# **The Value Creation Process**

Under our corporate philosophy of "AIDA will grow as a forming systems builder and continue its contribution to people and community," we will support the creation of prosperous societies around the world by supplying press forming systems. Through our business, we will work to address societal issues, such as environmental problems, as we aim to achieve sustainable growth and a better society.

Inputs

# **Supporting Value Creation: Management Resources**

# **Human Capital**

1.958 Consolidated employees: (including **959** in overseas segment)

# **Intellectual Capital**

¥1.1 billion R&D expenditures: Patents owned:

455 (including overseas utility models)

# **Manufacturing Capital**

Global manufacturing network in **5** regions Global network spanning 19 countries ¥1.1 billion Capital expenditures:

### **Financial Capital**

Consolidated net assets: ¥83.6 billion Shareholders' equity ratio:

### **Social Capital**

8.672 Number of shareholders: Number of suppliers (Japan): approx. 890 Number of AIDA distributors (Japan): 39

### Natural Capital (non-consolidated)

Total energy inputs

3.879kL (crude oil equivalents):

# **Business Model**



# **Material Themes Selected by AIDA**



















# **Outputs/Creating Social Value**

# **AIDA's Products**

- Presses
- Automation/FA
- Supporting next-generation vehicle manufacturing; proposing ideas to boost productivity, promote DX and mitigate environmental impact



# **AIDA's Services**

- Machinery maintenance
- Retrofits, etc.
- ► Maintenance/service upgrades



- Consolidated net sales: ¥76.0 billion
- Operating income: ¥5.5 billion
- Free cash flow:
- Total assets:
  - ¥122.8 billion

¥4.6 billion

• Consolidated payout ratio: 41.8%

# Customers

- Sales history: over **70,000 units** sold in more than **60 countries** and regions
- Share of domestic high-speed precision press market 70%-80%\*

### Employees

Promoting diversity
Continuing reduction of

# Local Communities

- Contributing to society through
- business activities Supporting community revitalization

### Environment

- Enabling eco-friendly manufac-
- turing processes Introducing products with lower environmental impact

# **Contributing to society through manu**facturing that supports ways of life



Achieving sustained growth in partner

\* An internal estimate of AIDA's Japanese market share based on Japan Forming Machinery Association data (FY2024) for specialized high-speed progressive stamping presses with rated capacities of 300 tons or higher.

# Manufacturing User-Friendly and Environmentally Friendly Products

- Conserve energy
- Reduce CO<sub>2</sub> emissions and recycle waste materials

Note: Fiscal year ended March 2025

- Develop environmentally friendly products
- Achieve a carbon-free society
- Reduce environmental impact
- **Creating Value That Contributes to Societal Development** 
  - Improved quality and service















Improving Governance to Achieve Harmony with Society

with stakeholders

- Compliance
- Shareholder returns
- Disclosures

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