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## Presentation of Consolidated Financial Results for the FY Ended March 31, 2025 (from Apr. 2024 to Mar. 2025)



AIDA ENGINEERING, LTD.

# **Highlights of Consolidated Results P&L**



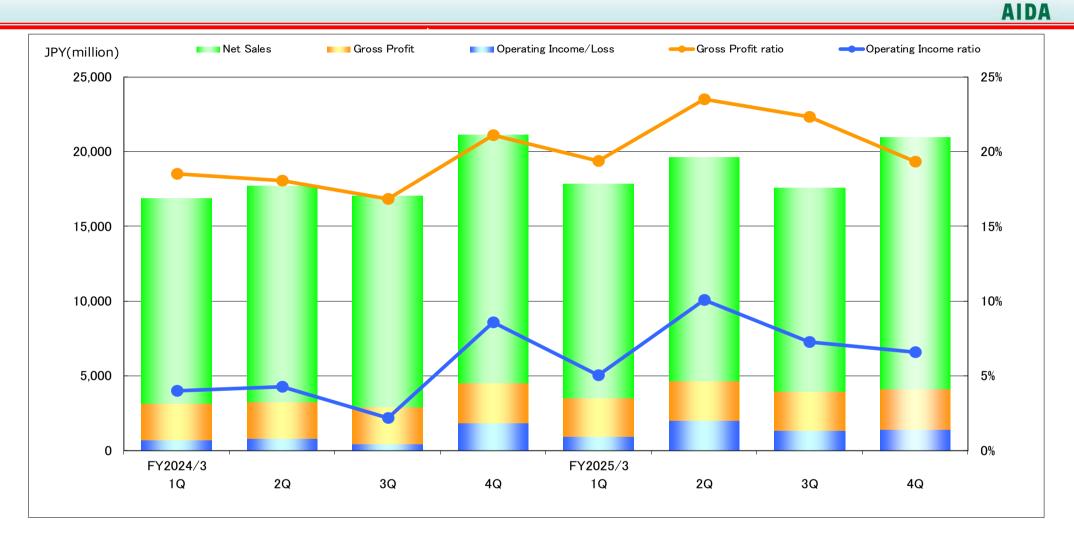
(-	IDV mil )	EV2024/2	EV202E /2	Fluctua	ation			
(-	IPY mil.)	FY2024/3	FY2025/3	Amount	%			
Orders		79,105	62,603	△ 16,502	∆20.9%	(100million	JPY)	
Net Sales		72,742	76,006	3,263	4.5%	Factors of Change in Operating I	ncome	
Cost of Sales		59,086	59,965	879	1.5%		neome	
Gross Profit		13,656	16,040	2,383	17.5%	Higher gross profit of presses (excluding REJ and FX impact)	18.0	
<gross profit="" r<="" td=""><td>atio&gt;</td><td>18.8%</td><td>21.1%</td><td></td><td>(+2.3P)</td><td>Increase of operating income of REJ</td><td>1.1</td></gross>	atio>	18.8%	21.1%		(+2.3P)	Increase of operating income of REJ	1.1	
Selling, general an expenses	d administrative	10,041	10,510	469	4.7%	Increase of net sales	0.9	
Operating Incor	ne	3,615	5,529	1,914	53.0%	(excluding REJ and FX impact)		
<operating ind<="" td=""><td>come ratio&gt;</td><td>5.0%</td><td>7.3%</td><td></td><td>(+2.3P)</td><td>FX impact</td><td>0.9</td></operating>	come ratio>	5.0%	7.3%		(+2.3P)	FX impact	0.9	
Ordinary Incom	e	3,595	5,559	1,963	54.6%	Increase of SG&A expenses	△ 1.8	
Income		4,233	6,297	2,064	48.8%	(excluding REJ and FX impact)	~ 1.0	
Net Income		2,808	5,101	2,293	81.7%	Total	19.1	
Exchange Rate	1USD	¥144.53	¥152.66	8.13	5.6%			
	1EUR	¥156.73	¥163.85	7.12	4.5%			
	It fell by 20.9% year-on-year, mainly due to significant decline in high-speed							

### <Summary>

Orders decreased year-on-year due to a decline in high-speed presses Sales increased due to an increase in customized presses, services, and a weaker yen Profit increased mainly due to higher sales and improved gross margins

Orders	It fell by 20.9% year-on-year, mainly due to significant decline in high-speed presses, affected by the drop in investment for EVs and sluggish sales of customized presses in the 2H, which had been strong until the 1H.
Net Sales	It increased by 4.5% year-on-year, mainly due to the increase sales of customized presses and services, as well as the impact of the weaker yen.
Gross Profit	It increased by 17.5% year-on-year due to higher sales and an improved gross margin on presses, as well as an improvement in the gross margin due to higher service sales.
Operating Income	It increased by 53.0% year-on-year due to the above-mentioned factors increasing gross profit.
Net Income	It increased by 81.7% year-on-year due to the above-mentioned factors of increased gross profit, sale of investment securities, and application of tax effect accounting related to the integration of German subsidiaries, etc.

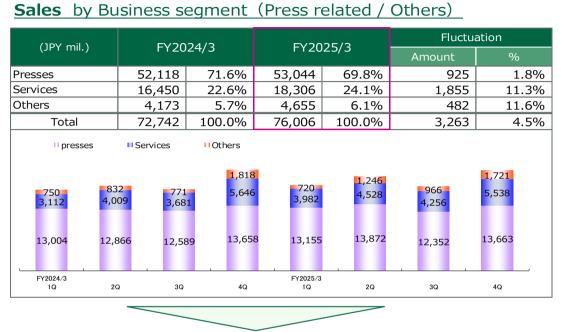
## **Trend of Sales, Gross Profit and Operating Income**



JPY(million)		FY20	24/3		FY2025/3			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net Sales	16,867	17,708	17,042	21,124	17,858	19,647	17,575	20,924
Gross Profit	3,124	3,200	2,871	4,460	3,461	4,614	3,923	4,041
Operating Income/Loss	671	756	373	1,813	899	1,982	1,275	1,372
Gross Profit ratio	18.5%	18.1%	16.8%	21.1%	19.4%	23.5%	22.3%	19.3%
Operating Income ratio	4.0%	4.3%	2.2%	8.6%	5.0%	10.1%	7.3%	6.6%
								3

## Sales to Third Party (by Business/Customer/Geographic segment)





#### Sales by Business segment of the Medium-Term Management Plan (Press / FA / Service)

(JPY mil.)	EV/20	24/2	5/20	25/2	Fluctua	ation
(JPT IIII.)	FY20	24/3	FY20	25/3	Amount	%
Presses	45,653	62.8%	46,252	60.9%	598	1.3%
Factory Automation	7,287	10.0%	7,612	10.0%	325	4.5%
Services	19,801	27.2%	22,140	29.1%	2,339	11.8%
Total	72,742	100.0%	76,006	100.0%	3,263	4.5%
3,688 4, 1,697 1,	741 4,31 500 2,11 ,466 10,5	7,06 24 90 1,89	8 4,517 9 1,768	1,884	5,106 1,977	6,914 1,982 12,027
FY2024/3 1Q	2Q 30	a 4Q	FY2025/ 1Q	3 2Q	3Q	4Q

#### Sales by Geographic segment

(JPY mil.)	<b>FV20</b>	24/2	EV/20	.⊃E/2	Fluctuation		
(JPT IIII.)	FY20	FY2024/3		25/3	Amount	%	
Japan	23,483	32.3%	26,539	34.9%	3,055	13.0%	
China	11,380	15.6%	10,550	13.9%	△ 830	△ 7.3%	
Asia	7,071	9.7%	7,247	9.5%	175	2.5%	
Americas	15,439	21.2%	17,960	23.6%	2,520	16.3%	
Europe	15,366	21.1%	13,708	18.0%	△ 1,658	ightarrow 10.8%	
Total	72,742	100.0%	76,006	100.0%	3,263	4.5%	
3,162 3 2,016 1 3,472 3	Asia Asia Asia Asia Asia Asia Asia Asia	5,371 3 7 4,172 4 2,112 4 1,513 0 7 955	3,703 5,209 1,946 1,655	3,417 3,703 2,132 3,912 6,481	2,714 3,991 1,541 2,482 6,845	3,873 5,055 1,626 2,500 7,868	
FY2024/3 1Q	2Q 3Q	4Q	FY2025/3 1Q	2Q	3Q	4Q	

### Sales (presses) by Customer industry

(JPY mil.)		24/2	EV 20	JE / J	Fluctuation		
(JPT IIII.)	Y mil.) FY2024/3 FY202		25/3	Amount	%		
Automotive related	36,702	70.4%	37,774	71.2%	1,071	2.9%	
Electric related	6,205	11.9%	7,334	13.8%	1,129	18.2%	
Other industries	9,211	17.7%	7,935	15.0%	△ 1,275	△ 13.8%	
Total	52,118	100.0%	53,044	100.0%	925	1.8%	
Automotive relat		1.317	1,001	2,010	1 795	2,495	
2,835 3, 1,511 8	ted Electric 045 2,0 883 2,0 936 8,5	1,317 12 1,753 56	1,634 1,474	2,010 1,624 10,236	1,795 2,164 8,392	2,495 2,070 9,097	

# **Sales / Operating Income (by Geographic segment)**

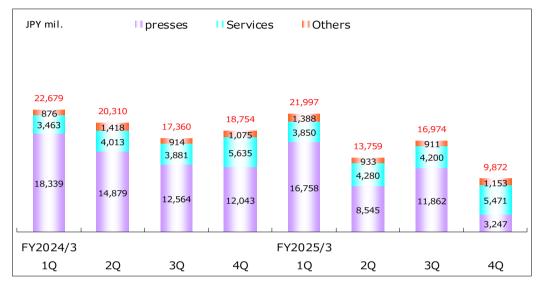




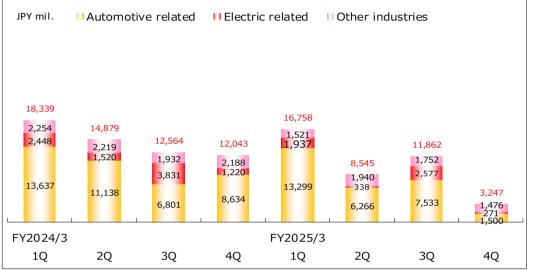
## **Orders & Backlog (by Business/Customer/Geographic segment)**



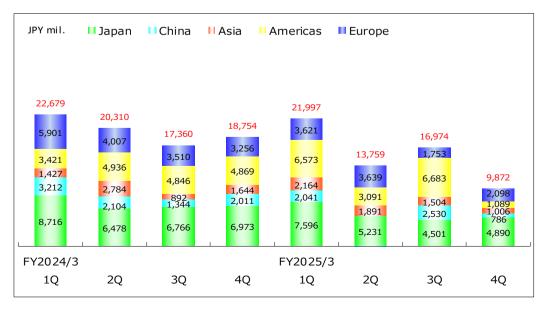
### Orders by Business Segment



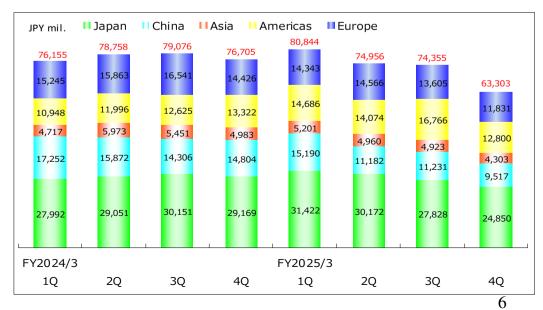
### Orders by Customer Industry (Presses)



### Orders by Geographic Segment



### Order Backlog by Geographic Segment



# Sales & Orders & Order Backlog (by Press type)



#### Sales by Press type

(JPY mil.)	FY20	24/2	FY20	25/2	Fluctuation		
(JPT IIII.)	FY20	24/3	FT20	23/3	Amount	%	
Customized press and others	18,114	34.8%	20,058	37.8%	1,943	10.7%	
Ultimate Precision Forming Press (UL)	1,709	3.3%	1,259	2.4%	△ 450	△ 26.3%	
High Speed Automatic Press	20,680	39.7%	19,075	36.0%	△ 1,604	△ 7.8%	
General Purpose press	11,614	22.3%	12,651	23.9%	1,037	8.9%	
Total	52,118	100.0%	53,044	100.0%	925	1.8%	



#### Orders by Press type

(1DV mil)		EV20	24/2	EV20	25/2	Fluctu	lation
(JPY mil.)		FY20	24/3	FY20	25/3	Amount	%
Customized press and others	1	9,307	33.4%	21,679	53.6%	2,372	12.3%
Ultimate Precisior Forming Press (Ul		991	1.7%	2,080	5.1%	1,089	109.9%
High Speed Automatic Press	2	4,055	41.6%	6,282	15.5%	△ 17,773	△ 73.9%
General Purpose press	1	3,473	23.3%	10,371	25.7%	△ 3,101	△ 23.0%
Total	5	7,827	100.0%	40,413	100.0%	△ 17,413	△ 30.1%
			16,758		Purpose press	Exchange rate	adjustment
4,284 14,8 3,39 7,708 8,00 6,137 57	12,5 2,8 2,0	99 2,8 20 8 6,3	3,540 91 4,921 586 19 7,709	11,86: 8,545 2,805 1,285 2,761 774 702	2	Exchange rate . 13,558 12,816 3,222 1,703 2,786 800 564 800 6,984 8,024	8,750 2,575 5,287 1,691 693 2,870
7,708 209	7 12,5 2,8 7 2,0 43 7,2	99 2,8 20 8 6,3	3,540 91 4,921 586 19 7,709	11,863 8,545 2,805 1,285 2,761 774 702	2 3,247 2,740 1,506 1,506	13,558 3,222 2,786 564	8,750 2,575 5,287 1,691

General Purpose press  $\Rightarrow$  Small size basic models



#### Ultimate Precision Forming Press (UL)

 $\Rightarrow$  Special machines which provide improved precision with high frame-rigidity

Customized press and others

 $\Rightarrow$  Middle and large size machines,

34,455

2,686

22,754

3Q

upon requests from customers



#### High Speed Automatic Press $\Rightarrow$ Small and mid-size models, designed for high-speed forming strokes



#### Order Backlog by Press type

72,721

10,293

42,280

1,857

18,289

2Q

40,231

2,052

19,936

3Q

41,185

1,612

18,044

4Q

(JPY mil.)

Customized press

Forming Press (UL) High Speed

Total

Automatic Press General Purpose

70,708

9,860

39,682

2,800

18.364 FY2024/3

1Q

and others Ultimate Precision

press

JPY mil.

Fluctuation FY2025/3 FY2024/3 18,044 25.4% 19,665 33.6% 1,620 9.0% 2.3% 4.2% 1,612 2,433 821 50.9% 57.9% 28,392 48.6% △ 12,793  $\triangle$  31.1% 41,185 10,238 14.4% 7,959 13.6% △ 2,279 △ 22.3% 71,081 100.0% 58,450 100.0% △ 12,631  $\triangle$  17.8% Customized press and others Ultimate Precision Forming Press (UL) High Speed Automatic Press General Purpose press 74,683 72,696 71,081 69.356 68,866 11,053 10,476 10,238 9,924 8,970 58,450 7,959

34,816

2,277

22,338

2Q

41.691

1,769

20,169

FY2025/3

1Q

28,392

2,433

19,665

4Q

# **Trend of Orders & Order Backlog**



			FY2024/3					FY20	25/3		vs. FY2024/3		
	(JPY mil.)		1st Half		Full-	year	1st	Half	Full-	year	Fluctuation		
			Amount	Proportion	Amount	Proportion	Amount	Proportion	Amount	Proportion	Amount	%	
	B Y	Presses		33,219	77.3%	57,827	73.1%	25,303	70.8%	40,413	64.6%	△ 17,413	△ 30.1%
	B	C u s	Automotive related	24,776	74.6%	40,211	69.5%	19,565	77.3%	28,598	70.8%	△ 11,612	△ 28.9%
	u	B t y o	Electric related	3,968	11.9%	9,020	15.6%	2,276	9.0%	5,124	12.7%	△ 3,896	△ 43.2%
•	s i	m e r	Other industries	4,474	13.5%	8,594	14.9%	3,461	13.7%	6,689	16.6%	△ 1,904	△ 22.2%
O r	n e	Services	5	7,476	17.4%	16,993	21.5%	8,131	22.7%	17,803	28.4%	810	4.8%
d	s s	Others		2,294	5.3%	4,285	5.4%	2,321	6.5%	4,387	7.0%	101	2.4%
е	B y	Japan		15,194	35.3%	28,935	36.6%	12,827	35.9%	22,220	35.5%	△ 6,715	△ 23.2%
r s	, R	China		5,316	12.4%	8,672	11.0%	1,946	5.4%	5,264	8.4%	△ 3,407	△ 39.3%
9	е	Asia		4,212	9.8%	6,749	8.5%	4,056	11.3%	6,567	10.5%	△ 181	△ 2.7%
	g i	America	as	8,357	19.4%	18,073	22.8%	9,665	27.0%	17,438	27.9%	△ 634	△ 3.5%
	o n	Europe		9,908	23.0%	16,675	21.1%	7,260	20.3%	11,113	17.8%	△ 5,562	△ 33.4%
		То	otal	42,990	100.0%	79,105	100.0%	35,756	100.0%	62,603	100.0%	△ 16,502	△ 20.9%
0	B Y	Japan		29,051	36.9%	29,169	38.0%	30,172	40.3%	24,850	39.3%	△ 4,319	△ 14.8%
r d e	y R	China		15,872	20.2%	14,804	19.3%	11,182	14.9%	9,517	15.0%	△ 5,286	△ 35.7%
r	е	Asia		5,973	7.6%	4,983	6.5%	4,960	6.6%	4,303	6.8%	△ 679	△ 13.6%
B a c	g i	America	as	11,996	15.2%	13,322	17.4%	14,074	18.8%	12,800	20.2%	△ 521	△ 3.9%
k I	o n	Europe		15,863	20.1%	14,426	18.8%	14,566	19.4%	11,831	18.7%	△ 2,595	△ 18.0%
o g		То	otal	78,758	100.0%	76,705	100.0%	74,956	100.0%	63,303	100.0%	△ 13,402	△ 17.5%

## **Major Changes on Balance Sheet**



	As	sets	
Current assets 126,195	Non-current assets	VS end of Previo	(JPY mil.) ous FY
	122,862	Total assets	∆ <b>3,333</b>
		Current assets	△ 1,356
		Cash and deposits	+ 2,539
90,283	88,927	Notes and accounts receivable - trade, and contract assets, Electronically recorded monetary claims - operating Advance payments - trade	<ul><li>△ 1,541</li><li>△ 1,707</li></ul>
35,912	33,934	<b>Non-current assets</b> Investment securities	∆ <b>1,977</b> ∆ 1,217
FY2024/3	FY2025/3		

	Liabilities	and Net Assets	
	rrent liabilities "Curren	t liabilities VS end of Previo	(JPY mil.) ous FY
126,195	122,862	Total liabilities	△ 4,649
36,882	33,201	Current liabilities Accounts payable -trade and electronically recorded monetary	∆ <b>3,681</b> ∆ 3,619
6,991	6,022	obligations - operating	
		<u>Non-current liabilities</u>	<u> </u>
82,321	83,637	Total net assets Retained earnings	+ 1,316 + 2,087
Shareholde 65.2%	rs' equity ratio 68.0%		
	1	_	
EV2024/3	EV2025/2		

FY2024/3 FY2025/3

# **Highlights: Consolidated Forecasts of FY2025**



(10)/ -	(JPY mil.)		025/3	FY2026/3	Fluctu	uation		
ח זיפנ)	nıı.)	FY2	025/3	Forecast	Amount	%		
Orders			62,603	72,000	9,396	15.0%	(100million JPY)	
Net Sales			76,006		1,993	2.6%	Factors of Change in Operating Income	
Cost of Sales			59,965	61,200	1,234	2.1%	Increase of net sales	
Gross Profit			16,040	16,800	759	4.7%	(REJ,HMS and FX impact excluded) 8.3	
<gross profit="" rat<="" td=""><td>io&gt;</td><td></td><td>21.1%</td><td>21.5%</td><td></td><td>(+0.4P)</td><td>Operating income of acquired company (HMS) 3.0 included</td></gross>	io>		21.1%	21.5%		(+0.4P)	Operating income of acquired company (HMS) 3.0 included	
Selling, general an expenses	nd administrative		10,510	11,000	489	4.7%	Higher gross profit of presses (excluding REJ and FX impact) 0.1	
Operating Incor	me		5,529	5,800	270	4.9%	FX impact $ riangle 2.5$	
<operating incom<="" td=""><td>me ratio&gt;</td><td></td><td>7.3%</td><td>7.4%</td><td></td><td>(+0.1P)</td><td>Increase of SG&amp;A expenses <math>\triangle 6.2</math></td></operating>	me ratio>		7.3%	7.4%		(+0.1P)	Increase of SG&A expenses $\triangle 6.2$	
Ordinary Incom	ne		5,559	6,000	440	7.9%		
Income Before I	Income Before Income Taxes		6,297	6,000	△ 297	∆4.7%	Total 2.7	
Net Income			5,101	4,200	△ 901	△17.7%		
Exchange Rate	1USD		¥152.66	¥140.00	△12.66	∆8.3%		
	1EUR		¥163.85	¥155.00	△8.85	△5.4%		
			Orders	It is expected to increase by 15.0% year-on-year due to a recovery in h Orders presses, which declined sharply in the previous FY, and the addition of o from the automation equipment company to be acquired this FY.				
	immary>		Net Sales	CUS	It is expected to increase by 2.6% year-on-year due to the Increase in sales of customized and presses and high-speed presses, as well as the addition of sales from the automatic equipment company to be acquired this FY.			
	ugh higher sa acquisition e	ales of ffects	Gross Pro	fit an	It is expected to increase by 4.7% year-on-year due to the effect of sales growth and the addition of gross profit from the automation equipment company to be acquired.			
to increase of	Operating income is expected to increase due to higher sale and the acquisition effects		Operating	Income	An increase of 4.9% year-on-year is expected due to the above-mentioned factors.			
			Net Incom	ne of	17.7% year-on-year decline is expected due to the absence of gains on the sale of investment securities and application of tax effect accounting related to the integration of German subsidiaries, which were recorded in the previous year.			



### By Business Segment

(JPY mil.)		Ore	ders		Net Sales				
	FY2025/3	FY2026/3 forecast	FY20	ation: 26/3 2025/3	FY2025/3	FY2026/3 forecast	Fluctuation: FY2026/3 vs FY2025/3		
			Amount	%			Amount	%	
Presses	40,413	47,300	6,886	17.0%	53,044	53,900	855	1.6%	
Services	17,803	18,000	196	1.1%	18,306	17,400	△ 906	△ 4.9%	
Others	4,387	6,700	2,312	52.7%	4,655	6,700	2,044	43.9%	
Total	62,603	72,000	9,396	15.0%	76,006	78,000	1,993	2.6%	

By Business Segment of the Medium-Term Management Plan (Press / FA / Service)

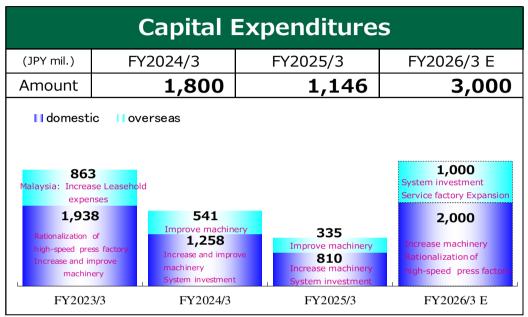
	(JPY mil.)	Net Sales									
		FY2025/3	FY20	26/3	Fluctuation						
		FT2025/5	fore	cast	Amount	%					
	Presses	46,252	47,000	60%	748	1.6%					
	Factory Automation	7,612	10,000	13%	2,387	31.4%					
	Services	22,140	21,000	27%	△ 1,140	△ 5.2%					
-	Total	76,006	78,000	100%	1,993	2.6%					

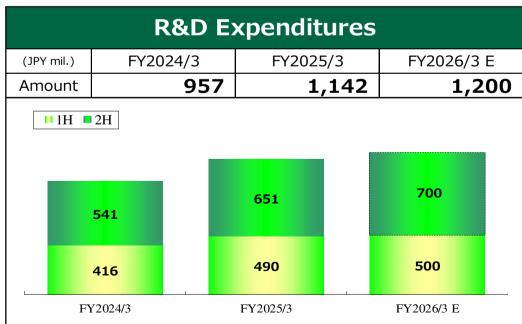
### **By Geographic Segment**

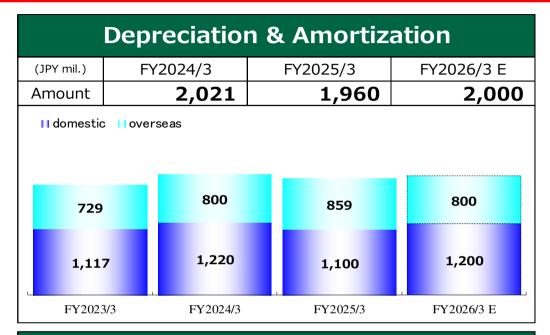
	Orders				Net Sales				Operating Income			
(JPY mil.)	FY2025/3	FY2026/3 forecast	Fluctuation: FY2026/3 vs FY2025/3		FY2025/3	FY2026/3 forecast	Fluctuation: FY2026/3 vs FY2025/3		FY2025/3	FY2026/3 forecast	Fluctuation: FY2026/3 vs FY2025/3	
			Amount	%			Amount	%			Amount	%
Japan	22,220	27,850	5,629	25.3%	46,609	46,500	△ 109	△ 0.2%	2,810	2,700	△ 110	△ 3.9%
China	5,264	7,200	1,935	36.8%	11,704	12,500	795	6.8%	838	700	△ 138	△ 16.5%
Asia	6,567	6,300	△ 267	△ 4.1%	10,835	11,300	464	4.3%	510	1,100	589	115.3%
Americas	17,438	17,950	511	2.9%	18,241	22,000	3,758	20.6%	1,288	1,000	△ 288	△ 22.4%
Europe	11,113	12,700	1,586	14.3%	14,773	13,300	△ 1,473	△ 10.0%	202	50	△ 152	△ 75.3%
Reconciliation					△ 26,157	△ 27,600			△ 120	250		
Total	62,603	72,000	9,396	15.0%	76,006	78,000	1,993	2.6%	5,529	5,800	270	4.9%

# Trend of Capex, Depreciation, R&D & CF









### Cash & Cash Equivalents / Cash Flow

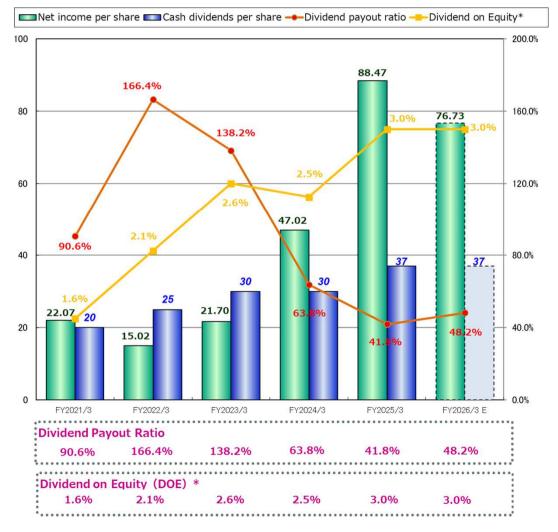
Cash	a casi	LYU	Ivalen		Cas		VV	
(JPY mil.)	FY2023	/3	FY202		FY2025/3			
Cash	30,	508	32	1	32,984			
	erating activities		m investing act	ivities	CF from financing activities FY2025/3			
					6,512			
		3,169						
∆ 1,129 ∆ 1,	<sup>884</sup> ∆ 2,166	4	△ 1 △ 1,988	,125	Z	∆ <b>1,830</b> ∆	3,758	

## **Return to Shareholders**



•Dividend Policy: Based on our management policy of growing together with our stakeholders, we will maintain the stability of our managerial and financial foundations, undertake strategic investments for sustainable growth, and provide stable shareholder returns in a well-balanced manner.

In addition, we aim to achieve an "optimal level of equity capital" and an "optimal balance sheet" that reflect our cost of capital, as well as focus on stable dividend and maintaining DOE above 3%\*.



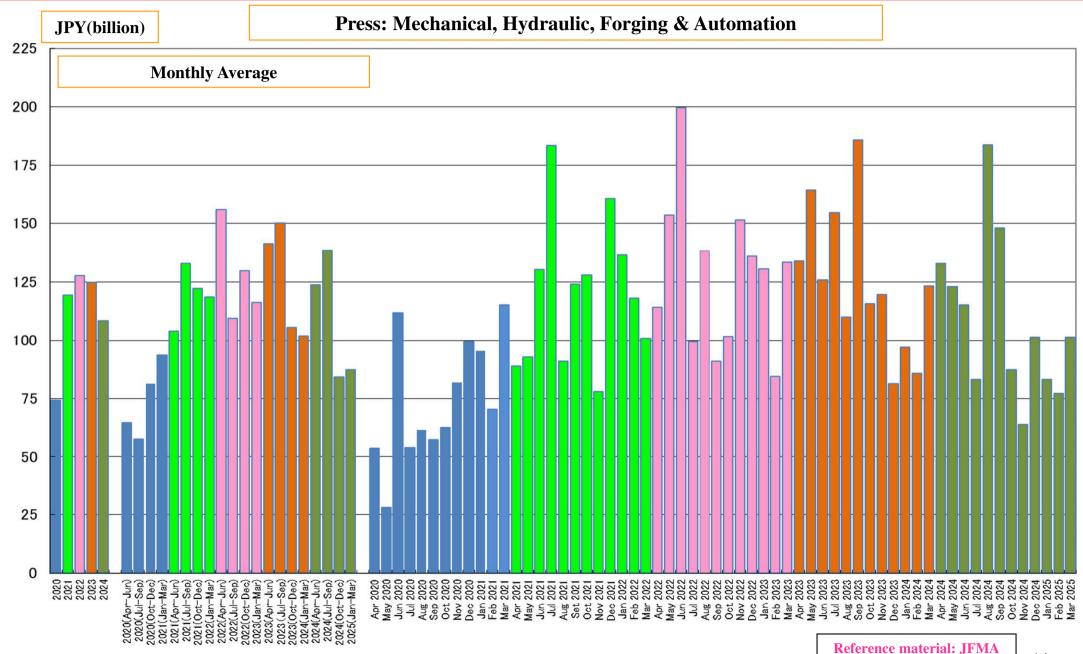
Based on the dividend policy of "DOE above 3%\*" in the new capital policy, the initial forecast of ¥30 per share will be increased to ¥37 per share for FY2025. [Consolidated dividend payout ratio: 41.8% expected]

In line with the dividend policy of "DOE above 3%\*", ¥37 per share is forecast for FY2026. 【Consolidated dividend payout ratio: 48.2% expected】

\* Based on equity excluding foreign currency translation adjustments

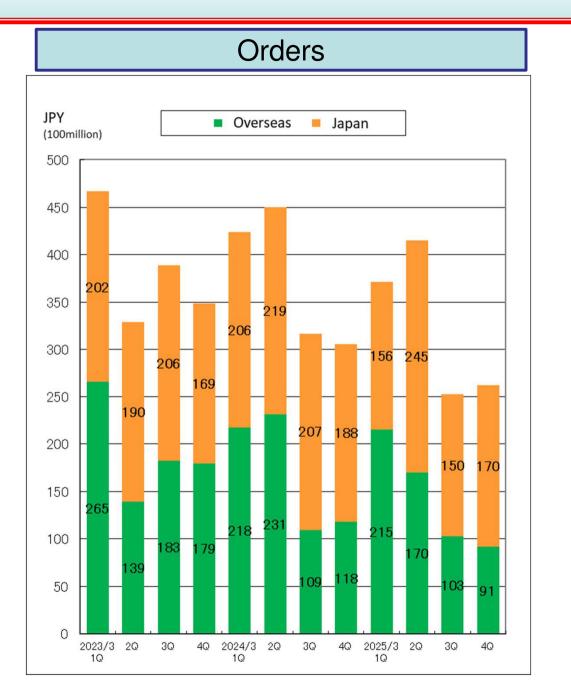
## (for Reference) Statistics of Forming Machinery Industry-1

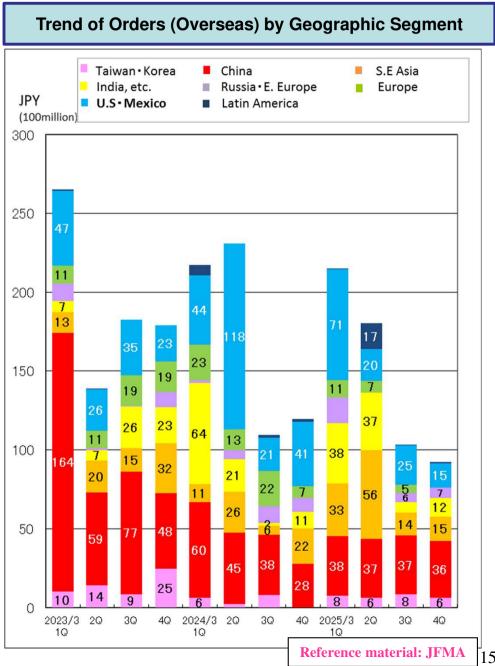




## (for Reference) Statistics of Forming Machinery Industry- 2







15



**Cautions about forecast statements contained in this package** 

- The information in this package contains future forecasts.
- Future forecasts contained in this document are based on the judgment of company management based on currently available information. Although the future forecasts are based on or grounded in assumptions, future economic circumstances and actual business results may differ from these assumptions.
- Although the Company or its management is stating its expectations and/or convictions regarding future results, this does not guarantee that these expectations or convictions will be realized, nor does it guarantee that the actual results will be close to the forecasts. Moreover, the Company does not assume any obligation to update or revise any forecasts unless otherwise stipulated by law.

May 2025

AIDA ENGINEERING, LTD.