

Plan updated to reflect most recent FY2023 results on
page 6, "Management Metrics (Sales/Operating Income)"
(Updated in June 2024)

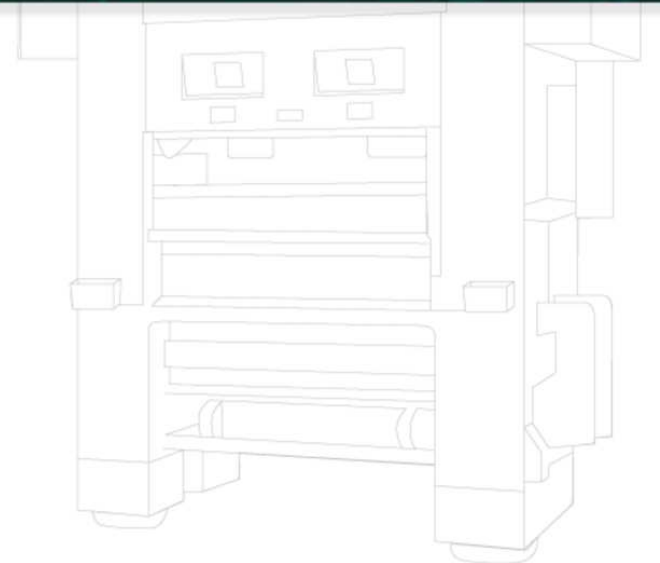
New Medium-Term Management Plan

FY2023 - FY2025

(April 2023~March 2025)



AIDA ENGINEERING, LTD.



[AIDA's Management Vision]

As a leading company, AIDA will contribute to society by supporting efforts to protect the environment, reduce energy consumption, and develop new technologies

Priority SDGs Selected by AIDA

E People-Friendly and Eco-Friendly Manufacturing

- Energy conservation
- Reduce CO₂ Emissions and Recycle Wastes
- Develop Environmentally Friendly Products
- Achieve a decarbonized society
- Reduce environmental impact

S Create Value That Contributes to Societal Evolution

- Improve quality & service
- Manpower investments/development
- Diversity
- Technological innovation
- Intellectual property
- Health & safety
- Societal contributions
- Industry expansion

G Improve Governance to Achieve Harmony with Society

- Compliance
- Shareholder return
- Information disclosure

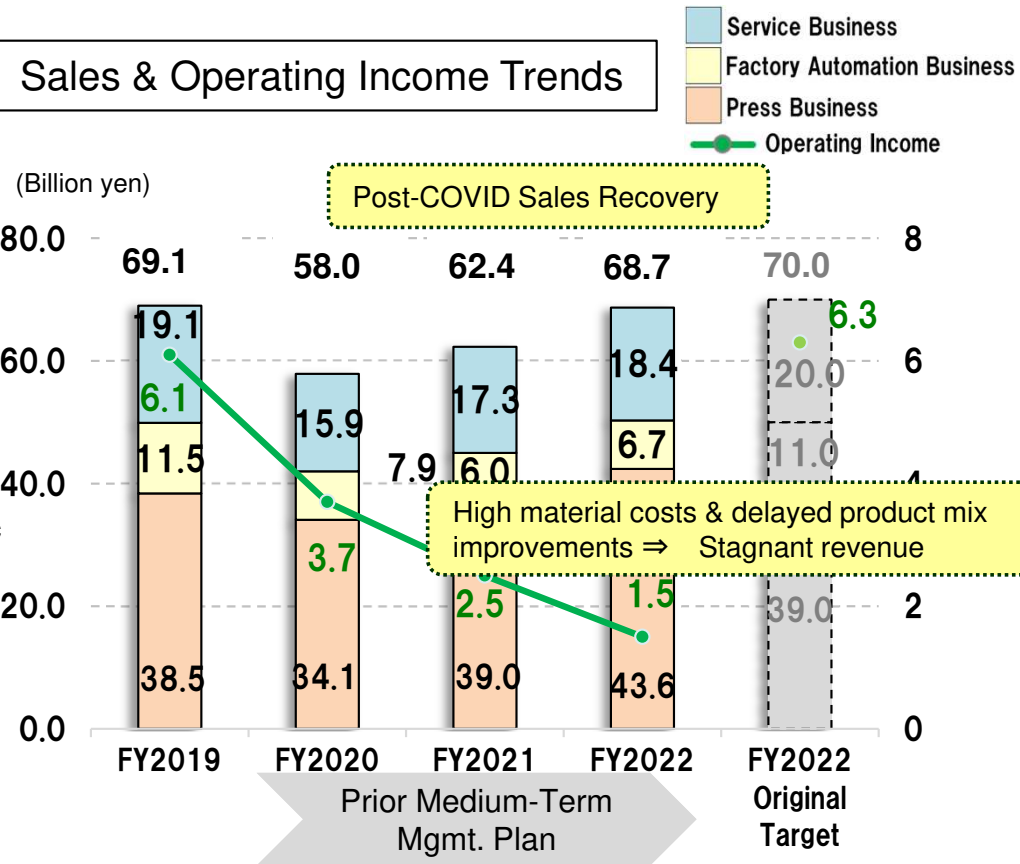
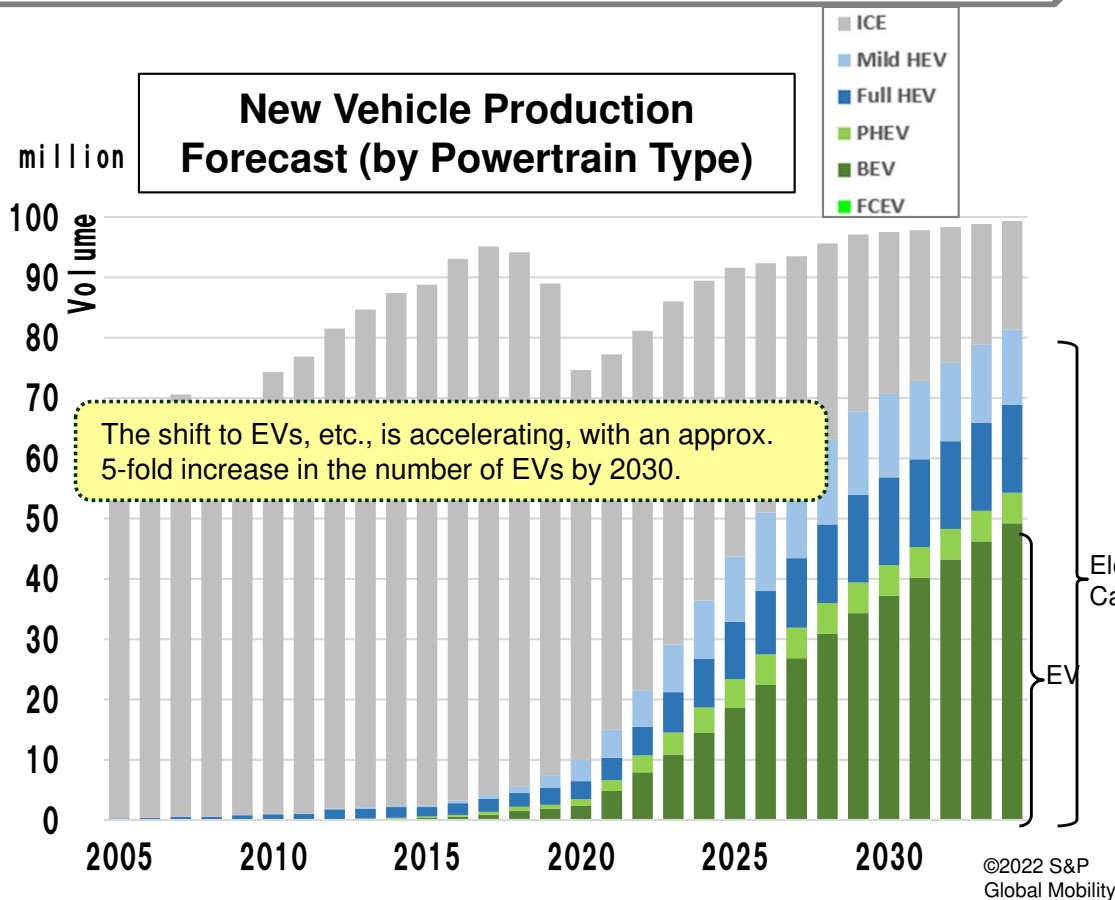


Environmental Awareness

- Post-COVID economic normalization is progressing.
- Higher supply chain risks due to the creation of economic blocs. Risk management is crucial for globalization.
- Electrification of automobiles and energy countermeasures are accelerating the pace toward decarbonization.
- Especially EV production will increase five-fold over current levels by 2030.
- Efforts to improve productivity through digitalization and labor-saving initiatives are also progressing.

Review of the Prior Medium-Term Mgmt. Plan

- Steady recovery of sales that fell due to COVID-19.
- Increased press orders for EV parts as EV demand increased.
- But soaring raw material and outsourcing costs put pressure on earnings.
- In addition, high-speed press and service turnover underperformed due to electronic component and resource shortages, which delayed product mix improvements.
- Outcome is not enough for the creation of added value in the digitalization, environmental, and energy fields.



Medium-Term Management Plan Core Strategies

Transforming Our Business Portfolio

Expanding high value-added and growth fields. Shifting of management resources.

Creating New Added Value

Further evolving AIDA's technologies (Forming technologies, die/forming methodology expertise, servo technologies, and manufacturing expertise).

Strengthening Our Business Infrastructure

Lay the groundwork to transform business portfolios & create new added value.

Environmental Measures & Contributing to the Community

Achieve sustainable growth `for the community` and `together with the community.`

Capital Policies

Emphasize a balance between strategic investments, manpower investments, and profit distribution.

[The Medium-Term Management Plan]
Improving Corporate Value by Solving Societal Issues and Aiming for Sustainable Growth Together with Our Stakeholders

Expand Corporate Value



Solve Customer & Societal Issues

- ◆ Support the manufacturing of next-generation vehicles
- ◆ Support customer productivity improvements (automation/digitalization)
- ◆ Support customers in reducing their environmental impact, etc.

Contributing to Stakeholders

Customers

Employees

Suppliers

Regional Communities

Business Partners

Shareholders/ Investors

Transforming Our Business Portfolio

High Value-Added Content / Focusing Resources on Growth Fields
Shifting Management Resources

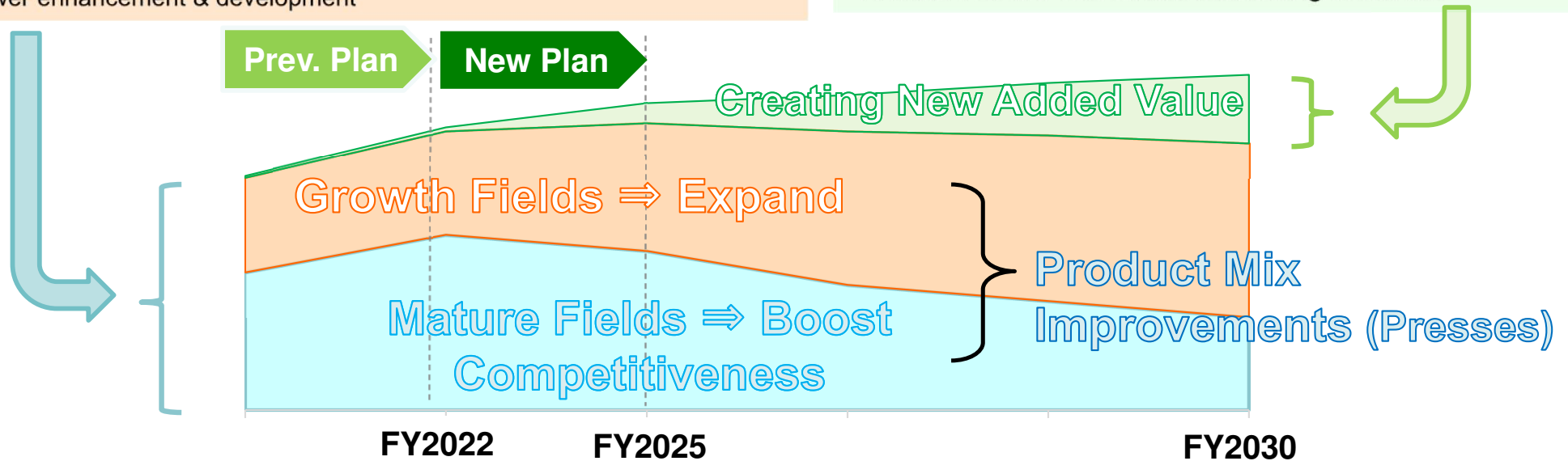
- ◆ Press Business [A Mix of Mature & Growth Fields]
 - ⇒ Improve product mix & improve competitiveness in mature fields
 - Shift from low-competitive products to EV-related growth products (Increase ratios of high-speed, UL, and GP presses etc.)
 - Boost product differentiation and competitiveness by introducing new added value
- ◆ Automation/FA Business [Growth Field] ⇒ Expand
 - Bolster in-house manufacturing overseas
 - Strategic investments
 - Expand sales of stand-alone automation
 - Expansion of DX
 - AI products
- ◆ Service Business [Growth Field] ⇒ Expand
 - Strengthen retrofitting / modernization business
 - Bolster preventive maintenance business
 - Strengthen DX and AI-based press diagnostics
 - Manpower enhancement & development

Creating New Added Value

Leveraging AIDA's Technologies (also utilize investment and collaboration to supplement technology)

[Forming technologies, die/forming methodology expertise, servo technologies, and manufacturing expertise]

- ◆ Provide Solutions for EVs
 - Provide motor core production solutions
 - Develop new forming methods for battery cases
 - Develop forming technologies for thermal cooling
- ◆ Provide Energy-Saving & Environmentally Friendly Solutions
 - Accommodate fuel cell-related parts
 - Accommodate alternative energy parts
 - Develop energy-saving technologies
- ◆ Develop Energy-Saving, Resource-Saving, and Manpower-Saving Products
- ◆ Provide DX/AI-Based Manufacturing Solutions



Strengthening Our Business Infrastructure

Laying the Groundwork to Transform Business Portfolios & Create New Added Value

◆ Revamp Our Structure Together with Our Portfolio Transformation

- Shifting resources to high value-added and growth fields.
- Revamping our production system/structure based on our business strategy.

◆ Manpower Investments

- Retraining/reskilling personnel
 - Shifting to growth and high value-added fields.
 - Developing DX manpower.
- Promoting diversification of manpower and work styles.
- Promoting health management and “visualization” of human assets.

◆ Promote the Transition to DX in Our Work Infrastructure

- Improve productivity and promote paperless workflows.
- Digitization and visualization of operations (leverage to solve business & management challenges).

◆ Put in Place a DX/AI Business Management Structure

- Link AIDA solutions to follow-on business.
- Explore subscription-based business opportunities.

◆ Restructure Supply Chains and Revamp Procurement Process

- Strengthen and develop multiple supply chains (globalization).
- Sophistication of inventory strategies.

◆ Strengthen risk management in our global businesses.

◆ Other Work Improvements

- Restructure our production factories
 - ⇒ Improve production efficiencies and ensure safety.
- Improve quality & strengthen safety measures



Environmental Measures & Contributing to the Community

Achieve sustainable growth 'for the community' and 'together with the community'

- ◆ Promote Decarbonization in Our Business Activities
- ◆ Provide Environmentally Friendly Products (Support Customer Decarbonization)
- ◆ Support Customer Productivity Improvements
- ◆ Support Environmental and Safety Measures at Customer Production Facilities
- ◆ Contribute to and Revitalize Local Regions

Capital Policies

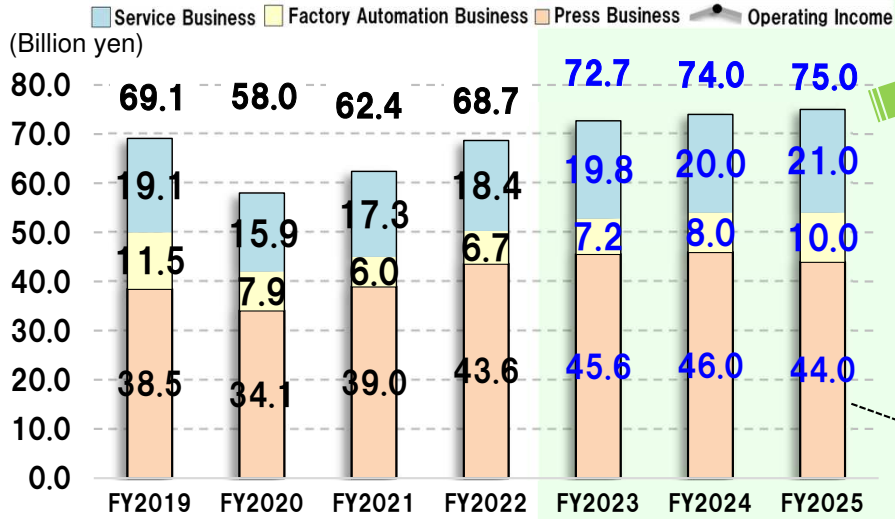
Emphasize a balance between strategic investments, manpower investments, and profit distribution

- ◆ Strengthen and Improve Cash Management
- ◆ Improve Capital Efficiency

Management Metrics (Sales/Operating Income)

Sales by Business Segment

Improve Business Portfolio
(Increase Service & Automation Ratios)



Long-Term Outlook
77 Billion Yen
(~FY2027)

The Medium-Term Management Plan Targets (FY2023~2025)

Sales: **75 billion yen**
Operating Income: **6.2 billion yen**
Operating Income Ratio: **8.3%**

Long-Term (Until FY2027) Target :
10% Operating Income

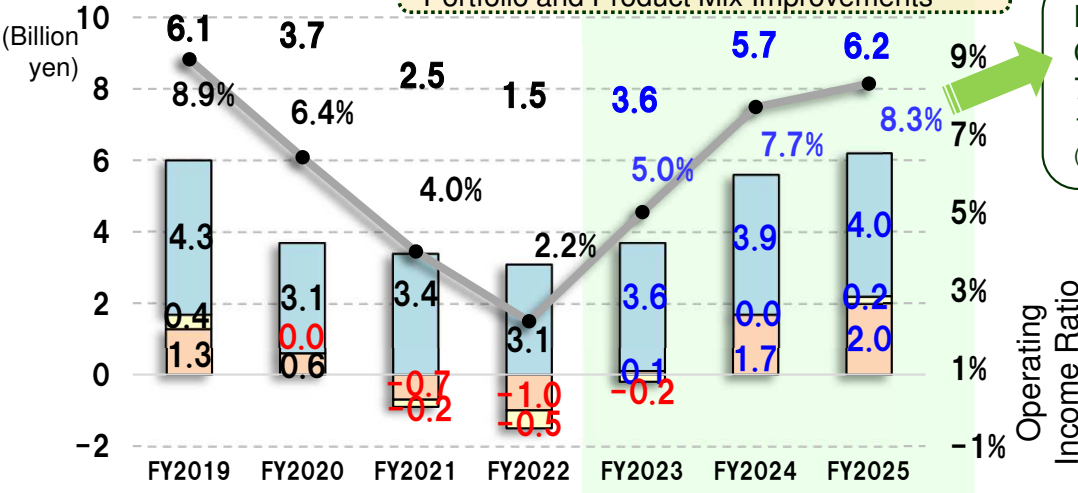
Estimated PBR:
0.8 times
(Est. PER: 15 times)

View of PBR
exceeding 1.0 times
(Est. PER: 15 times)

Achieving Sustainable Growth by Implementing
Medium-Term Management Plan Strategies

Operating Income by Business Segment

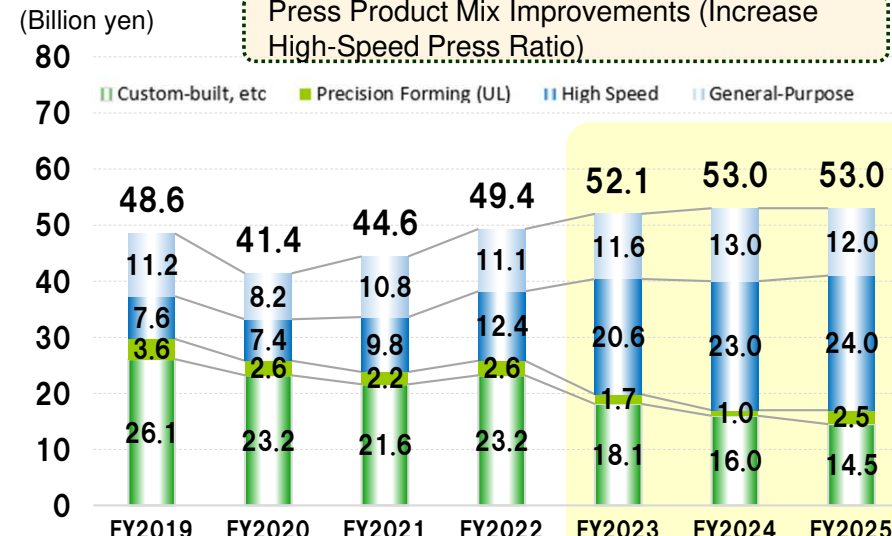
Improve Profit Margins Via Business Portfolio and Product Mix Improvements



Long-Term Outlook
7.7 Billion Yen
10%
(~FY2027)

Sales by Press Model

Press Product Mix Improvements (Increase High-Speed Press Ratio)



Prior Medium-Term Mgmt. Plan

New Medium-Term Mgmt. Plan

Prior Medium-Term Mgmt. Plan

New Medium-Term Mgmt. Plan

[Basic Policy] Our basic policy is to provide stable shareholder returns by aiming for a consolidated dividend payout ratio of 40% or higher while taking into consideration the need to ensure the stability of our management and financial foundations and our strategic investments for sustainable growth, which is consistent with our management policy of growing together with our stakeholders

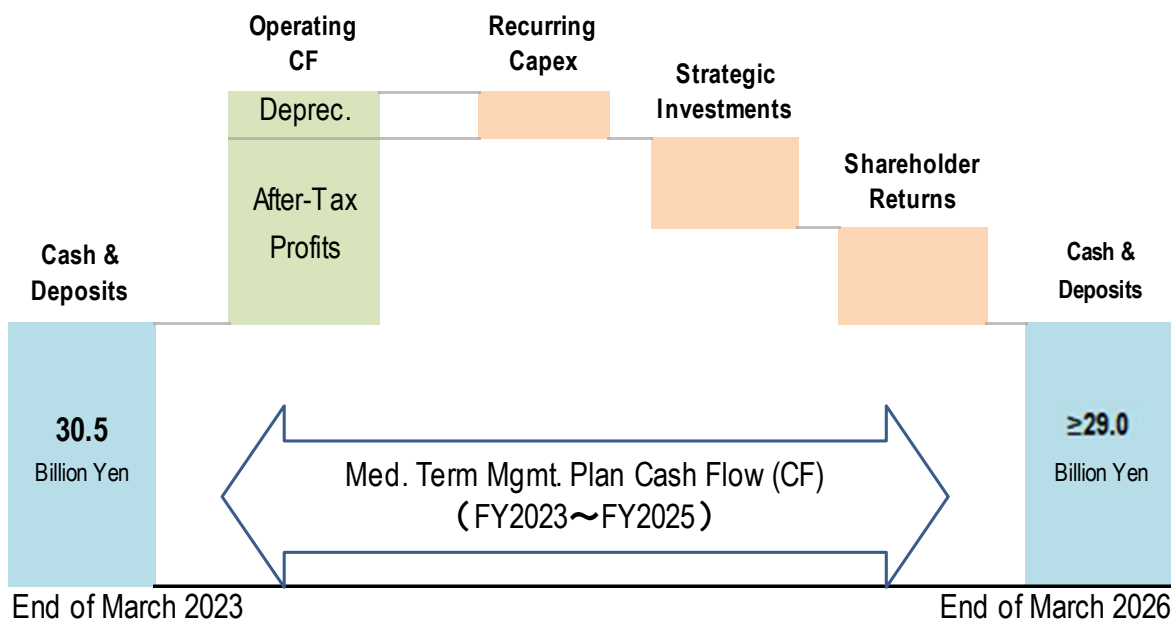
Stable Shareholder Returns



Stability of Our Management & Financial Foundations

Strategic Investments for Sustainable Growth

Financial Strategies & Shareholder Returns



Utilize operating cashflow (CF) for strategic investments and shareholder returns.

After-tax profits: 12.1 billion yen based on assumption of 16.6 billion yen in operating income during the 3 years of the Medium-Term Management Plan.
 Ordinary capital investments = depreciation expenses: 6 billion yen in the 3 years of the plan.
 Shareholder Returns: Dividends and share buybacks.

Maintain cash and deposits for

- ① Supplement working capital &
- ② Disaster response

- ① 3 Months of Normal Press & FA Monthly Sales = 14 billion yen
- ② Factory refurbishments & employee leave compensation = 15 billion yen