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

July 30, 2026

To Whom It May Concern

Company name AISAN INDUSTRY CO., LTD.
Representative Takami Kato, President
(Code number: 7283, TSE Prime Market, NSE Premier Market)
Contact Chiharu Hiroi, Manager, Public Relation & Investor Relations Sect., Corporate Planning Dept.
Tel: +81-0562-48-6215

Notice Regarding Disposal of Treasury Shares as Restricted Stock Compensation

AISAN INDUSTRY CO., LTD.(herein "the Company") hereby announces that, at a meeting of its Board of Directors held today, the Directors resolved to dispose of treasury shares (herein "the Disposal of Treasury Shares" or "the Disposal") as follows.

1. Outline of the Disposal

(1)	Disposal date	August 24, 2026	
(2)	Class and number of shares to be disposed	11,500 shares of common stock of the Company	
(3)	Disposal price	¥2,339 per share	
(4)	Total disposal price	¥26,898,500	
(5)	Allottees and numbers of allottees and shares	Directors of the Company (excluding Outside Directors)	2 Directors; 11,500 shares

2. Purpose and Reason for the Disposal

At a meeting of the Board of Directors held on April 27, 2021, the Board resolved to introduce a new compensation scheme for the Directors of the Company excluding the Outside Directors (herein "the Eligible Directors") and the Senior Executive Officers of the Company not concurrently serving as Directors of the Company (herein collectively referred to along with the Eligible Directors as "the Eligible Directors, etc.") (herein "the Scheme") for the purposes of encouraging efforts to sustainably increase the Company's corporate value and promoting further value sharing with our Shareholders.

Pursuant to the Scheme, the Company received approval at the 123rd Ordinary General Meeting of Shareholders held on June 13, 2025, for monetary compensation to be used as capital contribution for the acquisition of restricted stock (herein "the Restricted Stock Compensation") comprising the payment of monetary claims of up to ¥50 million per year to the Eligible Directors, the issuance or disposal of up to 60,000 shares of the Company's common stock per year, and a transfer-restricted period for the transfer-restricted stock from the date of payment for the Company's common stock until the time immediately following the retirement from the position of officer or employee of the Company or its subsidiary, as determined in advance by the Company's Board of Directors.

An outline of the Scheme is as follows.

[Outline of the Scheme]

The Eligible Directors, etc. will pay all of the monetary claims paid by the Company under the Scheme as assets contributed in kind, will receive the issuance or disposal of shares of the Company's common stock. The amount to be paid per share of transfer-restricted stock will be determined at a Board of Directors meeting to the extent not particularly favorable to the Eligible Directors, etc. based on the closing price of a single share of the Company's common stock at the Tokyo Stock Exchange on the business day immediately preceding the day on which a resolution is passed at a Board of Directors meeting regarding the issuance or disposition thereof (if no transactions are concluded on that day, then the closing price on the most recent trading day will be adopted).

In issuing or disposing of the Company's common stock under the Scheme, the Company and the Eligible Directors, etc., will enter into a transfer-restricted stock allotment agreement that includes the following items: ① a prohibition on the transfer, creation of security interest, or other disposition of the allotted transfer-restricted shares by the Eligible Directors, etc. to third parties for a certain period; ② if certain events occur, the Company will acquire the allotted transfer-restricted stock for no consideration.

Pursuant to the report of the Executive Personnel Compensation Committee, and with a view to expanding stock-based compensation to build closer relationships with shareholders, the purposes of the Scheme, the Company's business conditions, the scope of responsibilities of each of the Eligible Directors, etc., and other relevant circumstances, the Company has decided to grant a total of ¥26,898,500 in monetary claims (herein "the Monetary Claims") and 11,500 shares of common stock.

In the Disposal of the Treasury Shares, the two Eligible Directors, etc., comprising the scheduled allottees will pay all of the Monetary Claims against the Company as assets contributed in kind, and will receive the disposal of the Company's common shares (herein "the Allotted Shares") in accordance with the Scheme. In the Disposal of Treasury Shares, an overview of the transfer restricted stock allotment agreement between the Company and the Eligible Directors, etc. (herein "the Allotment Agreement") is provided in item 3. below.

3. Overview of the Allotment Agreement

(1) Transfer restriction period

The period from August 24, 2026 (the payment date) to the time immediately following the retirement or resignation from any position of a Director, Senior Executive Officer not concurrently serving as a Director, Auditor, employee, or other corresponding position within the Company

(2) Condition for lifting of transfer restriction

The restriction on transfer of all of the Allotted Shares

will be lifted at the expiration of the transfer-restricted period provided that the Eligible Directors, etc. have continuously held any of the positions of Director, Senior Executive Officer not concurrently serving as Director, Auditor, employee, or other corresponding position within the Company during the fiscal year in which the payment date occurs (herein "the Performance Period").

(3) Handling in the event an Eligible Director, etc. retires or resigns during the Performance Period for a legitimate reason

(i) Timing of lifting of transfer restriction

In the event that an Eligible Director, etc. resigns or retires for a legitimate reason from the position of Director, Senior Executive Officer not concurrently serving as Director, Auditor, employee, or other corresponding position within the Company, the transfer restriction will be lifted at the time immediately following said resignation or retirement.

(ii) Number of shares subject to lifting of transfer restriction

The number of shares subject to lifting of transfer restriction will be determined by multiplying the number of Allotted Shares held at the time of said retirement or resignation as specified in (i) above by the figure obtained by dividing the number of months in the Service Period by 12 (if that figure exceeds 1, then 1 will be used). If the calculated result is a fraction, it will be rounded down.

(4) Acquisition by the Company without consideration

The Company will acquire without consideration the Allotted Shares on which the transfer restriction has not been lifted at the time of expiration of the transfer restricted period or at the time of lifting of the transfer restriction as specified in item (3) above.

(5) Handling during reorganization, etc.

During the transfer-restricted period, if a merger agreement under which the Company will cease to exist, a share exchange agreement or share transfer plan under which the Company will become a wholly owned subsidiary, or any other matter relating to organizational restructuring, etc., is approved at the General Meeting of Shareholders of the Company (provided that said approval will come from the Company's Board of Directors for matters relating to organizational restructuring, etc. for which approval by the General Meeting of Shareholders is not required), then the transfer restriction will, by way of a resolution by the Board of Directors, be lifted on the number of shares determined by multiplying the number of Allotted Shares held at that time by the figure obtained by dividing by 12 the number of months from that including the Performance Period commencement date to that including the date of said approval (if that figure exceeds 1, then 1 will be used) (provided that the calculated result will be rounded down if is a fraction) as of the time immediately preceding the business day prior to the effective date of the reorganization, etc. Immediately following the lifting of the transfer restriction, the Company will acquire without consideration all of the Allotted Shares for which the transfer restriction has been lifted.

(6) Stock management

The Company will have the Eligible Directors, etc. open dedicated accounts at Nomura Securities Co., Ltd. for the management of the Allotted Shares during the transfer-restricted period so that the Eligible Directors, etc. cannot transfer the shares, create security interests, or otherwise dispose of the shares during the transfer-restricted period. The Company has entered into an agreement with Nomura Securities Co., Ltd. regarding the management of the accounts of the Allotted Shares held by each of the Eligible Directors, etc. in order to ensure the effectiveness of the transfer restriction, etc. on the Allotted Shares. Furthermore, the Eligible Directors, etc. will agree to the details of the management of said accounts.

4. Basis for calculating amount to be paid and specific details thereof

The Disposal of Treasury Shares to the scheduled allottees will be made with monetary claims granted as the Restricted Stock Compensation for the Company's 125th fiscal year under the Scheme as assets to be contributed for investment. The disposal price has been set at ¥2,339, which is the closing price of the Company's common stock on the Prime Market of the Tokyo Stock Exchange on July 29, 2026 (the business day before the date of the Board of Directors' resolution) in order to eliminate arbitrariness. This is the market share price before the date of the Board of Directors' resolution, and is considered to be reasonable and not a particularly favorable price.

EOD