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February 2, 2026

Consolidated Financial Results for the Nine Months Ended December 31, 2025 (Under Japanese GAAP)



Company name: AISAN INDUSTRY CO., LTD.
 Listing: Tokyo Stock Exchange, Nagoya Stock Exchange
 Securities code: 7283
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 Scheduled date to commence dividend payments: -
 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 nine months ended December 31, 2025 (from April 1, 2025 to December 31, 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	%
Nine months ended December 31, 2025	247,186	(2.4)	14,770	(11.0)	15,826	(7.4)	11,965	1.9
December 31, 2024	253,145	8.4	16,599	13.2	17,097	7.1	11,741	2.0

Note: Comprehensive income For the nine months ended December 31, 2025: ¥ 17,142 million [48.8%]
 For the nine months ended December 31, 2024: ¥ 11,519 million [(39.0)%]

	Basic earnings per share	Diluted earnings per share
Nine months ended	Yen	Yen
December 31, 2025	207.85	-
December 31, 2024	187.98	187.86

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
December 31, 2025	305,602	142,735	45.2
March 31, 2025	300,982	140,338	45.1

Reference: Equity

As of December 31, 2025: ¥ 138,107 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)				40.00	77.00

Note: Revisions to the forecast of cash dividends most recently announced: Yes

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	320,000	(5.1)	18,500	0.9	19,000	(1.5)	12,500	(5.5)	217.60

Note: Revisions to the financial result forecast most recently announced: Yes

* 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 page8 "Additional Information".

(2) Adoption of accounting treatment specific to the preparation of quarterly 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 December 31, 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 December 31, 2025	6,379,180 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)

Nine months ended December 31, 2025	57,570,616 shares
Nine months ended December 31, 2024	62,458,971 shares

* Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: None

* 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 3 "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 February 2, 2026(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.....	3
2. Quarterly Consolidated Financial Statements and Primary Notes	4
(1) Quarterly Consolidated Balance Sheet.....	4
(2) Quarterly Consolidated Statements of Income and Comprehensive Income.....	6
(3) Notes to Quarterly Consolidated Financial Statements.....	8
(Notes on going concern assumption).....	8
(Notes in case of significant changes in shareholders' equity).....	8
(Additional Information)	8
(Segment information, etc.)	9
(Notes to consolidated statements of cash flows).....	9

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

(1) Overview of Operating Results

During the nine months ended December 31, 2025, The global economy of the current fiscal year is in a phase of steady recovery, but growth remains sluggish. The outlook remains uncertain due to factors such as the negative impact of U.S. tariff policies on the global economy and geopolitical risks including fluctuations in financial and capital markets. The automobile industry as a whole is on a moderate recovery trend and the EV market is also showing an expansion trend.

On the other hand, in the Chinese market, although the sales volume of the market as a whole is on an increasing trend, the sales volume of Japanese companies is fluctuating and remains low.

Under these circumstances, the Company's consolidated net sales for the nine months ended December 31, 2025, decreased 2.4% year on year to ¥247,186 million. As for profits, operating profit decreased 11.0% year on year to ¥14,770 million, ordinary profit decreased 7.4% year on year to ¥15,826 million and profit attributable to owners of parent increased 1.9% year on year to ¥11,965 million.

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

(Japan)

Net sales increased 4.2% year on year to ¥103,667 million mainly due to an increase in sales volume, and operating profit increased 98.4% year on year to ¥2,993 million due to an increase in sales volume and efforts to improve profitability.

(Asia)

Net sales decreased 7.2% year on year to ¥103,633 million due to a decrease in sales volume and foreign exchange rate fluctuations, and operating profit decreased 21.1% year on year to ¥7,658 million.

(Americas)

Net sales increased 1.7% year on year to ¥57,352 million due to an increase in sales volume, and operating profit decreased 31.1% year on year to ¥3,176 million mainly due to an increase in various expenses.

(Europe)

Net sales increased 0.6% year on year to ¥12,138 million due to foreign exchange rate fluctuations, and operating profit decreased 15.5% year on year to ¥ 882 million due to an increase in various expenses.

(2) Overview of Financial Position

As of December 31, 2025, total assets increased ¥4,620 million from the end of the previous fiscal year to ¥305,602 million, mainly due to an increase in cash and deposits. Liabilities increased ¥2,222 million from the end of the previous fiscal year to ¥162,867 million, mainly due to an increase in Long-term borrowings.

Net assets increased ¥2,397 million from the end of the previous fiscal year to ¥142,735 million, mainly due to an increase in retained earnings.

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

Regarding the full-year consolidated financial results forecast, while we announced the full-year consolidated earnings forecast on October 30, 2025, we have further revised our assumption for the average exchange rate during the period from ¥143 = US\$1 to ¥149 = US\$1 (¥150 = US\$1 from the fourth quarter onward) as the yen continues to be weaker than anticipated. Additionally, as a result of incorporating cost increases due to tariff impacts and related factors, we have updated our consolidated financial results forecast for the fiscal year ending March 31, 2026 as follows.

Consolidated Financial Results Forecast for Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

	Net sales (Millions of yen)	Operating profit (Millions of yen)	Ordinary profit (Millions of yen)	Profit attributable to owners of parent (Millions of yen)	Basic earnings per share (Yen)
Previous Forecast (A)	310,000	18,500	18,000	12,000	208.96
Revised Forecast (B)	320,000	18,500	19,000	12,500	217.60
Change (B – A)	10,000	–	1,000	500	–
Change (%)	3.2%	–	5.6%	4.2%	–
[Reference] Previous Fiscal Year Results	337,259	18,338	19,292	13,234	211.86

The assumed foreign exchange rate is ¥149 = US\$1.

In addition, taking into account the consolidated financial results forecast and other factors, we have revised the year-end dividend forecast for the fiscal year ending March 31, 2026 as follows:

Record Date	Dividend per Share (Yen)		
	2nd quarter-end	Year-end	Annual
Previous Forecast	37.00	38.00	75.00
Revised Forecast	–	40.00	77.00
Actual Results	37.00	–	–
[Reference] Previous Fiscal Year Results	31.00	37.00	68.00

2. Quarterly Consolidated Financial Statements and Primary Notes

(1) Quarterly Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	85,776	86,602
Notes and accounts receivable - trade	37,563	37,253
Electronically recorded monetary claims - operating	3,900	4,840
Securities	-	1,500
Merchandise and finished goods	9,756	9,751
Work in process	8,674	9,120
Raw materials and supplies	20,774	23,132
Other	8,457	12,159
Allowance for doubtful accounts	(38)	(43)
Total current assets	174,864	184,316
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	23,431	33,837
Machinery, equipment and vehicles, net	35,132	33,727
Land	8,375	8,323
Construction in progress	13,802	8,450
Other, net	5,380	6,240
Total property, plant and equipment	86,121	90,579
Intangible assets	2,404	2,568
Investments and other assets		
Investment securities	6,443	4,846
Retirement benefit asset	25,896	17,966
Deferred tax assets	3,253	3,507
Other	2,043	1,862
Allowance for doubtful accounts	(45)	(45)
Total investments and other assets	37,591	28,137
Total non-current assets	126,118	121,285
Total assets	300,982	305,602

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	33,722	31,581
Electronically recorded obligations - operating	6,748	8,113
Short-term borrowings	1,676	1,730
Current portion of long-term borrowings	3,011	8,500
Accrued expenses	11,344	10,827
Income taxes payable	1,897	977
Provision for product warranties	14,660	9,480
Provision for bonuses for directors (and other officers)	133	81
Provision for business restructuring	89	-
Other	12,460	9,702
Total current liabilities	85,745	80,994
Non-current liabilities		
Long-term borrowings	51,528	64,028
Deferred tax liabilities	1,407	1,278
Provision for retirement benefits for directors (and other officers)	53	48
Retirement benefit liability	20,986	13,642
Other	923	2,875
Total non-current liabilities	74,898	81,872
Total liabilities	160,644	162,867
Net assets		
Shareholders' equity		
Share capital	10,866	10,870
Capital surplus	12,699	12,704
Retained earnings	92,269	99,812
Treasury shares	(1,005)	(10,386)
Total shareholders' equity	114,830	113,001
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,355	2,757
Foreign currency translation adjustment	11,878	17,025
Remeasurements of defined benefit plans	5,757	5,322
Total accumulated other comprehensive income	20,991	25,106
Share acquisition rights	7	-
Non-controlling interests	4,509	4,627
Total net assets	140,338	142,735
Total liabilities and net assets	300,982	305,602

(2) Quarterly Consolidated Statements of Income and Comprehensive Income

Quarterly Consolidated Statement of Income

For the Nine-Month Period

(Millions of yen)

	For the nine months ended December 31, 2024	For the nine months ended December 31, 2025
Net sales	253,145	247,186
Cost of sales	216,467	214,619
Gross profit	36,678	32,567
Selling, general and administrative expenses	20,078	17,796
Operating profit	16,599	14,770
Non-operating income		
Interest income	636	800
Dividend income	191	136
Gain on sale of investment securities	356	-
Foreign exchange gains	-	474
Other	506	446
Total non-operating income	1,690	1,858
Non-operating expenses		
Interest expenses	118	435
Foreign exchange losses	360	-
Loss on sale and retirement of non-current assets	577	146
Other	136	220
Total non-operating expenses	1,192	802
Ordinary profit	17,097	15,826
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	17,109	17,151
Income taxes - current	4,406	4,585
Income taxes - deferred	305	(4)
Total income taxes	4,711	4,581
Profit	12,397	12,569
Profit attributable to non-controlling interests	656	604
Profit attributable to owners of parent	11,741	11,965

Quarterly Consolidated Statement of Comprehensive Income
For the Nine-Month Period

(Millions of yen)

	For the nine months ended December 31, 2024	For the nine months ended December 31, 2025
Profit	12,397	12,569
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,366)	(594)
Foreign currency translation adjustment	1,226	5,609
Remeasurements of defined benefit plans, net of tax	(739)	(442)
Total other comprehensive income	(878)	4,572
Comprehensive income	11,519	17,142
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	10,751	16,414
Comprehensive income attributable to non-controlling interests	767	728

(3) Notes to Quarterly 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 nine months ended December 31, 2025.

(Additional Information)

(Notes on significant changes in the scope of consolidation)

During the nine months ended December 31, 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 nine months ended December 31, 2024 (from April 1, 2024 to December 31, 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	74,146	110,656	56,332	12,010	253,145	–	253,145
(2) Inter-segment net sales or transfers	25,314	1,054	81	53	26,504	△26,504	–
Total	99,461	111,711	56,413	12,063	279,650	△26,504	253,145
Segment income	1,508	9,701	4,613	1,044	16,868	△268	16,599

(Notes) 1. The negative ¥268 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 nine months ended December 31, 2025 (from April 1, 2025 to December 31, 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	75,046	102,721	57,307	12,111	247,186	–	247,186
(2) Inter-segment net sales or transfers	28,621	911	45	27	29,605	△29,605	–
Total	103,667	103,633	57,352	12,138	276,792	△29,605	247,186
Segment income	2,993	7,658	3,176	882	14,711	59	14,770

(Notes) 1. The ¥ 59 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.

(Notes to consolidated statements of cash flows)

Quarterly consolidated statements of cash flows were not prepared for the nine months ended December 31, 2025. “Depreciation” (including amortization of intangible assets other than goodwill) and “Amortization of goodwill” for the nine months ended December 31, 2024 and 2025 were as follows.

(Millions of yen)

	For the nine months ended December 31, 2024	For the nine months ended December 31, 2025
Depreciation	10,263	9,901
Amortization of goodwill	93	87

Summary of Financial Results for 3Q of FY2025



2026-02-02

(100 million yen)

Key Points

- Net sales decreased year on year due to a decline in sales volume and foreign exchange effects (yen appreciation).
- Operating profit decreased year on year, reflecting the decline in sales volume and foreign exchange effects (yen appreciation), as well as the impact of U.S. tariffs and increases in labor and other expenses, including initial investments for future growth.
- The full-year earnings forecast has been revised upward by incorporating progress through the third quarter and a review of foreign-exchange assumptions: net sales are projected at ¥320.0 billion (an increase of ¥10.0 billion from the latest announcement), operating profit at ¥18.5 billion (unchanged), ordinary profit at ¥19.0 billion (an increase of ¥1.0 billion), and profit attributable to owners of the parent at ¥12.5 billion (an increase of ¥0.5 billion).
- Based on the earnings forecast, a dividend per share is expected to increase by ¥2.00.

1. Consolidated Financial Results

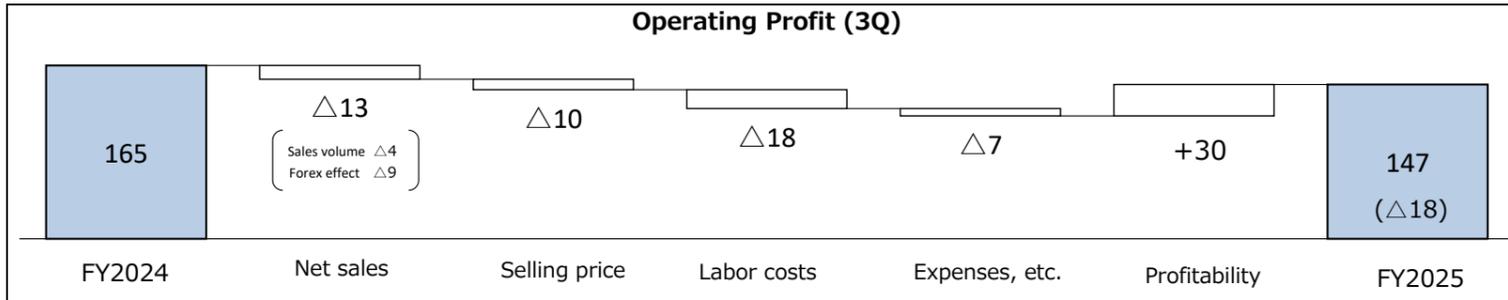
(Million yen)

	FY2024 (Apr. 2024–Dec. 2024)		FY2025 (Apr. 2025–Dec. 2025)		YoY Changes	
	Sales ratio (%)	Amount	Sales ratio (%)	Amount	Amount	%
Net sales	(100.0)	253,145	(100.0)	247,186	△5,959	△2.4%
Operating profit	(6.6)	16,599	(6.0)	14,770	△1,828	△11.0%
Ordinary profit	(6.8)	17,097	(6.4)	15,826	△1,271	△7.4%
Profit	(4.6)	11,741	(4.8)	11,965	224	1.9%
Basic earnings per share (yen)		187.98		207.85	19.87	10.6%
Exchange rate (JPY/USD)		153		149	[Appreciated by 4 yen]	
Equity-to-asset ratio (%)	(Mar. 31, 2025)	45.1%	(Dec. 30, 2025)	45.2%	—	—
Total assets		300,982		305,602	4,620	1.5%
Net assets		140,338		142,735	2,397	1.7%
Consolidated subsidiaries		27		25	△2	—

Note: Profit represents "profit attributable to owners of parent."

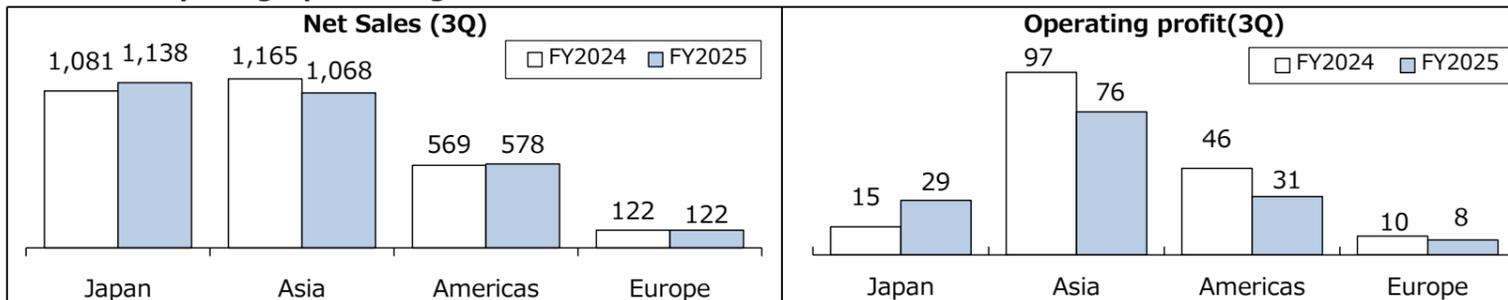
2. Profit Drivers (year-on-year)

(100 million yen)



3. Results by Geographical Segments

(100 million yen)

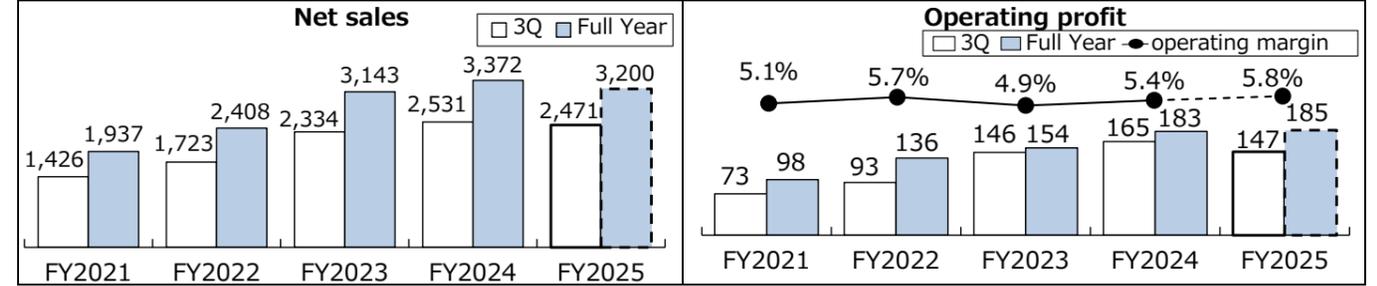


4. Consolidated Financial Results Forecast for FY2025

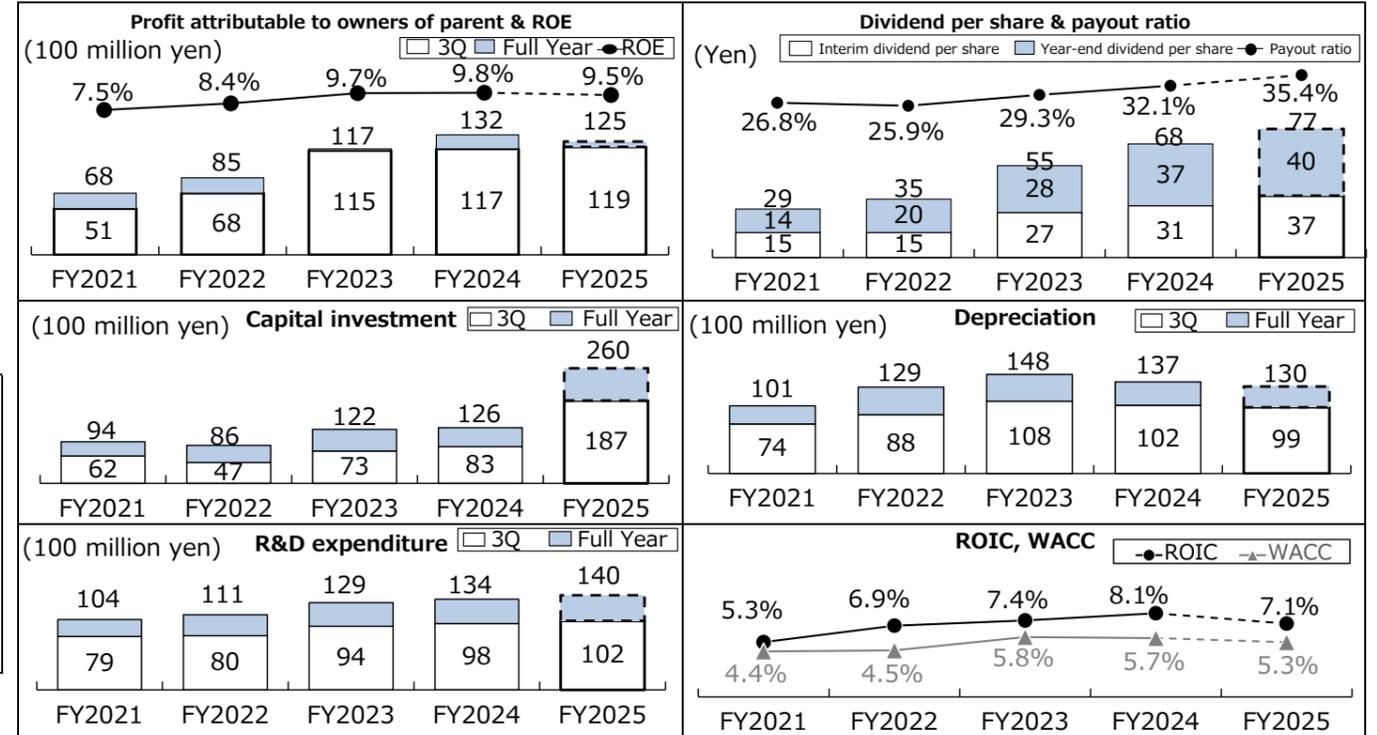
(Million yen)

	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)	320,000	△17,259	△5.1%	(100.0)	310,000	10,000	3.2%
Operating profit	(5.4)	18,338	(5.8)	18,500	161	0.9%	(6.0)	18,500	—	—
Ordinary profit	(5.7)	19,292	(5.9)	19,000	△292	△1.5%	(5.8)	18,000	1,000	5.6%
Profit	(3.9)	13,234	(3.9)	12,500	△734	△5.5%	(3.9)	12,000	500	4.2%
Basic earnings per share (yen)		211.86		217.60	5.74	2.7%		208.89	8.71	4.2%
Exchange rate (JPY/USD)		153		149	[Appreciated by 4 yen]			143	[Depreciated by 6 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 (3Q)		FY2025 (3Q)		YoY Changes	
	Amount	%	Amount	%	Amount	%
Fuel pump modules	1,325	52%	1,292	52%	△33	△3%
Throttle bodies	324	13%	320	13%	△4	△1%
EGR valves	190	8%	169	7%	△21	△11%
Canisters	314	12%	300	12%	△14	△5%
Valve train system products (engine valves)	74	3%	77	3%	3	5%
Other automobile parts	227	9%	240	10%	13	6%
Automobile parts total	2,454	97%	2,398	97%	△56	△2%
Other than automobile parts	76	3%	73	3%	△3	△4%
Total	2,531	100%	2,471	100%	△59	△2%

(2) By customer

Customer name	FY2024 (3Q)		FY2025 (3Q)		YoY Changes	
	Amount	%	Amount	%	Amount	%
Toyota Motor Group	1,188	47%	1,206	49%	17	2%
Hyundai	275	11%	261	11%	△13	△5%
Nissan	146	6%	112	5%	△34	△23%
Yamaha Motor	116	5%	125	5%	8	7%
Honda	113	4%	121	5%	7	7%
SUZUKI	66	3%	65	3%	△1	△1%
Others	412	16%	375	15%	△36	△9%
Total	2,531	100%	2,471	100%	△59	△2%