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 knowledge and expertise 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.

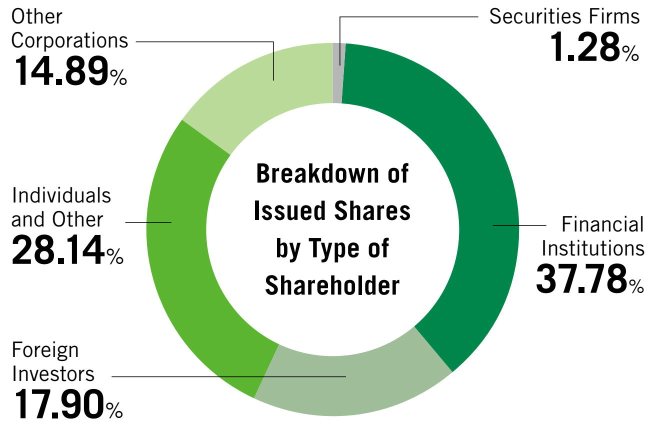
Based on audit findings, I speak with directors to exchange opinions and make proposals about management issues, ranging from the management of overseas Group companies to the management of Service operations. In order to contribute to increasing AIDA’s corporate value, going forward I am committed to 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.

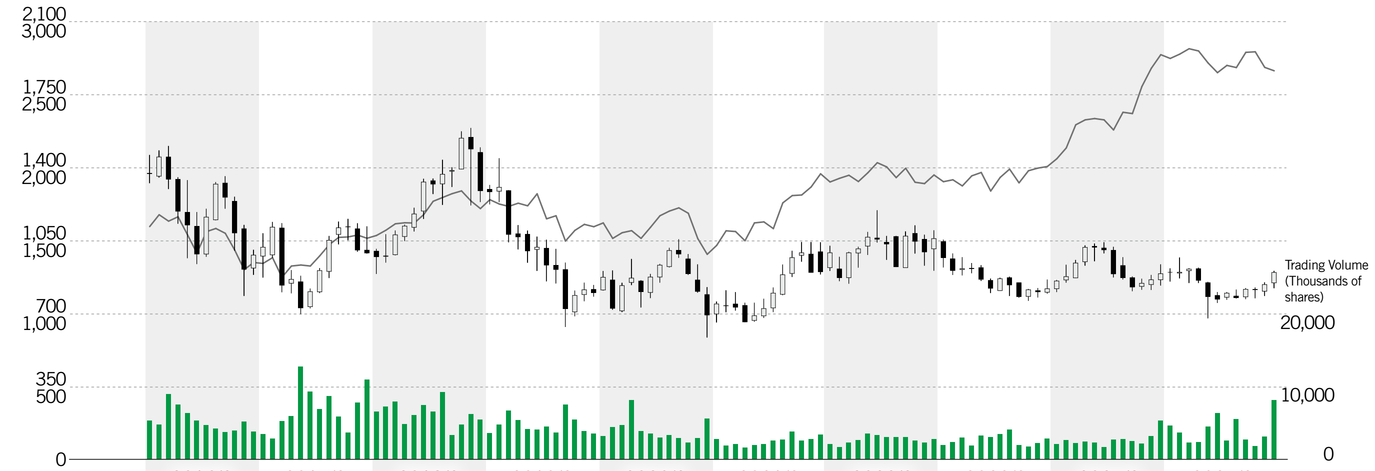


Major Shareholders (Top 10)*1

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



	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
High (¥)	1,500	1,151	1,586	1,441	1,053	1,040	1,192	1,051	1,039	966
Low (¥)	783	696	889	635	584	656	842	760	802	676
At Year-End (¥)	978	988	1,286	798	691	994	1,057	817	889	895

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