

## Message to Stakeholders

**Contributing to Society and Industry Through Metalforming, We Will Achieve Sustainable Growth and Create Value by Addressing Societal Issues Through Innovation.**



**Toshihiko Suzuki**  
Representative Director and President (CEO)

### Introduction

Two years after my appointment as the President & CEO of AIDA, I feel a new global order is starting to emerge after the major global shifts seen during recent years. In this era of great uncertainty, we must ask ourselves how best to support sustainability and seek to guide our business using strategies that are suited to the changing times.

With rapidly changing times and a constantly evolving world, companies are being called upon to transform their roles in society. It is vital that we clearly define our purpose at AIDA while reviewing basic policies and the direction of the company to ensure we are making progress via forward-looking initiatives. Knowing who we are and what our direction is, we will expand our business to build corporate value.

### Gratitude for Our Predecessors Who Built AIDA While Focusing on Future Growth

In considering how best to develop our business in the metalforming sector by utilizing the presses designed by our predecessors, we might be tempted to think that there is nothing left to do to a product that is already perfect. But the

truth is that many of the products in the current AIDA lineup have not evolved much beyond their original development concepts.

While design concepts must be respected, it is also important to understand that concepts may become obsolete over time. I recall the intense energy and motivation of each department when the company set the goal of expanding overseas, and how we were all strongly united to reach that goal. However, now that we have achieved that goal, I feel that we have grown more complacent about the new status quo and that our growth has stalled.

In my view, in our current stalled condition there is a lot of inertia\* that must be overcome, and we need the inspiration of taking on new challenges to spark the burst of energy required to kick-start the gears at AIDA to get them turning. Keeping these gears turning continuously must be an essential element of our business strategy. Despite the highly unpredictable conditions, the future of AIDA lies in properly analyzing market risks and conditions and in performing case studies to examine each new business opportunity.

\* Inertia measures the degree to which any physical object tries to maintain its current state. The higher the inertia value, the greater the energy required to change its current state.

### What AIDA Needs to Be

We have inherited a corporate philosophy that was established at the time of the Company's 80th anniversary, which stated "We will maintain our efforts to supply integrated forming systems around the world, thus continuing to make our contribution to society." Over the past 30 years, we have accelerated AIDA's global expansion with the construction of robust production facilities located in five regions (Japan, China, Malaysia, the US, and Italy), have steadily globalized our operations to meet market demand, and have implemented reforms to increase our market share. While the pace of global change is rapid and the market conditions are challenging, we have moved from the globalization phase to focusing on the development of presses and forming systems tailored to fit the types of products our customers want to make. By contributing to society using a process of future-oriented co-evolution, we are fulfilling our current corporate philosophy of "AIDA will grow as a forming systems builder and continue its contribution to people and community."

\* The phrase "integrated forming systems" was updated in 2000 to "forming systems builder" to more clearly express the idea that we will continue to be a manufacturing and an R&D-driven company.

### Purpose-Driven Management

Fulfilling our corporate philosophy is still the foundation for AIDA's business activities. We will continue to contribute to society and industry through the metalforming field and to leverage innovation to solve societal issues and create value.

### • Societal and Environmental Contributions

We are actively pursuing ESG initiatives to avoid any trade-offs between social value and economic value. Regarding environmental measures, we are steadily reducing our CO<sub>2</sub> and Scope 3 GHG emissions with the goal of achieving carbon neutrality by 2050. In terms of Scope 1 & 2 emissions, we are on track to achieve net zero CO<sub>2</sub> emissions ahead of target, having already introduced on-site power generation to meet some of the power requirements for our Sagami Plant in Japan. We are also using Carbon-Offset City Gas (for Global Environmental Contribution), and are purchasing certified renewable energy and RE100-compliant certified non-fossil fuel electricity. In addition, we supply and develop EV-related solutions and alternative energy-related products to help our customers substantially reduce their environmental impact, and we will continue to focus on propagating such technologies.

While continuing to engage in such conscientious corporate activities and managing potential risks in appropriate ways, we also aim to garner new business opportunities as we strive to turn our societal and environmental contributions into concrete outcomes that will generate future economic value. Rather than pursuing profits in the short term, AIDA aims to focus on sustainable growth over the long term to help forge a society where value creation increases human happiness.

### • Industrial Contributions

Issues create new challenges and give us the energy to motivate and sustain our Company. We believe that it is innovation that creates value and that continually takes on

### Major Business Growth Opportunities & Risks & the Market Environment

#### Growth Opportunities

- Stricter environmental regulations and increasing awareness of environmental conservation
- Changes to automobile parts due to the accelerated transition to electrification and autonomous driving
- Accelerating demand for labor-saving and productivity improvements due to shrinking populations
- Economic growth in emerging countries and the Global South

#### Risks

- Changes in materials and forming methods in manufacturing
- Economic downturns due to pandemics and natural disasters
- Political instability and other geopolitical risks
- Economic slowdown risks
- Increased supply chain risks due to a shift to bloc economies
- Production delays due to energy and semiconductor shortages
- Rising manufacturing costs of raw materials, etc.
- Intensified global price competition

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challenges will reveal new ways to address these issues. Our aim is to differentiate AIDA by evolving our products to keep pace with the changing times.

“Creating New Added Value” is a core strategy in the current Medium-Term Management Plan. In line with this and as part of AIDA's solutions for EV manufacturers, we have followed the commercialization of high-speed precision press lines for forming the motor cores used in EV drivetrains with the launch of a new wide-area press that delivers the largest forming area in the industry, and we have garnered new orders for this press. Widening the forming area while maintaining high precision was extremely difficult, and it resulted in a level of product differentiation that our competitors cannot match. We are working to market this product worldwide. In June 2025, we also launched a dedicated forming system used to form rectangular storage battery cases that deliver eco-friendly performance. As a non-EV alternative energy application, in 2024, we developed a dedicated press for forming the metal separators used in the bipolar plates of hydrogen power generation equipment, and we are working to further enhance the functionality of this system through die trials in collaboration with Fraunhofer, a European research institute. Aside from its use in automotive applications, hydrogen generation is expected to be one of the key elements that drive decarbonization through its adoption in both industrial facilities and homes, and we will continue to focus on generating demand.

In this way—by starting to resolve issues within the scope of what is possible and then steadily progressing—we believe we will eventually achieve great results, and we hope to develop AIDA products that are truly unique. We want to be



a company where all our employees would rather work together to rise to challenges than let someone else do the hard work. As we support industry by working behind the scenes, we also want AIDA to be a Japanese company that achieves sustainable growth on the global stage. We know sustainability means maintaining and strengthening our capabilities for innovation in order to constantly rejuvenate our business operations.

## AI-Driven Growth Strategies

Remarkable advances in recent years have made AI technology an indispensable element in our long-term growth strategy. Together with our presses, we sell the “Ai CARE” data analytics system that achieves the “visualization” of press operating conditions, and in 2024, we added more analytical and diagnostic functions to this package. In addition, we have added a ChatGPT-based Q&A module that leverages AIDA expertise in production methods and other press-related areas. Going forward, we will continue to further upgrade the functionality of AIDA systems to support decision-making in production plants.

Hardware is an essential foundation in the press metalforming field, but many of the structural elements are well established, leaving little room for hardware-based technological innovations. As a result, we see software as a driving force for enabling new functional advances for presses. There is no doubt that the scope of utilization of AI applications will continue to expand, including the previous-mentioned Ai CARE. For example, in the metalforming field, though we can now predict the forming conditions using AI-based simulation technologies, we believe that there is still room to improve the technology used to measure the effects of metalforming on the dies. We envision AI being used in this area to help develop new applications that monitor production conditions and estimate die life.

By incorporating AI into press systems, our aim is to create a framework that effectively gives the machine the ability to think. AI outputs its answers through learning, but it is still necessary for humans to provide guidance about how those answers are to be presented. The experience and know-how of humans still play a vital role. The key to making future machines intelligent will be the utilization of AI in

databases that store human experience as quantifiable data.

While AI has multifaceted potential, I believe its first application will be to help simplify the operation of machines. The operation of a press has become increasingly difficult because automation has made the controls more complex. Going forward, we expect to see significant advances in the number and quality of assistive functions, where an operator would simply tell the machine what to do, and then the machine would provide information to the operator about operating conditions and operation-related warnings. Camera-based image recognition technology will also enable AI-driven self-diagnoses and responses instead of relying on human observations, decisions, and actions. In this way, AI-equipped automated systems and robots can then automatically adapt to rapidly changing production conditions, and also make self-corrections as necessary. These technologies could contribute significantly to solving societal issues by not only alleviating labor shortages but also helping to improve working conditions and workplace safety.

In the past, productivity and safety were often considered competing priorities. However, I think we will soon enter an era where production systems can be created that can maintain both productivity and safety by leveraging AI-based technologies such as image recognition and operator behavioral analysis to prevent human errors. At the same time, robots are also evolving, and collaboration between humans and robots is already becoming a reality. We are quickly approaching a world where bipedal robots will be able to work independently at production plants. We believe that such forward-looking efforts can bring more happiness to the world, and AIDA is committed to being actively involved in these endeavors.

## An Industry Pioneer That Never Forgets to Take Up New Challenges

The fiscal year (ending in March 2026) is the final year of our current Medium-Term Management Plan. Business conditions have changed significantly since the start of the plan, with a drop in EV-related investments and changes in US trade policies. Furthermore, in the manufacturing field, a sea change is occurring due to structural changes in the automotive industry and technological innovations such as AI.

For 108 years, AIDA has been a pioneer in the industry and has led the evolution of presses. However, we recognize that our future growth strategy cannot be based on merely expanding our existing business. While negative impacts due to environmental changes are somewhat unavoidable, we see business opportunities proliferating for AIDA over the longer term due to a range of factors such as automobile electrification, rising demand for alternative energy sources, competitiveness shifts with greater localization of production and consumption, and greater use of AI for product differentiation. We will incorporate these trends into the growth strategies that will be included in our next Medium-Term Management Plan.

As the CEO, I believe that technology is the key to opening the door to a new world where conventional wisdom is turned on its head. We must not be bound by past successes and forget to take on new challenges. Our goal is to develop AIDA's manufacturing technologies to sustain growth while helping to address societal issues. I humbly ask all our stakeholders for their support as we strive to achieve these goals.

September 2025  
Representative Director and President (CEO)

**Toshihiko Suzuki**

### [Further Reading]

- 📖 Medium-Term Management Plan (Fiscal Years Ending March 2024–2026): Overview and Progress **P.19–20**
- 📖 New Capital Policy **P.21–22**
- 📖 Manpower Investments to Strengthen AIDA's Business Infrastructure **P.23–26**
- 📖 Environmental Measures and Contributing to the Community **P.27–31**
- 📖 Corporate Governance **P.32–37**

Please refer to the various sections in this report for further details.