

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

October 30, 2025

Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)



Company name: AISAN INDUSTRY CO., LTD.
Listing: Tokyo Stock Exchange, Nagoya Stock Exchange
Securities code: 7283
URL: <https://www.aisan-ind.co.jp/>
Representative: Tokuhiisa Nomura President
Inquiries: Hideto Ikai General Manager of Accounting & Finance Dept.
Telephone: +81-562-47-1131
Scheduled date to file semi-annual securities report: November 13, 2025
Scheduled date to commence dividend payments: November 26, 2025
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(1) Consolidated operating results (cumulative) (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Six months ended September 30, 2025	163,096	(2.0)	9,397	(14.2)	9,825	(12.9)	7,582	(5.3)
September 30, 2024	166,403	12.6	10,957	28.7	11,285	14.1	8,007	6.4

Note: Comprehensive income For the six months ended September 30, 2025: ¥ 7,673 million [120.2%]
For the six months ended September 30, 2024: ¥ 3,484 million [(80.2) %]

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Six months ended September 30, 2025	131.17	-
September 30, 2024	128.22	128.13

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
	Millions of yen	Millions of yen	%
As of September 30, 2025	286,714	135,369	45.8
March 31, 2025	300,982	140,338	45.1

Reference: Equity

As of September 30, 2025: ¥ 131,174 million
As of March 31, 2025: ¥ 135,821 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	-	31.00	-	37.00	68.00
Fiscal year ending March 31, 2026	-	37.00			
Fiscal year ending March 31, 2026 (Forecast)			-	38.00	75.00

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Consolidated financial result forecasts for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	310,000	(8.1)	18,500	0.9	18,000	(6.7)	12,000	(9.3)	208.89

Note: Revisions to the financial result forecast most recently announced: None

* Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: - companies()

Excluded: 1 companies(Aisan Auto Parts India Pvt. Ltd.)

Notes: : For the details, please refer to page7 “Additional Information”.

(2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	63,406,879 shares
As of March 31, 2025	63,397,879 shares

(ii) Number of treasury shares at the end of the period

As of September 30, 2025	6,379,124 shares
As of March 31, 2025	893,963 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended September 30, 2025	57,803,279 shares
Six months ended September 30, 2024	62,450,169 shares

* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

The above forward-looking statements are prepared based on judgment and assumption from information currently available to the Company. These statements do not purport that the Company pledges to realize such statements.

Actual business results may differ from the forecast figures due to various factor.

For consolidated financial results, please refer to attachment page 2 “Overview of Consolidated Financial Results Forecast and Other

Forward-looking Information”.

(How to obtain supplementary financial results material)

Supplementary financial material will be posted on the Company’s website on October 30, 2025(JST)

Table of Contents - Attachments

1. Overview of Operating Results, etc. for the Period under Review	2
(1) Overview of Operating Results.....	2
(2) Overview of Financial Position	2
(3) Overview of Consolidated Financial Results Forecast and Other Forward-looking Information	2
2. Semi-annual Consolidated Financial Statements and Primary Notes	3
(1) Semi-annual Consolidated Balance Sheet	3
(2) Semi-annual Consolidated Statements of Income and Comprehensive Income	5
(3) Notes to Semi-annual Consolidated Financial Statements.....	7
(Notes on going concern assumption).....	7
(Notes in case of significant changes in shareholders' equity).....	7
(Additional Information)	7
(Segment information, etc.)	8

1. Overview of Operating Results, etc. for the Period under Review

(1) Overview of Operating Results

During the six months ended September 30, 2025 under review, the global economy has recovered and is in the phase of recovering steady economic growth. However, uncertainty remains due to factors such as the negative impact of the U.S. tariff policy on the global economy, fluctuations in financial and capital markets, and geopolitical risks including the unstable situation in the Middle East. In the automotive industry as a whole, the pace of recovery has been moderate, and sales in the North American market are also on the rise, particularly for HEV. On the other hand, the increased tariff burden on exports to the United States has increased the need to relocate production sites, restructure supply chains and implement further cost-cutting measures across the industry.

Under these circumstances, the Company's consolidated net sales for the six months ended September 30, 2025, decreased 2.0% year on year to ¥163,096 million. As for profits, operating profit decreased 14.2% year on year to ¥9,397 million, ordinary profit decreased 12.9% year on year to ¥9,825 million and profit attributable to owners of parent decreased 5.3% year on year to ¥7,582 million.

Results by geographic segment are as follows. Net sales include inter-segment sales.

(Japan)

Net sales increased 6.2% year on year to ¥68,220 million mainly due to an increase in sales volume; however, operating profit increased 1.6% year on year to ¥1,526 million mainly due to efforts to improve profitability.

(Asia)

Net sales decreased 8.0% year on year to ¥67,903 million due to a decrease in sales volume and foreign exchange rate fluctuations, and operating profit decreased 27.2% year on year to ¥4,773 million.

(Americas)

Net sales increased 1.7% year on year to ¥38,146 million due to an increase in sales volume, and operating profit increased 0.3% year on year to ¥2,386 million mainly due to efforts to improve profitability.

(Europe)

Net sales decreased 4.6% year on year to ¥8,018 million due to a decrease in sales volume, and operating profit decreased 38.2% year on year to ¥ 521 million.

(2) Overview of Financial Position

As of September 30, 2025, total assets amounted to ¥286,714 million, a decrease of ¥14,267 million from the end of the previous fiscal year, mainly due to a decrease in cash and deposits. Liabilities decreased ¥9,298 million from the end of the previous fiscal year to ¥151,345 million, mainly due to a decrease in accounts payable-trade. Net assets decreased ¥4,969 million from the end of the previous fiscal year to ¥135,369 million, mainly due to an acquisition of treasury shares.

(3) Overview of Consolidated Financial Results Forecast and Other Forward-looking Information

No change has been made to the financial results forecast and dividend forecast for the fiscal year ending March 31, 2026, announced on July 30, 2025.

2 . Semi-annual Consolidated Financial Statements and Primary Notes

(1) Semi-annual Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	85,776	67,245
Notes and accounts receivable - trade	37,563	39,694
Electronically recorded monetary claims - operating	3,900	3,890
Securities	-	1,000
Merchandise and finished goods	9,756	9,031
Work in process	8,674	9,656
Raw materials and supplies	20,774	20,811
Other	8,457	9,158
Allowance for doubtful accounts	(38)	(40)
Total current assets	174,864	160,447
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	23,431	31,957
Machinery, equipment and vehicles, net	35,132	33,741
Land	8,375	8,297
Construction in progress	13,802	7,989
Other, net	5,380	6,053
Total property, plant and equipment	86,121	88,039
Intangible assets	2,404	2,510
Investments and other assets		
Investment securities	6,443	4,412
Retirement benefit asset	25,896	25,952
Deferred tax assets	3,253	3,409
Other	2,043	1,989
Allowance for doubtful accounts	(45)	(45)
Total investments and other assets	37,591	35,718
Total non-current assets	126,118	126,267
Total assets	300,982	286,714

	As of March 31, 2025	As of September 30, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	33,722	31,937
Electronically recorded obligations - operating	6,748	4,860
Short-term borrowings	1,676	1,574
Current portion of long-term borrowings	3,011	3,000
Accrued expenses	11,344	12,529
Income taxes payable	1,897	1,186
Provision for product warranties	14,660	9,472
Provision for bonuses for directors (and other officers)	133	54
Provision for business restructuring	89	-
Other	12,460	10,385
Total current liabilities	85,745	75,001
Non-current liabilities		
Long-term borrowings	51,528	51,507
Deferred tax liabilities	1,407	615
Provision for retirement benefits for directors (and other officers)	53	43
Retirement benefit liability	20,986	21,284
Other	923	2,894
Total non-current liabilities	74,898	76,344
Total liabilities	160,644	151,345
Net assets		
Shareholders' equity		
Share capital	10,866	10,870
Capital surplus	12,699	12,704
Retained earnings	92,269	97,539
Treasury shares	(1,005)	(10,386)
Total shareholders' equity	114,830	110,728
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,355	2,460
Foreign currency translation adjustment	11,878	12,507
Remeasurements of defined benefit plans	5,757	5,477
Total accumulated other comprehensive income	20,991	20,445
Share acquisition rights	7	-
Non-controlling interests	4,509	4,195
Total net assets	140,338	135,369
Total liabilities and net assets	300,982	286,714

(2) Semi-annual Consolidated Statements of Income and Comprehensive Income

Semi-annual Consolidated Statement of Income

(Millions of yen)

	For the six months ended September 30, 2024	For the six months ended September 30, 2025
Net sales	166,403	163,096
Cost of sales	142,834	142,368
Gross profit	23,568	20,727
Selling, general and administrative expenses	12,611	11,329
Operating profit	10,957	9,397
Non-operating income		
Interest income	411	607
Dividend income	105	110
Gain on sale of investment securities	356	-
Foreign exchange gains	-	55
Other	261	283
Total non-operating income	1,134	1,058
Non-operating expenses		
Interest expenses	80	330
Foreign exchange losses	326	-
Loss on sale and retirement of non-current assets	327	104
Other	71	195
Total non-operating expenses	806	630
Ordinary profit	11,285	9,825
Extraordinary income		
Gain on sale of non-current assets	-	602
Subsidy income	-	1,332
Gain on sale of investment securities	-	1,933
Gain on reversal of share acquisition rights	11	6
Total extraordinary income	11	3,875
Extraordinary losses		
Loss on tax purpose reduction entry of non-current assets	-	1,653
Loss on sale of shares of subsidiaries and associates	-	897
Total extraordinary losses	-	2,551
Profit before income taxes	11,297	11,150
Income taxes - current	3,020	3,718
Income taxes - deferred	(192)	(529)
Total income taxes	2,828	3,188
Profit	8,469	7,961
Profit attributable to non-controlling interests	462	379
Profit attributable to owners of parent	8,007	7,582

Semi-annual Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the six months ended September 30, 2024	For the six months ended September 30, 2025
Profit	8,469	7,961
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,838)	(893)
Foreign currency translation adjustment	(2,681)	888
Remeasurements of defined benefit plans, net of tax	(465)	(282)
Total other comprehensive income	(4,985)	(288)
Comprehensive income	3,484	7,673
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	3,019	7,370
Comprehensive income attributable to non-controlling interests	464	303

(3) Notes to Semi-annual Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes in case of significant changes in shareholders' equity)

(Acquisition of treasury shares)

Based on a resolution passed at the Board of Directors meeting held on February 25, 2025, the Company acquired 5,500,000 treasury shares classified as common stock on April 17, 2025. As a result of this, an increase of treasury shares has been recorded in the amount of ¥9,405 millions for the six months ended September 30, 2025.

(Additional Information)

(Notes on significant changes in the scope of consolidation)

During the six months ended September 30, 2025, Aisan Auto Parts India Pvt. Ltd., which had been a consolidated subsidiary, was dissolved as the result of an absorption-type merger taking place with Aisan Industry India Pvt. Ltd., a consolidated subsidiary, serving as the surviving entity. As such, Aisan Auto Parts India Pvt. Ltd. has been excluded from the scope of consolidation.

(Other)

On September 30, 2025, the Company transferred all its shares of AISAN INDUSTRY FRANCE S.A., which had been a consolidated subsidiary, to MDC Private Limited s.a.r.l., Luxembourg, a group company of Mahavir Die Casters PVT. Limited Liability Company. As such, AISAN INDUSTRY FRANCE S.A. has been excluded from the scope of consolidation.

(Segment information, etc.)

[Segment information]

I For the six months ended September 30, 2024 (from April 1, 2024 to September 30, 2024)

1. Information on net sales and income (loss) by reportable segment

(Millions of yen)

	Reportable segment				Total	Adjustment (Note 1)	Amount recorded in the quarterly consolidated statements of income (Note 2)
	Japan	Asia	Americas	Europe			
Net sales							
(1) Net sales to outside customers	47,527	73,025	37,476	8,373	166,403	—	166,403
(2) Inter-segment net sales or transfers	16,737	796	48	32	17,614	△17,614	—
Total	64,265	73,822	37,525	8,405	184,017	△17,614	166,403
Segment income	1,501	6,554	2,379	842	11,278	△321	10,957

(Notes) 1. The negative ¥321 million adjustment to segment income is mainly an adjustment for unrealized inter-segment profits.

2. Segment income is adjusted with operating profit in the quarterly consolidated statements of income.

II For the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

1. Information on net sales and income (loss) by reportable segment

(Millions of yen)

	Reportable segment				Total	Adjustment (Note 1)	Amount recorded in the quarterly consolidated statements of income (Note 2)
	Japan	Asia	Americas	Europe			
Net sales							
(1) Net sales to outside customers	49,697	67,281	38,119	7,998	163,096	—	163,096
(2) Inter-segment net sales or transfers	18,523	621	27	20	19,192	△19,192	—
Total	68,220	67,903	38,146	8,018	182,289	△19,192	163,096
Segment income	1,526	4,773	2,386	521	9,208	189	9,397

(Notes) 1. The ¥189 million adjustment to segment income is mainly an adjustment for unrealized inter-segment profits.

2. Segment income is adjusted with operating profit in the quarterly consolidated statements of income.

Summary of Financial Results for 2Q of FY2025



Key Points

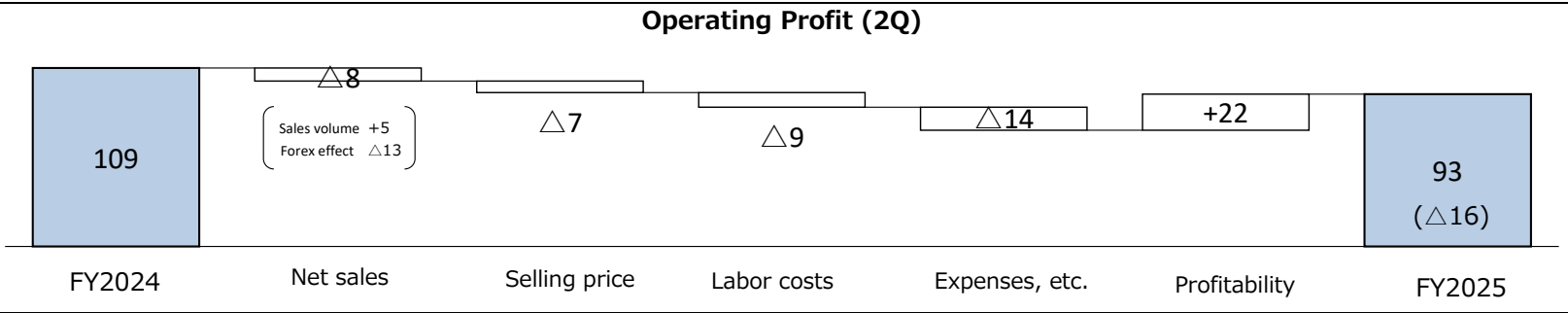
- Net sales decreased year on year due to factors including the impact of foreign exchange.
- Operating income decreased year on year. Although there were factors contributing to increased profit from improved profitability, this was offset by profit-reducing factors such as the impact of foreign exchange and increases in labor costs and various expenses, including advance investments for the future.
- The full-year earnings forecast will be maintained at the most recently disclosed figures, taking into account the interim results and the outlook for each region in the second half.

1. Consolidated Financial Results (Million yen)

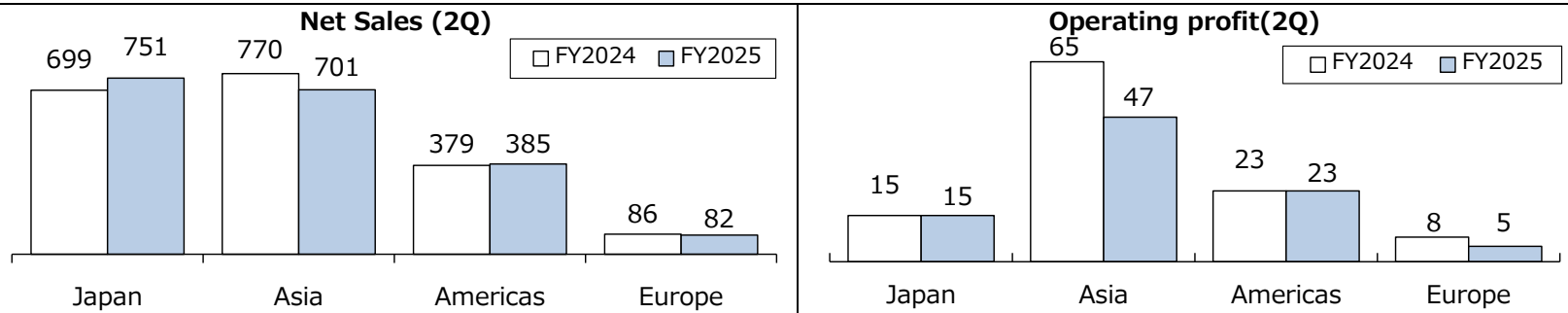
	FY2024 (Apr. 2024–Sept. 2024)		FY2025 (Apr. 2025–Sept. 2025)		YoY Changes	
	Sales ratio (%)	Amount	Sales ratio (%)	Amount	Amount	%
Net sales	(100.0)	166,403	(100.0)	163,096	△3,307	△2.0%
Operating profit	(6.6)	10,957	(5.8)	9,397	△1,559	△14.2%
Ordinary profit	(6.8)	11,285	(6.0)	9,825	△1,459	△12.9%
Profit	(4.8)	8,007	(4.6)	7,582	△425	△5.3%
Basic earnings per share (yen)		128.22		131.17	2.95	2.3%
Exchange rate (JPY/USD)		153		146	[Appreciated by 7 yen]	
Capital adequacy ratio (%)	(Mar. 31, 2025)	45.1%	(Sept. 30, 2025)	45.8%	—	—
Total assets		300,982		286,714	△14,267	△4.7%
Net assets		140,338		135,369	△4,969	△3.5%
Consolidated subsidiaries		27		25	△2	—

Note: Profit represents “profit attributable to owners of parent.”

2. Profit Drivers (year-on-year) (100 million yen)



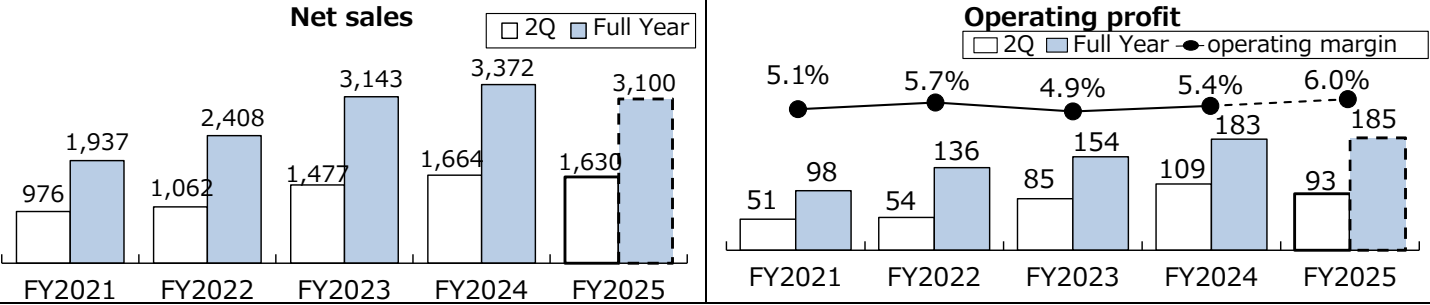
3. Results by Geographical Segments (excluding consolidation adjustments) (100 million yen)



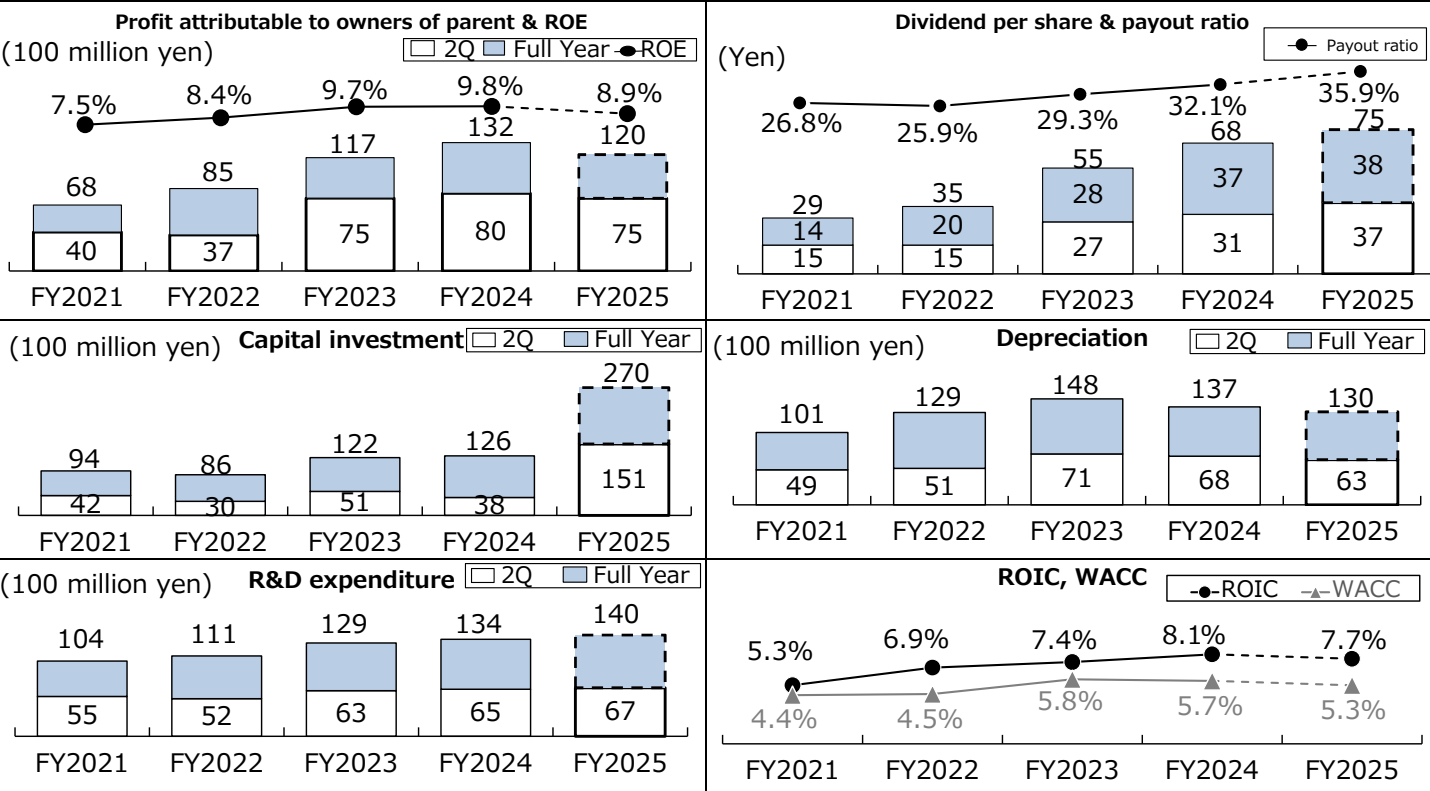
4. Consolidated Financial Results Forecast for FY2025 (Million yen)

	FY2024 (Apr. 2024–Mar. 2025)		FY2025 (Apr. 2025–Mar. 2026)		YoY Changes		Latest Announced Figures		Compared to Latest Announced Figures	
	Sales ratio (%)	Amount	Sales ratio (%)	Amount	Amount	%	Sales ratio (%)	Amount	Sales ratio (%)	Amount
Net sales	(100.0)	337,259	(100.0)	310,000	△27,259	△8.1%	(100.0)	310,000	—	—
Operating profit	(5.4)	18,338	(6.0)	18,500	161	0.9%	(6.0)	18,500	—	—
Ordinary profit	(5.7)	19,292	(5.8)	18,000	△1,292	△6.7%	(5.8)	18,000	—	—
Profit	(3.9)	13,234	(3.9)	12,000	△1,234	△9.3%	(3.9)	12,000	—	—
Basic earnings per share (yen)		211.86		208.89	△2.97	△1.4%		208.93	△0.04	△0.0%
Exchange rate (JPY/USD)		153		143	[Appreciated by 10 yen]			141	[Depreciated by 2 yen]	

5. Trends in Consolidated Financial Results



6. Trends in Financial Indicators



7. Breakdown of Net Sales

(1) By product (100 million yen)

Product name	FY2024 (2Q)		FY2025 (2Q)		YoY Changes	
	Amount	%	Amount	%	Amount	%
Fuel pump modules	875	53%	855	52%	△20	△2%
Throttle bodies	215	13%	211	13%	△4	△2%
EGR valves	121	7%	110	7%	△11	△9%
Canisters	198	12%	217	13%	19	10%
Valve train system products (engine valves)	49	3%	52	3%	3	6%
Other automobile parts	153	9%	139	9%	△14	△9%
Automobile parts total	1,611	97%	1,584	97%	△27	△2%
Other than automobile parts	52	3%	46	3%	△6	△12%
Total	1,664	100%	1,630	100%	△33	△2%

(2) By customer

Customer name	FY2024 (2Q)		FY2025 (2Q)		YoY Changes	
	Amount	%	Amount	%	Amount	%
Toyota Motor Group	769	46%	796	49%	27	4%
Toyota Motor	138	8%	132	8%	△6	△4%
Daihatsu Motor, etc.	907	55%	929	57%	22	2%
Hyundai	187	11%	177	11%	△10	△5%
Nissan	97	6%	71	4%	△26	△27%
Yamaha Motor	77	5%	81	5%	4	5%
Honda	73	4%	81	5%	8	11%
SUZUKI	43	3%	41	3%	△2	△5%
Others	280	17%	250	15%	△30	△11%
Total	1,664	100%	1,630	100%	△33	△2%