



Presentation of Consolidated Financial Results
for the FY Ended March 31, 2026
(from April 2025 to March 2026)

AIDA

AIDA ENGINEERING, LTD.

Highlights of Consolidated Results P&L



| (JPY mil.) | FY2025/3 | FY2026/3 | Fluctuation | | |
|--|--------------|--------------------|--------------------|----------------|---------------|
| | | | Amount | % | |
| Orders | 62,603 | 69,726 | 7,122 | 11.4% | |
| Net Sales | 76,006 | 78,647 | 2,641 | 3.5% | |
| Cost of Sales | 59,965 | 61,099 | 1,134 | 1.9% | |
| Gross Profit | 16,040 | 17,547 | 1,506 | 9.4% | |
| <Gross Margin> | 21.1% | 22.3% | | (+1.2P) | |
| Selling, general and administrative expenses | 10,510 | 11,856 | 1,346 | 12.8% | |
| Operating Income | 5,529 | 5,690 | 160 | 2.9% | |
| <Operating Margin> | 7.3% | 7.2% | | (Δ0.0P) | |
| Ordinary Income | 5,559 | 5,735 | 175 | 3.2% | |
| Income Before Income Taxes | 6,297 | 6,214 | △ 83 | △1.3% | |
| Net Income | 5,101 | 4,260 | △ 841 | △16.5% | |
| Exchange Rate | 1USD 1EUR | ¥152.66 ¥163.85 | ¥150.80 ¥174.82 | △1.86 10.97 | △1.2% 6.7% |

(Unit: ¥100 million)

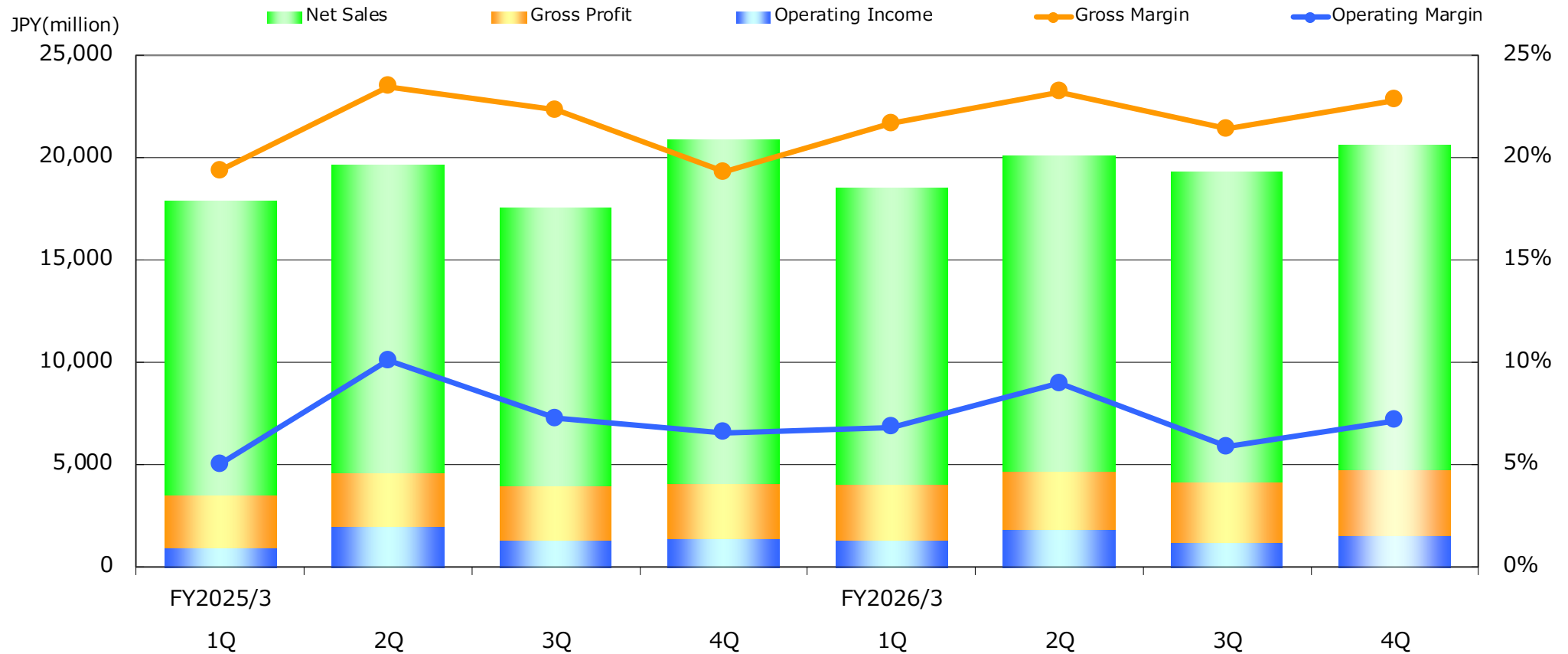
| Factors of Change in Operating Income | |
|--|------------|
| Improved business portfolio (more services, fewer presses) | 4.0 |
| Improved presses gross margins (excluding FX impact) | 3.7 |
| FX impact | △ 0.1 |
| Impact of Automation Subsidiaries* | △ 1.0 |
| Increase of SG&A expenses (excluding Automation Subsidiaries* and FX impact) | △ 5.0 |
| Total | 1.6 |

*Automation Subsidiaries: REJ, HMS, Dallas

<Summary>
 Despite sluggish press orders, total orders increased due to growth in services and the acquisition effect. Total sales increased, driven by higher service sales and the acquisition effect. Operating income increased as a result of higher sales and improved gross margins.

| | |
|------------------|--|
| Orders | Press orders were sluggish due to weaker EV-related investment and the impact of US tariff policies. However, orders rose 11.4% year-on-year, driven by higher service orders, the consolidation of orders from the acquired US subsidiaries, and the impact of the weaker yen |
| Net Sales | An increase of 3.5% year-on-year was driven by growth in service sales and the consolidation of the acquired US subsidiaries, despite a decline in press sales |
| Gross Profit | An increase of 9.4% year-on-year was mainly attributable to higher sales, improved business portfolio and gross margin of presses |
| Operating Income | It increased by 2.9% year-on-year due to the above-mentioned factors increasing gross profit |
| Net Income | It fell by 16.5% year-on-year, mainly due to a decline in gains from the sale of investment securities and the absence of the tax benefits from the integration of German operations recorded in the previous fiscal year |

Trend of Sales, Gross Profit and Operating Income

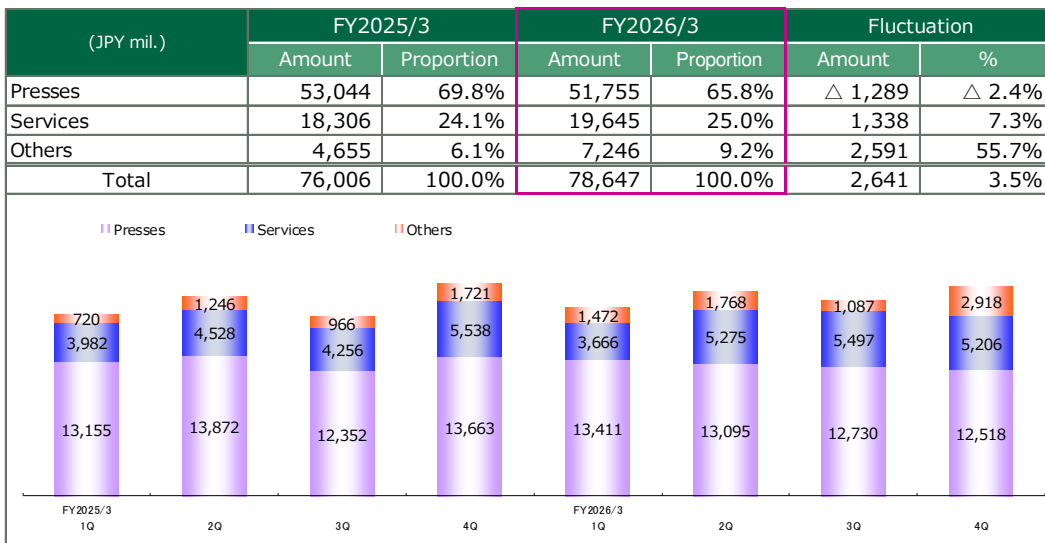


| JPY(million) | | FY2025/3 | | | | FY2026/3 | | | |
|--------------|------------------|----------|--------|--------|--------|----------|--------|--------|--------|
| | | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| | Net Sales | 17,858 | 19,647 | 17,575 | 20,924 | 18,550 | 20,138 | 19,314 | 20,643 |
| | Gross Profit | 3,461 | 4,614 | 3,923 | 4,041 | 4,020 | 4,676 | 4,134 | 4,715 |
| | Operating Income | 899 | 1,982 | 1,275 | 1,372 | 1,268 | 1,807 | 1,135 | 1,478 |
| | Gross Margin | 19.4% | 23.5% | 22.3% | 19.3% | 21.7% | 23.2% | 21.4% | 22.8% |
| | Operating Margin | 5.0% | 10.1% | 7.3% | 6.6% | 6.8% | 9.0% | 5.9% | 7.2% |

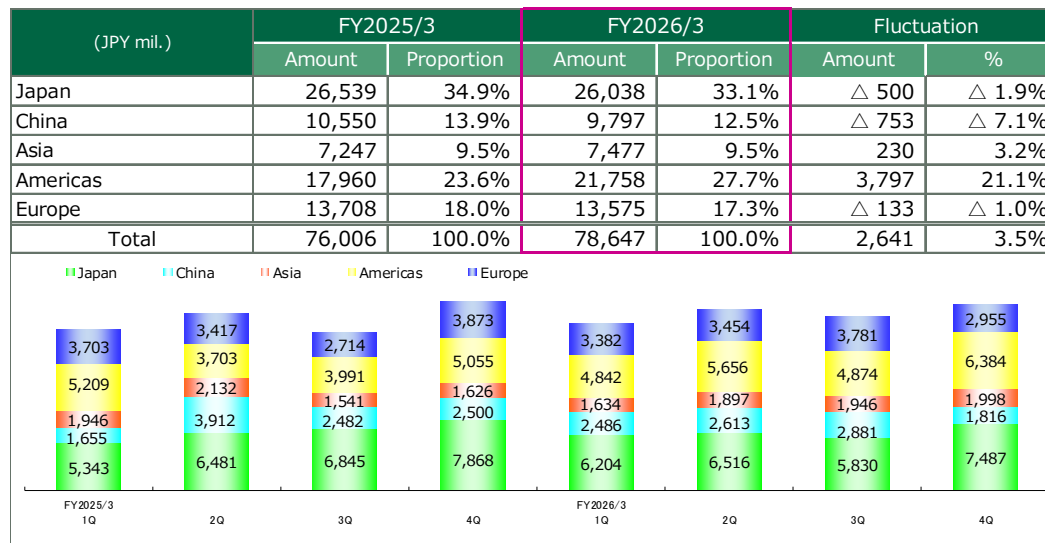
Sales to Third Party (by Business/Customer/Geographic segment)



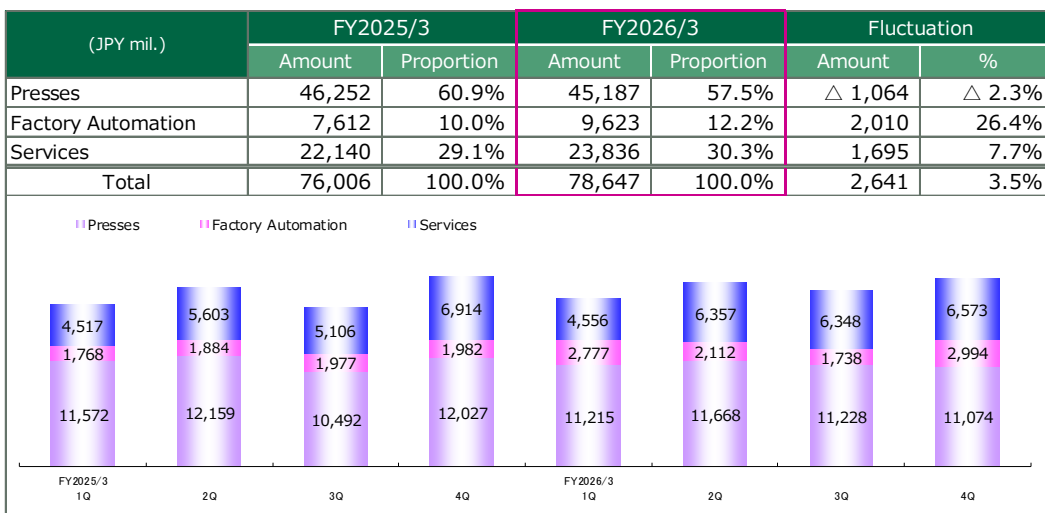
Sales by Business segment (Press related / Others)



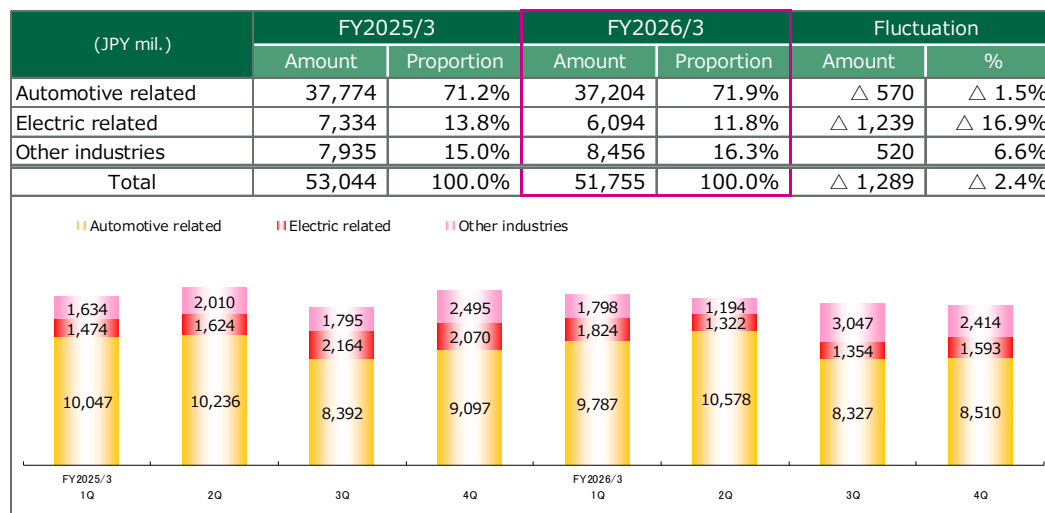
Sales by Geographic segment



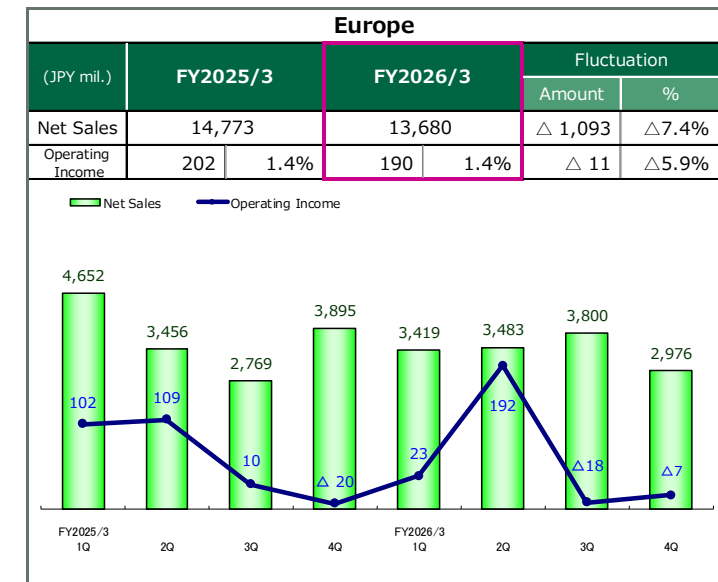
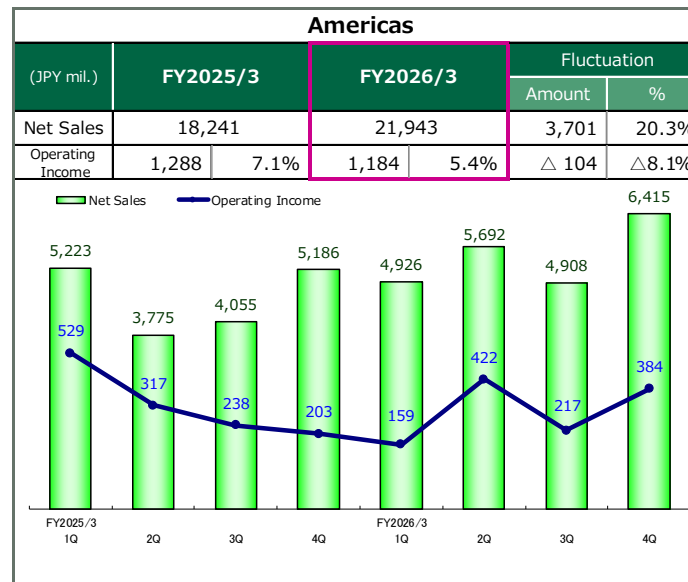
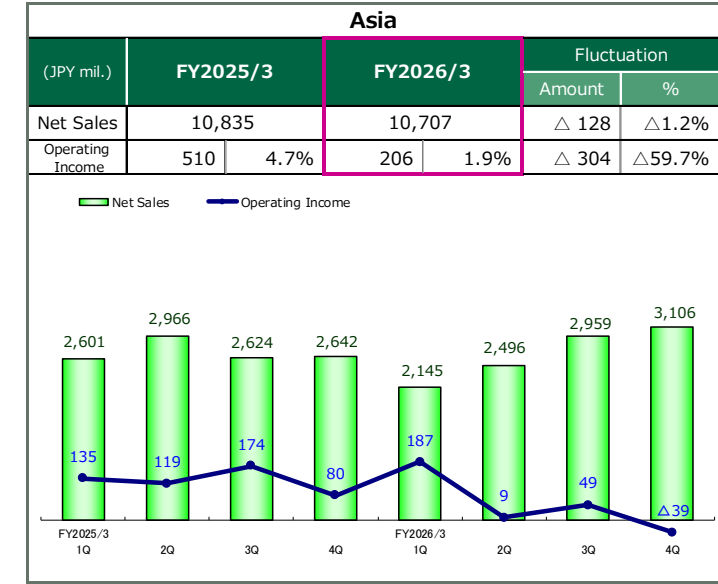
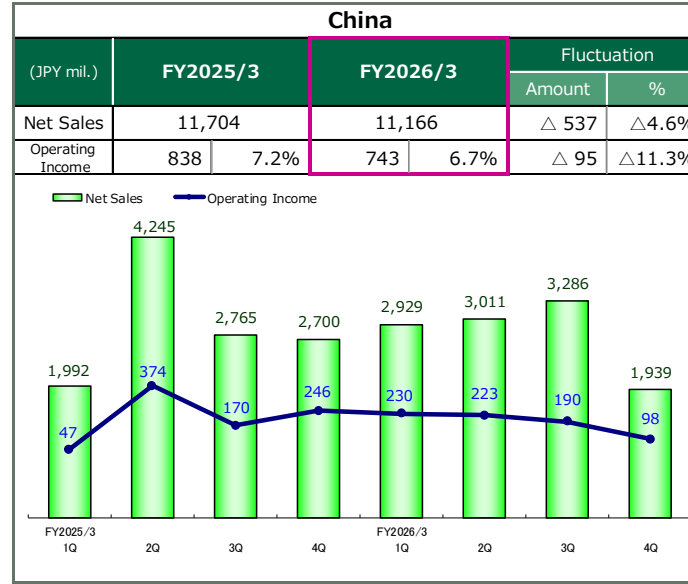
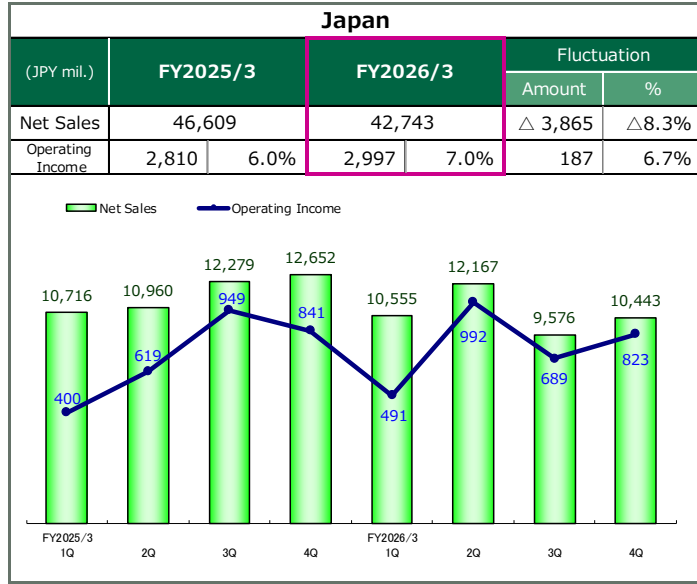
Sales by Business segment of the Medium-Term Management Plan (Press / FA / Service)



Sales (presses) by Customer industry



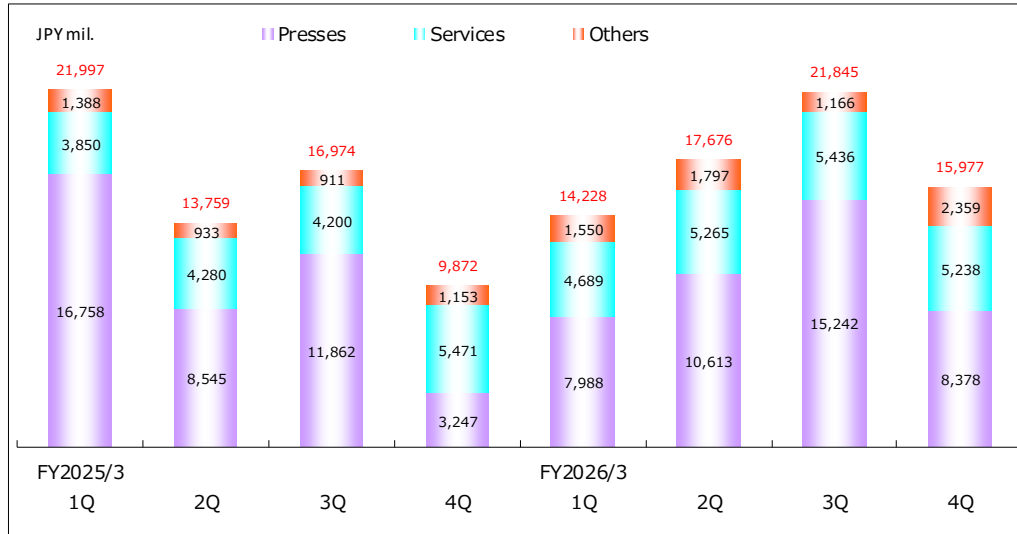
Sales / Operating Income (by Geographic segment)



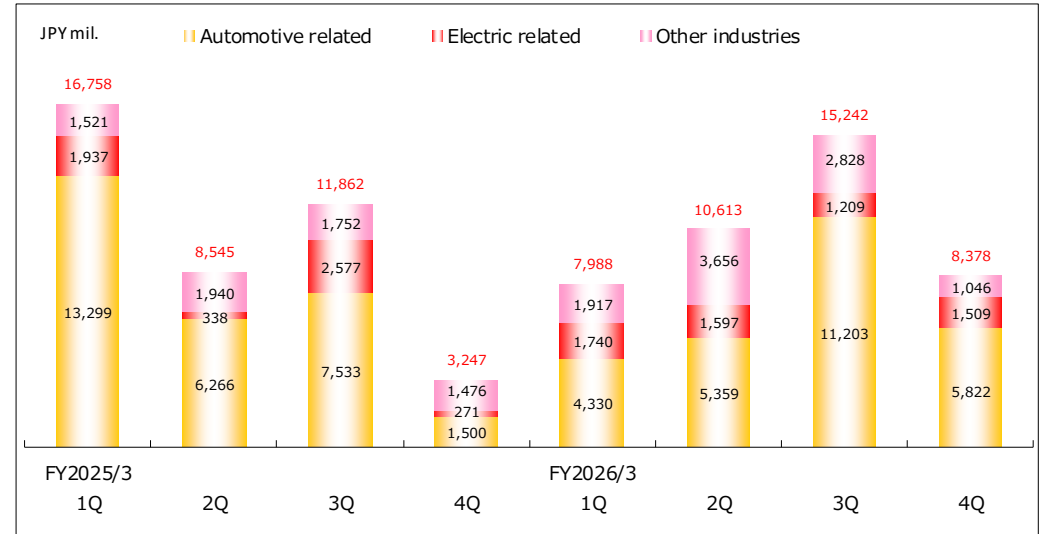
Orders & Backlog (by Business/Customer/Geographic segment)



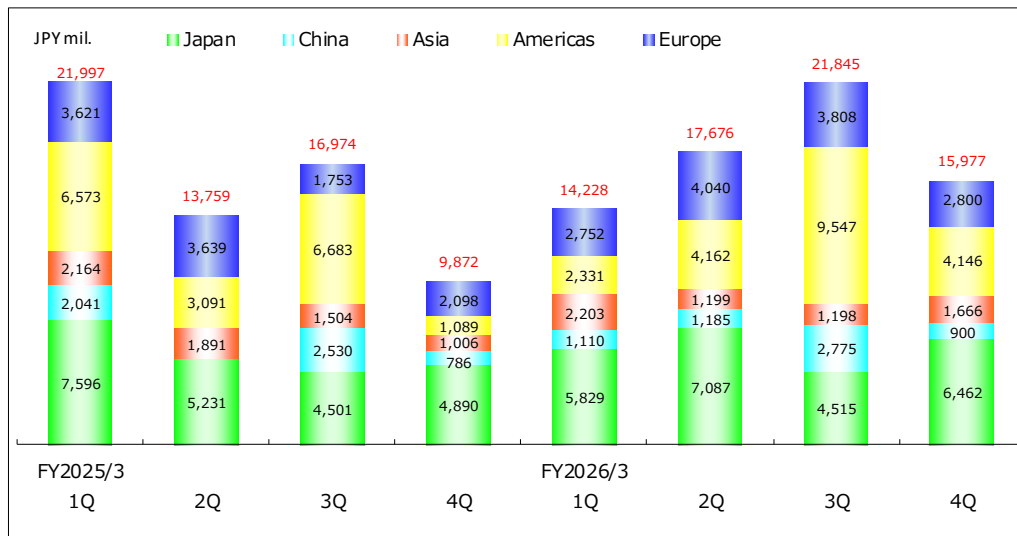
Orders by Business Segment



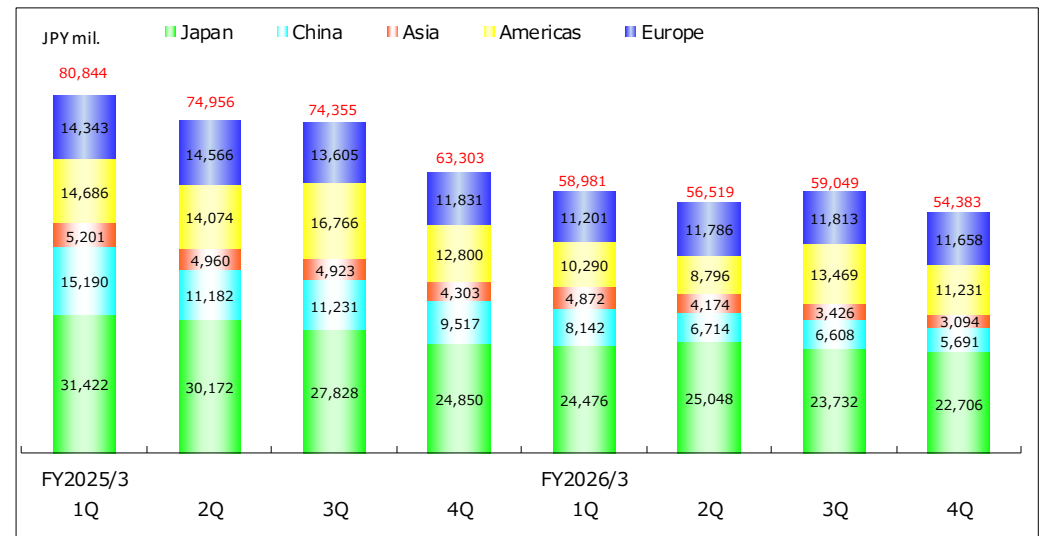
Orders by Customer Industry (Presses)



Orders by Geographic Segment



Order Backlog by Geographic Segment

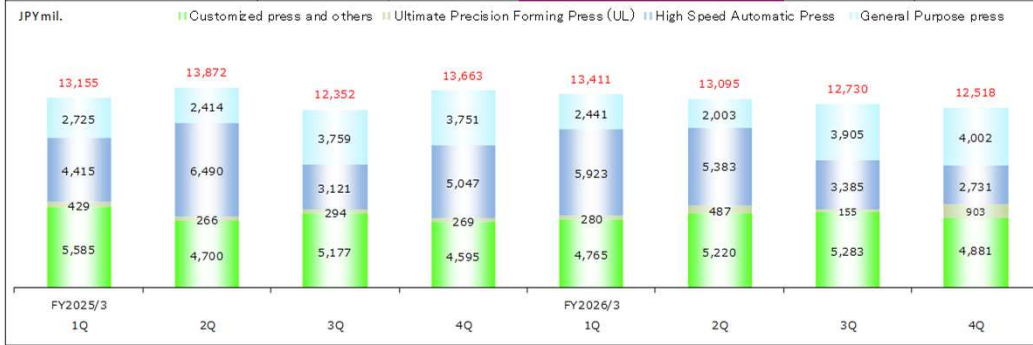


Sales & Orders & Order Backlog (by Press type)



Sales by Press type

| (JPY mil.) | FY2025/3 | | FY2026/3 | | Fluctuation | |
|---------------------------------------|---------------|---------------|---------------|---------------|----------------|---------------|
| | Amount | Proportion | Amount | Proportion | Amount | % |
| Customized press and others | 20,058 | 37.8% | 20,151 | 38.9% | 92 | 0.5% |
| Ultimate Precision Forming Press (UL) | 1,259 | 2.4% | 1,826 | 3.5% | 567 | 45.1% |
| High Speed Automatic Press | 19,075 | 36.0% | 17,424 | 33.7% | △ 1,651 | △ 8.7% |
| General Purpose press | 12,651 | 23.9% | 12,352 | 23.9% | △ 298 | △ 2.4% |
| Total | 53,044 | 100.0% | 51,755 | 100.0% | △ 1,289 | △ 2.4% |



General Purpose press
⇒ Small size basic models



Ultimate Precision Forming Press (UL)
⇒ Special machines which provide improved precision with high frame-rigidity



High Speed Automatic Press

⇒ Small and mid-size models, designed for high-speed forming strokes



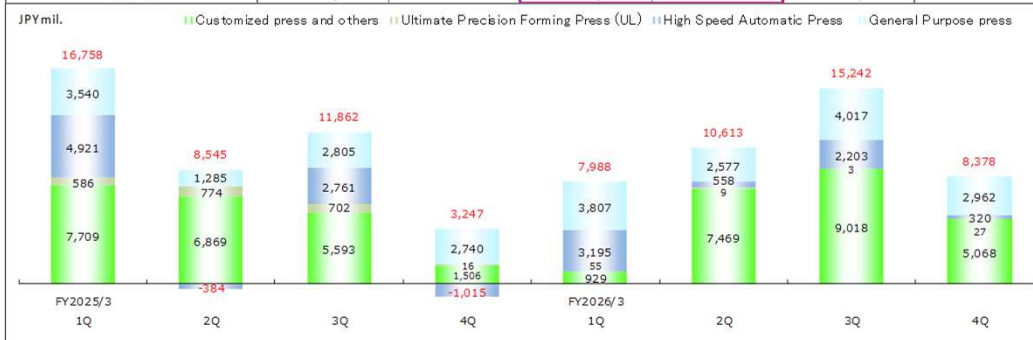
Customized press and others

⇒ Middle and large size machines, upon requests from customers



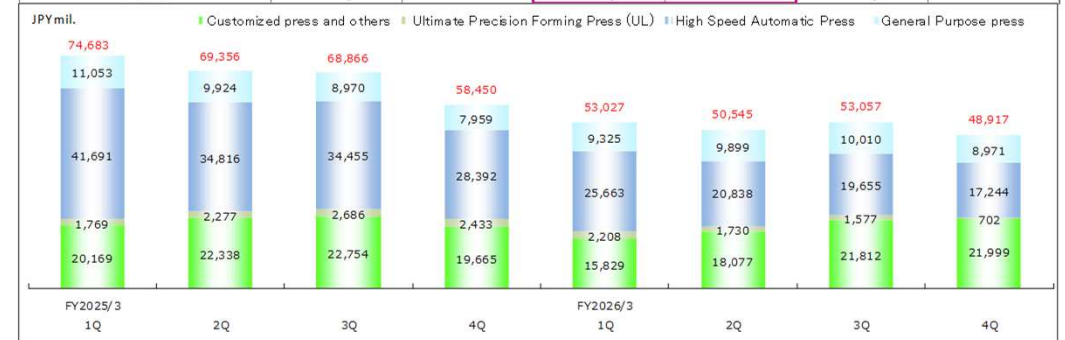
Orders by Press type

| (JPY mil.) | FY2025/3 | | FY2026/3 | | Fluctuation | |
|---------------------------------------|---------------|---------------|---------------|---------------|--------------|-------------|
| | Amount | Proportion | Amount | Proportion | Amount | % |
| Customized press and others | 21,679 | 53.6% | 22,485 | 53.3% | 806 | 3.7% |
| Ultimate Precision Forming Press (UL) | 2,080 | 5.1% | 95 | 0.2% | △ 1,984 | △ 95.4% |
| High Speed Automatic Press | 6,282 | 15.5% | 6,277 | 14.9% | △ 5 | △ 0.1% |
| General Purpose press | 10,371 | 25.7% | 13,364 | 31.7% | 2,993 | 28.9% |
| Total | 40,413 | 100.0% | 42,222 | 100.0% | 1,809 | 4.5% |



Order Backlog by Press type

| (JPY mil.) | FY2025/3 | | FY2026/3 | | Fluctuation | |
|---------------------------------------|---------------|---------------|---------------|---------------|----------------|----------------|
| | Amount | Proportion | Amount | Proportion | Amount | % |
| Customized press and others | 19,665 | 33.6% | 21,999 | 45.0% | 2,334 | 11.9% |
| Ultimate Precision Forming Press (UL) | 2,433 | 4.2% | 702 | 1.4% | △ 1,731 | △ 71.1% |
| High Speed Automatic Press | 28,392 | 48.6% | 17,244 | 35.3% | △ 11,147 | △ 39.3% |
| General Purpose press | 7,959 | 13.6% | 8,971 | 18.3% | 1,011 | 12.7% |
| Total | 58,450 | 100.0% | 48,917 | 100.0% | △ 9,532 | △ 16.3% |



Trend of Orders & Order Backlog



| (JPY mil.) | | FY2025/3 | | | | FY2026/3 | | | | vs. FY2025/3 | | |
|---------------|--|--------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|--------|
| | | 1st Half | | Full-year | | 1st Half | | Full-year | | Fluctuation | | |
| | | Amount | Proportion | Amount | Proportion | Amount | Proportion | Amount | Proportion | Amount | Proportion | |
| Orders | By Business | Presses | 25,303 | 70.8% | 40,413 | 64.6% | 18,601 | 58.3% | 42,222 | 60.6% | 1,809 | 4.5% |
| | C u s t o m e r B y | Automotive related | 19,565 | 77.3% | 28,598 | 70.8% | 9,690 | 52.1% | 26,716 | 63.3% | △ 1,882 | △ 6.6% |
| | | Electric related | 2,276 | 9.0% | 5,124 | 12.7% | 3,337 | 17.9% | 6,057 | 14.3% | 932 | 18.2% |
| | | Other industries | 3,461 | 13.7% | 6,689 | 16.6% | 5,573 | 30.0% | 9,448 | 22.4% | 2,758 | 41.2% |
| | | Services | 8,131 | 22.7% | 17,803 | 28.4% | 9,954 | 31.2% | 20,629 | 29.6% | 2,826 | 15.9% |
| | | Others | 2,321 | 6.5% | 4,387 | 7.0% | 3,348 | 10.5% | 6,874 | 9.9% | 2,487 | 56.7% |
| By Region | Japan | 12,827 | 35.9% | 22,220 | 35.5% | 12,917 | 40.5% | 23,894 | 34.3% | 1,674 | 7.5% | |
| | China | 1,946 | 5.4% | 5,264 | 8.4% | 2,295 | 7.2% | 5,970 | 8.6% | 706 | 13.4% | |
| | Asia | 4,056 | 11.3% | 6,567 | 10.5% | 3,403 | 10.7% | 6,268 | 9.0% | △ 298 | △ 4.5% | |
| | Americas | 9,665 | 27.0% | 17,438 | 27.9% | 6,494 | 20.4% | 20,189 | 29.0% | 2,750 | 15.8% | |
| | Europe | 7,260 | 20.3% | 11,113 | 17.8% | 6,793 | 21.3% | 13,402 | 19.2% | 2,289 | 20.6% | |
| Total | | 35,756 | 100.0% | 62,603 | 100.0% | 31,904 | 100.0% | 69,726 | 100.0% | 7,122 | 11.4% | |
| Order Backlog | By Region | Japan | 30,172 | 40.3% | 24,850 | 39.3% | 25,048 | 44.3% | 22,706 | 41.8% | △ 2,144 | △ 8.6% |
| | China | 11,182 | 14.9% | 9,517 | 15.0% | 6,714 | 11.9% | 5,691 | 10.5% | △ 3,826 | △ 40.2% | |
| | Asia | 4,960 | 6.6% | 4,303 | 6.8% | 4,174 | 7.4% | 3,094 | 5.7% | △ 1,208 | △ 28.1% | |
| | Americas | 14,074 | 18.8% | 12,800 | 20.2% | 8,796 | 15.6% | 11,231 | 20.7% | △ 1,568 | △ 12.3% | |
| | Europe | 14,566 | 19.4% | 11,831 | 18.7% | 11,786 | 20.9% | 11,658 | 21.4% | △ 172 | △ 1.5% | |
| Total | | 74,956 | 100.0% | 63,303 | 100.0% | 56,519 | 100.0% | 54,383 | 100.0% | △ 8,920 | △ 14.1% | |

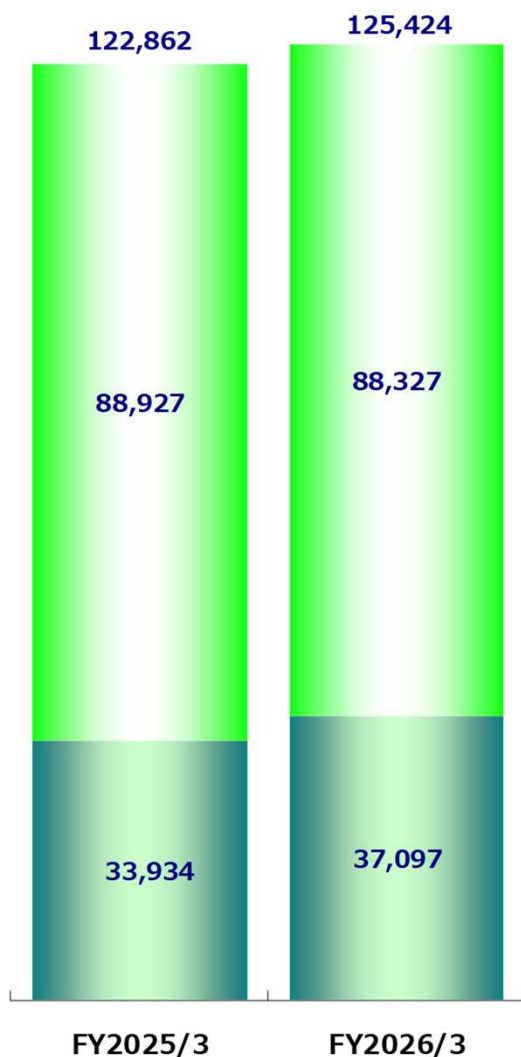
Major Changes on Balance Sheet



Assets

■ Non-current assets ■ Current assets

(JPY mil.)



VS end of Previous FY

Total assets + 2,562

Current assets Δ 599

| | |
|---|----------------|
| Cash and deposits | + 2,667 |
| Notes and accounts receivable - trade, and contract assets, Electronically recorded monetary claims - operating | Δ 1,715 |
| Inventories | Δ 1,136 |

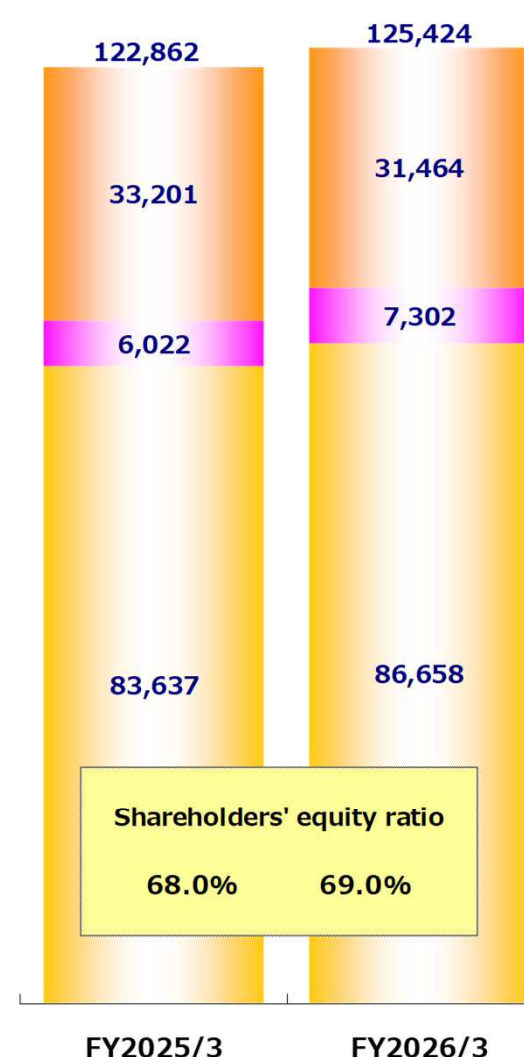
Non-current assets + 3,162

| | |
|-------------------|---------|
| Intangible assets | + 1,360 |
|-------------------|---------|

Liabilities and Net Assets

■ Net assets ■ Non-current liabilities ■ Current liabilities

(JPY mil.)



VS end of Previous FY

Total liabilities Δ 457

Current liabilities Δ 1,736

| | |
|---|----------------|
| Accounts payable - trade and electronically recorded monetary obligations - operating | Δ 2,239 |
| Short-term borrowings | + 1,131 |

Non-current liabilities + 1,279

Total net assets + 3,020

| | |
|---|----------------|
| Retained earnings | Δ 3,874 |
| Treasury Shares | + 2,861 |
| Foreign currency translation adjustment | + 3,397 |

Shareholders' equity ratio

68.0% 69.0%

Highlights : Forecasts of FY2027 Consolidated Results



| (JPY mil.) | FY2026/3 | FY2027/3 Forecast | Fluctuation | | |
|--|--------------|----------------------|--------------------|---------------|---------------|
| | | | Amount | % | |
| Orders | 69,726 | 78,000 | 8,273 | 11.9% | |
| Net Sales | 78,647 | 80,000 | 1,352 | 1.7% | |
| Cost of Sales | 61,099 | 61,900 | 800 | 1.3% | |
| Gross Profit | 17,547 | 18,100 | 552 | 3.2% | |
| <Gross Margin> | 22.3% | 22.6% | | (+0.3P) | |
| Selling, general and administrative expenses | 11,856 | 12,400 | 543 | 4.6% | |
| Operating Income | 5,690 | 5,700 | 9 | 0.2% | |
| <Operating Margin> | 7.2% | 7.1% | | (△0.1P) | |
| Ordinary Income | 5,735 | 6,000 | 264 | 4.6% | |
| Income Before Income Taxes | 6,214 | 6,000 | △ 214 | △3.5% | |
| Net Income | 4,260 | 4,300 | 39 | 0.9% | |
| Exchange Rate | 1USD 1EUR | ¥150.80 ¥174.82 | ¥150.00 ¥175.00 | △0.80 0.18 | △0.5% 0.1% |

(Unit: ¥100 million)

| Factors of Change in Operating Income | |
|--|-------|
| Impact of Automation Subsidiaries* (sales increase and improved gross margin) | 5.5 |
| FX impact | △ 0.3 |
| Lower gross margins for presses (excluding FX impact) | △ 2.0 |
| Increase of SG&A expenses (excluding Automation Subsidiaries* and FX impact) | △ 3.1 |
| Total | 0.1 |

*Automation Subsidiaries: REJ, HMS, Dallas

<Summary>
Orders are expected to increase year-on-year due to improved business conditions and acquisition effects
Sales are expected to increase due to acquisition effects
Operating income is projected to remain at the previous year's level

| | |
|------------------|---|
| Orders | Orders are expected to increase by 11.9% year-on-year, driven by a recovery in press orders following a slump caused by tariff policy uncertainties, as well as the consolidation of orders from Dallas, which was acquired in the previous fiscal year |
| Net Sales | Sales are expected to increase by 1.7% year-on-year, mainly due to the consolidation of sales from Dallas, which was acquired in the previous fiscal year |
| Gross Profit | It is expected to increase by 3.2% year-on-year due to higher sales and improved gross margins for automation business |
| Operating Income | Although the gross profit mentioned above is expected to increase, it is likely to remain at the previous year's level due to an increase in SG&A expenses |
| Net Income | It is expected to remain at the previous year's level due to the factors mentioned above |

Forecasts of Orders/Sales/Operating Income (by segment)



By Business Segment

| (JPY mil.) | Orders | | | | Net Sales | | | |
|---|----------|----------------------|-------------|-------|-----------|----------------------|-------------|--------|
| | FY2026/3 | FY2027/3 forecast | Fluctuation | | FY2026/3 | FY2027/3 forecast | Fluctuation | |
| | | | Amount | % | | | Amount | % |
| Presses <small>(Including Factory Automation)</small> | 42,222 | 47,400 | 5,177 | 12.3% | 51,755 | 50,700 | △ 1,055 | △ 2.0% |
| Services <small>(Press Machine related)</small> | 20,629 | 21,000 | 370 | 1.8% | 19,645 | 20,000 | 354 | 1.8% |
| Others <small>(Automation Subsidiaries*, etc)</small> | 6,874 | 9,600 | 2,725 | 39.7% | 7,246 | 9,300 | 2,053 | 28.3% |
| Total | 69,726 | 78,000 | 8,273 | 11.9% | 78,647 | 80,000 | 1,352 | 1.7% |

*Automation Subsidiaries: REJ, HMS, Dallas

Business Segments (MTMP)

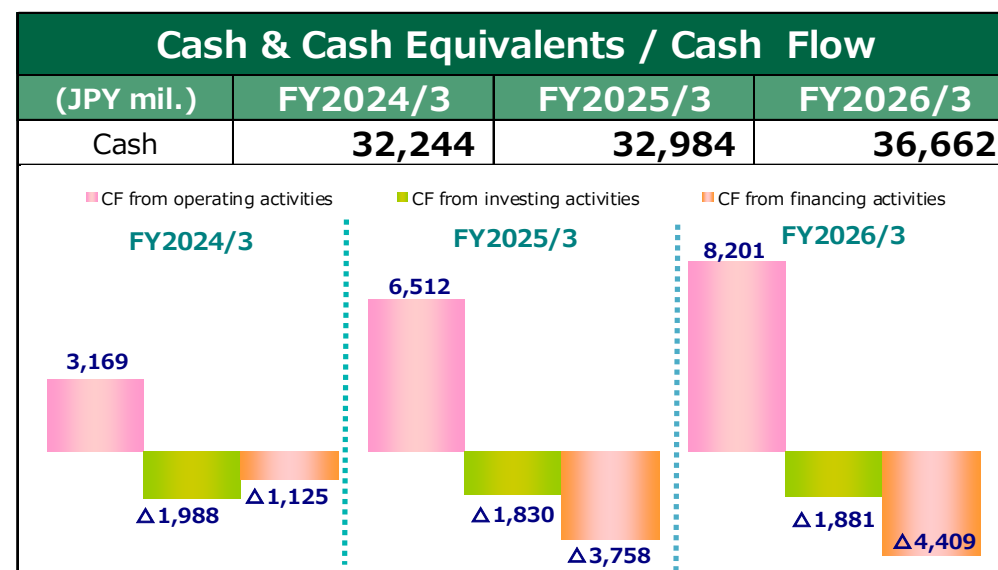
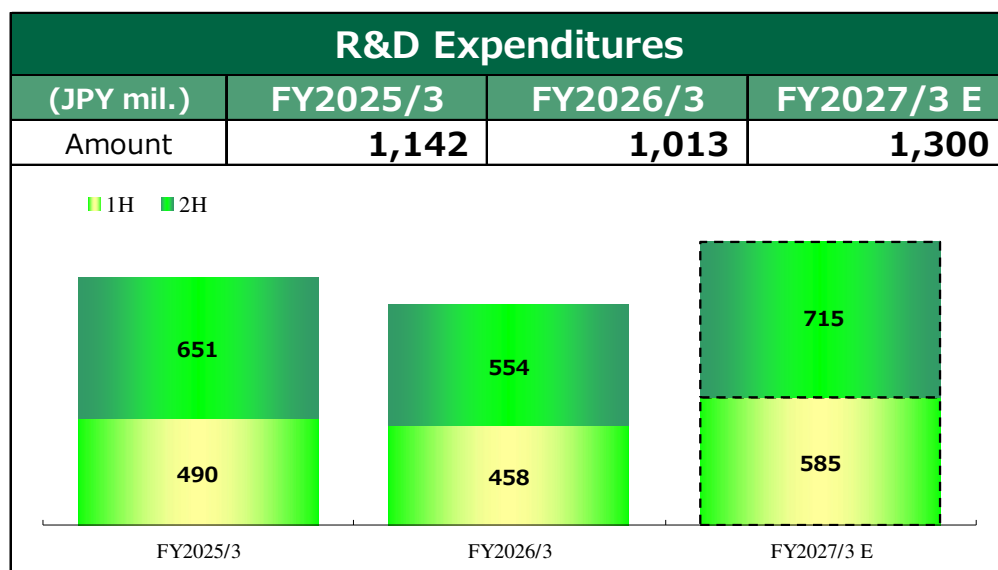
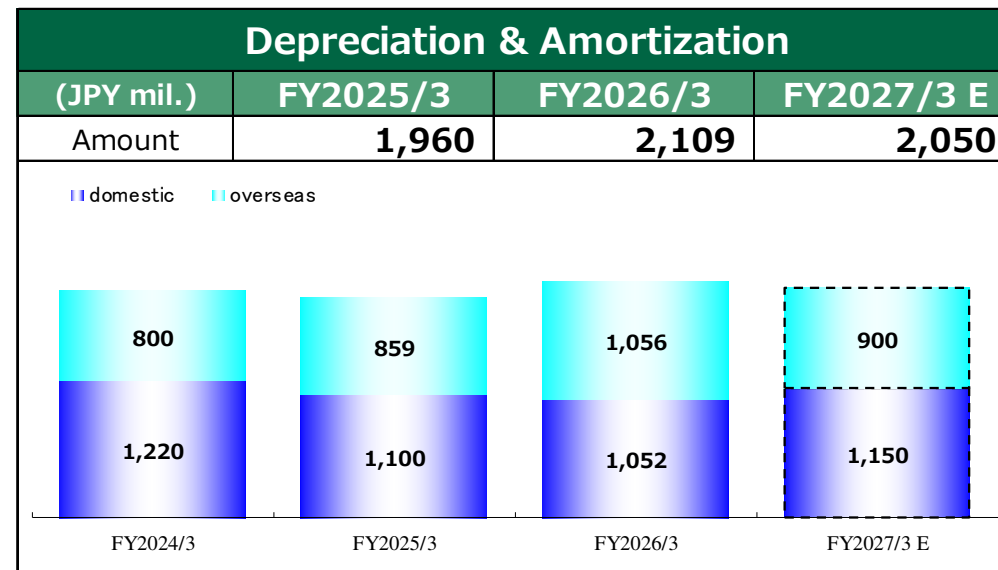
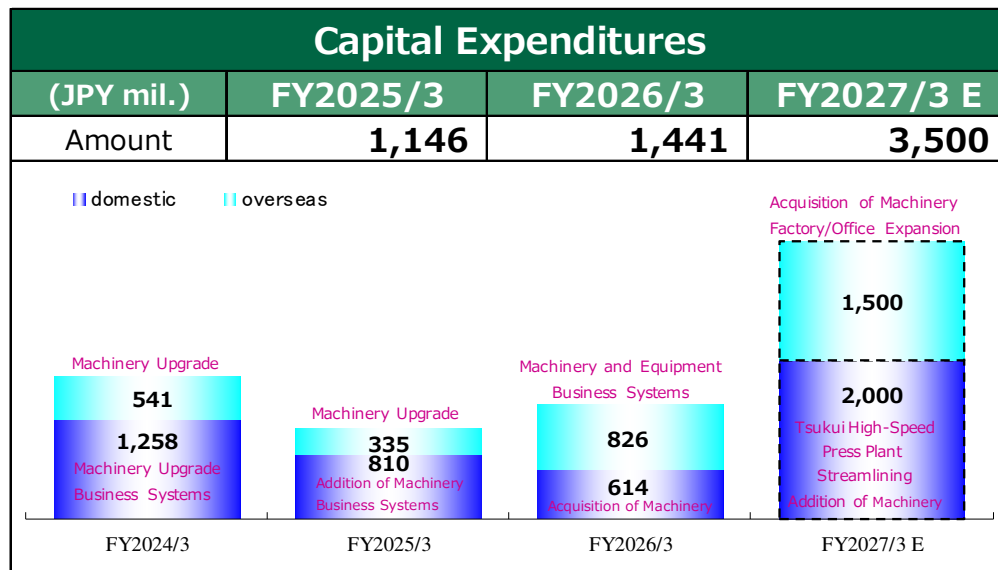
| (JPY mil.) | Net Sales | | | | |
|---|-----------|----------------------|------------|-------------|--------|
| | FY2026/3 | FY2027/3 forecast | Proportion | Fluctuation | |
| | | | | Amount | % |
| Presses <small>(Excluding Factory Automation)</small> | 45,187 | 44,500 | 56% | △ 687 | △ 1.5% |
| Factory Automation <small>(Automation Subsidiaries*, Press Machine related)</small> | 13,989 | 15,500 | 19% | 1,511 | 10.8% |
| Services <small>(Press Machine related)</small> | 19,471 | 20,000 | 25% | 529 | 2.7% |
| Total | 78,647 | 80,000 | 100% | 1,352 | 1.7% |

On this page, the classification of Factory Automation and Services has been revised starting from FY2025.

By Geographic Segment

| (JPY mil.) | Orders | | | | Net Sales | | | | Operating Income | | | |
|-----------------------|----------|----------------------|-------------|--------|-----------|----------------------|-------------|---------|------------------|----------------------|-------------|---------|
| | FY2026/3 | FY2027/3 forecast | Fluctuation | | FY2026/3 | FY2027/3 forecast | Fluctuation | | FY2026/3 | FY2027/3 forecast | Fluctuation | |
| | | | Amount | % | | | Amount | % | | | Amount | % |
| Japan | 23,894 | 26,700 | 2,805 | 11.7% | 42,743 | 42,200 | △ 543 | △ 1.3% | 2,997 | 2,200 | △ 797 | △ 26.6% |
| China | 5,970 | 7,000 | 1,029 | 17.2% | 11,166 | 8,700 | △ 2,466 | △ 22.1% | 743 | 500 | △ 243 | △ 32.7% |
| Asia | 6,268 | 7,400 | 1,131 | 18.0% | 10,707 | 11,400 | 692 | 6.5% | 206 | 800 | 593 | 288.3% |
| Americas | 20,189 | 23,700 | 3,510 | 17.4% | 21,943 | 23,700 | 1,756 | 8.0% | 1,184 | 1,500 | 315 | 26.7% |
| Europe | 13,402 | 13,200 | △ 202 | △ 1.5% | 13,680 | 15,200 | 1,519 | 11.1% | 190 | 250 | 59 | 31.5% |
| Reconciliation | | | | | △ 21,593 | △ 21,200 | | | 369 | 450 | | |
| Total | 69,726 | 78,000 | 8,273 | 11.9% | 78,647 | 80,000 | 1,352 | 1.7% | 5,690 | 5,700 | 9 | 0.2% |

Trend of Capex, Depreciation, R&D & CF

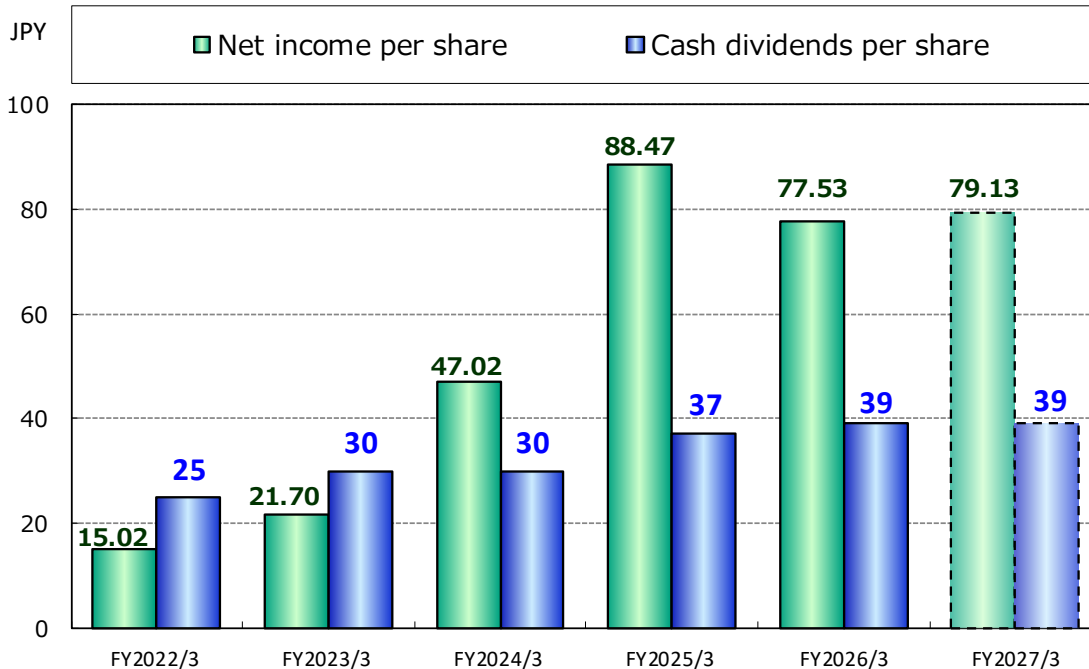


Return to Shareholders



Dividend Policy :

Under our basic shareholder return policy of emphasizing a balance between growth investments and shareholder returns while enhancing capital efficiency, we aim to deliver stable dividends and target a dividend on equity ratio (DOE)* of 3% or higher



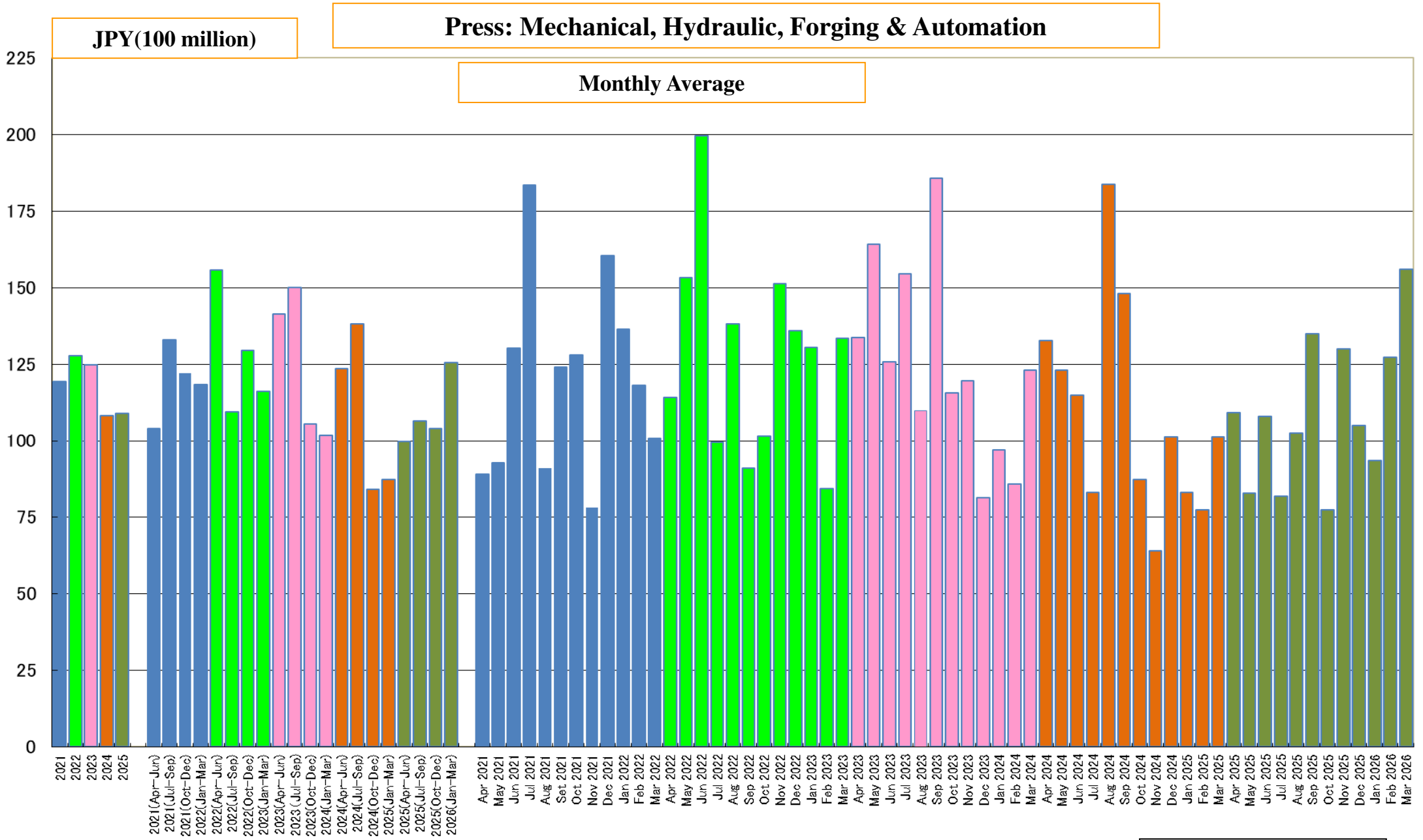
| | 2022/03 | 2023/03 | 2024/03 | 2025/03 | 2026/03 | 2026/03 |
|-----------------------|---------|---------|---------|---------|---------|---------|
| Dividend payout ratio | 166.5% | 138.3% | 63.8% | 41.8% | 50.3% | 49.3% |
| Dividend on Equity* | 2.1% | 2.6% | 2.5% | 3.0% | 3.0% | 3.0% |

FY2026/3
 Dividend per share to be increased from ¥37 to ¥39, in line with the DOE* higher than 3% policy, based on projected year-end equity (Consolidated payout ratio: 50.3% expected)

FY2027/3
 Dividend per share of ¥39 expected under the same dividend policy (Consolidated payout ratio: 49.3% expected)

*Based on equity excluding foreign currency translation adjustments

(for Reference) Statistics of Forming Machinery Industry-1

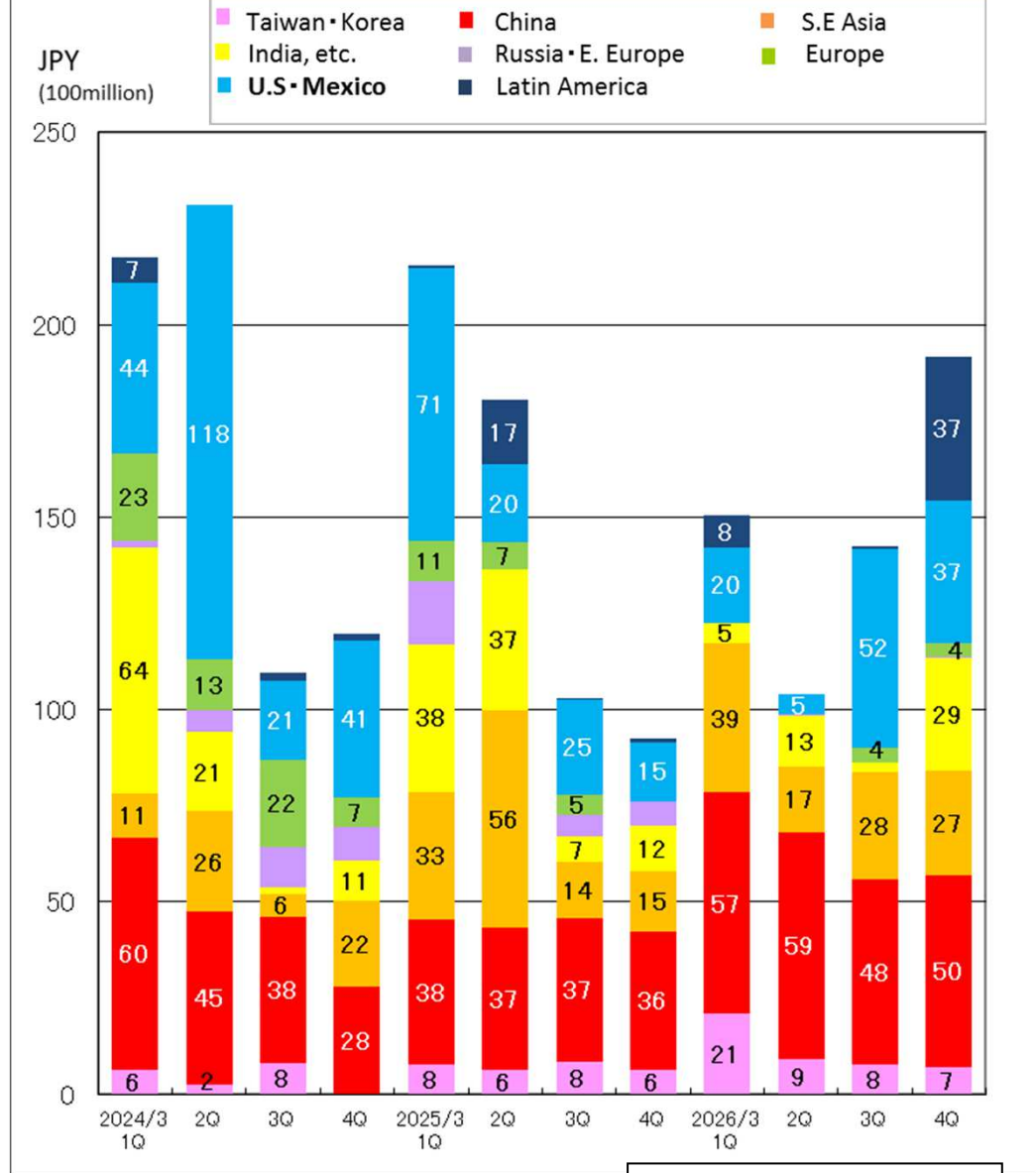


(for Reference) Statistics of Forming Machinery Industry- 2

Orders



Trend of Orders (Overseas) by Geographic Segment



Reference material: JFMA

Cautions about forecast statements contained in this package

- **The information in this package contains future forecasts.**
- **Future forecasts contained in this document are based on the judgment of company management based on currently available information. Although the future forecasts are based on or grounded in assumptions, future economic circumstances and actual business results may differ from these assumptions.**
- **Although the Company or its management is stating its expectations and/or convictions regarding future results, this does not guarantee that these expectations or convictions will be realized, nor does it guarantee that the actual results will be close to the forecasts. Moreover, the Company does not assume any obligation to update or revise any forecasts unless otherwise stipulated by law.**

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AIDA ENGINEERING, LTD.