

The Source of Value Creation: Human Capital Innovation



SDGs that we make efforts to contribute to



Believing that human resources represent our greatest management asset, we strive to develop human resources with the aim of having each employee attain a high degree of specialization. Based on the AIDA Group Action Guidelines, we respect each and every employee as an individual and have established a corporate culture that embraces talented human resources from various countries and regions, regardless of nationality, gender, age, employment status, or physical ability.

We will continue to further strengthen our foundation for growth by building an organization and developing human resources for global management.

Global Human Resources

The expansion of our overseas business and the continuing globalization of our operations underscore the need to provide customers with AIDA's superior technology and quality uniformly throughout the world. In addition to technology exchanges with our overseas locations through local guidance and training by instructors from Japan, we are working to develop human resources hired at overseas locations into capable employees by dispatching them to Japan for extended training. In these and other ways we are working on a global scale to instill the AIDA DNA that has been amassed over many years in order to pass along our technology and maintain and improve the quality of

our products worldwide.

To increase our corporate value and strengthen our competitiveness in the global market, we have established production facilities in five regions of the world (Japan, China, Malaysia, the United States, and Italy) as well as sales and service offices in 19 countries, which provide an environment that enables our local employees to maximize their abilities. As of March 31, 2021, on a consolidated basis we had 2,113 employees—a 1.4-fold increase from 10 years ago, due to the expansion of our business operations, including mergers and acquisitions. Nearly half of these employees (48%) work overseas.

The AIDA Group
Global Network

19 countries

Ratio of
Overseas Employees

48%

Total Number of Employees
(consolidated; as of March 31, 2011)

1,478

Overseas
employees
680



Total Number of Employees
(consolidated; as of March 31, 2021)

2,113

Overseas
employees
1,020



1.4-fold increase
in 10 years

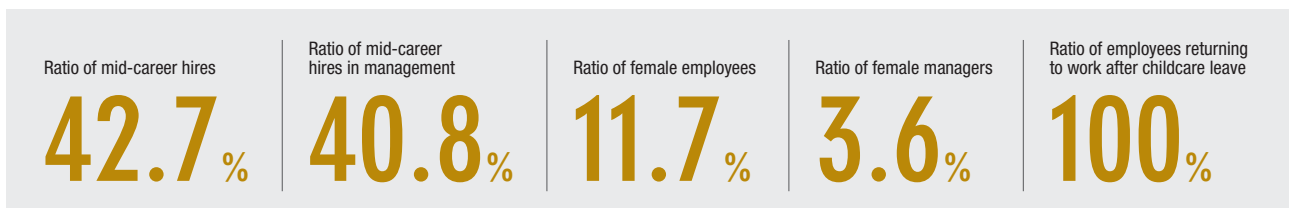
Promoting Dynamic Engagement of All Citizens (The 100-Year Lifespan Concept)

In order to attract diverse human resources and revitalize our organization, we have been actively recruiting mid-career workers for regular employment. Our mid-career hiring ratio averaged 42.7% over the last three fiscal years (fiscal years ended March 2019–2021), and our ratio of mid-career hires in management positions is 40.8%, reflecting a work environment where mid-career hires can play active roles.

As of March 31, 2021, the ratio of female employees in management positions was 3.6%, which is higher than the national average for the manufacturing industry (for

production machinery and equipment), but lower than the 9.9%* average for all industries. Though this low ratio of female employees mirrors that of other manufacturing companies, in order to create a more comfortable work environment for women, we are improving working conditions in our factories and encouraging the use of childcare leave and flexible working hours. To date, the ratio of employees returning to work after taking childcare leave is 100%.

* Reference: Employment Average Announcement No. 0529-2, Appendix 4, Ministry of Health, Labour and Welfare (May 29, 2020)



Promoting the Employment of Older Workers Before the Revised Act on Stabilization of Employment of Elderly Persons

[Consistent employment of at least 30 employees aged 65 and over]

For more than 100 years we have consistently possessed exceptional technological and developmental capabilities as a “forming systems builder,” and we believe that our human resources are our greatest management asset. Accordingly, we have been actively hiring skilled workers who have reached retirement age and providing opportunities to employees age 65 and over since before the enactment of the revised Act on Stabilization of Employment of Elderly Persons*. As of March 31, 2021, the Company had more than 30 employees age 65 years or older. In addition, we actively promote motivated and capable employees to management positions after rehiring them, and 12 out of 92 rehired employees over the age of 60 are in management positions (representing 13.0% of all managers).

* In April 2021, the Act on Stabilization of Employment of Elderly Persons was revised to require companies to not only provide secure employment until the age of 65 (mandatory) but to also assure (make an effort to provide) employment opportunities for workers between the ages of 65 to 70.

