

Disclaimer: This document is an English translation of the original document in Japanese and has been prepared solely for reference purposes. In the event of any discrepancy between this English translation and the original in Japanese, the original shall prevail in all respects.



December 17, 2025

To Whom It May Concern

Company name AISAN INDUSTRY CO., LTD.
Representative Tokuhisa Nomura, President
(Code number: 7283, TSE Prime Market, NSE Premier Market)
Contact Chiharu Hiroi, Manager, Corporate Planning Dept.
Tel: +81-0562-48-6215

Notice Regarding Change of Representative Director, Change of President and Resignation of Audit & Supervisory Board Member

AISAN INDUSTRY CO., LTD. (herein “the Company”) hereby announces that it has decided on the following change of Representative Director, change of President. We also hereby announce that our Audit & Supervisory Board Member has resigned as follows.

1. Change of Representative Director

(1) Reason for Change

On December 31, 2025, Tokuhisa Nomura, President of the Company, submitted his resignation of representative authority for health reasons and the Company accepted this resignation.

(2) Resigning Representative Director

Name	New position	Current position
Tokuhisa Nomura	Director	Representative Director

(3) Date of resignation

December 31, 2025

2. Change of President

(1) Reason for Change

On December 31, 2025, Tokuhisa Nomura, President of the Company, submitted his resignation from the positions of President and Senior Executive Officer for health reasons and the Company accepted this resignation. Furthermore, the Board of Directors resolved to appoint Takami Kato, currently an Audit & Supervisory Board Member, as President and Senior Executive Officer of the Company effective January 1, 2026.

(2) Description of Change

Name	New position	Current position
Takami Kato	President and Senior Executive Officer	Outside Audit & Supervisory Board Member Deputy Chief Officer, Purchasing Group, Toyota Motor Corporation
Tokuhiisa Nomura	Director	President & Representative Director President and Senior Executive Officer

(3) New President Career Summary

As per the attached document

(4) Scheduled Date of Change

January 1, 2026

3. Resignation of Audit & Supervisory Board Member**(1) Resigning Audit & Supervisory Board Member**

Name: Takami Kato

(2) Reason for resignation

To assume the position of President and Senior Executive Officer of our Company.

(3) Date of resignation

December 31, 2025

(4) Other

Even after the resignation of the relevant Audit & Supervisory Board Member, the number of Audit & Supervisory Board Members required by law and the Articles of Incorporation is still met.

(Reference) Directors, Audit & Supervisory Board Members, and Senior Executive Officers as of January 1, 2026

1. Directors (10)

Executive Vice President & Representative Director	Toru Nakane
Executive Vice President & Director	Shigekazu Kato
Executive Vice President & Director	Akihiro Yamanaka
Representative Director	Nomura Tokuhisa
Director	Takashi Uehara
Outside Director	Yuichi Oi
Outside Director	Satoe Tsuge
Outside Director	Yurie Iribe
Outside Director	Naoshi Takayama
Outside Director	Eiko Funabiki

2. Audit & Supervisory Board Members (4)

Audit & Supervisory Board Member	Yuji Furuta
Audit & Supervisory Board Member	Hideaki Nakamura
Outside Audit & Supervisory Board Member	Nobuya Yazaki
Outside Audit & Supervisory Board Member	Makoto Nishimatsu

3. Senior Executive Officers (8)

President, Senior Executive Officer	Takami Kato
Executive Vice President, Senior Executive Officer	Toru Nakane
Executive Vice President, Senior Executive Officer	Shigekazu Kato
Executive Vice President, Senior Executive Officer	Akihiro Yamanaka
Senior Executive Officer	Yoshiki Ito
Senior Executive Officer	Tomonori Kai
Senior Executive Officer	Kazuhiro Fukuoka
Senior Executive Officer	Naoyuki Yamamoto

EOD

(Attachment) Career Summary of the Newly Appointed President and Senior Executive Officer

Name Takami Kato

Date of birth August 18, 1969 (56 years old)

Educational background

March 1992 Graduated from the College of Business Administration, Ritsumeikan University

Main career history

April 1992 Joined Toyota Motor Corporation

April 2018 General Manager, Purchasing Planning Division, Toyota Motor Corporation

January 2021 General Manager, Supply Chain Strategy Division, Toyota Motor Corporation

July 2022 Deputy Chief Officer, Purchasing Group, Toyota Motor Corporation (to present)

June 2023 Appointed as Audit & Supervisory Board Member of AISAN INDUSTRY CO., LTD. (to present)

Number of shares held 0 shares (as of December 17, 2025)

EOD