.

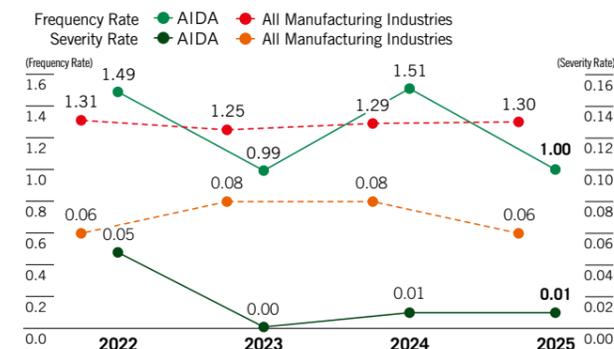
Occupational Safety and Health

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: [Number of deaths, injuries, or serious workplace accidents] ÷ [Total working hours x 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: [Total number of lost working days] ÷ [Total working hours x 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