

Manpower Investments to Strengthen AIDA's Business Infrastructure

At AIDA, we see human resources as our greatest management asset and strive to create workplaces that foster enthusiasm while enabling employees to exercise their full potential. Based on the AIDA Group Action Guidelines, we respect every employee as an individual and have established a corporate culture to embrace talented people from various countries and regions regardless of nationality, gender, age, employment status, or physical ability.

Under the Medium-Term Management Plan, as part of a revamped HR system aimed at driving the transformation of our business portfolio and creating new added value, we have identified three fundamental aims for investment in human capital:

- 1 **Retraining/reskilling personnel**
- 2 **Promoting diversification of manpower and work styles**
- 3 **Promoting health management and the “visualization” of human assets**



Strengthening the Business Infrastructure

1 Retraining/Reskilling Personnel

Proactive manpower investments to help create maximum value is an essential element supporting our ability to contribute to society in a sustainable way.

In the fiscal year ended March 31, 2024, we retrained personnel to help increase the production of high-speed precision presses as part of our efforts to shift resources from mature areas to growth fields such as high-speed precision presses and Service. Although most of our high-speed precision presses are manufactured in Japan, we are proactively providing technical training to employees worldwide to achieve and boost overseas production.

We tested several DX programs as part of our efforts to develop personnel with DX expertise, and as part of our proactive stance, in the fiscal year ending March 31, 2025, we plan to introduce training programs that are based on employee skills and job duties. As a first step, we will provide

DX literacy training for our entire workforce. In the Development Division, our primary focus is on cultivating “data scientists” with the advanced skills required to develop products suited to the AI era. In addition, we are planning training programs for employees who handle data in order to increase their ability to analyze and utilize data.



2 Promoting Diversification of Manpower and Work Styles

● Female Empowerment

We have been trying to hire more women and increase the proportion of female managers since the enactment of The Act on Promotion of Women's Participation and Advancement in the Workplace in Japan in April 2016. As of the end of March 2024, the proportion of female managers was a relatively low 3.3% (non-consolidated). In part this reflects the reality that women make up only 12.1% of AIDA's full-time non-consolidated workforce. To create a work environment that empowers women, we have instituted systems aimed at enabling more flexible work styles (including staggered shifts, working from home, shorter workdays, and hourly paid leave).



● Global Manpower Development

To maintain the diversity of the overall Group, the employees working at the sites operated by Group companies worldwide are typically recruited and trained locally. We regularly organize transfers to our Head Office for employees from Group overseas subsidiaries with the requisite experience and expertise. As of the end of March 2024, overseas segment personnel represented nearly half (48.5%) of our consolidated global workforce of 2,020 employees.

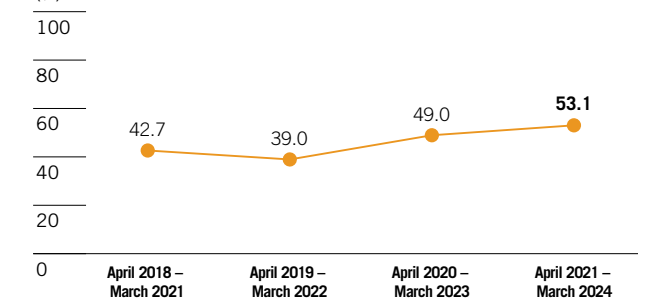


● Utilizing Mid-Career Hires and Seniors

As part of our efforts to support greater workforce diversity and create dynamic workplaces, in Japan we have a long tradition of actively targeting mid-career hires. Mid-career full-time hires represented an average of 53.1% of total recruitment at the parent company in the most recent three-year period (fiscal years ended March 2022–2024). As of the end of March 2024, 36.4% of our managers—a significant proportion—have been recruited this way. We aim to maintain conditions conducive to this type of recruitment going forward. In addition, we have always sought to offer work opportunities to people aged 65 and over by extending employment until the age of 70 (health permitting). We also actively seek to rehire employees after they reach the retirement age of 60, and we actively promote motivated and capable rehires as managers. As of the end of

March 2024, 31.3% of the people rehired in this way were working as managers within the Company.

Proportion of Mid-Career Hires
(36-month rolling average, non-consolidated)
(%)



● Greater Work Style Diversity

Providing employees with a comfortable working environment is vital to ensure that we retain an adequate workforce going forward. Specific initiatives to cultivate greater diversity in work styles within AIDA have included the proactive introduction of systems to enable childcare leave, staggered shifts, working from home, shorter workdays, and hourly paid leave. In the fiscal year ended March 31, 2024, the participation rate for childcare leave among our male employees was 86.7%, and the average period of leave taken was 45.3 days, showing that this system is steadily becoming a standard practice. In addition, since August 2024, we have started our work day at an earlier time, a move we see helping employees forge a better work-life balance after each workday ends. We believe such reforms will boost motivation for work while improving the

physical and mental health of employees, which in turn raises corporate value and enhances returns for all stakeholders, including employees and their families.



3 Promoting Health Management and the “Visualization” of Human Assets

● Health Management

In 2023, we instituted the Health and Productivity Management Declaration to help clarify our organizational structure for supporting a wide array of initiatives to promote the physical and mental health of every employee and their immediate family. As a result, AIDA was recognized as one of the 2024 Certified Health and Productivity Management Outstanding Organizations (Large Enterprise category), a list that is jointly selected by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. Going forward, we plan to promote health management to improve the physical and mental health as well as the work motivation of employees by continually implementing a wide array of measures.

The Health and Productivity Management Declaration

AIDA ENGINEERING, LTD. believes that in order to achieve its corporate philosophy of “growing as a forming systems builder and contributing to people and community” that it is important to provide a rewarding, safe, and secure environment where employees can work to their fullest potential.

AIDA ENGINEERING, LTD. also believes it is essential to further improve the mental and physical health of its employees, its greatest management resource, and declares its commitment to health and productivity management.

Regular Health Check-ups for Our Domestic Workforce

In accordance with the Industrial Safety and Health Act, employees receive an annual health check-up to support health and safety at work. In the fiscal year ended March 31, 2024, 100% of employees in our Japanese operations received these check-ups.

Mental Health Management

As part of our mental health program, we provide employees access to an in-house service as well as a mental health hotline maintained by an external institution. We also conduct regular online training for managers about mental health management in the workplace, including the prevention of various types of workplace harassment.

Employee Satisfaction Surveys

As part of our efforts to improve working conditions and our HR systems, we interview personnel (at different levels in the company) to ascertain the desires of our employees, etc.

Our Health Management System



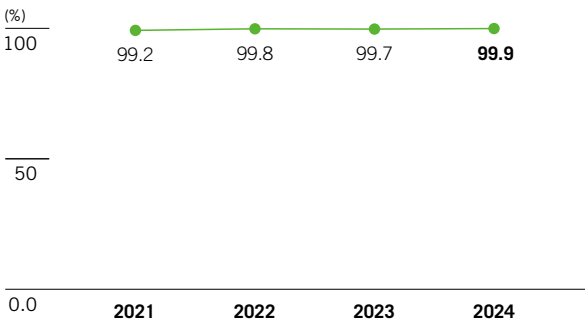
● Promotion of Employee Health (Non-Consolidated)

To support the physical and mental health of employees and encourage active participation at work, our health management program includes regular check-ups, mental health care, consultations with occupational physicians, smoking cessation campaigns, and health promotion events.

Stress Consultations

Regular stress consultations enable employees to gain a more detailed awareness of their stress levels and to mitigate the risk of personal mental health issues. We also use the results of relevant group studies to help improve the workplace. We are targeting a 100% compliance rate with these consultations to proactively help our employees avoid mental health issues.

Stress Consultation Participation Rate



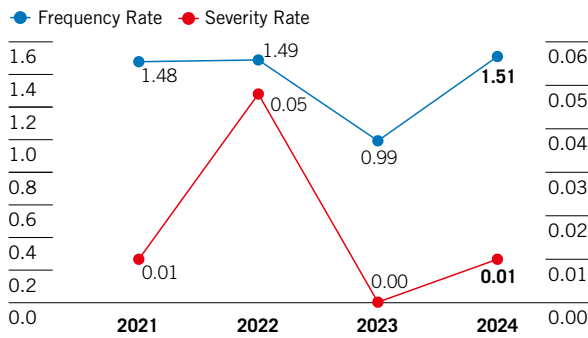
● Occupational Health and Safety/Workplace Accidents

In accordance with the Japanese Labor Standards Act and Industrial Safety and Health Act, we have set up Health and Safety committees at each site to ensure workplace health and safety and promote safe working conditions.

Health and Safety committees meet every month to discuss health and safety-related topics such as safe working procedures, the promotion of health management, mental health programs, and traffic safety. Committee members also use these meetings to share information and propose improvements.

Besides workplace patrols by Health and Safety Committee members, safety patrols are conducted regularly by members of the Safe Environment and Safety Monitoring sections and production managers, with the aim of preventing workplace accidents by correcting specific hazards and implementing directives regarding improving working conditions. Company executives also occasionally participate in safety patrols to help raise safety awareness among the employees who work in our offices and factories.

Incidence of Workplace Accidents



Note 1: The frequency rate expresses the number of deaths, injuries, or serious workplace accidents (defined as necessitating at least one lost workday and involving the loss of at least one part of the body or a related loss of function) per million hours worked. Frequency Rate Equation: [Number of deaths, injuries, or serious workplace accidents] ÷ [Total working hours x 1,000,000]

Note 2: The severity rate expresses the total number of working days lost due to serious workplace accidents per thousand hours worked. Severity Rate Equation: [Total number of lost working days] ÷ [Total working hours x 1,000]



Directors participating in a safety patrol