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April 27, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 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/>

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Scheduled date of annual general meeting of shareholders: June 16, 2026

Scheduled date to commence dividend payments: May 28, 2026

Scheduled date to file annual securities report: June 11, 2026

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

(1) Consolidated operating results

(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	%
Fiscal year ended March 31, 2026	330,834	(1.9)	18,287	(0.3)	19,229	(0.3)	13,074	(1.2)
March 31, 2025	337,259	7.3	18,338	18.3	19,292	12.2	13,234	12.7

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥ 21,035 million [299.1%]
For the fiscal year ended March 31, 2025: ¥ 5,271 million [(84.1)%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	227.61	-	9.4	6.3	5.5
March 31, 2025	211.86	211.75	9.8	6.7	5.4

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2026: ¥ - million

For the fiscal year ended March 31, 2025: ¥ - million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	311,476	146,329	45.5	2,487.44
March 31, 2025	300,982	140,338	45.1	2,173.01

Reference: Equity

As of March 31, 2026: ¥ 141,853 million

As of March 31, 2025: ¥ 135,821 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	7,204	(11,574)	4,133	87,620
March 31, 2025	28,222	(20,128)	10,949	84,131

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	-	31.00	-	37.00	68.00	4,249	32.1	3.1
Fiscal year ended March 31, 2026	-	37.00	-	43.00	80.00	4,562	35.1	3.4
Fiscal year ending March 31, 2027 (Forecast)	-	40.00	-	40.00	80.00		38.2	

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	18,000	(1.6)	18,000	(6.4)	12,000	(8.2)	209.30

* 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.)

(2) 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

(3) Number of issued shares (common shares)

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

As of March 31, 2026	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 March 31, 2026	6,379,180 shares
As of March 31, 2025	893,963 shares

(iii) Average number of shares outstanding during the period

Fiscal Year ended March 31, 2026	57,445,327 shares
Fiscal Year ended March 31, 2025	62,467,809 shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	130,216	4.0	2,523	70.6	15,947	(5.6)	15,573	(5.6)
March 31, 2025	125,256	17.3	1,479	500.6	16,892	268.9	16,491	500.9

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended		
March 31, 2026	271.11	-
March 31, 2025	264.00	263.87

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of				
March 31, 2026	202,692	82,367	40.6	1,444.34
March 31, 2025	190,198	82,628	43.4	1,321.85

Reference: Equity

As of March 31, 2026:	¥	82,367 million
As of March 31, 2025:	¥	82,620 million

< Reasons for differences in non-consolidated results from the previous fiscal year >

There were differences in ordinary income and net income between the previous fiscal year and the current fiscal year mainly due to a decrease in dividends received from consolidated subsidiaries.

* Financial results reports are exempt from audit 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 April 27, 2026(JST)

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1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year

In the current consolidated fiscal year, the global economy has been steadily recovering its growth, but the outlook remains uncertain due to factors such as the negative impact of U.S. tariff policies, the expansion of geopolitical risks such as conflicts, and changes in the trade and financial environment. In the automotive industry, sales of hybrid vehicles increased in the North American market against the backdrop of a change in the U.S. EV policy. In the Chinese market, the overall sales volume increased, but the sales volume of Japanese companies remained sluggish.

Under these circumstances, the Company's consolidated net sales for the fiscal year were ¥330,834 million, decrease of 1.9% year on year. As for profits, operating profit decreased 0.3% year on year to ¥18,287 million, ordinary profit decreased 0.3% year on year to ¥19,229 million, and profit attributable to owners of parent decreased 1.2% year on year to ¥13,074 million.

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

(Japan)

Net sales increased 4.5% year on year to ¥139,595 million due to an increase in sales volume, and operating profit increased 36.3% year on year to ¥3,160 million due to efforts to improve profitability.

(Asia)

Net sales decreased 5.8% year on year to ¥136,979 million due to a decrease in sales volume and foreign exchange rate fluctuations, and operating profit increased 20.0% year on year to ¥9,366 million due to efforts to improve profitability.

(Americas)

Net sales increased 0.3% year on year to ¥77,657 million due to an increase in sales volume, and operating profit decreased 38.5% year on year to ¥4,402 million mainly due to an increase in various expenses.

(Europe)

Net sales increased 1.9% year on year to ¥16,288 million due to foreign exchange rate fluctuations, and operating profit decreased 8.4% year on year to ¥1,180 million mainly due to an increase in various expenses.

(Outlook)

The future of the global economy is expected to remain uncertain due to uncertainty in U.S. policy, expansion of geopolitical risks such as conflicts, and changes in the trade and financial environment. On the other hand, competition in the field of internal combustion engines is expected to intensify as progress in electrification becomes slower than expected as some complete vehicle manufacturers are reviewing their strategies in response to regulatory reviews in various countries. Given these changes in the business environment, our group will steadily advance initiatives to strengthen its competitiveness and earnings base.

Under these circumstances, the Group's forecast for the fiscal year ending March 31, 2027 is as follows:

- Net sales ¥335.0 billion
- Operating profit ¥18.0 billion
- Ordinary profit ¥18.0 billion
- Profit attributable to owners of parent ¥12.0 billion

(Assumed exchange rate: US\$1 = ¥150)

(2) Overview of Financial Position for the Fiscal Year

Total assets at the end of the fiscal year amounted to ¥311,476 million, an increase of ¥10,493 million from the end of the previous fiscal year, mainly due to an increase in buildings and structures.

Liabilities increased ¥4,502 million from the end of the previous fiscal year to ¥165,146 million, mainly due to an increase in long-term borrowings.

Net assets increased ¥5,991 million from the end of the previous fiscal year to ¥146,329 million, mainly due to an increase in retained earnings.

Cash and cash equivalents at the end of the fiscal year amounted to ¥87,620 million, an increase of ¥3,488 million from the end of the previous fiscal year.

(Cash Flows from Operating Activities)

Net cash provided by operating activities amounted to ¥7,204 million, mainly due to profit before income taxes and depreciation. The cash inflow decreased by ¥21,018 million year on year.

(Cash Flows from Investing Activities)

Net cash used in investing activities amounted to ¥11,574 million, mainly due to purchase of non-current assets. The cash outflow decreased by ¥8,553 million year on year.

(Cash Flows from Financing Activities)

Net cash provided by financing activities amounted to ¥4,133 million, mainly due to long-term borrowings. The cash inflow decreased by ¥6,815 million year on year.

(3) Basic Policy Concerning Distribution of Earnings and Dividends for the Fiscal Year under Review and the Next Fiscal Year

The Company intends to meet the expectations of its shareholders by maintaining stable dividends and comprehensively taking into consideration its consolidated results and consolidated dividend payout ratio. The Company intends to use internal reserves to further strengthen its corporate structure and for future business development.

For the fiscal year, the Company has set a year-end dividend of ¥43 per share (up ¥6 year on year), which, together with the interim dividend of ¥37 per share (up ¥6 year on year), brings the annual dividend to ¥80 per share (up ¥12 year on year), from the latest dividend forecast, in consideration of the temporary increase in profits during the current fiscal year.

(Basic Policy on Shareholder Return During the Period of the Medium-term Management Plan)

The Company intends to meet the expectations of its shareholders by comprehensively taking into account several elements such as active investment for future growth, sustained financial health, and stable shareholder return in accordance with business performance. To this end, in the Medium-term Management Plan announced on February 25, 2025, we have set a consolidated dividend payout ratio of 35% or more as a guidepost during the period from 2025 to 2027. Besides, with an aim to increase capital efficiency, the Company will flexibly consider acquisition of treasury shares in view of the stock price level and other factors.

Based on the policy above, the Company plans to pay an annual dividend of ¥80 per share for the fiscal year ending March 31, 2027.

2. Basic Policy on Selection of Accounting Standards

In preparation for the future application of IFRS, the Group is considering the strengthening of the Group's accounting basis, the development of standards and the timing of the application.

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	85,776	87,663
Notes and accounts receivable - trade	37,563	40,407
Electronically recorded monetary claims - operating	3,900	4,508
Merchandise and finished goods	9,756	9,795
Work in process	8,674	9,243
Raw materials and supplies	20,774	23,483
Other	8,457	11,181
Allowance for doubtful accounts	(38)	(49)
Total current assets	174,864	186,234
Non-current assets		
Property, plant and equipment		
Buildings and structures	66,037	77,845
Accumulated depreciation	(42,605)	(44,824)
Buildings and structures, net	23,431	33,021
Machinery, equipment and vehicles	183,139	190,870
Accumulated depreciation	(148,007)	(156,993)
Machinery, equipment and vehicles, net	35,132	33,876
Land	8,375	8,794
Construction in progress	13,802	8,815
Other	43,470	47,392
Accumulated depreciation	(38,090)	(40,547)
Other, net	5,380	6,845
Total property, plant and equipment	86,121	91,353
Intangible assets	2,404	2,726
Investments and other assets		
Investment securities	6,443	2,729
Retirement benefit asset	25,896	22,012
Deferred tax assets	3,253	4,134
Other	2,043	2,330
Allowance for doubtful accounts	(45)	(45)
Total investments and other assets	37,591	31,161
Total non-current assets	126,118	125,242
Total assets	300,982	311,476

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	33,722	33,156
Electronically recorded obligations - operating	6,748	4,742
Short-term borrowings	1,676	2,764
Current portion of long-term borrowings	3,011	20,500
Accrued expenses	11,344	12,457
Income taxes payable	1,897	1,104
Provision for product warranties	14,660	6,977
Provision for bonuses for directors (and other officers)	133	110
Provision for business restructuring	89	-
Other	12,460	10,410
Total current liabilities	85,745	92,223
Non-current liabilities		
Long-term borrowings	51,528	52,109
Deferred tax liabilities	1,407	4,120
Provision for retirement benefits for directors (and other officers)	53	53
Retirement benefit liability	20,986	13,608
Other	923	3,032
Total non-current liabilities	74,898	72,922
Total liabilities	160,644	165,146
Net assets		
Shareholders' equity		
Share capital	10,866	10,870
Capital surplus	12,699	12,704
Retained earnings	92,269	100,922
Treasury shares	(1,005)	(10,386)
Total shareholders' equity	114,830	114,110
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,355	1,331
Foreign currency translation adjustment	11,878	18,399
Remeasurements of defined benefit plans	5,757	8,011
Total accumulated other comprehensive income	20,991	27,742
Share acquisition rights	7	-
Non-controlling interests	4,509	4,476
Total net assets	140,338	146,329
Total liabilities and net assets	300,982	311,476

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	337,259	330,834
Cost of sales	288,286	287,592
Gross profit	48,972	43,241
Selling, general and administrative expenses		
Packing and transportation costs	2,531	2,931
Salaries and allowances	9,057	9,834
Welfare expenses	2,401	2,457
Provision for bonuses for directors (and other officers)	137	111
Retirement benefit expenses	0	220
Provision for retirement benefits for directors (and other officers)	20	15
Provision for product warranties	7,968	85
Other	8,515	9,298
Total selling, general and administrative expenses	30,633	24,954
Operating profit	18,338	18,287
Non-operating income		
Interest income	1,356	1,146
Dividend income	193	138
Gain on sale of investment securities	356	-
Foreign exchange gains	-	249
Other	744	556
Total non-operating income	2,651	2,090
Non-operating expenses		
Interest expenses	565	650
Foreign exchange losses	216	-
Loss on sale and retirement of non-current assets	630	261
Other	284	235
Total non-operating expenses	1,698	1,148
Ordinary profit	19,292	19,229
Extraordinary income		
Gain on sale of non-current assets	-	602
Gain on sale of investment securities	-	4,224
Subsidy income	-	1,532
Gain on reversal of share acquisition rights	11	6
Total extraordinary income	11	6,366
Extraordinary losses		
Impairment losses	-	1,805
Loss on tax purpose reduction entry of non-current assets	-	1,849
Loss on sale of shares of subsidiaries and associates	-	895
Total extraordinary losses	-	4,550
Profit before income taxes	19,303	21,045
Income taxes - current	5,926	5,514
Income taxes - deferred	(568)	1,751
Total income taxes	5,357	7,266
Profit	13,946	13,779
Profit attributable to non-controlling interests	711	704
Profit attributable to owners of parent	13,234	13,074

Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	13,946	13,779
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,974)	(2,022)
Foreign currency translation adjustment	(3,109)	7,028
Remeasurements of defined benefit plans, net of tax	(3,591)	2,249
Total other comprehensive income	(8,675)	7,255
Comprehensive income	5,271	21,035
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,679	20,765
Comprehensive income attributable to non-controlling interests	591	875

(3) Consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,838	12,668	82,720	(1,032)	105,195
Changes during period					
Issuance of new shares	27	27			54
Dividends of surplus			(3,684)		(3,684)
Profit attributable to owners of parent			13,234		13,234
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		3		27	31
Change in scope of consolidation					-
Net changes in items other than shareholders' equity					
Total changes during period	27	31	9,549	27	9,635
Balance at end of period	10,866	12,699	92,269	(1,005)	114,830

	Accumulated other comprehensive income				Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	5,332	14,854	9,358	29,546	27	4,789	139,558
Changes during period							
Issuance of new shares							54
Dividends of surplus							(3,684)
Profit attributable to owners of parent							13,234
Purchase of treasury shares							(0)
Disposal of treasury shares							31
Change in scope of consolidation							-
Net changes in items other than shareholders' equity	(1,977)	(2,976)	(3,601)	(8,555)	(19)	(280)	(8,855)
Total changes during period	(1,977)	(2,976)	(3,601)	(8,555)	(19)	(280)	779
Balance at end of period	3,355	11,878	5,757	20,991	7	4,509	140,338

For the fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,866	12,699	92,269	(1,005)	114,830
Changes during period					
Issuance of new shares	3	3			7
Dividends of surplus			(4,422)		(4,422)
Profit attributable to owners of parent			13,074		13,074
Purchase of treasury shares				(9,405)	(9,405)
Disposal of treasury shares		1		24	25
Change in scope of consolidation					-
Net changes in items other than shareholders' equity					
Total changes during period	3	5	8,652	(9,380)	(719)
Balance at end of period	10,870	12,704	100,922	(10,386)	114,110

	Accumulated other comprehensive income				Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	3,355	11,878	5,757	20,991	7	4,509	140,338
Changes during period							
Issuance of new shares							7
Dividends of surplus							(4,422)
Profit attributable to owners of parent							13,074
Purchase of treasury shares							(9,405)
Disposal of treasury shares							25
Change in scope of consolidation		(333)		(333)			(333)
Net changes in items other than shareholders' equity	(2,023)	6,854	2,253	7,084	(7)	(32)	7,044
Total changes during period	(2,023)	6,520	2,253	6,751	(7)	(32)	5,991
Balance at end of period	1,331	18,399	8,011	27,742	-	4,476	146,329

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	19,303	21,045
Depreciation	13,773	13,507
Impairment losses	-	1,805
Amortization of goodwill	122	120
Increase (decrease) in allowance for doubtful accounts	(43)	11
Increase (decrease) in provision for product warranties	7,345	(7,751)
Increase (decrease) in provision for bonuses for directors (and other officers)	37	(23)
Increase (decrease) in provision for business restructuring	(55)	(89)
Increase (decrease) in retirement benefit liability	8,101	(3,266)
Decrease (increase) in retirement benefit asset	(10,060)	3,132
Increase (decrease) in provision for retirement benefits for directors (and other officers)	1	(0)
Interest and dividend income	(1,550)	(1,284)
Interest expenses	565	650
Foreign exchange losses (gains)	34	(262)
Loss (gain) on sale and retirement of non-current assets	419	(419)
Decrease (increase) in trade receivables	827	(1,910)
Decrease (increase) in inventories	(6,525)	(2,419)
Increase (decrease) in trade payables	834	(3,554)
Loss (gain) on sale of investment securities	(356)	(4,224)
Loss on tax purpose reduction entry of non-current assets	-	1,849
Subsidy income	-	(1,532)
Increase (decrease) in accrued expenses	416	912
Other, net	(857)	(2,836)
Subtotal	32,336	13,461
Interest and dividends received	1,557	1,289
Interest paid	(517)	(751)
Income taxes paid	(5,153)	(6,938)
Subsidies received	-	143
Net cash provided by (used in) operating activities	28,222	7,204
Cash flows from investing activities		
Payments into time deposits	(1,663)	(18)
Proceeds from withdrawal of time deposits	44	1,625
Proceeds from sale of securities	485	-
Purchase of non-current assets	(20,353)	(18,188)
Proceeds from sale of non-current assets	1,013	991
Purchase of investment securities	-	(3)
Proceeds from sale of investment securities	365	4,956
Loan advances	(312)	(441)
Proceeds from collection of loans receivable	292	312
Sale of shares of subsidiaries resulting in change in scope of consolidation	-	(809)
Net cash provided by (used in) investing activities	(20,128)	(11,574)

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from financing activities		
Proceeds from short-term borrowings	3,675	4,689
Repayments of short-term borrowings	(3,206)	(3,247)
Proceeds from long-term borrowings	23,043	21,096
Repayments of long-term borrowings	(8,016)	(3,011)
Proceeds from issuance of shares resulting from exercise of share acquisition rights	46	6
Purchase of treasury shares	(0)	(9,405)
Proceeds from sale of treasury shares	31	25
Dividends paid	(3,684)	(4,422)
Dividends paid to non-controlling interests	(595)	(1,035)
Repayments of lease liabilities	(344)	(562)
Net cash provided by (used in) financing activities	10,949	4,133
Effect of exchange rate change on cash and cash equivalents	(1,407)	3,726
Net increase (decrease) in cash and cash equivalents	17,636	3,488
Cash and cash equivalents at beginning of period	66,494	84,131
Cash and cash equivalents at end of period	84,131	87,620

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Significant bases for preparing consolidated financial statements)

1. Scope of consolidation

Consolidated subsidiaries: 25 companies

TK Carburettor Co., Ltd., Aikyo Sangyo Co., Ltd., Aisan Computer Services Corp., Nichialloy Co., Ltd., Aisan Kumamoto Co., Ltd., Hyundam Industrial Co., Ltd., Hyundam Tech Co., Ltd., Aisan (Tianjin) Auto Parts Co., Ltd., Aisan (Foshan) Auto Parts Co., Ltd., Aisan Corporation Guangzhou Co., Ltd., TK Carburettor (Ningbo) Co., Ltd., P.T. Aisan Nasmoco Industri, Aisan Corporation Asia Pacific Limited, Aisan Auto Parts India Pvt. Ltd., Aisan Industry India Pvt. Ltd., Aisan Sales India Pvt. Ltd., IHD Industries Pvt. Ltd., Franklin Precision Industry, Inc., Aisan Corporation of America, Aisan Industry Kentucky, LLC, Hyundam America Inc., Aisan Autopartes Mexico, S.A. de C.V, Aisan Industry Czech s.r.o., Aisan Corporation Europe NV/SA, Hyundam Slovakia s.r.o.

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.

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..

Unconsolidated subsidiaries: 2 companies

MAGNEX CO., LTD., IMI Co., LTD

The above unconsolidated subsidiaries are excluded from scope of consolidation because they are small in scale, and their total assets, net sales, profit (loss) (amount corresponding to equity interest), and retained earnings (amount corresponding to equity interest) do not have a material effect on the Company's consolidated financial statements.

2. Application of equity method

Unconsolidated subsidiaries (two companies) and an affiliate (one company) not accounted for by the equity method are not accounted for by the equity method because they do not have material impacts on profit/loss, retained earnings, etc. in the fiscal year under review and their overall impacts are insignificant.

3. Fiscal year, etc. of consolidated subsidiaries

Among the subsidiaries, Hyundam Industrial Co., Ltd., Hyundam Tech Co., Ltd., TK Carburettor (Ningbo) Co., Ltd., IHD Industries Pvt. Ltd., Hyundam America Inc., and Hyundam Slovakia s.r.o. have adopted a fiscal year end of December 31, which is different from the consolidated fiscal year end (March 31). However, since the difference in fiscal year ends does not exceed three months, the financial statements of the subsidiaries' fiscal year are used in preparing the consolidated financial statements, and adjustments necessary for consolidation are made for any significant transactions that occurred between the fiscal year end of the subsidiaries and the consolidated fiscal year end.

For, Aisan (Tianjin) Auto Parts Co., Ltd., Aisan (Foshan) Auto Parts Co., Ltd., Aisan Corporation Guangzhou Co., Ltd., and Aisan Autopartes Mexico, S.A. de C.V, the financial statements based on provisional settlements of their accounts as of March 31, the consolidated fiscal year end, are used.

(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.

(Segment information, etc.)

[Segment information]

1. Overview of reportable segments

The Group's reportable segments are components of the Group for which independent financial information is available and which are subject to periodic review by the Board of Directors and other management decision-making bodies to determine the allocation of management resources and evaluate their performance.

The Group manufactures and sells automobile parts, such as fuel pump modules, throttle bodies, and canisters, mainly to domestic and overseas automobile manufacturers. The parts are mainly manufactured and sold in Japan by the Company and overseas by local subsidiaries in each country.

Each local subsidiary is an independent management unit and conducts business activities in its respective region.

Therefore, the Group consists of geographic segments based on manufacturing and sales, and has four reportable segments: "Japan," "Asia" (mainly Korea, China, Indonesia, Thailand, and India), "Americas" (the United States and Mexico), and "Europe" (Czech Republic, France, and Belgium). The "Japan" segment is mainly engaged in the manufacture and sale of automobile parts, automobile transportation, civil engineering and construction, and the development and sale of computer systems and programs.

2. Calculation of net sales, profit (loss), assets, and other items by reportable segment

The accounting policies of the reported geographic segments are the same as those used to prepare the consolidated financial statements.

3. Information on net sales and profit (loss), assets, and other items by reportable segment

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segment				Total	Adjustment (Note 1)	Amount recorded in the consolidated financial statements (Note 2)
	Japan	Asia	Americas	Europe			
Net sales							
(1) Net sales to outside customers	99,929	144,054	77,344	15,929	337,259	—	337,259
(2) Inter-segment net sales or transfers	33,695	1,290	98	62	35,147	(35,147)	—
Total	133,625	145,345	77,443	15,992	372,406	(35,147)	337,259
Segment income	2,318	7,802	7,154	1,287	18,563	(224)	18,338
Segment assets	135,713	98,850	49,345	11,994	295,903	5,078	300,982
Others							
Depreciation	5,445	4,692	3,281	606	14,025	(252)	13,773
Amortization of goodwill	69	53	—	—	122	—	122
Impairment loss	—	—	—	—	—	—	—
Increase in property, plant and equipment and intangible assets	7,292	3,284	1,751	408	12,736	(84)	12,651

(Notes) 1. Adjustment consists of the following:

- (1) The negative ¥224 million adjustment to segment income is mainly an adjustment for unrealized inter-segment profits.
- (2) The ¥5,078 million adjustment to segment assets consists of ¥32,759 million in general corporate assets, such as cash and deposits and investment securities of the Company and negative ¥27,680 million in elimination of inter-segment transactions.
- (3) The negative ¥252 million adjustment to depreciation is due to realization of unrealized gains/losses on non-current assets.
- (4) The negative ¥84 million adjustment to increase in property, plant and equipment and intangible assets is due to

elimination of unrealized gains/losses on non-current assets.

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

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segment				Total	Adjustment (Note 1)	Amount recorded in the consolidated financial statements (Note 2)
	Japan	Asia	Americas	Europe			
Net sales							
(1) Net sales to outside customers	101,210	135,780	77,591	16,251	330,834	—	330,834
(2) Inter-segment net sales or transfers	38,384	1,198	66	37	39,685	(39,685)	—
Total	139,595	136,979	77,657	16,288	370,520	(39,685)	330,834
Segment income	3,160	9,366	4,402	1,180	18,110	176	18,287
Segment assets	132,451	92,584	48,168	12,092	285,297	26,179	311,476
Others							
Depreciation	5,806	4,224	2,984	670	13,686	(178)	13,507
Amortization of goodwill	69	51	—	—	120	—	120
Impairment loss	—	—	1,805	—	1,805	—	1,805
Increase in property, plant and equipment and intangible assets	17,511	4,860	2,228	500	25,047	(27)	25,073

(Notes) 1. Adjustment consists of the following:

- (1) The ¥176 million adjustment to segment income is mainly an adjustment for unrealized inter-segment profits.
 - (2) The ¥26,179 million adjustment to segment assets consists of ¥43,970 million in general corporate assets, such as cash and deposits and investment securities of the Company and negative ¥17,791 million in elimination of inter-segment transactions.
 - (3) The negative ¥178 million adjustment to depreciation is due to realization of unrealized gains/losses on non-current assets.
 - (4) The negative ¥27 million adjustment to increase in property, plant and equipment and intangible assets is due to elimination of unrealized gains/losses on non-current assets.
2. Segment profit is adjusted with operating profit in the consolidated statements of income.

(Per share information)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net assets per share	¥2,173.01	¥2,487.44
Basic earnings per share	¥211.86	¥227.61
Diluted earnings per share	¥211.75	—

(Note) Basis for calculation

(1) Net assets per share

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Total net assets (Million yen)	140,338	146,329
Amount excluded from total net assets (Million yen)	4,516	4,476
[Share acquisition rights (Million yen)]	[7]	[—]
[Non-controlling interests (Million yen)]	[4,509]	[4,476]
Net assets attributable to common shares at end of period (Million yen)	135,821	141,853
Number of common shares outstanding at end of period calculated under “Net assets per share” (Thousand shares)	62,503	57,027

(2) Basic earnings per share and diluted earnings per share

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent (Million yen)	13,234	13,074
Amount not attributable to common shareholders (Million yen)	—	—
Profit attributable to owners of parent relating to common shares (Million yen)	13,234	13,074
Average number of common shares outstanding during the period (Thousand shares)	62,467	57,445
Diluted earnings per share		
Adjustment for profit attributable to owners of parent (Million yen)	—	—
Increase in number of common shares (Thousand shares)	31	—
[Share acquisition rights (Thousand shares)]	[31]	[—]
Overview of residual shares not included in the calculation of diluted earnings per share due to their non-dilutive effect	—	—

(Significant subsequent events)

(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. 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

3. Description and amount of major acquisition-related costs

Brokerage fees, etc.: 507 million yen

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

These matters have not been determined at this time.

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

These matters have not been determined at this time.

4. Non-consolidated Financial Statements and Primary Notes

(1) Non-consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	26,494	41,438
Electronically recorded monetary claims - operating	3,587	4,645
Accounts receivable - trade	21,356	22,956
Finished goods	2,317	3,097
Work in process	7,115	7,857
Raw materials and supplies	471	493
Advance payments to suppliers	3,101	4,107
Prepaid expenses	42	56
Accounts receivable - other	11,112	8,573
Other	7,737	1,589
Total current assets	83,336	94,814
Non-current assets		
Property, plant and equipment		
Buildings	10,214	18,973
Structures	1,139	1,865
Machinery and equipment	12,595	11,904
Car and industrial vehicle	65	101
Tools, furniture and fixtures	947	1,282
Land	7,311	7,217
Leased assets	126	154
Construction in progress	10,648	6,237
Total property, plant and equipment	43,047	47,737
Intangible assets		
Leasehold interests in land	28	28
Software	539	1,001
Goodwill	516	446
Leased assets	0	-
Other	462	367
Total intangible assets	1,546	1,843
Investments and other assets		
Investment securities	4,715	715
Investments in subsidiaries and affiliates	41,610	41,877
Long-term loans receivable	253	265
Long-term prepaid expenses	66	91
Deferred tax assets	4,943	3,728
Prepaid pension costs	10,581	11,446
Guarantee deposits	103	198
Long-term accounts receivable - other	20	1
Allowance for doubtful accounts	(28)	(28)
Total investments and other assets	62,267	58,297
Total non-current assets	106,861	107,878
Total assets	190,198	202,692

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Electronically recorded obligations - operating	6,238	4,642
Accounts payable - trade	12,084	13,308
Short-term borrowings from subsidiaries and associates	2,475	2,894
Current portion of long-term borrowings	3,000	20,500
Lease liabilities	54	63
Accounts payable - other	2,260	2,435
Accrued expenses	7,356	8,146
Income taxes payable	215	192
Deposits received	146	141
Provision for product warranties	5,329	1,138
Provision for bonuses for directors (and other officers)	94	79
Other	3,990	1,710
Total current liabilities	43,246	55,253
Non-current liabilities		
Long-term borrowings	51,000	51,500
Lease liabilities	87	109
Provision for retirement benefits	13,201	13,375
Asset retirement obligations	29	82
Other	4	4
Total non-current liabilities	64,322	65,072
Total liabilities	107,569	120,325
Net assets		
Shareholders' equity		
Share capital	10,866	10,870
Capital surplus		
Legal capital surplus	12,868	12,872
Other capital surplus	6	7
Total capital surplus	12,874	12,879
Retained earnings		
Legal retained earnings	1,468	1,468
Other retained earnings		
General reserve	16,110	16,110
Retained earnings brought forward	39,025	50,177
Total retained earnings	56,604	67,755
Treasury shares	(1,005)	(10,386)
Total shareholders' equity	79,340	81,119
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	3,280	1,248
Total valuation and translation adjustments	3,280	1,248
Share acquisition rights	7	-
Total net assets	82,628	82,367
Total liabilities and net assets	190,198	202,692

(2) Non-consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	125,256	130,216
Cost of sales	110,254	117,366
Gross profit	15,002	12,849
Selling, general and administrative expenses	13,523	10,326
Operating profit	1,479	2,523
Non-operating income		
Interest and dividend income	15,551	13,340
Foreign exchange gains	-	396
Gain on sale of investment securities	356	0
Other	136	223
Total non-operating income	16,044	13,960
Non-operating expenses		
Interest expenses	119	360
Foreign exchange losses	197	-
Loss on sale and retirement of non-current assets	203	110
Other	111	64
Total non-operating expenses	631	535
Ordinary profit	16,892	15,947
Extraordinary income		
Gain on sale of non-current assets	-	602
Gain on sale of investment securities	-	4,224
Subsidy income	-	1,532
Gain on reversal of share acquisition rights	11	6
Total extraordinary income	11	6,366
Extraordinary losses		
Loss on tax purpose reduction entry of non-current assets	-	1,849
Loss on sale of shares of subsidiaries and associates	-	1,224
Total extraordinary losses	-	3,073
Profit before income taxes	16,904	19,240
Income taxes - current	840	1,539
Income taxes - deferred	(426)	2,127
Total income taxes	413	3,667
Profit	16,491	15,573

(3) Non-consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
					General reserve	Retained earnings brought forward		
Balance at beginning of period	10,838	12,840	2	12,843	1,468	16,110	26,218	43,797
Changes during period								
Issuance of new shares	27	27		27				
Dividends of surplus							(3,684)	(3,684)
Profit							16,491	16,491
Purchase of treasury shares								
Disposal of treasury shares			3	3				
Net changes in items other than shareholders' equity								
Total changes during period	27	27	3	31	-	-	12,806	12,806
Balance at end of period	10,866	12,868	6	12,874	1,468	16,110	39,025	56,604

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	(1,032)	66,447	5,280	5,280	27	71,755
Changes during period						
Issuance of new shares		54				54
Dividends of surplus		(3,684)				(3,684)
Profit		16,491				16,491
Purchase of treasury shares	(0)	(0)				(0)
Disposal of treasury shares	27	31				31
Net changes in items other than shareholders' equity			(2,000)	(2,000)	(19)	(2,019)
Total changes during period	27	12,892	(2,000)	(2,000)	(19)	10,873
Balance at end of period	(1,005)	79,340	3,280	3,280	7	82,628

For the fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Legal retained earnings	Retained earnings		Total retained earnings
		Legal capital surplus	Other capital surplus	Total capital surplus		General reserve	Retained earnings brought forward	
Balance at beginning of period	10,866	12,868	6	12,874	1,468	16,110	39,025	56,604
Changes during period								
Issuance of new shares	3	3		3				
Dividends of surplus							(4,422)	(4,422)
Profit							15,573	15,573
Purchase of treasury shares								
Disposal of treasury shares			1	1				
Net changes in items other than shareholders' equity								
Total changes during period	3	3	1	5	-	-	11,151	11,151
Balance at end of period	10,870	12,872	7	12,879	1,468	16,110	50,177	67,755

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	(1,005)	79,340	3,280	3,280	7	82,628
Changes during period						
Issuance of new shares		7				7
Dividends of surplus		(4,422)				(4,422)
Profit		15,573				15,573
Purchase of treasury shares	(9,405)	(9,405)				(9,405)
Disposal of treasury shares	24	25				25
Net changes in items other than shareholders' equity			(2,032)	(2,032)	(7)	(2,039)
Total changes during period	(9,380)	1,779	(2,032)	(2,032)	(7)	(260)
Balance at end of period	(10,386)	81,119	1,248	1,248	-	82,367

Summary of Financial Results for FY2025



2026-04-27

Key Points

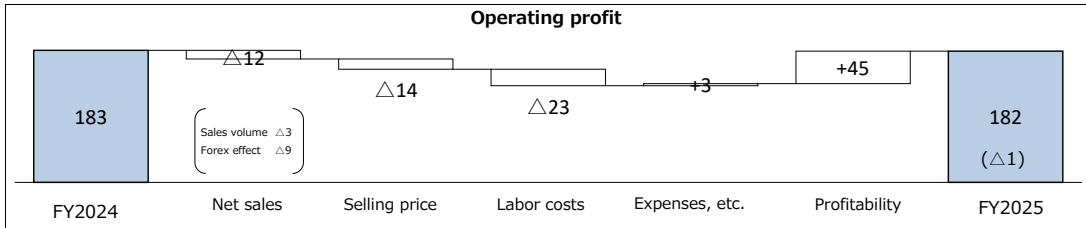
- Net sales decreased year-on-year due to a decline in sales volume and foreign exchange effects.
- Operating profit decreased year-on-year. While the declines in sales volume, selling price, and inflationary pressures (including labor costs, purchased component costs, and major raw material costs) were largely offset by improvements in profitability, the increase in U.S. import tariffs had a negative impact.
- For the next fiscal period, net sales are forecast to increase, partly reflecting the contribution from Tris, which became a subsidiary in April. Operating profit is expected to be maintained at approximately the same level as the prior period; decreases in existing sales volume and higher depreciation expenses are expected to have an impact, but these are expected to be absorbed by the effects of the new consolidation and profitability improvements.

1. Consolidated Financial Results

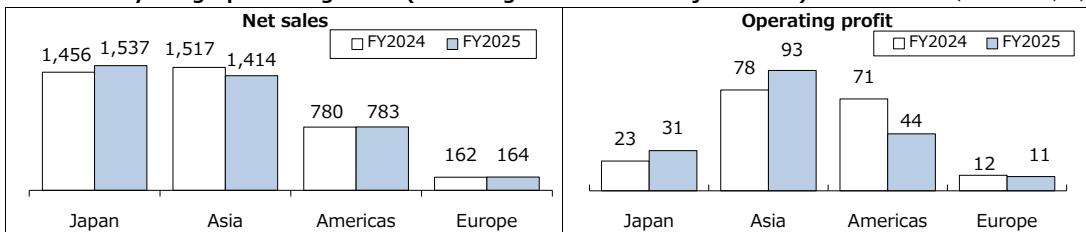
	FY2024 (Apr. 2024–Mar. 2025)		FY2025 (Apr. 2025–Mar. 2026)		YoY Changes	
	Sales ratio (%)	Amount	Sales ratio (%)	Amount	Amount	%
Net sales	(100.0)	337,259	(100.0)	330,834	-6,424	△1.9%
Operating profit	(5.4)	18,338	(5.5)	18,287	-51	△0.3%
Ordinary profit	(5.7)	19,292	(5.8)	19,229	-62	△0.3%
Profit	(3.9)	13,234	(4.0)	13,074	-159	△1.2%
Basic earnings per share (yen)		211.86		227.61	15.75	7.4%
Exchange rate (JPY/USD)		153		151	[Appreciated by 2 yen]	
Capital adequacy ratio (%)	(Mar. 31, 2025)	45.1%	(Mar. 31, 2026)	45.5%	+0.4pt	—
Total assets		300,982		311,476	10,493	3.5%
Net assets		140,338		146,329	5,991	4.3%
Consolidated subsidiaries		27		25	△2	—

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

2. Profit Drivers (year-on-year)



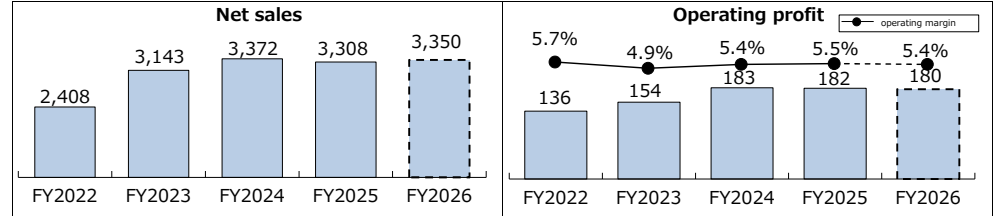
3. Results by Geographical Segments (excluding consolidation adjustments)



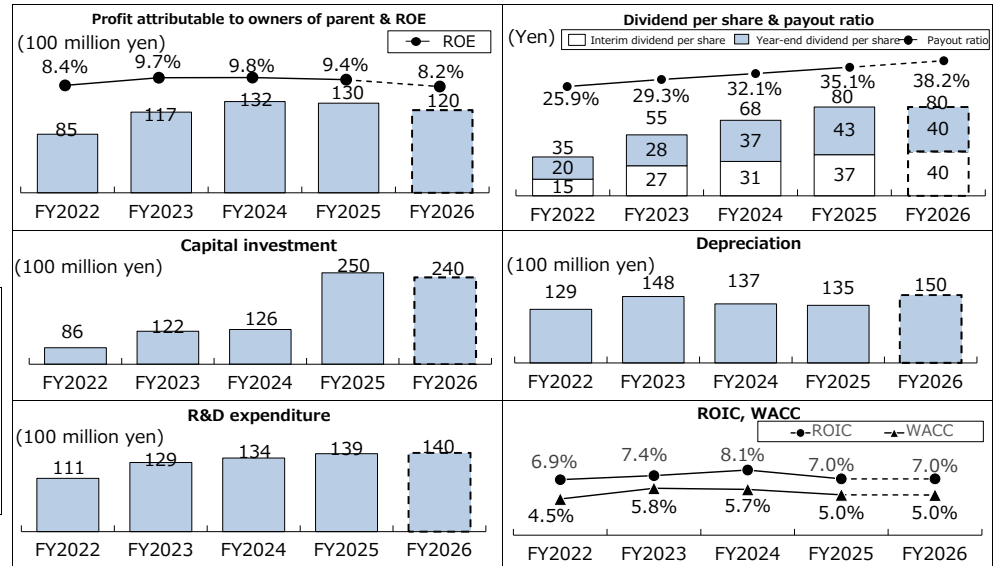
4. Consolidated Financial Results Forecast for FY2025

	FY2025 (Apr. 2025–Mar. 2026)		FY2026 (Apr. 2026–Mar. 2027)		YoY Changes	
	Sales ratio (%)	Amount	Sales ratio (%)	Amount	Amount	%
Net sales	(100.0)	330,834	(100.0)	335,000	4,165	1.3%
Operating profit	(5.5)	18,287	(5.4)	18,000	△287	△1.6%
Ordinary profit	(5.8)	19,229	(5.4)	18,000	△1,229	△6.4%
Profit	(4.0)	13,074	(3.6)	12,000	△1,074	△8.2%
Basic earnings per share (yen)		227.61		209.30	△18.31	△8.0%
Exchange rate (JPY/USD)		151		150	[Appreciated by 1 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		FY2025		YoY Changes	
	Amount	%	Amount	%	Amount	%
Fuel pump modules	1,758	52%	1,732	52%	△26	△1%
Throttle bodies	433	13%	421	13%	△12	△3%
Canisters	417	12%	402	12%	△15	△4%
EGR valves	253	8%	225	7%	△28	△11%
Valve train system products (engine valves)	97	3%	105	3%	8	8%
Other automobile parts	311	9%	325	10%	14	5%
Automobile parts total	3,269	97%	3,210	97%	△59	△2%
Other than automobile parts	103	3%	97	3%	△6	△6%
Total	3,372	100%	3,308	100%	△64	△2%

(2) By customer

Customer name	FY2024		FY2025		YoY Changes	
	Amount	%	Amount	%	Amount	%
Toyota	1,585	47%	1,618	49%	33	2%
Tovota Motor	277	8%	232	7%	△45	△16%
Daihatsu Motor, etc.	277	8%	45	1%	△232	△84%
Motor Group	1,863	55%	1,851	56%	△12	△1%
Hyundai	362	11%	345	10%	△17	△5%
Honda	157	5%	200	6%	43	26%
Yamaha Motor	187	5%	169	5%	△18	△8%
Nissan	181	5%	193	6%	12	7%
SUZUKI	86	3%	89	3%	3	3%
Others	551	16%	504	15%	△47	△8%
Total	3,372	100%	3,308	100%	△64	△2%