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.

July 30, 2026

Consolidated Financial Results for the Three Months Ended June 30, 2026 (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: Takami Kato President
Inquiries: Hideto Ikai General Manager of Accounting & Finance Dept.
Telephone: +81-562-47-1131
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 three months ended June 30, 2026 (from April 1, 2026 to June 30, 2026)

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

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Three months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2026	83,927	5.0	5,604	59.0	6,246	84.6	4,353	22.5
June 30, 2025	79,923	(3.9)	3,523	(39.2)	3,384	(51.2)	3,555	(33.9)

Note: Comprehensive income For the three months ended June 30, 2026: ¥ 5,329 million [398.7%]
For the three months ended June 30, 2025: ¥ 1,068 million [(86.9) %]

	Basic earnings per share	Diluted earnings per share
Three months ended	Yen	Yen
June 30, 2026	76.34	-
June 30, 2025	60.89	-

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
June 30, 2026	318,634	149,206	45.5
March 31, 2026	311,476	146,329	45.5

Reference: Equity
As of June 30, 2026: ¥ 144,998 million
As of March 31, 2026: ¥ 141,853 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, 2026	-	37.00	-	43.00	80.00
Fiscal year ending March 31, 2027	-				
Fiscal year ending March 31, 2027 (Forecast)		41.00	-	42.00	83.00

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

3. Consolidated financial result forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(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	335,000	1.3	19,500	6.6	20,500	6.6	13,500	3.3	235.55

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: 8 companies(TRIS Inc. and its seven subsidiaries)

Excluded: - companies( )

Note: For details, please refer to "(3) Notes to Quarterly Consolidated Financial Statements (Business combination, etc.)" on page 10.

(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 June 30, 2026	63,406,879 shares
As of March 31, 2026	63,406,879 shares

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

As of June 30, 2026	6,379,238 shares
As of March 31, 2026	6,379,180 shares

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

Three months ended June 30, 2026	57,027,670 shares
Three months ended June 30, 2025	58,384,909 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 July 30, 2026(JST)

Table of Contents - Attachments

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

(1) Overview of Operating Results

In the first quarter of the fiscal year under review, the global economy has been recovering gradually, but the outlook remains uncertain due to factors such as the negative impact of U.S. tariff policies on the global economy, renewed geopolitical risks such as the situation in the Middle East, and changes in the financial environment.

In the automotive industry, sales of hybrid vehicles have been strong in the North American market, mainly due to a change in the U.S. EV policy. In the Chinese market, the overall sales volume has been increasing, but the sales volume of Japanese companies has been sluggish, and the situation remains difficult.

Under these circumstances, the Company's consolidated net sales for the three months ended June 30, 2026, were ¥83,927 million, an increase of 5.0% year on year. As for profits, operating profit increased 59.0% year on year to ¥5,604 million, ordinary profit increased 84.6% year on year to ¥6,246 million, and profit attributable to owners of parent increased 22.5% year on year to ¥4,353 million.

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

(Japan)

Net sales increased 11.5% year on year to ¥36,677 million due to an increase in sales volume; however, operating loss was ¥177 million (operating loss was ¥663 million in the previous fiscal year).

(Asia)

Net sales decreased 0.1% year on year to ¥33,092 million due to a decrease in sales volume, and operating profit decreased 8.8% year on year to ¥2,056 million.

(Americas)

Net sales increased 12.5% year on year to ¥21,385 million due to foreign exchange rate fluctuations, and operating profit increased 2.4 times year on year to ¥3,357 million mainly due to efforts to improve profitability.

(Europe)

Net sales decreased 8.2% year on year to ¥3,660 million due to selling a subsidiary in France, and operating profit decreased 62.7% year on year to ¥96 million.

(2) Overview of Financial Position

As of June 30, 2026, total assets amounted to ¥318,634 million, an increase of ¥7,158 million from the end of the previous fiscal year, mainly due to the impact of newly consolidated subsidiaries. Liabilities increased ¥4,281 million from the end of the previous fiscal year to ¥169,427 million, mainly due to the impact of newly consolidated subsidiaries.

Net assets increased ¥2,877 million from the end of the previous fiscal year to ¥149,206 million, mainly due to an increase in retained earnings.

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

The full-year consolidated earnings forecast for the fiscal year ending March 2027 announced on April 27, 2026 has been revised as follows.

Consolidated Financial Results Forecast for Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

	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)	335,000	18,000	18,000	12,000	209.30
Revised Forecast (B)	335,000	19,500	20,500	13,500	235.55
Change (B – A)	0	1,500	2,500	1,500	—
Change (%)	0.0%	8.3%	13.9%	12.5%	—
[Reference] Previous Fiscal Year Results	330,834	18,287	19,229	13,074	227.61

The assumed foreign exchange rate is ¥152 = US$1.

In addition, we have revised the dividend forecast for the fiscal year ending March 31, 2027 as follows:

	Dividend per Share (Yen)		
Record Date	2nd quarter-end	Year-end	Annual
Previous Forecast	40.00	40.00	80.00
Revised Forecast	41.00	42.00	83.00
Actual Results	—	—	—
[Reference] Previous Fiscal Year Results	37.00	43.00	80.00

2. Quarterly Consolidated Financial Statements and Primary Notes

(1) Quarterly Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2026	As of June 30, 2026
Assets		
Current assets		
Cash and deposits	87,663	78,974
Notes and accounts receivable - trade	40,407	44,230
Electronically recorded monetary claims - operating	4,508	4,070
Merchandise and finished goods	9,795	11,266
Work in process	9,243	10,762
Raw materials and supplies	23,483	25,978
Other	11,181	9,861
Allowance for doubtful accounts	(49)	(34)
Total current assets	186,234	185,110
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	33,021	34,880
Machinery, equipment and vehicles, net	33,876	35,699
Land	8,794	9,985
Construction in progress	8,815	10,385
Other, net	6,845	6,730
Total property, plant and equipment	91,353	97,680
Intangible assets	2,726	3,667
Investments and other assets		
Investment securities	2,729	3,703
Retirement benefit asset	22,012	21,933
Deferred tax assets	4,134	4,257
Other	2,330	2,326
Allowance for doubtful accounts	(45)	(45)
Total investments and other assets	31,161	32,176
Total non-current assets	125,242	133,524
Total assets	311,476	318,634

(Millions of yen)

	As of March 31, 2026	As of June 30, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	33,156	33,519
Electronically recorded obligations - operating	4,742	4,105
Short-term borrowings	2,764	2,699
Current portion of long-term borrowings	20,500	20,500
Accrued expenses	12,457	14,195
Income taxes payable	1,104	1,370
Provision for product warranties	6,977	6,929
Provision for bonuses for directors (and other officers)	110	31
Other	10,410	11,761
Total current liabilities	92,223	95,114
Non-current liabilities		
Long-term borrowings	52,109	53,181
Deferred tax liabilities	4,120	3,781
Provision for retirement benefits for directors (and other officers)	53	51
Retirement benefit liability	13,608	14,282
Other	3,032	3,015
Total non-current liabilities	72,922	74,313
Total liabilities	165,146	169,427
Net assets		
Shareholders' equity		
Share capital	10,870	10,870
Capital surplus	12,704	12,704
Retained earnings	100,922	103,245
Treasury shares	(10,386)	(10,386)
Total shareholders' equity	114,110	116,434
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,331	1,265
Foreign currency translation adjustment	18,399	19,521
Remeasurements of defined benefit plans	8,011	7,777
Total accumulated other comprehensive income	27,742	28,564
Non-controlling interests	4,476	4,208
Total net assets	146,329	149,206
Total liabilities and net assets	311,476	318,634

(2) Quarterly Consolidated Statements of Income and Comprehensive Income

Quarterly Consolidated Statement of Income

For the Three-Month Period

(Millions of yen)

	For the three months ended June 30, 2025	For the three months ended June 30, 2026
Net sales	79,923	83,927
Cost of sales	70,269	71,681
Gross profit	9,653	12,246
Selling, general and administrative expenses	6,129	6,641
Operating profit	3,523	5,604
Non-operating income		
Interest income	350	265
Dividend income	106	51
Foreign exchange gains	-	396
Other	95	215
Total non-operating income	552	929
Non-operating expenses		
Interest expenses	177	180
Foreign exchange losses	273	-
Commission expenses	-	60
Loss on sale and retirement of non-current assets	83	17
Other	156	29
Total non-operating expenses	692	288
Ordinary profit	3,384	6,246
Extraordinary income		
Gain on receipt of donated non-current assets	1,289	-
Gain on sale of investment securities	1,933	-
Gain on reversal of share acquisition rights	6	-
Total extraordinary income	3,229	-
Extraordinary losses		
Loss on tax purpose reduction entry of non-current assets	1,244	-
Total extraordinary losses	1,244	-
Profit before income taxes	5,369	6,246
Income taxes - current	2,377	2,590
Income taxes - deferred	(727)	(883)
Total income taxes	1,649	1,707
Profit	3,719	4,538
Profit attributable to non-controlling interests	164	185
Profit attributable to owners of parent	3,555	4,353

Quarterly Consolidated Statement of Comprehensive Income

For the Three-Month Period

(Millions of yen)

	For the three months ended June 30, 2025	For the three months ended June 30, 2026
Profit	3,719	4,538
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,148)	(64)
Foreign currency translation adjustment	(1,346)	1,080
Remeasurements of defined benefit plans, net of tax	(155)	(225)
Total other comprehensive income	(2,650)	790
Comprehensive income	1,068	5,329
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	983	5,175
Comprehensive income attributable to non-controlling interests	85	154

(3) Notes to Quarterly Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

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

Not applicable.

(Changes in significant consolidated subsidiaries during the period)

From the first quarter of the current fiscal year, TRIS Inc. and its seven subsidiaries are included in the scope of consolidation.

(Segment information, etc.)

[Segment information]

I For the three months ended June 30, 2025 (from April 1, 2025 to June 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	24,138	32,805	18,995	3,984	79,923	–	79,923
(2) Inter-segment net sales or transfers	8,741	310	9	2	9,064	△9,064	–
Total	32,879	33,115	19,004	3,987	88,987	△9,064	79,923
Segment income	△663	2,254	1,404	259	3,254	269	3,523

(Notes) 1. The ¥ 269 million adjustment to segment income(loss) is mainly an adjustment for unrealized inter-segment profits.

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

II For the three months ended June 30, 2026 (from April 1, 2026 to June 30, 2026)

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	26,169	32,761	21,360	3,636	83,927	–	83,927
(2) Inter-segment net sales or transfers	10,507	331	24	24	10,888	△10,888	–
Total	36,677	33,092	21,385	3,660	94,816	△10,888	83,927
Segment income(loss)	△177	2,056	3,357	96	5,333	271	5,604

(Notes) 1. The ¥ 271 million adjustment to segment income(loss) is mainly an adjustment for unrealized inter-segment profits.

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

2. Information on assets by reportable segment

(Significant increase in assets due to acquisition of subsidiaries)

Segment assets in Japan increased by 19,497 million yen from the end of the previous fiscal year as a result of the acquisition of all shares of TRIS Inc. and inclusion in the scope of consolidation during the first quarter of the current fiscal year.

3. Information on impairment losses on fixed assets or goodwill, etc. by reportable segment

(Significant changes in the amount of goodwill)

During the first quarter of the current fiscal year, goodwill in Japan increased by 917 million yen from the end of the previous fiscal year as a result of the acquisition of all shares of TRIS Inc. and inclusion in the scope of consolidation.

The amount of goodwill is a provisional calculation because the allocation of acquisition costs has not been completed.

(Notes to consolidated statements of cash flows)

Quarterly consolidated statements of cash flows were not prepared for the three months ended June 30, 2026. “Depreciation” (including amortization of intangible assets other than goodwill) and “Amortization of goodwill” for the three months ended June 30, 2025 and 2026 were as follows.

(Millions of yen)

	For the three months ended June 30, 2025	For the three months ended June 30, 2026
Depreciation	3,078	3,591
Amortization of goodwill	23	71

(Business combination, etc.)

(Acquisition of a company, etc. through share acquisition)

At the Board of Directors meeting held on October 30, 2025, the Company resolved to make TRIS Inc., (hereinafter “TRIS”; together with its subsidiaries, the “TRIS Group”) a subsidiary, and completed the acquisition of all shares on April 1, 2026.

1. Overview of business combination

(1) Name of the acquired company and description of its business

Name of the acquired company：TRIS Inc.

Business activities

Development and manufacture of carbon brushes, carbon commutators, electrical contacts, carbon bearings, carbon structural parts, resistors, sintered bearings, sintered machine parts, and other automotive motor components

(2) Main reasons for the business combination

The TRIS Group is the world's No. 1 manufacturer of carbon parts, including brushes used in automotive motors, and its products, based on the company's material development, production technology, and quality control, hold the world's top market share. By deepening collaboration with the TRIS Group, we expect synergies such as further strengthening product competitiveness and expanding market share in the powertrain business, promoting the development of world-leading materials and applied technologies for future-oriented development, including electrification products, and improving development speed and creating new innovations through shorter lead times and the promotion of innovation. In addition, this transaction is an important step based on the medium-term management plan, and will contribute to strengthening technological capabilities, enhancing product competitiveness, and creating new innovations, with the aim of achieving a sustained increase in corporate value.

(3) Date of business combination：April 1, 2026

(4) Legal form of business combination：Share acquisition for cash consideration

(5) Name of the entity after the combination：TRIS Inc.

(6) Ratio of voting rights acquired：100%

(7) Main basis for determining the acquiring company：As the Company acquired the shares for cash consideration.

2. Periods of the acquiree's performance included in the quarterly consolidated financial statements

From April 1, 2026 to June 30, 2026

3. Acquisition cost of the acquired company and breakdown by type of consideration

Consideration for acquisition	Cash	7,500 million yen
Acquisition cost		7,500 million yen

4. Description and amount of major acquisition-related costs

Brokerage fees, etc. ：507 million yen

5. Amount of goodwill recognized, cause of recognition, amortization method, and amortization period

(1) Amount of goodwill incurred：917 million yen

The above amount is tentatively calculated.

(2) Cause of recognition：This is mainly the excess profitability expected from future business development.

(3) Amortization method, and amortization period：Straight-line depreciation over 10 years

6. Amounts of assets to be received and liabilities to be assumed on the date of business combination, and their main components

Current assets	14,429 million yen
Non-current assets	7,950 million yen
Total assets	22,379 million yen
Current liabilities	14,370 million yen
Non-current liabilities	1,401 million yen
Total liabilities	15,771 million yen

Summary of Financial Results for 1Q of FY2026

Aisan

2026-07-30

Key Points

- Net sales increased YoY mainly due to the foreign exchange effects (yen depreciation).
- Operating profit increased YoY due to factors such as the foreign exchange effects (yen depreciation), and earning profitability.
- Although net sales for the first quarter exceeded the plan, the full-year net sales forecast remains unchanged reflecting the latest forecast.
  As for operating profit, ordinary profit and profit, the forecast has been revised upward, as the effects of earning profitability are expected to improve from second quarter.
  As a result, these figures are expected to reach record highs.

1. Consolidated Financial Results

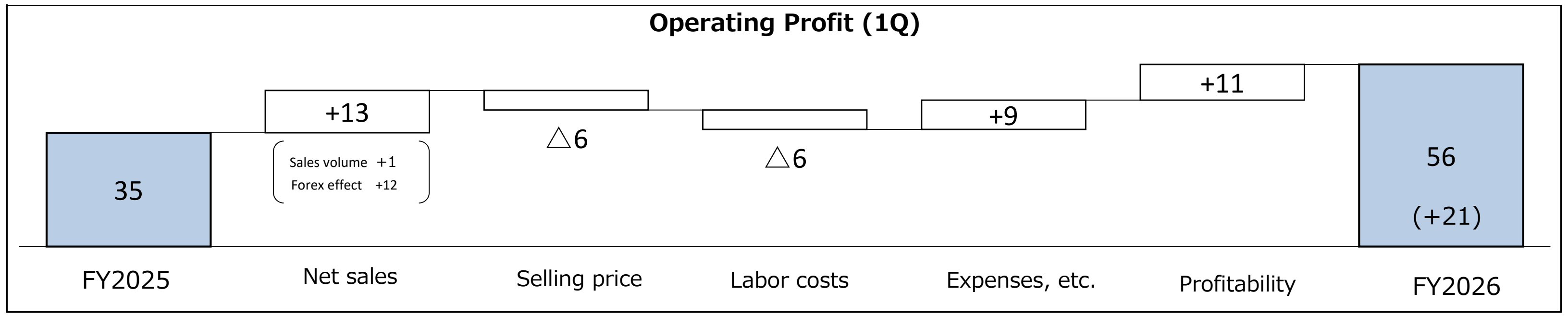
(Million yen)

	FY2025 (Apr. 2025–Jun. 2025)		FY2026 (Apr. 2026–Jun. 2026)		YoY Changes		Record highs	
	Sales ratio (%)	Amount	Sales ratio (%)	Amount	Amount	%		
Net sales	(100.0)	79,923	(100.0)	★83,927	4,004	5.0%	FY2024	83,187
Operating profit	(4.4)	3,523	(6.7)	5,604	2,080	59.0%	FY2024	5,796
Ordinary profit	(4.2)	3,384	(7.4)	6,246	2,861	84.6%	FY2024	6,938
Profit	(4.4)	3,555	(5.2)	4,353	798	22.5%	FY2024	5,375
Basic earnings per share (yen)		60.89		76.34	15.45	25.4%		
Exchange rate (JPY/USD)		145		159	[Depreciated by 14 yen]			
Capital adequacy ratio (%)	(Mar. 31, 2026)	45.5%	(Jun. 30, 2026)	45.5%	△0.0%	—		
Total assets		311,476		318,634	7,158	2.3%		
Net assets		146,329		149,206	2,877	2.0%		
Consolidated subsidiaries		25		33	8	—		

Note: Profit represents "profit attributable to owners of parent." ★ is record high

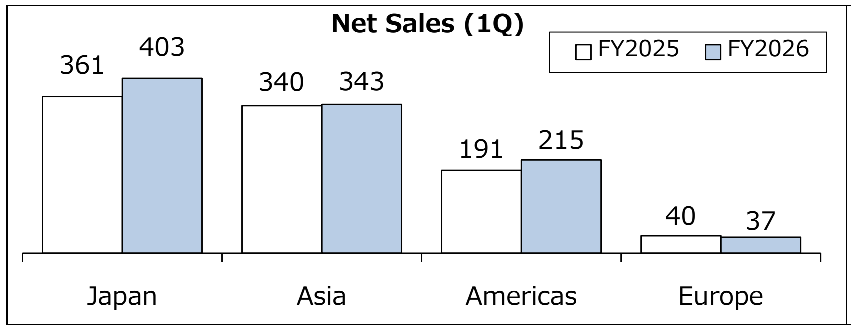
2. Profit Drivers (year-on-year)

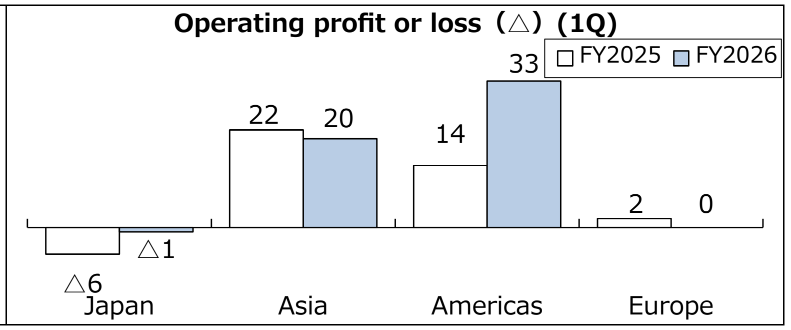
(100 million yen)



3. Results by Geographical Segments (excluding consolidation adjustments)

(100 million yen)





4. Consolidated Financial Results Forecast for FY2026

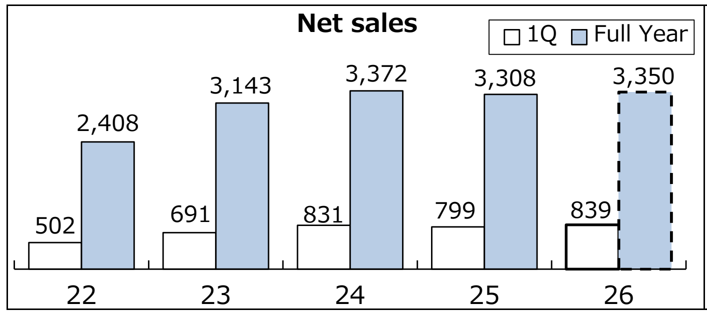
(Million yen)

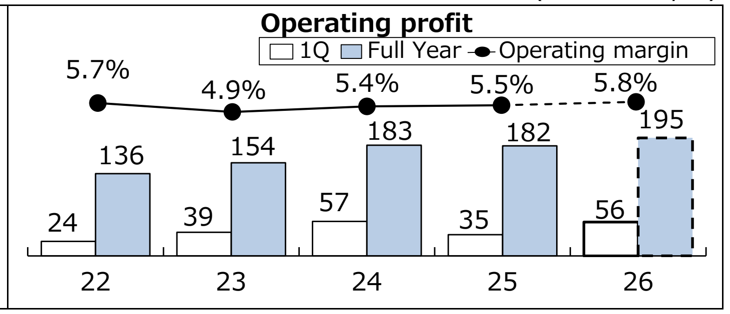
	FY2025 (Apr. 2025–Mar. 2026)		FY2026 (Apr. 2026–Mar. 2027)		YoY Changes		Latest Announced Figures		Compared to Latest Announced Figures	
	Sales ratio (%)	Amount	Sales ratio (%)	Amount	Amount	%	Sales ratio (%)	Amount	Amount	%
Net sales	(100.0)	330,834	(100.0)	335,000	4,165	1.3%	(100.0)	335,000	0	0.0%
Operating profit	(5.5)	18,287	★ (5.8)	★19,500	1,212	6.6%	(5.4)	18,000	1,500	8.3%
Ordinary profit	(5.8)	19,229	★ (6.1)	★20,500	1,270	6.6%	(5.4)	18,000	2,500	13.9%
Profit	(4.0)	13,074	(4.0)	★13,500	425	3.3%	(3.6)	12,000	1,500	12.5%
Basic earnings per share (yen)		227.61		235.55	7.94	3.5%		209.30	26.25	12.5%
Exchange rate (JPY/USD)		151		152	[Depreciated by 1 yen]			150	[Depreciated by 2 yen]	

★ is record high

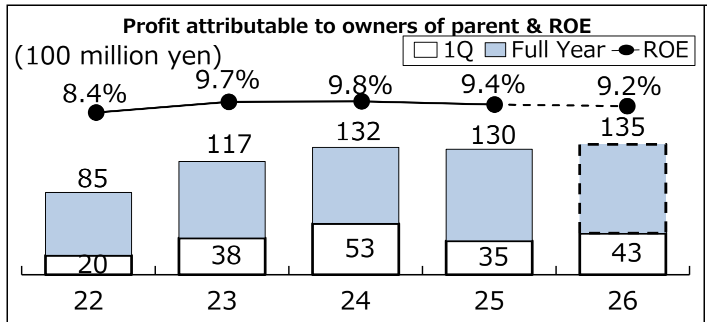
5.

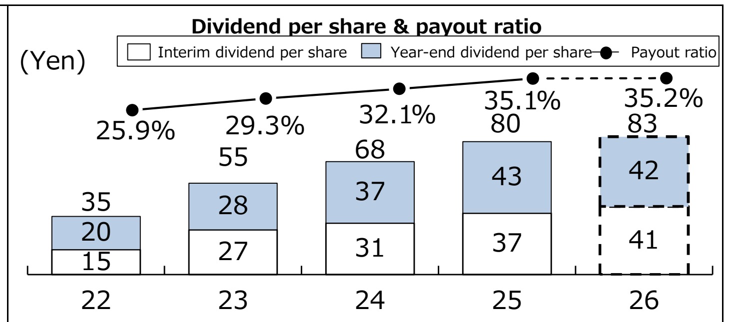
(100 million yen)

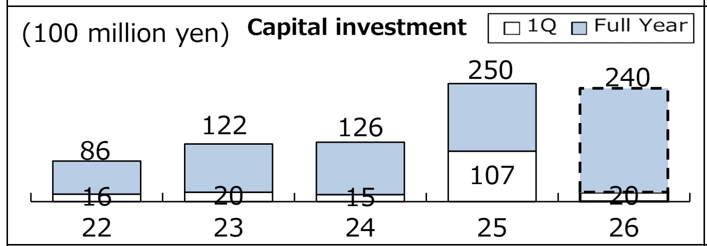


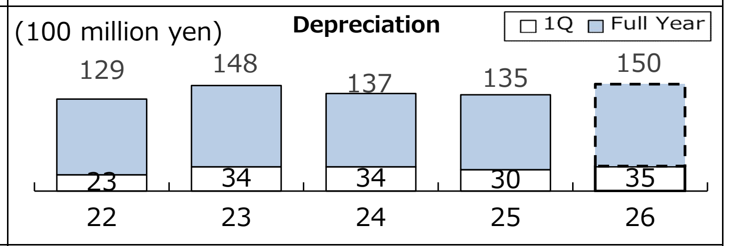


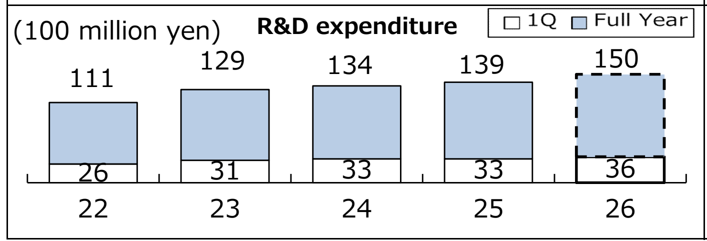
6. Trends in Financial Indicators

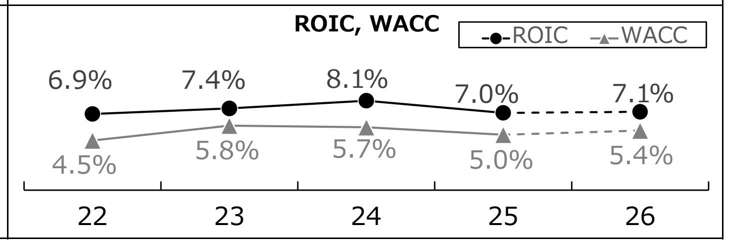












7. Breakdown of Net Sales

(1) By product

(100 million yen)

Product name	FY2025 (1Q)		FY2026 (1Q)		YoY Changes	
	Amount	%	Amount	%	Amount	%
Fuel pump modules	420	53%	431	51%	11	3%
Throttle bodies	104	13%	102	12%	△2	△2%
Canisters	96	12%	98	12%	2	2%
EGR valves	55	7%	56	7%	1	2%
Valve train system products (engine valves)	23	3%	28	3%	5	22%
Other automobile parts	78	10%	103	12%	25	32%
Automobile parts total	776	97%	818	97%	42	5%
Other than automobile parts	22	3%	21	3%	△1	△5%
Total	799	100%	839	100%	40	5%

(2) By customer

Customer name		FY2025 (1Q)		FY2026 (1Q)		YoY Changes	
		Amount	%	Amount	%	Amount	%
Toyota Motor Group	Toyota Motor	388	49%	411	49%	23	6%
	Daihatsu Motor, etc.	54	7%	62	8%	8	15%
	Total	443	55%	474	56%	31	7%
Hyundai		88	11%	86	10%	△2	△2%
Honda		48	6%	49	6%	1	2%
Yamaha Motor		38	5%	45	5%	7	18%
Nissan		36	5%	31	4%	△5	△14%
SUZUKI		20	3%	22	3%	2	10%
Others		126	15%	132	15%	6	5%
Total		799	100%	839	100%	40	5%