

# 11-Year Consolidated Financial Summary

AIDA ENGINEERING, LTD. and Consolidated Subsidiaries  
Years ended March 31

	Millions of yen										% change	
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2023 vs. 2024
<b>Orders, Net Sales, and Income</b>												
Orders	¥ 76,670	¥ 70,256	¥ 75,474	¥ 62,655	¥ 83,143	¥ 75,694	¥ 62,326	¥ 52,708	¥ 78,357	¥ 83,994	¥ 79,105	(5.8)
Net sales	69,594	76,897	75,529	67,547	73,856	84,082	69,159	58,099	62,466	68,795	72,742	5.7
Cost of sales	54,617	59,650	57,544	51,761	57,926	68,851	53,966	45,747	51,574	57,168	59,086	3.4
Selling, general and administrative expenses	8,656	9,383	9,947	9,168	9,617	9,669	9,019	8,629	8,386	10,087	10,041	(0.5)
Operating income	6,320	7,863	8,037	6,617	6,312	5,561	6,173	3,722	2,505	1,540	3,615	134.7
Income before income taxes	6,584	8,543	8,329	6,754	6,639	5,785	6,242	2,845	1,753	1,964	4,233	115.5
Income taxes	1,456	2,337	2,546	1,769	1,810	1,092	2,143	1,492	848	668	1,424	113.0
Net income attributable to owners of parent	5,127	6,205	5,782	4,985	4,786	4,634	4,022	1,316	896	1,295	2,808	116.8
<b>Profitability Ratio</b>												
Operating income ratio	9.1%	10.2%	10.6%	9.8%	8.5%	6.6%	8.9%	6.4%	4.0%	2.2%	5.0%	—
<b>Total Assets, Total Net Assets and Interest-Bearing Debt</b>												
Total assets	¥ 91,830	¥ 105,126	¥ 100,609	¥ 101,683	¥ 116,108	¥ 111,564	¥ 104,114	¥ 107,787	¥ 113,933	¥ 116,287	¥ 126,195	8.5
Total net assets	59,655	67,254	68,758	70,834	75,924	77,206	74,840	77,505	78,664	78,043	82,321	5.5
Total interest-bearing debt	2,491	1,891	4,663	4,470	4,111	3,991	4,491	2,797	2,594	2,082	2,969	42.6
Shareholders' equity ratio	64.8%	63.8%	68.2%	69.5%	64.8%	68.5%	71.1%	71.2%	68.4%	67.0%	65.2%	—
<b>Capital Expenditures, Depreciation and Amortization and R&amp;D Expenditures</b>												
Capital expenditures	¥ 3,117	¥ 1,958	¥ 4,654	¥ 2,093	¥ 2,434	¥ 2,867	¥ 939	¥ 597	¥ 1,839	¥ 2,801	¥ 1,800	(35.8)
Depreciation and amortization	1,548	1,712	1,995	1,961	2,061	2,142	2,146	2,048	1,833	1,847	2,021	9.4
R&D expenditures	1,076	1,345	1,237	1,197	1,036	1,067	1,140	996	1,250	1,076	957	(11.1)
<b>Return Indicators</b>												
Return on equity (ROE)	9.1%	9.8%	8.5%	7.2%	6.6%	6.1%	5.3%	1.7%	1.2%	1.7%	3.5%	—
Return on assets (ROA)	5.9%	6.3%	5.6%	4.9%	4.4%	4.1%	3.7%	1.2%	0.8%	1.1%	2.3%	—
<b>Cash Flows</b>												
Cash flows from operating activities	¥ 5,978	¥ 5,100	¥ 6,596	¥ 2,400	¥ 12,714	¥ 2,821	¥ 3,908	¥ 7,263	¥ 5,905	¥ (1,129)	¥ 3,169	—
Cash flows from investing activities	(3,254)	(1,237)	(5,655)	(3,118)	(3,789)	(1,650)	(1,091)	(1,921)	(2,828)	(1,884)	(1,988)	—
Free cash flow	2,723	3,863	941	(718)	8,924	1,171	2,817	5,341	3,077	(3,014)	1,180	—
Cash flows from financing activities	26	(2,077)	915	(1,954)	(3,668)	(1,956)	(3,377)	(3,770)	(1,533)	(2,166)	(1,125)	—
Cash and cash equivalents at the end of the year	26,038	29,958	29,524	25,572	31,721	30,633	28,710	31,700	35,030	30,508	32,244	5.7
	Yen										% change	
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2023 vs. 2024
<b>Per Share Data</b>												
Net income	¥ 83.95	¥ 100.99	¥ 93.78	¥ 80.82	¥ 77.59	¥ 75.10	¥ 66.88	¥ 22.07	¥ 15.02	¥ 21.70	¥ 47.02	116.7
Cash dividends	25.00	30.00	30.00	40.00	30.00	30.00	30.00	20.00	25.00	30.00	30.00	—
Net assets	969.35	1,088.96	1,112.51	1,145.74	1,219.02	1,238.41	1,243.15	1,285.38	1,304.89	1,305.47	1,376.26	5.4
<b>Stock Information (at Year-End)</b>												
Stock price	¥ 982	¥ 1,380	¥ 978	¥ 988	¥ 1,286	¥ 798	¥ 691	¥ 994	¥ 1,057	¥ 817	¥ 889	8.8
Market capitalization (millions of yen)	77,722	101,633	72,027	72,763	94,710	57,174	47,988	69,031	73,406	56,739	61,739	8.8
Number of shares issued (shares)	79,147,321	73,647,321	73,647,321	73,647,321	73,647,321	71,647,321	69,448,421	69,448,421	69,448,421	69,448,421	69,448,421	—
<b>Other Data</b>												
Number of employees	1,728	1,818	1,951	1,950	2,201	2,202	2,146	2,113	2,057	2,046	2,020	(1.3)

Note 1: Amounts presented from the year ended March 31, 2013 to the year ended March 31, 2014 were retrospectively adjusted to reflect the changes in accounting policies of the Japanese employee stock ownership plan (J-ESOP).

Note 2: Amounts presented in the year ended March 31, 2018 were retrospectively reclassified to reflect the changes in "Partial Amendments to Accounting Standard for Tax Effect Accounting."