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(For reference purposes only)



Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 [Japanese Standard]

May 15, 2026
Stock exchange: Tokyo

Listed company name: AIDA ENGINEERING, LTD.
Stock code: 6118 (URL <https://www.aida.co.jp/en/>)
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Scheduled date of ordinary general meeting of shareholders: June 25, 2026
Scheduled date of beginning dividend payment: June 26, 2026
Scheduled date of filing annual securities report: June 23, 2026
Preparation of supplemental explanatory materials: Yes
Holding of financial results briefing: Yes (for securities analysts and institutional investors)

(Figures are rounded down to the nearest million yen)

1. Consolidated Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Consolidated Financial Results

(Percentages represent change compared to the previous period)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2026	78,647	3.5	5,690	2.9	5,735	3.2	4,260	(16.5)
Year ended March 31, 2025	76,006	4.5	5,529	53.0	5,559	54.6	5,101	81.7

Note: Comprehensive income: Year ended March 31, 2026 8,293 million yen (58.6%)
Year ended March 31, 2025 5,227 million yen (-15.5%)

	Net income per share	Diluted net income per share	Return on equity	Ratio of ordinary income to total assets	Ratio of operating income to net sales
	Yen	Yen	%	%	%
Year ended March 31, 2026	77.53	77.39	5.0	4.6	7.2
Year ended March 31, 2025	88.47	88.35	6.2	4.5	7.3

Reference: Equity in earnings of affiliates Year ended March 31, 2026 — million yen
Year ended March 31, 2025 — million yen

(2) Consolidated Financial Position

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2026	125,424	86,658	69.0	1,593.02
As of March 31, 2025	122,862	83,637	68.0	1,452.01

Reference: Shareholders' equity As of March 31, 2026 86,566 million yen
As of March 31, 2025 83,546 million yen

(3) Consolidated Cash Flows

	Operating activities	Investing activities	Financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended March 31, 2026	8,201	(1,881)	(4,409)	36,662
Year ended March 31, 2025	6,512	(1,830)	(3,758)	32,984

2. Cash Dividends

	Cash dividends per share					Total dividends (Annual)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1Q End	2Q End	3Q End	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2025	—	—	—	37.00	37.00	2,289	41.8	2.6
Year ended March 31, 2026	—	—	—	39.00	39.00	2,287	50.3	2.6
Year ending March 31, 2027 (forecast)	—	—	—	39.00	39.00		49.3	

3. Forecasts of Consolidated Results for the Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

(Percentages represent change compared to the previous corresponding period)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	80,000	1.7	5,700	0.2	6,000	4.6	4,300	0.9	79.13

Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 2 companies (HMS Products Co., Dallas Industries (legal name: Advanced Feedlines, LLC))

Excluded: —

(2) Changes in accounting policies, changes in accounting estimates and retrospective restatement

- Changes in accounting policies due to revisions of accounting standards: None
- Changes in accounting policies other than “1”: None
- Changes in accounting estimates: None
- Retrospective restatement: None

(3) Number of issued shares (common shares)

1. Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026 59,662,021 shares

As of March 31, 2025 67,204,621 shares

2. Total number of treasury shares at the end of the period

As of March 31, 2026 5,320,791 shares

As of March 31, 2025 9,665,994 shares

3. Average number of shares outstanding during the period

Year ended March 31, 2026 54,957,127 shares

Year ended March 31, 2025 57,668,553 shares

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1. Overview of Operating Results, Etc.

(1) Overview of Operating Results for the Period Under Review

During the fiscal year ended March 31, 2026, the global economy maintained solid growth, led by the robust U.S. economy, despite challenges such as trade frictions and policy-related uncertainties. Although the impact of the U.S. tariff policies is being absorbed, downside risks increased in the overall economy mainly due to the price hike of energy and petrochemical products linked to the Middle East conflict, and supply chain disruption in addition to a deterioration in corporate performance caused by the burden of tariffs.

In the metalforming machinery industry, the Japan Forming Machinery Association reported that orders received for presses during the fiscal year ended March 31, 2026 increased by 0.7% year on year to ¥130,855 million, as both domestic and export orders remained virtually unchanged from the previous fiscal year.

Under these conditions, orders received by AIDA ENGINEERING, LTD. (the “Company”) and its group companies (collectively, the “Group”) in the fiscal year ended March 31, 2026 were ¥69,726 million (up 11.4% year on year) due to increased orders for services and the consolidation of orders received by the acquired U.S. subsidiaries as well as the impact of the yen’s depreciation, despite sluggish press orders due to factors such as a slowdown in EV-related investment and the impact of the U.S. tariff policies. The order backlog decreased to ¥54,383 million (down 14.1% from the end of the previous fiscal year), reflecting steady progress in shipments.

Net sales were ¥78,647 million (up 3.5% year on year), mainly due to increased sales of services and the consolidation of sales of the acquired U.S. subsidiaries.

In terms of profit, operating income was ¥5,690 million (up 2.9% year on year) and ordinary income was ¥5,735 million (up 3.2% year on year) due to the impact of increased sales as well as improved business mix and gross margins for press. However, net income attributable to owners of parent was ¥4,260 million (down 16.5% year on year) mainly due to decreased gains from the sale of strategic shareholdings and the fall-off of application of tax effect accounting related to the integration of German subsidiaries.

Operating results by segment during the fiscal year ended March 31, 2026 were as follows.

- Japan: Although net sales were ¥42,743 million (down 8.3% year on year) due to decreased sales of general-purpose presses and high-speed presses, segment income was ¥2,997 million (up 6.7% year on year) mainly due to improved profitability of customized presses and increased sales of services.
- China: Net sales were ¥11,166 million (down 4.6% year on year) due to decreased sales of customized presses, high-speed presses and services, despite increased sales of general-purpose presses. Segment income was ¥743 million (down 11.3% year on year) due to decreased sales.
- Asia: Net sales remained virtually unchanged from the previous fiscal year and amounted to ¥10,707 million (down 1.2% year on year) due to decreased sales of high-speed presses, despite increased sales of general-purpose presses. Segment income was ¥206 million (down 59.7% year on year) mainly due to decreased gross margins.
- Americas: Although net sales were ¥21,943 million (up 20.3% year on year) due to increased sales of presses and services as well as the consolidation of sales of the acquired U.S. subsidiaries, segment income was ¥1,184 million (down 8.1% year on year) due to increased SG&A expenses.
- Europe: Net sales were ¥13,680 million (down 7.4% year on year) due to decreased sales of general purpose presses and high-speed presses, despite increased sales of customized presses and services. Segment income was ¥190 million (down 5.9% year on year) due to increased SG&A expenses, despite improvement in gross margins.

(2) Overview of Financial Position for the Period Under Review

Total assets as of March 31, 2026 increased by ¥2,562 million from the end of the previous fiscal year to ¥125,424 million. This is primarily attributable to a ¥2,667 million increase in cash and deposits, a ¥1,715 million decrease in

trade receivables, including notes and accounts receivable - trade, and contract assets and electronically recorded monetary claims - operating, a ¥1,136 million decrease in inventories, and a ¥1,360 million increase in intangible assets. The acquisition of the U.S. subsidiaries resulted in a ¥4,386 million increase in assets.

Total liabilities decreased by ¥457 million from the end of the previous fiscal year to ¥38,766 million. This is primarily attributable to a ¥2,239 million decrease in trade payables, including accounts payable - trade and electronically recorded obligations - operating and a ¥1,131 million increase in short-term borrowings. The acquisition of the U.S. subsidiaries resulted in a ¥2,127 million increase in liabilities.

Net assets increased by ¥3,020 million from the end of the previous fiscal year to ¥86,658 million. This is primarily attributable to a ¥3,874 million decrease in retained earnings mainly due to cancellation of treasury shares, a ¥2,861 million increase due to cancellation of treasury shares and a ¥3,397 million increase in foreign currency translation adjustment. As a result, shareholders' equity ratio was 69.0% as of March 31, 2026.

(3) Overview of Cash Flows for the Period Under Review

Cash and cash equivalents (the "net cash") as of March 31, 2026 increased by ¥3,677 million from the end of the previous fiscal year to ¥36,662 million.

Cash flows from activities during the fiscal year ended March 31, 2026 and their primary factors are as follows:

(i) Cash flows from operating activities

Net cash provided by operating activities was ¥8,201 million (a cash inflow of ¥6,512 million in the previous fiscal year). Factors for cash inflows include income before income taxes of ¥6,214 million, a decrease in inventories of ¥4,388 million, and depreciation of ¥2,109 million, and factors for cash outflows include a decrease in trade payables of ¥3,164 million and income taxes paid of ¥1,911 million.

(ii) Cash flows from investing activities

Net cash used in investing activities was ¥1,881 million (a cash outflow of ¥1,830 million in the previous fiscal year). Factors for cash inflows include proceeds from withdrawal of time deposits of ¥3,031 million. Factors for cash outflows include payments into time deposits of ¥1,803 million, purchase of property, plant and equipment and intangible assets of ¥1,766 million, and purchase of shares of subsidiaries resulting in change in scope of consolidation of ¥1,747 million.

(iii) Cash flows from financing activities

Net cash used in financing activities was ¥4,409 million (a cash outflow of ¥3,758 million in the previous fiscal year). Factors for cash outflows include purchase of treasury shares of ¥3,000 million and dividends paid of ¥2,282 million.

(Reference) Trends in indicators related to cash flows

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Shareholders' equity ratio (%)	68.4	67.0	65.2	68.0	69.0
Shareholders' equity ratio based on fair value (%)	55.4	42.0	42.1	41.9	46.4
Ratio of interest-bearing debt to cash flow (%)	44.2	—	94.0	48.5	52.3
Interest coverage ratio (times)	304.4	—	59.6	67.4	71.9

Shareholders' equity ratio:

Shareholders' equity ÷ Total assets

Shareholders' equity ratio based on fair value:

Total market value of shares ÷ Total assets

Ratio of interest-bearing debt to cash flow:

Interest-bearing debt ÷ Cash flow

Interest coverage ratio:

Cash flow ÷ Interest paid

Notes:

1. The indicators were calculated using figures from consolidated financial statements.
2. The total market value of shares was calculated by multiplying the closing price of the closing date by the total number of shares outstanding (less the treasury shares) on the day.

3. Cash flow is the figure of net cash provided by (used in) operating cash flows recorded in the Consolidated Statements of Cash Flows. Interest-bearing debts include all debts recorded on the Consolidated Balance Sheets for which interest is paid. In addition, interest paid is the interest expenses paid shown in the Consolidated Statements of Cash Flows.

(4) Revision to Year-End Dividend Forecast (Increase in Dividend)

At its meeting held today, the Company Board of Directors resolved to revise the forecast of the year-end dividend with a record date of March 31, 2026 (increase the dividend), as described below.

1) Reasons for this revision to the dividend forecast

In the newly announced medium-term management plan “AIDA Growth 30,” the Company has adopted a shareholder return policy that enhances capital efficiency by ensuring a balance between growth investments and shareholder returns. Regarding dividends, the Company aims for DOE (Dividend on Equity Ratio)* of 3% or higher to achieve stable dividends. Accordingly, the year-end dividend forecast has been increased by two yen to 39 yen per share from the previous forecast of 37 yen per share.

*Based on equity excluding foreign currency translation adjustments.

2) Details of revision

	Annual dividends		
	End of 2Q	Year end	Total
Previous forecast (Announced May 15, 2025)	-	37.00 yen	37.00 yen
Revised forecast	-	39.00 yen	39.00 yen
Previous actual dividend (Year ended March 31, 2025)	-	37.00 yen	37.00 yen

(5) Future outlook

The forecast for the next fiscal year is ¥800 million in net sales, ¥57 million in operating income, ¥60 million in ordinary income and ¥43 million in net income attributable to owners of parent.

2. Basic Stance Concerning Choice of Accounting Standards

Taking into consideration the comparability of consolidated financial statements across periods and among companies, the Group’s policy is to prepare its consolidated financial statements using Japanese GAAP for the immediate future.

With regard to International Financial Reporting Standards (IFRS), the Group’s policy is to respond appropriately based on consideration of the situation in Japan and overseas.

3. Consolidated Financial Statements and Principal Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	35,856	38,523
Notes and accounts receivable - trade, and contract assets	16,942	15,085
Electronically recorded monetary claims - operating	1,912	2,054
Finished goods	6,712	6,499
Work in process	20,180	18,601
Raw materials and supplies	4,987	5,644
Advance payments - trade	541	704
Accounts receivable - other	594	96
Consumption taxes receivable	811	474
Other	475	753
Allowance for doubtful accounts	(90)	(109)
Total current assets	88,927	88,327
Non-current assets		
Property, plant and equipment		
Buildings and structures	27,503	28,737
Accumulated depreciation	(20,340)	(21,428)
Buildings and structures, net	7,162	7,309
Machinery, equipment and vehicles	22,255	24,492
Accumulated depreciation	(17,497)	(19,545)
Machinery, equipment and vehicles, net	4,758	4,946
Land	7,356	7,419
Construction in progress	231	893
Other	4,643	5,092
Accumulated depreciation	(3,924)	(4,331)
Other, net	719	761
Total property, plant and equipment	20,227	21,329
Intangible assets	1,797	3,158
Investments and other assets		
Investment securities	9,979	10,622
Insurance funds	517	126
Retirement benefit asset	604	986
Deferred tax assets	554	543
Other	1,956	2,237
Allowance for doubtful accounts	(1,702)	(1,906)
Total investments and other assets	11,910	12,609
Total non-current assets	33,934	37,097
Total assets	122,862	125,424

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	4,948	4,390
Electronically recorded obligations - operating	2,363	682
Short-term borrowings	1,620	2,751
Current portion of long-term borrowings	500	—
Accounts payable - other	1,255	1,326
Accrued expenses	1,368	1,769
Income taxes payable	997	754
Contract liabilities	16,455	16,294
Provision for product warranties	766	620
Provision for bonuses	1,216	1,324
Provision for bonuses for directors (and other officers)	52	33
Provision for loss on orders received	246	74
Other	1,409	1,442
Total current liabilities	33,201	31,464
Non-current liabilities		
Long-term borrowings	1,000	1,500
Long-term accounts payable - other	1,180	1,307
Deferred tax liabilities	1,260	1,790
Provision for share awards	830	941
Retirement benefit liability	1,378	1,341
Asset retirement obligations	9	9
Other	362	410
Total non-current liabilities	6,022	7,302
Total liabilities	39,224	38,766
Net assets		
Shareholders' equity		
Share capital	7,831	7,831
Capital surplus	12,586	12,586
Retained earnings	58,179	54,305
Treasury shares	(5,711)	(2,849)
Total shareholders' equity	72,885	71,872
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,597	4,941
Deferred gains or losses on hedges	(173)	(160)
Foreign currency translation adjustment	6,457	9,854
Remeasurements of defined benefit plans	(221)	58
Total accumulated other comprehensive income	10,660	14,693
Share acquisition rights	91	91
Total net assets	83,637	86,658
Total liabilities and net assets	122,862	125,424

(2) Consolidated Statements of Income and Comprehensive Income
Consolidated Statements of Income

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Net sales	76,006	78,647
Cost of sales	59,965	61,099
Gross profit	16,040	17,547
Selling, general and administrative expenses	10,510	11,856
Operating income	5,529	5,690
Non-operating income		
Interest income	309	246
Dividend income	279	313
Other	205	116
Total non-operating income	795	675
Non-operating expenses		
Interest expenses	83	116
Commission expenses	105	32
Foreign exchange losses	466	417
Other	110	63
Total non-operating expenses	765	630
Ordinary income	5,559	5,735
Extraordinary income		
Gain on sale of non-current assets	18	8
Gain on sale of investment securities	769	506
Total extraordinary income	787	514
Extraordinary losses		
Loss on sale of non-current assets	—	0
Loss on retirement of non-current assets	3	34
Loss on valuation of investment securities	45	—
Total extraordinary losses	49	34
Income before income taxes	6,297	6,214
Current taxes	2,092	1,647
Deferred taxes	(896)	306
Income taxes	1,196	1,954
Net income	5,101	4,260
Net income attributable to owners of parent	5,101	4,260

Consolidated Statements of Comprehensive Income

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Net income	5,101	4,260
Other comprehensive income		
Valuation difference on available-for-sale securities	(849)	343
Deferred gains or losses on hedges	346	12
Foreign currency translation adjustment	701	3,397
Remeasurements of defined benefit plans, net of tax	(72)	279
Total other comprehensive income	126	4,032
Comprehensive income	5,227	8,293
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,227	8,293

(3) Consolidated Statements of Changes in Net Assets
Year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,831	13,028	56,092	(5,256)	71,695
Changes during the period					
Cash dividends			(1,923)		(1,923)
Net income attributable to owners of parent			5,101		5,101
Purchase of treasury stock				(2,000)	(2,000)
Cancellation of treasury stock		(442)	(1,090)	1,532	—
Disposal of treasury stock to stock benefit trust				12	12
Net changes of items other than shareholders' equity					
Total changes during period	—	(442)	2,087	(455)	1,189
Balance at end of period	7,831	12,586	58,179	(5,711)	72,885

	Accumulated other comprehensive income					Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	5,446	(519)	5,755	(148)	10,534	91	82,321
Changes during the period							
Cash dividends							(1,923)
Net income attributable to owners of parent							5,101
Purchase of treasury stock							(2,000)
Cancellation of treasury stock							—
Disposal of treasury stock to stock benefit trust							12
Net changes of items other than shareholders' equity	(849)	346	701	(72)	126	—	126
Total changes during period	(849)	346	701	(72)	126	—	1,316
Balance at end of period	4,597	(173)	6,457	(221)	10,660	91	83,637

Year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,831	12,586	58,179	(5,711)	72,885
Changes during period					
Cash dividends			(2,289)		(2,289)
Net income attributable to owners of parent			4,260		4,260
Purchase of treasury stock				(3,000)	(3,000)
Cancellation of treasury stock			(5,845)	5,845	—
Disposal of treasury stock to stock benefit trust				16	16
Net changes of items other than shareholders' equity					
Total changes during period	—	—	(3,874)	2,861	(1,012)
Balance at end of period	7,831	12,586	54,305	(2,849)	71,872

	Accumulated other comprehensive income					Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	4,597	(173)	6,457	(221)	10,660	91	83,637
Changes during period							
Cash dividends							(2,289)
Net income attributable to owners of parent							4,260
Purchase of treasury stock							(3,000)
Cancellation of treasury stock							—
Disposal of treasury stock to stock benefit trust							16
Net changes of items other than shareholders' equity	343	12	3,397	279	4,032	—	4,032
Total changes during period	343	12	3,397	279	4,032	—	3,020
Balance at end of period	4,941	(160)	9,854	58	14,693	91	86,658

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	Year ended March 31, 2025	Year ended March 31, 2026
Cash flows from operating activities		
Income before income taxes	6,297	6,214
Depreciation	1,960	2,109
Increase (decrease) in allowance for doubtful accounts	18	7
Increase (decrease) in provision for product warranties	92	(195)
Increase (decrease) in provision for bonuses	150	44
Increase (decrease) in provision for bonuses for directors (and other officers)	11	(19)
Increase (decrease) in provision for loss on orders received	72	(191)
Increase (decrease) in provision for share awards	85	111
Increase (decrease) in retirement benefit liability	(3)	(53)
Decrease (increase) in retirement benefit asset	(26)	(24)
Interest and dividend income	(589)	(559)
Interest expenses	83	116
Loss (gain) on sale of fixed assets	(18)	(8)
Loss on retirement of non-current assets	3	34
Loss (gain) on sale of investment securities	(769)	(506)
Loss (gain) on valuation of investment securities	45	—
Decrease (increase) in trade receivables	2,339	1,230
Decrease (increase) in inventories	(780)	4,388
Increase (decrease) in trade payables	(1,869)	(3,164)
Other, net	1,000	154
Subtotal	8,105	9,689
Interest and dividends received	519	537
Interest paid	(96)	(114)
Income taxes paid	(2,015)	(1,911)
Net cash provided by (used in) operating activities	6,512	8,201
Cash flows from investing activities		
Payments into time deposits	(2,874)	(1,803)
Proceeds from withdrawal of time deposits	1,092	3,031
Purchase of property, plant and equipment	(853)	(1,643)
Proceeds from sale of property, plant and equipment	22	12
Purchase of intangible assets	(46)	(123)
Purchase of investment securities	—	(149)
Proceeds from sale of investment securities	828	542
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	(1,747)
Other, net	(0)	0
Net cash provided by (used in) investing activities	(1,830)	(1,881)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	163	874
Proceeds from long-term borrowings	500	500
Repayments of long-term borrowings	(500)	(500)
Purchase of treasury shares	(2,000)	(3,000)
Dividends paid	(1,921)	(2,282)
Net cash provided by (used in) financing activities	(3,758)	(4,409)
Effect of exchange rate change on cash and cash equivalents	(183)	1,766
Net increase (decrease) in cash and cash equivalents	739	3,677
Cash and cash equivalents at beginning of period	32,244	32,984
Cash and cash equivalents at end of period	32,984	36,662

(5) Notes to the Consolidated Financial Statements

(Notes to Going Concern Assumption)

None

(Business Combinations, etc.)

(Business Combination by Purchase)

1. Acquisition of HMS Products Co. as a wholly-owned subsidiary

The Company resolved that AIDA AMERICA CORP., a subsidiary of the Company, would acquire all shares of HMS Products Co. (“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 business combination

(i) Name and nature of business of acquired company

Name of acquired company: HMS Products Co.

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

(ii) Primary reasons for the 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 devices.

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 development 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.

(iii) Business combination date

April 1, 2025

(iv) Statutory form of business combination

Stock purchase for cash as consideration

(v) Company name after combination

No change

(vi) Ratio of voting rights acquired

100%

(vii) Grounds for determining acquiring company

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

(2) Period of the acquired company’s business results included in the consolidated statements of income for the fiscal year ended March 31, 2026

April 1, 2025 to March 31, 2026

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

Consideration for the acquisition:	Cash and deposits	U.S. \$5.5 million
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Acquisition cost:		U.S. \$5.5 million
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(4) Major acquisition related costs

Compensation and fees for advisors, etc.: U.S. \$493 thousand

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

(i) Amount of goodwill that occurred

U.S. \$93 thousand

(ii) Cause for the occurrence

Generated from the anticipated future excess earning power.

(iii) Amortization method and period

Straight-line amortization over 9 years

- (6) 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	10,249
Non-current assets	1,654
<hr/> Total assets	<hr/> 11,903
Current liabilities	6,401
Non-current liabilities	—
<hr/> Total liabilities	<hr/> 6,401

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

Although the Company was obligated to pay contingent consideration based on the level of future performance achieved by the acquired company, no change in the consideration for the acquisition has occurred as of March 31, 2026, and the acquisition cost has been finalized.

- (8) Amount allocated to intangible assets other than goodwill, breakdown by major type, and weighted average amortization period for the total and major types

Type	Amount	Weighted average amortization period
Trademark rights	U.S. \$300 thousand	7 years
Customer-related assets	U.S. \$600 thousand	5 years
<hr/> Total	<hr/> U.S. \$900 thousand	<hr/> 5.7 years

- (9) Estimated amount and calculation method of the effect of the business combination on the consolidated statements of income for the fiscal year ended March 31, 2026, based on the assumption that the business combination was completed as of the beginning of the fiscal year ended March 31, 2026

Not applicable, as the beginning of the fiscal year ended March 31, 2026 is deemed to be the date of acquisition.

2. Acquisition of Dallas Industries as a wholly-owned subsidiary

The Company resolved that AIDA AMERICA CORP., a subsidiary of the Company, would acquire all membership interests in 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. Subsequently, on October 31, 2025, AIDA AMERICA CORP. completed the acquisition of all membership interests in Dallas.

(1) Overview of business combination

(i) Name and nature of business of acquired company

Name of acquired company: Dallas Industries (legal name: Advanced Feedlines, LLC)

Nature of business: Design and manufacture of coil feeders, etc.

(ii) Primary reasons for the 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 devices. Because users outside of Japan tend to prefer local procurement due to factors such as import costs, maintenance concerns, service support, and product specifications, a key strategy for the Company is strengthening its overseas automation supply chain.

Dallas, which became a subsidiary, is a U.S.-based company that designs and manufactures coil feeders. Dallas possesses advanced technological and service capabilities and has a long history of working in partnership with us to supply solutions to customers. In addition to the acquisition of HMS Products Co. (hereafter referred to as “HMS”) in April 2025, which specializes in destackers and transfer feeders, the acquisition of Dallas, which specializes in coil feeders, will establish an automation equipment supply system in the Americas. As a result, the AIDA Group will be able to independently provide complete press lines, including automation equipment, ranging from small to large presses.

Following the acquisition, the Company will capitalize on the geographical advantage that both HMS and Dallas are located near Detroit to achieve synergistic expansion in the Americas through additional investments in the joint operation of their factories, production equipment, systems, etc. Including the acquisition of HMS and Dallas, the total investment for this initiative to strengthen our automation offerings in the Americas is expected to

reach 5 billion yen.

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 acquisition will enable U.S. users to locally procure not only presses but also automation equipment of the Company, which will help reduce cost burdens resulting from U.S. tariff policies.

(iii) Business combination date

October 31, 2025

(iv) Statutory form of business combination

Acquisition of membership interests for cash as consideration

(v) Company name after combination

No change

(vi) Ratio of voting rights acquired

100%

(vii) Grounds for determining acquiring company

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

(2) Period of the acquired company's business results included in the consolidated statements of income for the fiscal year ended March 31, 2026

November 1, 2025 to March 31, 2026

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

Consideration for the acquisition:	Cash and deposits	U.S. \$9 million
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Acquisition cost:		U.S. \$9 million
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(4) Major acquisition related costs

Compensation and fees for advisors, etc.: U.S. \$510 thousand

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

(i) Amount of goodwill that occurred

U.S. \$4 million

(ii) Cause for the occurrence

Generated from the anticipated future excess earning power.

(iii) Amortization method and period

Straight-line amortization over 9 years

(6) 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	5,204
Non-current assets	4,425
<hr/> Total assets	<hr/> 9,630
Current liabilities	4,680
Non-current liabilities	—
<hr/> Total liabilities	<hr/> 4,680

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

Type	Amount	Weighted average amortization period
Trademark rights	U.S. \$1,300 thousand	7 years
Order backlog	U.S. \$100 thousand	1 year
Customer-related assets	U.S. \$2,100 thousand	5 years
<hr/> Total	<hr/> U.S. \$3,500 thousand	<hr/> 5.6 years

(8) Estimated amount and calculation method of the effect of the business combination on the consolidated statements of income for the fiscal year ended March 31, 2026, based on the assumption that the business combination was completed as of the beginning of the fiscal year ended March 31, 2026

The estimated impact is omitted due to immateriality.

(Segment Information)

[Segment Information]

1. Overview of reportable segments

The Company's reportable segments 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 Company and its subsidiaries (the "Group") operate within a single business related to the manufacture and sale of presses and their ancillary facilities and auxiliary business such as services. The Company plays a key role in its business in Japan. As for business overseas, local subsidiaries operate business respectively in China, Asia (mainly Singapore and Malaysia), Americas (mainly U.S.A.), and Europe (mainly Italy). Local subsidiaries each constitute an independent business entity, and operate business by planning their own comprehensive strategies for products in each area.

Accordingly, the Group consists of geographic segments based on a structure operating manufacturing, sales, and service. Reportable segments are categorized into "Japan," "China," "Asia," "Americas," and "Europe."

2. Basis for calculating sales, income or loss, assets, and other items by reportable segment

The accounting method used for reporting regional segments is mostly the same as the one used for preparing consolidated financial statements.

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

3. Information regarding amounts of sales, income or loss, assets, other items, and disaggregation of revenue by reportable segment

Year ended March 31, 2025

(Millions of yen)

	Japan	China	Asia	Americas	Europe	Subtotal	Adjustments (*1)	Consolidated financial statements (*2)
Sales								
(1) Sales to third parties								
a. Presses	15,665	9,387	5,018	13,563	9,410	53,044	—	53,044
b. Service	6,333	1,122	2,191	4,397	4,260	18,306	—	18,306
c. 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 income	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
Others								
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

Notes: 1. Adjustments of sales represent elimination of inter-segment transactions.

Adjustments of segment income refer to inter-segment transaction eliminations.

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

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

2. Segment income is adjusted to operating income of the consolidated statements of income.

Year ended March 31, 2026

(Millions of yen)

	Japan	China	Asia	Americas	Europe	Subtotal	Adjustments (*1)	Consolidated financial statements (*2)
Sales								
(1) Sales to third parties								
a. Presses	14,772	8,816	5,190	14,545	8,430	51,755	—	51,755
b. Service	6,541	924	2,251	4,801	5,125	19,645	—	19,645
c. Others	4,724	56	36	2,410	19	7,246	—	7,246
Subtotal	26,038	9,797	7,477	21,758	13,575	78,647	—	78,647
(2) Inter-segment sales	16,704	1,369	3,229	185	104	21,593	(21,593)	—
Total sales	42,743	11,166	10,707	21,943	13,680	100,241	(21,593)	78,647
Segment income	2,997	743	206	1,184	190	5,320	369	5,690
Segment assets	82,196	11,938	15,514	18,335	17,760	145,745	(20,320)	125,424
Others								
Depreciation	1,052	150	240	421	244	2,109	(0)	2,109
Increase in property, plant, equipment and intangible assets	599	48	258	1,530	288	2,725	—	2,725

Notes: 1. Adjustments of sales represent elimination of inter-segment transactions.

Adjustments of segment income refer to inter-segment transaction eliminations.

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

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

2. Segment income is adjusted to operating income of the consolidated statements of income.

(Per Share Information)

Net assets per share, net income per share and diluted net income per share, and the basis for calculation are as follows:

Item	Year ended March 31, 2025	Year ended March 31, 2026
Net assets per share (Yen)	1,452.01	1,593.02
Net income per share (Yen)	88.47	77.53
Diluted net income per share (Yen)	88.35	77.39

Notes: 1. Basis for calculation of net assets per share

Item	As of March 31, 2025	As of March 31, 2026
Total net assets in the consolidated balance sheets (Millions of yen)	83,637	86,658
Net assets relating to common stock (Millions of yen)	83,546	86,566
Main components of the difference		
Share acquisition rights (Millions of yen)	91	91
Number of shares outstanding of common stock (Thousands of shares)	67,204	59,662
Number of treasury shares of common stock (Thousands of shares)	9,665	5,320
Number of shares of common stock used to calculate net assets per share (Thousands of shares)	57,538	54,341

2. Basis for calculation of net income per share and diluted net income per share

Item	Year ended March 31, 2025	Year ended March 31, 2026
Net income attributable to owners of parent in the consolidated statements of income (Millions of yen)	5,101	4,260
Net income attributable to owners of parent relating to common stock (Millions of yen)	5,101	4,260
Amount not attributable to common shareholders (Millions of yen)	—	—
Average number of shares of common stock outstanding during the period (Thousands of shares)	57,668	54,957
Main components of adjustments to net income attributable to owners of parent used in the calculation of diluted net income per share (Millions of yen)	—	—
Adjustments to net income attributable to owners of parent (Millions of yen)	—	—
Main components of the increase in number of shares of common stock used in the calculation of diluted net income per share (Thousands of shares)	Share acquisition rights Common stock 78	Share acquisition rights Common stock 95
Increase in number of shares of common stock (Thousands of shares)	78	95
Overview of potential shares not included in the calculation of diluted net income per share as they are non-dilutive (Thousands of shares)	Share acquisition rights Common stock 35	Share acquisition rights Common stock 10

3. “Number of treasury shares of common stock” in “1. Basis for calculation of net assets per share” excludes the Company’s shares (4,348,481 shares as of the end of the previous fiscal year and 4,302,862 shares as of the end of the fiscal year under review) held by Custody Bank of Japan, Ltd. (Trust Account E) as they are accounted for as treasury shares.
4. “Average number of shares of common stock outstanding during the period” in “2. Basis for calculation of net income per share and diluted net income per share” excludes the Company’s shares (average number of outstanding shares of 4,367,190 shares for the previous fiscal year and 4,328,499 shares for the fiscal year under review) held by Custody Bank of Japan, Ltd. (Trust Account E) as they are accounted for as treasury shares.

(Significant Subsequent Events)

None

4. Supplementary Information

Status of Orders

Year ended March 31, 2026

	Orders		Order backlog	
	Amount (Millions of yen)	Comparison with the previous period (%)	Amount (Millions of yen)	Comparison with the end of previous year (%)
Japan	23,894	7.5	22,706	(8.6)
China	5,970	13.4	5,691	(40.2)
Asia	6,268	(4.5)	3,094	(28.1)
Americas	20,189	15.8	11,231	(12.3)
Europe	13,402	20.6	11,658	(1.5)
Total	69,726	11.4	54,383	(14.1)

Notes:

1. Inter-segment transactions have been eliminated.
2. Amounts above do not include consumption tax.