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April 27, 2026

To Whom It May Concern

Company name: AISAN INDUSTRY CO., LTD.
 Representative: Takami Kato, President and Senior Executive Officer
 (Code number: 7283, TSE Prime Market, NSE Premier Market)
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Matters Regarding Controlling Shareholders

1. Trade names, etc. of parent company, controlling shareholders (other than parent company), and other affiliates

(March 31, 2026)

Name	Attribute	Ratio of voting rights (%)			Financial instruments exchanges, etc. where issued stock is listed
		Direct ownership	Amount consolidated	Total	
Toyota Motor Corporation	Other affiliates	31.77	0.0	31.77	Prime Market of Tokyo Stock Exchange Premier Market of Nagoya Stock Exchange New York Stock Exchange (United States) London Stock Exchange (United Kingdom)

2. Positioning of listed company in corporate group of parent company, etc. and other relationships between listed company and parent company, etc.

(1) Positioning of Aisan Industry Co., Ltd. in corporate group of parent company, etc.

Toyota Motor Corporation holds 31.77% of voting rights at Aisan Industry Co., Ltd. and corresponds to “another affiliate” (the corresponding other company when Aisan Industry Co., Ltd. is an affiliate of another company).

(2) Business limitations, risks, and benefits due to belonging to the corporate group of the parent company, etc.

Toyota Motor Corporation is a major and stable business partner of the Aisan Industry Group and accounts for 48.9% of the sales of the Aisan Industry Group. Therefore, although the business performance of the Aisan Industry Group is dependent on sales to Toyota Motor Corporation, the Aisan Industry Group is not subject to any limitations in terms of conducting business, such as requiring approval from Toyota Motor Corporation.

(3) Concept and measures of maintaining a certain level of independence from the parent company, etc., and the situation of ensuring independence

The Aisan Industry Group conducts business by performing original research and development, market research, planning, purchasing, production, and sales, and we believe it maintains a certain level of independence from the corporate group of Toyota Motor Corporation, as exemplified by it having the ability to negotiate prices with that group.

3. Matters regarding transactions with controlling shareholders, etc.

This fiscal year (April 1, 2025 to March 31, 2026)

(millions of yen)

Relationships		Transaction	Transaction amount	Category	Balance at end of period
Concurrent duties Of directors (and other officers)	Business relationships				
1 concurrent duty 4 transferred	Sale of Aisan products	Sales transactions	49,285	Electronically recorded monetary claims - operating	1,649
				Accounts receivable - trade	6,615
		Purchase of automobile parts/materials	7,082	Accounts payable - trade	1,586

*The above amounts do not include consumption tax and other taxes in transaction amounts.

The balance at end of period includes consumption tax and other taxes in transactions subject to consumption tax.

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