

(TRANSLATION FOR REFERENCE PURPOSES ONLY)



May 15, 2026

To Whom It May Concern:

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Notice of the Formulation of the New Medium-Term Management Plan

AIDA ENGINEERING, LTD. hereby announces that it has formulated the New Medium-Term Management Plan, with fiscal year 2026 as its first year.

For details of this plan, please refer to the attached materials.

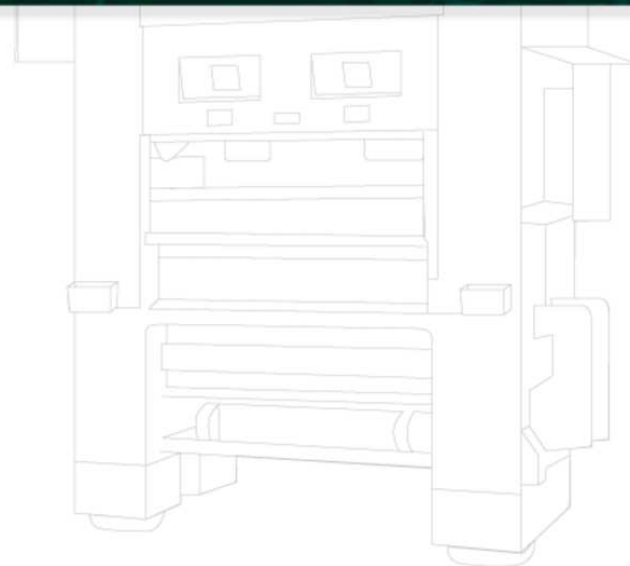
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“AIDA Growth 30”
Medium-Term Management Plan
FY2026~FY2030
(April 2026 – March 2030)



AIDA ENGINEERING, LTD.



- 1. Review of the Prior Medium-Term Management Plan**
- 2. AIDA's Philosophical Framework and Its Materiality**
- 3. The "AIDA Growth 30" Medium-Term Management Plan**

Note on Financial Figures and Charts

Yen-based figures are rounded to the nearest million yen, and percentages are rounded to one decimal place.

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Press Business

- Though high-speed press sales for EV motor cores were high for an extended period, sales began contracting in FY2024~FY2025, resulting in significantly fewer bookings.
- The high-speed press production system (at the Tsukui Plant) was largely completed, which significantly shortened lead times.
- Though press gross margins have declined due to higher material costs, orders for large presses increased in the 2nd half of FY2025.

Automation/FA Business

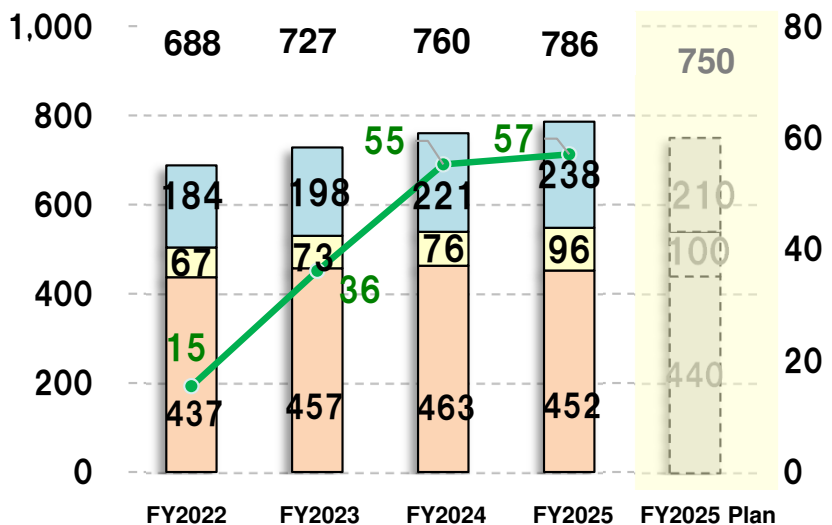
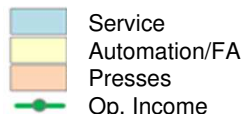
- Achieved in-house manufacturing of peripheral systems for high-speed presses. Continued sales of press-to-press transfers as standalone products, not as part of a package with presses.
- Continued initiatives to reduce variable costs, but results were limited due to rising material prices.

Service Business

- Service sales increased. Modernization and preventive maintenance business turnover increased at all locations.
- Though personnel shortages remain an issue, we have implemented improvements to the compensation and benefits of our Service personnel.

Sales & Operating Income Trends※

100 Mil. Yen



Technological Innovations

- Launched an environmentally-friendly horizontal forming machine.
- Marketed forming systems for EV motors and fuel cell separators.
- Deployed DX and AI solutions to support preventive maintenance and die life monitoring.

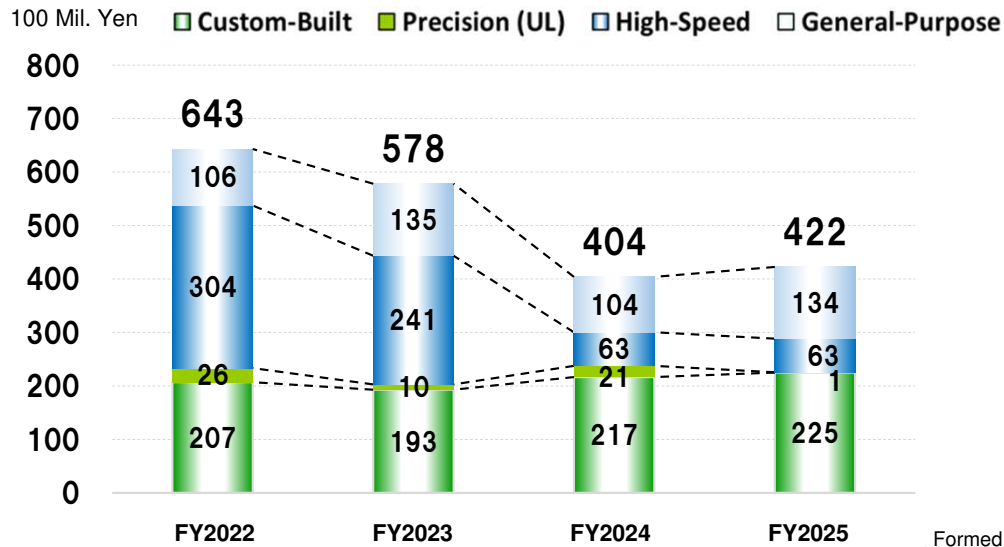


Strengthening Our Business Foundation

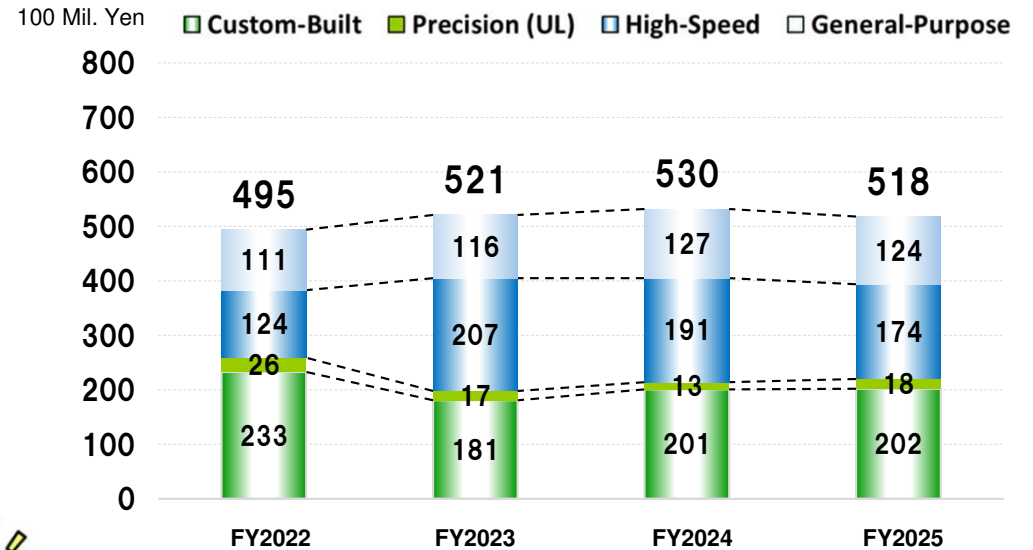
- Instituted a new employee performance evaluation system and began training personnel to boost their digital skills.
- Identified talent capable of leveraging their skills and expertise in high value-added fields.
- Eliminated logistics bottlenecks and parts shortages, and visualized works-in-process.
- Strengthened environmental measures, safety measures, and governance.
- Made business investments and expanded operations through M&A in accordance with our capital policy.

※ Starting from the current Medium-Term Management Plan, we have revised the scope of business segments, as well as the classification criteria. This graph is based on the old classification criteria.

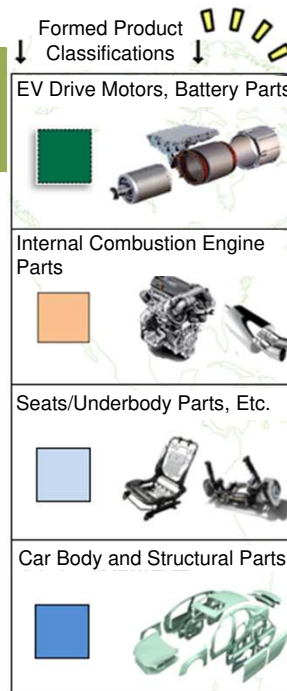
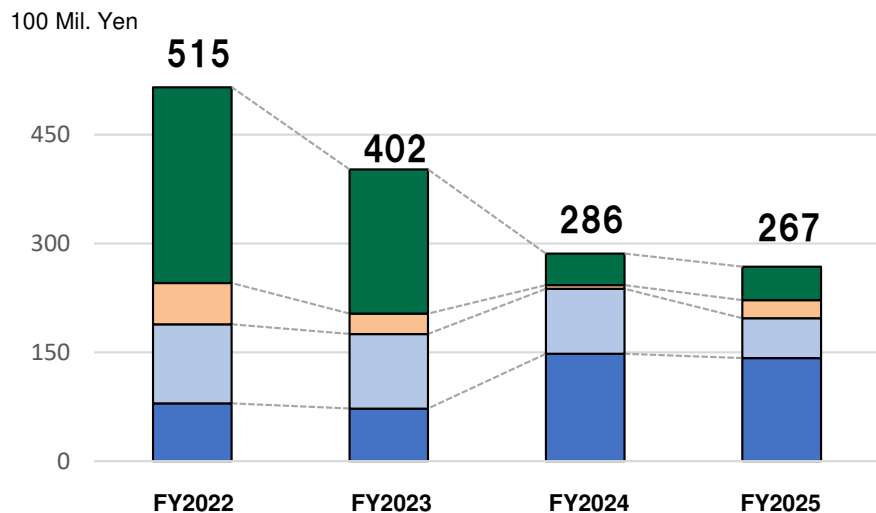
Orders (By Press Type)



Sales (By Press Type)



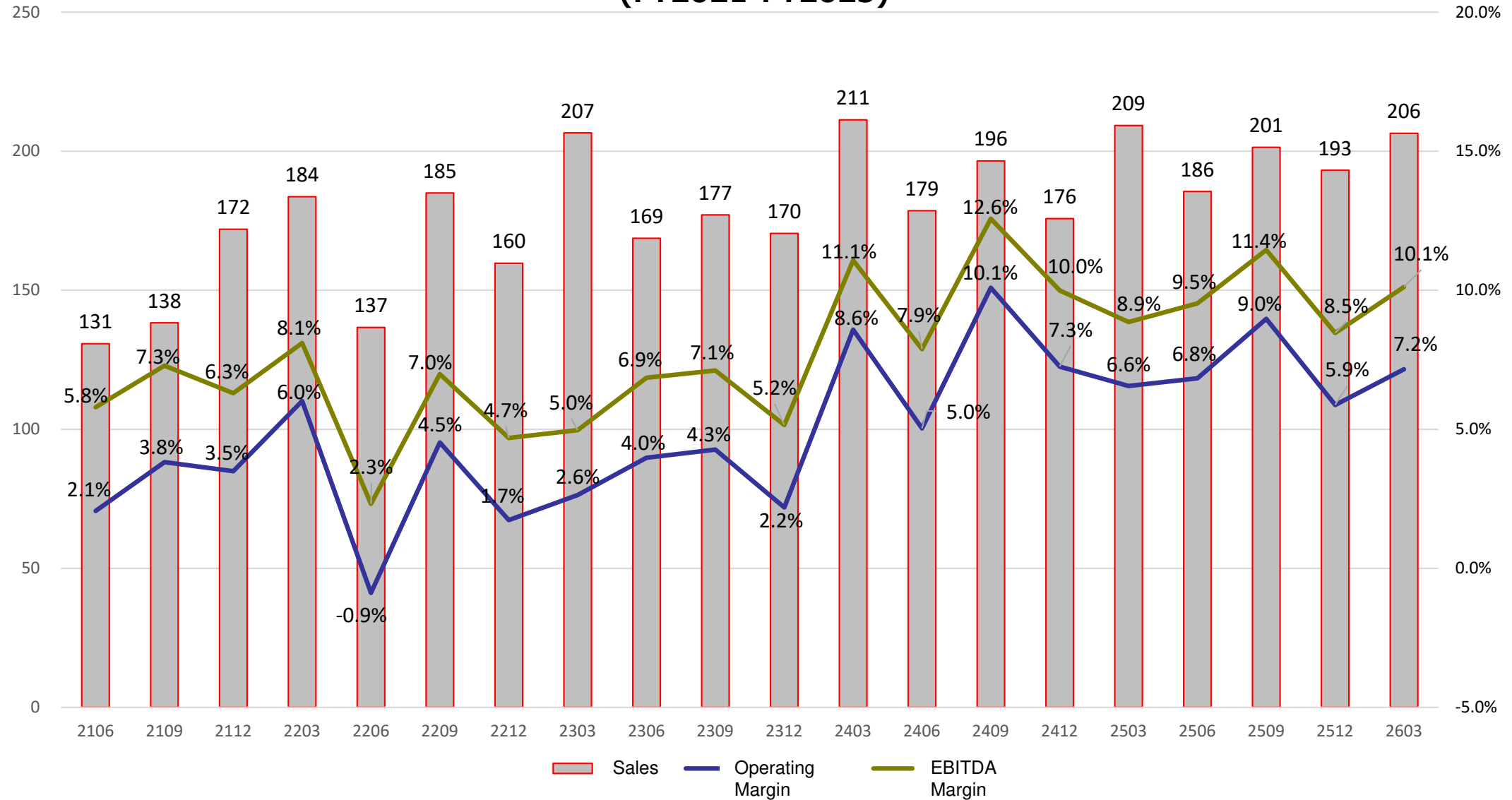
Automotive Industry Press Sales by Customer Product Category



- Legacy OEMs are overhauling investment plans (which previously focused exclusively on BEVs) and are reverting to "multi-path" strategies that include HEVs and PHEVs.
- US government policy uncertainty and a slowdown in demand for BEVs are especially hindering the rapid adoption of BEVs, and thus OEMs are curbing investments.
- The export of low-cost, Chinese-made BEVs—an "aggressive pricing blitz"—is shaking the very foundations of the global automotive industry, forcing a fundamental restructuring of both design and supply chains.
- The primary focus of automotive R&D shifted from "vehicle frame hardware" to "batteries and software."

100 Mil. Yen

Sales · Operating Margin · EBITDA Margin Quarterly Trends (FY2021-FY2025)



1. Review of the Prior Medium-Term Management Plan
- 2. AIDA's Philosophical Framework and Its Materiality**
3. The "AIDA Growth 30" Medium-Term Management Plan

★ **Corporate Philosophy: “AIDA Will Grow as a Forming Systems Builder and Continue Its Contribution to People and Community”**

“Materiality” : 4 Important Considerations in AIDA’s Decision-Making

- 1. Breathing new value into raw materials and creating value through metalforming.**
- 2. Resolving societal issues through technology and generating economic value.**
- 3. Delivering productivity and safety to press stamping facilities, and providing equipment that is safe, people-friendly, and also environmentally friendly.**
- 4. Creating an environment where employees can feel the joy of working and can grow together with the company.**

Recognition of Challenges to Growth

Societal Changes

- **There is increasing uncertainty in the global economy.**
- **Because environmental and human rights issues, etc., affect corporate sustainability, companies are being called upon to demonstrate their commitment to ESG.**
- **Implement human capital management initiatives to develop young leaders and monitor improvements in employee engagement.**

Changes in the Market Environment

- **In the pursuit of vehicle weight reduction, forming materials are evolving and forming processes are being integrated.**
- **There are logistical and supply chain constraints due to regional conflicts, political tensions, and tariffs, etc.**
- **The scope of AI utilization is expanding, and there is increasing momentum for the promotion of DX.**
- **There is increasing demand for environmentally friendly machinery and equipment.**

Purpose

Work to Achieve a Society Where Metalforming Creates Value

<As a press pioneer, continue to fulfill our responsibility of supplying presses to customers>

Vision

Striving for a Synergy Between Societal and Economic Value

<A vision for the future that keeps pace with the times>

Mission

**Solve Press Stamping Facility Problems
and Balance Productivity & Safety**

<A mission to solve the challenges faced in production plants>

Values

Commitment to Quality

<Sharing values that embody AIDA's identity>

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In Order to Achieve the "AIDA Growth 30" Medium-Term Management Plan...

- >Prioritize implementation of the six growth strategies.
- >Assure stable profitability and continue to expand and develop.
- >Promote management that factors in the cost of capital.

The Global Situation is Rapidly Changing

2023-2025

2026-2030

	2023-2025	2026-2030
Global Conditions	<ul style="list-style-type: none"> ▪ Ongoing regional conflicts ▪ Increasing geopolitical risks ▪ Logistical disruptions due to conflicts ▪ Disruptions in the global economy 	<ul style="list-style-type: none"> ▪ Responses after regional conflicts end ▪ Ongoing unpredictable geopolitical risks ▪ Changes in the direction of globalization ▪ Dealing with growing divisions in the world
Industry Conditions	<ul style="list-style-type: none"> ▪ Lingering impact from the pandemic ▪ Supply chain disruptions ▪ Rapid shift to EVs ▪ Soaring raw material prices ▪ Labor shortages 	<ul style="list-style-type: none"> ▪ Promote region-based activities and local manufacturing for local customers ▪ Maximize the synergistic leveraging of our proprietary technologies ▪ Maintain and expand our core competencies ▪ Expand the use of AI and integration with DX ▪ Develop environmentally friendly products

Growth Achieved Through
"AIDA Growth 30"

Launching “AIDA Growth 30” As We Aim for 2030

**--Employee Satisfaction at Work--
Shifting from
'Work-Life Balance'
To
'Work-in-Life'**

**--Delivering Value to Customers--
Providing Forming Machines
That Create Value**

**--Addressing Societal Challenges--
Solving Societal Issues
Through Innovation**

**--Reason for Existence and
Responsibilities--
Achieving Metalforming that
Inspires**

“Moving Beyond the Past Successes by Driving Innovation Through Fresh Ideas”

- Shifting toward a 'Work-in-Life' mindset and an environment where the joy and fulfillment of work are felt as being an integral part of daily life.
- Contributing to customers and society through value creation achieved by addressing societal challenges.
- Engaging in initiatives to achieve Human Capital Management.

6 Growth Strategies

1. Press Business: Strengthen Core Competencies

2. FA Business: Expansion

3. Service Business: Expansion

4. Human Capital Management

5. Leveraging Intellectual Property

6. Value Creation

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Medium-Term Management Plan Core Strategies

Strengthen Our Three Core Businesses

Strengthen Our Business Foundation

Capital Policies

Environmental Initiatives and Societal Contributions

1. Press Business: Strengthen Core Competencies

- Maintain and further develop AIDA's core competencies. Evolve our high-precision (high-speed) press technologies.
- Concentrate our high-speed press production systems at the Tsukui Plant. Expand production capabilities for midsize and large presses at the Sagami Plant, etc.
- Respond to evolving market trends for forming materials and propose production systems that can form aluminum and high-strength steels.

2. FA Business: Expansion

- Aiming for local manufacturing for local customers, deploy this within the AIDA Group's overseas manufacturing areas and supply factory automation (FA) production systems to the market.
- Enhance our automated production systems for motor cores and proactively approach manufacturers.
- Leverage AI to promote predictive maintenance by system monitoring, operability enhancements, and intelligent systems.
- Promote the utilization and integration of REJ servo drives. Proceed with new R&D of specialized motors and cultivate niche markets.

3. Service Business: Expansion

- Collaborate with our FA business to propose retrofits that can streamline our customer's production.
- Engage in Service activities closely tied to the areas where our globally expanding customers are located.
- Hold "Press Academy" training sessions in emerging markets to teach press production methods and safe operation.

4. Human Capital Management

- Embed our management strategy, analyze talent gaps based on our future business vision, and achieve optimal talent allocation. Engage in the early promotion of young employees and the development of the next generation of global leaders .
- Assess employee engagement levels, implement improvement measures, and foster success in a rewarding workplace.
- Promote investments in health-focused management, promote DX in business operations, and support diverse working styles.

5. Leveraging Intellectual Property

- Effectively utilize intellectual property rights—including patents, copyrights, trademarks, and design rights—to transition from a defensive stance to a proactive, offensive strategy.
- Maintain and leverage proprietary intellectual property and organize and utilize the research papers provided from our R&D activities.

6. Value Creation

- Develop a long-term strategy for achieving sustained value creation. Drive long-term timeline-based business transformations rooted in our vision of AIDA's future.
- To achieve even greater value creation, generate technological synergies through investments and M&A in areas that will strengthen our business.
- Proceed with business transformations that enable the sustainability of both society and the company. Set effective KPIs and ensure governance.

Press Business

Basic Policies



Select & Concentrate
(Strengthen Core Competencies)

- ### Initiatives
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FA Business



Expand
(Allocate Management Resources)

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Human Capital Management

Human Capital Enhancement

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Bring Enjoyment to the Workplace

- ◆ Create a workplace that balances work and personal life.
- Create an environment where individuals can continuously develop their careers without being hindered by life events such as child-rearing, caring for family members, or relocations.
- Recognizing that recent changes in the social structure--such as declining birthrates and the trend of marrying later in life--are affecting our ability to secure talent, respect the diverse life choices of individuals to the greatest extent possible.
- ◆ Shifting from 'Work-Life Balance' to 'Work-in-Life'
- A proactive approach to work rooted in one's life and values.
- Strive to create a workplace environment where the joy of working—the fun and fulfillment it brings—is experienced as an integral part of daily life.
- Adopt new ways of working that leverage technologies such as generative AI, and create a workplace environment where specialists with high levels of expertise can perform to the best of their abilities alongside traditional generalists.
- Also implement job assignment and resource placement based on assessments of comprehensive judgment capabilities and individual strengths cultivated through diverse professional experiences.

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Resilient Organizations

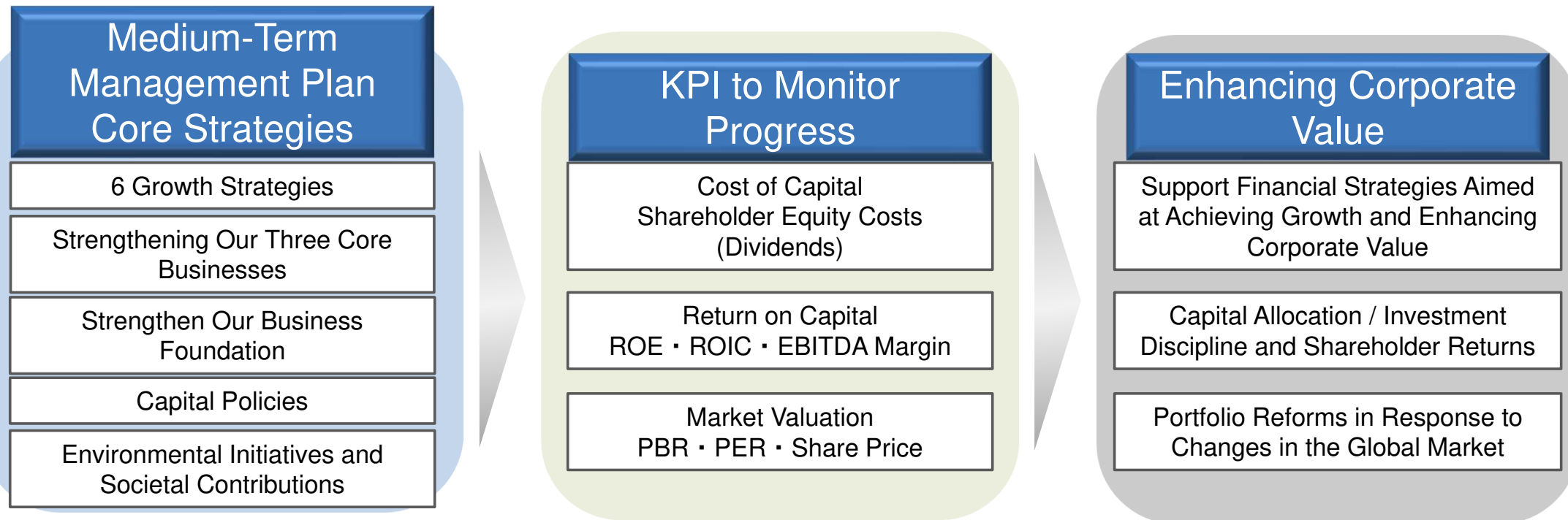
- Shift resources to growing or high-value-added sectors based on market changes.
- Promote reskilling and multiskilling.

Bolster Supply Chains

- Strengthen local production and procurement on a global basis.
- Secure alternative suppliers for emergency situations. (Develop multiple supply chains.)

Digital Transformation

- Strengthen the AI and DX skills of company employees.
- Promote AI-based business process reviews and efficiency improvements.
- Explore subscription-based business opportunities to expand sales of DX and AI products.



- ✓ Maintain stable dividends, with target DOE of 3% or higher.
- ✓ Set a ROE of 8% or higher as our current target and aim for sustainable growth and enhanced corporate value.
- ✓ Set the appropriate net deposit level at 20 billion yen and redirect the remainder toward other growth investments.



Balance Between Growth Investments and Shareholder Returns, and Enhance Capital Efficiency

Policies

① Investments

- ✓ Actively utilize investment profits and existing savings for growth investments.

② Dividends

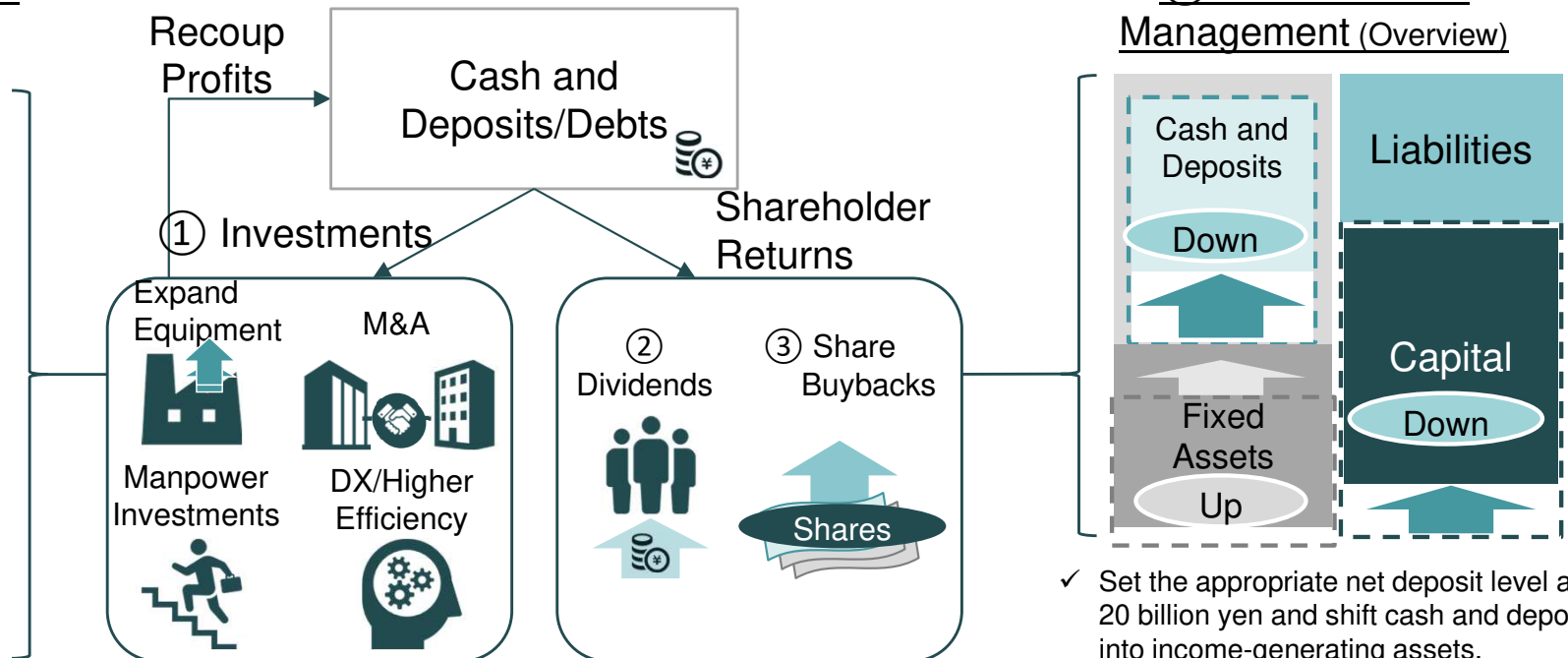
- ✓ Maintain a **stable dividend with a DOE of 3% or higher** while implementing increases in line with profit growth.

③ Improve Capital Efficiency (Optimize Equity Capital)

- ✓ Aim for **an appropriate level of equity capital based on a target ROE of 8%**
 - Improve efficiency through balance sheet management

① Growth Investment Policies (100 mil. yen)

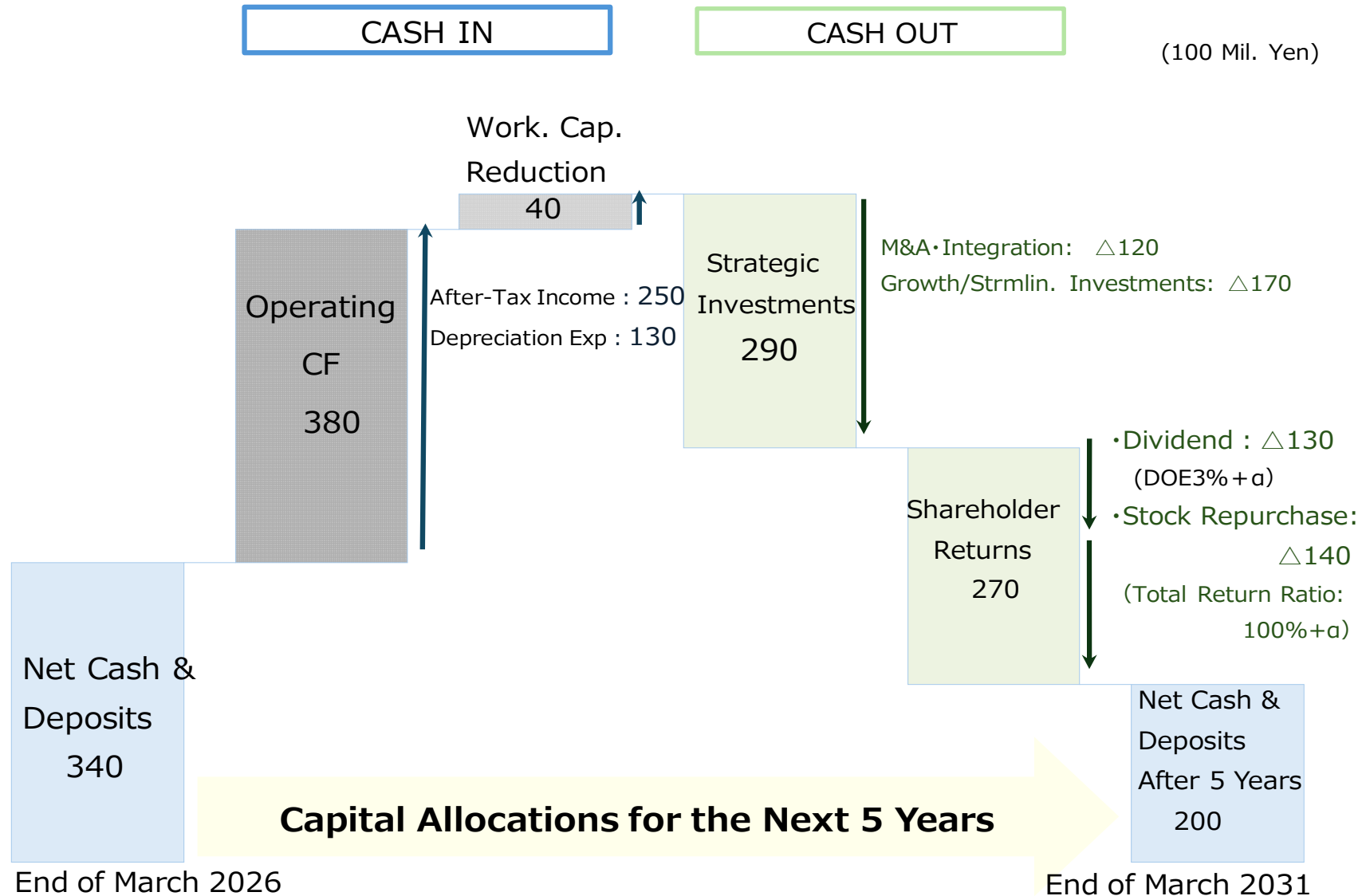
	Growth Investment Allocation Plan Through 2030
M&A Investments for Corporate Growth	~120
Strengthening Our Business Foundation / Streamlining Measures	~170
Total	~290



- ✓ Set the appropriate net deposit level at 20 billion yen and shift cash and deposits into income-generating assets.
- ✓ Balance sheet management to achieve an appropriate level of equity capital based on a target ROE of 8%.

*The above DOE and ROE are based on equity excluding the impact of foreign currency translation adjustments

Enhance Capital Efficiency by Prioritizing a Balance Between Growth Investments and Shareholder Returns



Achieving Sustained Growth by "Developing Environmentally Friendly Products"

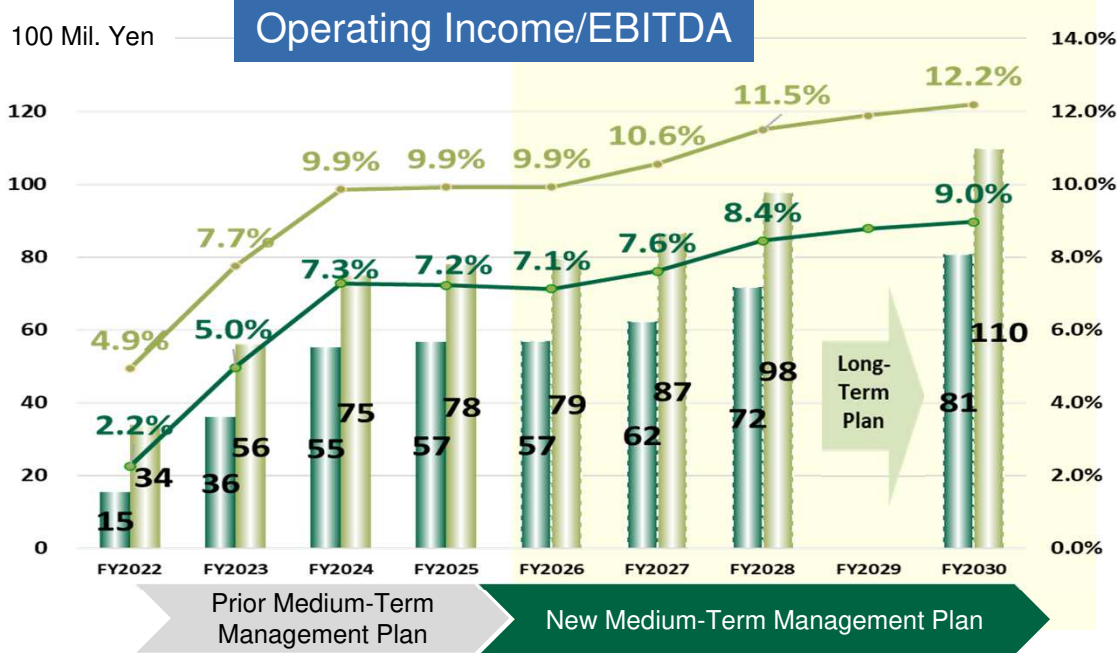
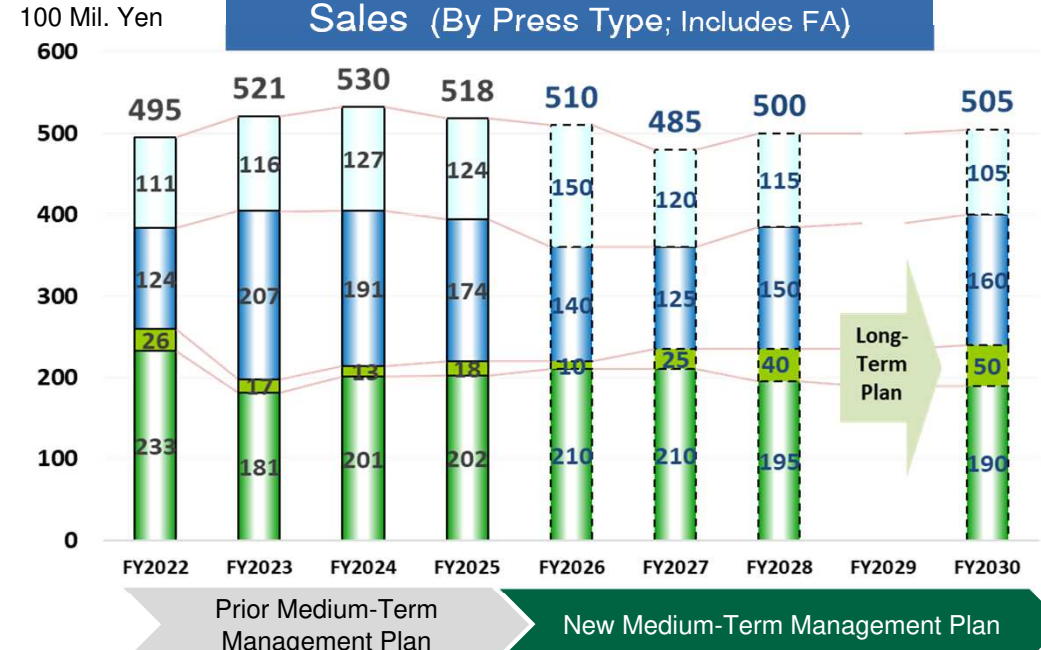
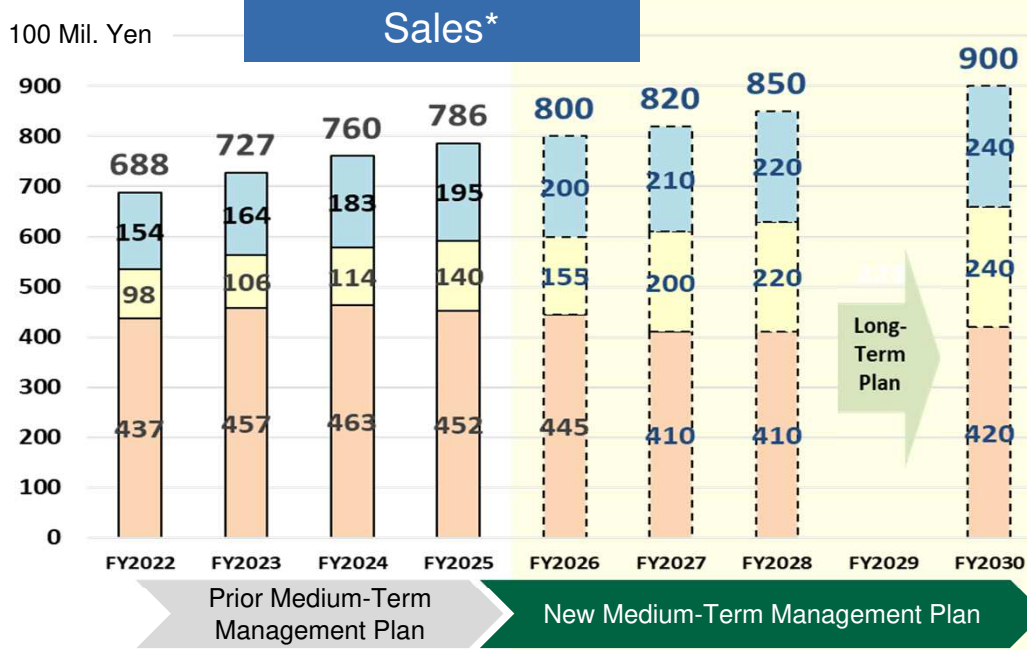
- ◆ Provide energy-efficient presses
- ◆ Propose environmentally friendly forming methods
- ◆ Manage factories to achieve decarbonization

Realizing Sustained Growth "For" and "With" Society

- ◆ Promote decarbonization through our business activities
- ◆ Provide "Environmentally Friendly Products" to support customer decarbonization
- ◆ Support enhanced competitiveness through improved customer productivity
- ◆ Provide solutions to support customers' environmental and safety initiatives
- ◆ Create sustainable regional value through collaboration with local communities

Initiatives to Achieve a "Material Balance" from FY2024 ~ FY2030

Metrics		FY2024	2030 Targets Compared to FY2024
◆ Air Emissions	CO ₂	2,436 tons of CO ₂	Reduce gas emissions by 15%
	Emissions (NOx)	2,928 kg	
	Emissions (SOx)	0 kg	
	Emissions (Soot)	28 kg	
◆ Wastewater Discharge	Wastewater Discharge (Total)	11 km ³	Reduce discharge by 10%
◆ Waste	General Waste	90t	Reduce all waste by 10%
	Industrial Waste	832t	



- Service Business
- FA Business
- Press Business (Excluding FA)
- General-Purpose
- High-Speed
- Precision (UL)
- Custom-Built

[FA Business] & [Service Business]
⇒ Invest Management Resources in These Growth Fields

[Press Business]
⇒ Contribute to the Market While Responding to New Materials and Maintaining Our Core Technologies

*Starting from the current Medium-Term Management Plan, we have revised the scope of business segments, as well as the classification criteria. These graphs are based on the new classification criteria.