

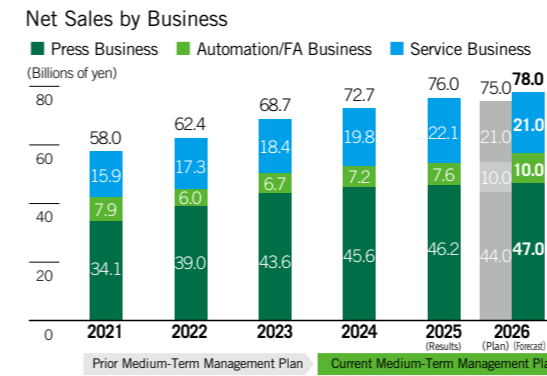
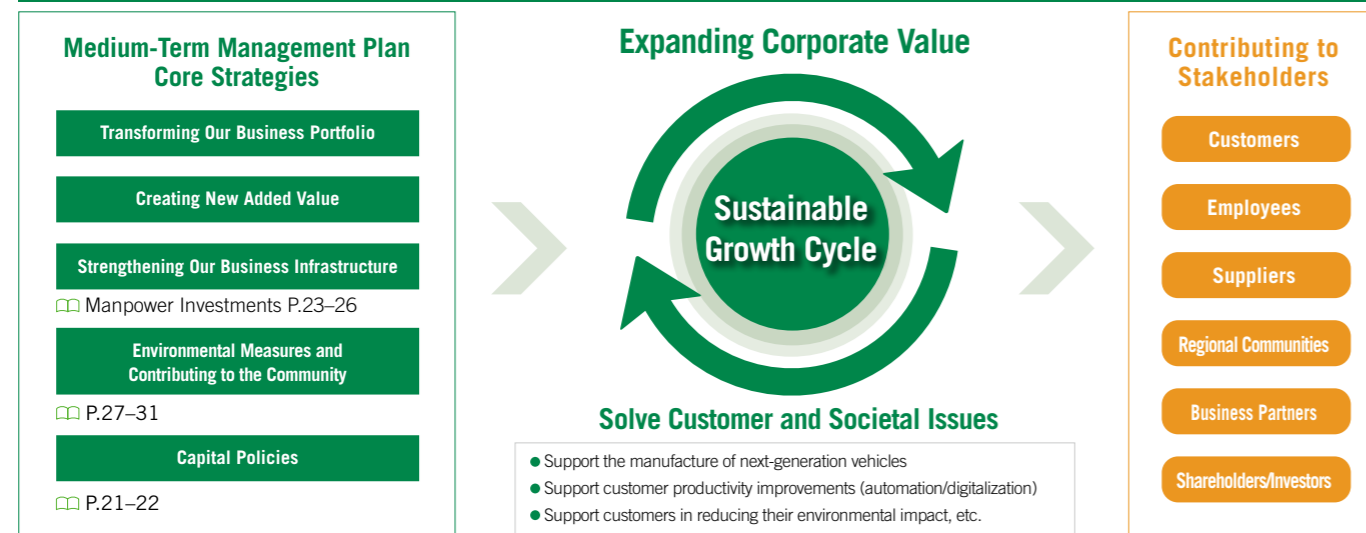
Medium-Term Management Plan (Fiscal Years Ending March 2024–2026): Overview and Progress

The core policies in the Medium-Term Management Plan that started in the fiscal year ended March 31, 2024 focus on growing together with stakeholders and improving corporate value by supplying AIDA technologies and products that help address the issues faced by customers and society. This includes the manufacture of next-generation electric and lighter-weight vehicles, supporting productivity improvements at customer production facilities through automation and digitalization, and reducing the environmental footprint of customers through energy-saving and decarbonization initiatives. The plan includes the following five core strategies:

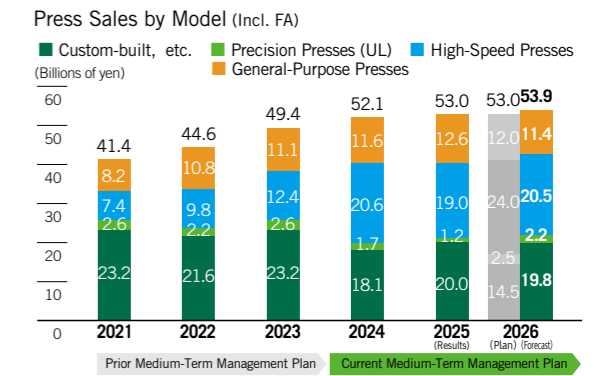
- (1) Transforming our business portfolio;
- (2) Creating new added value;
- (3) Strengthening our business infrastructure;
- (4) Environmental measures and contributing to the community; and
- (5) Capital policies.

By implementing these strategies, we are creating a synergistic cycle of generating corporate value by solving the problems of customers and society, and we will achieve sustainable growth together with stakeholders, including customers, employees, suppliers, regional communities, business partners, and shareholders and investors.

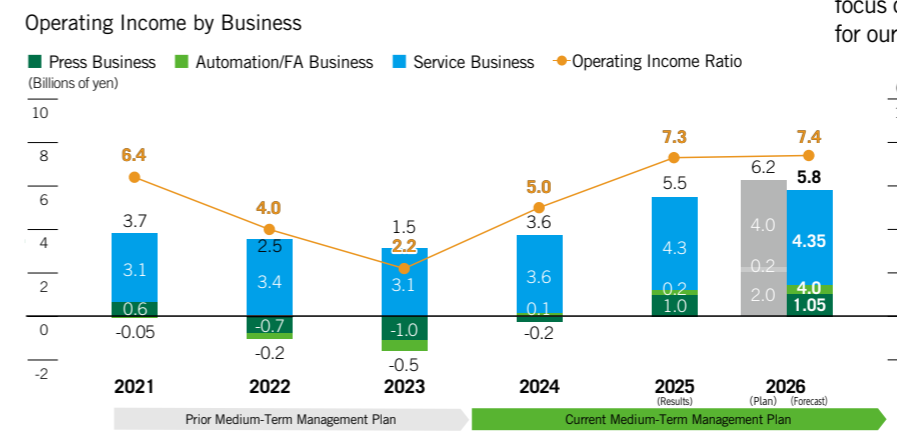
Management Policies in the Medium-Term Management Plan Improving corporate value by solving societal issues and aiming for sustainable growth together with our stakeholders



Annual net sales totaled ¥76.0 billion in the fiscal year ended March 31, 2025, attaining the final-year goal of ¥75.0 billion a year ahead of target. This was due to high revenues for mid-size and large custom presses and Service coupled with a weakened yen. The projected sales target for the fiscal year ending March 31, 2026 is ¥78.0 billion.



Our focus is on EV and environment-related growth products. Slower EV demand has led to a fall in orders for high-speed presses, but the long-term trend toward electrification (including hybrids and FCVs) remains unchanged. With demand expected to also grow for air-conditioning and other non-automotive applications, we are continuing to streamline production by revamping factory floor layouts and raising the utilization rates of newly installed equipment. We are also continuing to focus on achieving greater functionality differentiation for our high-speed precision press products.



The overall gross margin improved in the press business due to some less profitable large custom press projects dropping out of the year-on-year comparison, success in passing on higher raw material and labor costs in prices, and cost-reduction efforts. Revenue growth in the Service business, which generates higher profit margins, also contributed. Operating income rose 53.0% to ¥5.5 billion in the fiscal year ended March 31, 2025. It is forecast to increase to ¥5.8 billion in the following year.

Medium-Term Management Plan Progress (FY ended March 2025): Transforming Our Business Portfolio, Creating New Added Value

Transforming Our Business Portfolio		Expanding High-Value-Added/Growth Fields—Shifting Management Resources
Press Business	Shifted to growth products related to EVs and the environment	<ul style="list-style-type: none"> Continued streamlining production to prepare for increased demand for growth products Promoted product differentiation based on high-speed precision press functionality Boosted competitiveness by promoting local production and consumption and increasing local procurement ratios at our 5 global production plants
Automation/FA Business	Expanded labor-saving/digitalization initiatives at production plants	<ul style="list-style-type: none"> Increased sales of presses + peripheral equipment packages, and garnered more orders for stand-alone automation and transfer feeders Promoted greater product differentiation in our automation lineup Acquired a US-based automation equipment manufacturer to increase sales in North America by offering integrated press and automation solutions
Service Business	Strengthened our Service business, including our modernization business	<ul style="list-style-type: none"> To secure personnel with advanced expertise in Service tasks, we promoted transfers from other departments via compensation reviews and internal job postings Uncovered potential demand by offering enhanced DX/AI-based press preventive maintenance and diagnostic functions

Creating New Added Value		Leveraging AIDA's Technology (Forming Technologies, Die/Forming Methodology Expertise, Servo Technologies, Manufacturing Expertise)
Solutions for EVs		<ul style="list-style-type: none"> Launched an advanced high-speed precision press boasting an industry-leading wide forming area
Energy-Saving & Environmentally Friendly Solutions		<ul style="list-style-type: none"> Developed and launched the BEX Series of large forming presses for making metal separators used in fuel cells
DX/AI-Based Solutions		<ul style="list-style-type: none"> Launched the Ai CARE proprietary data analytics system that delivers AI-based diagnostics, including die life diagnostics and failure prediction functions

