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.

October 28, 2026

Consolidated Financial Results for the Six Months Ended September 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 file semi-annual securities report: November 13, 2026
Scheduled date to commence dividend payments: November 26, 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 six months ended September 30, 2026 (from April 1, 2026 to September 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	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2026	171,354	5.1	11,123	18.4	11,595	18.0	7,884	4.0
September 30, 2025	163,096	(2.0)	9,397	(14.2)	9,825	(12.9)	7,582	(5.3)

Note: Comprehensive income For the six months ended September 30, 2026: ¥ 6,506 million [(15.2)%]
For the six months ended September 30, 2025: ¥ 7,673 million [120.2%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2026	137.82	-
September 30, 2025	131.17	-

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
September 30, 2026	308,532	151,002	47.6
March 31, 2026	311,476	146,329	45.5

Reference: Equity
As of September 30, 2026: ¥ 146,820 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	-	42.00			
Fiscal year ending March 31, 2027 (Forecast)			-	42.00	84.00

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	340,000	2.8	20,500	12.1	21,000	9.2	13,800	5.5	240.75

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 Semi-annual Consolidated Financial Statements (Business combination, etc.)" on page 11.

(2) Adoption of accounting treatment specific to the preparation of semi-annual 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 September 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 September 30, 2026	5,955,769 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)

Six months ended September 30, 2026	57,207,604 shares
Six months ended September 30, 2025	57,803,279 shares

* Semi-annual financial results reports are exempt from review 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. They do not constitute a commitment by the Company to achieve such forecasts.

Actual business results may differ from the forecast due to various factors.

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 October 28, 2026(JST)

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

(1) Overview of Operating Results

During the six months ended September 30, 2026 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, increasing geopolitical uncertainties, including the situation in the Middle East, and changes in the financial environment.

In the automotive industry, demand in the North American market remained solid, particularly for hybrid vehicles, supported by changes in U.S. EV policies and other factors. In the Chinese market, amid slowing growth in overall vehicle sales, sales of Japanese automakers remained sluggish against the backdrop of intensifying competition from Chinese automakers, and the business environment continues to be challenging.

Under these circumstances, the Company's consolidated net sales for the six months ended September 30, 2026, were ¥171,354 million, an increase of 5.1% year on year. As for profits, operating profit increased 18.4% year on year to ¥11,123 million, ordinary profit increased 18.0% year on year to ¥11,595 million, and profit attributable to owners of parent increased 4.0% year on year to ¥7,884 million.

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

(Japan)

Net sales increased 14.4% year on year to ¥78,061 million due to an increase in sales volume and the acquisition of subsidiaries, and operating profit decreased 40.2% year on year to ¥912 million mainly due to an increase in various expenses.

(Asia)

Net sales decreased 1.7% year on year to ¥66,746 million due to a decrease in sales volume, and operating profit decreased 13.1% year on year to ¥4,147 million.

(Americas)

Net sales increased 10.3% year on year to ¥42,081 million due to foreign exchange rate fluctuations, and operating profit increased 2.4 times year on year to ¥5,785 million mainly due to foreign exchange rate fluctuations and recovery of tariffs in the United States.

(Europe)

Net sales decreased 15.4% year on year to ¥6,781 million due to a decrease in sales volume and the sale of a subsidiary in France, and operating profit decreased 85.7% year on year to ¥74 million.

(2) Overview of Financial Position

As of September 30, 2026, total assets amounted to ¥308,532 million, a decrease of ¥2,943 million from the end of the previous fiscal year, mainly due to a decrease in cash and deposits. Liabilities decreased ¥7,616 million from the end of the previous fiscal year to ¥157,530 million, mainly due to a decrease in long-term borrowings. Net assets increased ¥4,672 million from the end of the previous fiscal year to ¥151,002 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 July 30, 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	19,500	20,500	13,500	235.55
Revised Forecast (B)	340,000	20,500	21,000	13,800	240.75
Change (B – A)	5,000	1,000	500	300	—
Change (%)	1.5%	5.1%	2.4%	2.2%	—
[Reference] Previous Fiscal Year Results	330,834	18,287	19,229	13,074	227.61

The assumed foreign exchange rate is ¥155 = 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	41.00	42.00	83.00
Revised Forecast	—	42.00	84.00
Actual Results	42.00	—	—
[Reference] Previous Fiscal Year Results	37.00	43.00	80.00

2. Semi-annual Consolidated Financial Statements and Primary Notes

(1) Semi-annual Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2026	As of September 30, 2026
Assets		
Current assets		
Cash and deposits	87,663	63,487
Notes and accounts receivable - trade	40,407	44,660
Electronically recorded monetary claims - operating	4,508	4,268
Merchandise and finished goods	9,795	11,677
Work in process	9,243	11,039
Raw materials and supplies	23,483	26,084
Other	11,181	12,142
Allowance for doubtful accounts	(49)	(32)
Total current assets	186,234	173,327
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	33,021	34,341
Machinery, equipment and vehicles, net	33,876	34,746
Land	8,794	10,610
Construction in progress	8,815	13,153
Other, net	6,845	6,813
Total property, plant and equipment	91,353	99,666
Intangible assets	2,726	3,591
Investments and other assets		
Investment securities	2,729	3,877
Retirement benefit asset	22,012	22,107
Deferred tax assets	4,134	3,912
Other	2,330	2,095
Allowance for doubtful accounts	(45)	(45)
Total investments and other assets	31,161	31,947
Total non-current assets	125,242	135,205
Total assets	311,476	308,532

(Millions of yen)

	As of March 31, 2026	As of September 30, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	33,156	34,596
Electronically recorded obligations - operating	4,742	3,961
Short-term borrowings	2,764	2,765
Current portion of long-term borrowings	20,500	16,500
Accrued expenses	12,457	12,454
Income taxes payable	1,104	1,356
Provision for product warranties	6,977	6,674
Provision for bonuses for directors (and other officers)	110	65
Other	10,410	13,245
Total current liabilities	92,223	91,619
Non-current liabilities		
Long-term borrowings	52,109	45,367
Deferred tax liabilities	4,120	3,975
Provision for retirement benefits for directors (and other officers)	53	65
Retirement benefit liability	13,608	14,441
Other	3,032	2,060
Total non-current liabilities	72,922	65,911
Total liabilities	165,146	157,530
Net assets		
Shareholders' equity		
Share capital	10,870	10,870
Capital surplus	12,704	12,733
Retained earnings	100,922	106,776
Treasury shares	(10,386)	(9,694)
Total shareholders' equity	114,110	120,685
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,331	1,345
Foreign currency translation adjustment	18,399	17,298
Remeasurements of defined benefit plans	8,011	7,490
Total accumulated other comprehensive income	27,742	26,135
Non-controlling interests	4,476	4,182
Total net assets	146,329	151,002
Total liabilities and net assets	311,476	308,532

(2) Semi-annual Consolidated Statements of Income and Comprehensive Income

Semi-annual Consolidated Statement of Income

(Millions of yen)

	For the six months ended September 30, 2025	For the six months ended September 30, 2026
Net sales	163,096	171,354
Cost of sales	142,368	146,794
Gross profit	20,727	24,560
Selling, general and administrative expenses	11,329	13,436
Operating profit	9,397	11,123
Non-operating income		
Interest income	607	526
Dividend income	110	56
Foreign exchange gains	55	314
Other	283	272
Total non-operating income	1,058	1,169
Non-operating expenses		
Interest expenses	330	446
Loss on sale and retirement of non-current assets	104	136
Other	195	114
Total non-operating expenses	630	697
Ordinary profit	9,825	11,595
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	6	-
Total extraordinary income	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	11,150	11,595
Income taxes - current	3,718	3,610
Income taxes - deferred	(529)	(269)
Total income taxes	3,188	3,341
Profit	7,961	8,254
Profit attributable to non-controlling interests	379	370
Profit attributable to owners of parent	7,582	7,884

Semi-annual Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the six months ended September 30, 2025	For the six months ended September 30, 2026
Profit	7,961	8,254
Other comprehensive income		
Valuation difference on available-for-sale securities	(893)	14
Foreign currency translation adjustment	888	(1,250)
Remeasurements of defined benefit plans, net of tax	(282)	(512)
Total other comprehensive income	(288)	(1,748)
Comprehensive income	7,673	6,506
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	7,370	6,277
Comprehensive income attributable to non-controlling interests	303	229

(3) Notes to Semi-annual 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)

During the six months ended September 30, 2026, TRIS Inc. and its seven subsidiaries are included in the scope of consolidation.

(Segment information, etc.)

[Segment information]

I For the six months ended September 30, 2025 (from April 1, 2025 to September 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	49,697	67,281	38,119	7,998	163,096	–	163,096
(2) Inter-segment net sales or transfers	18,523	621	27	20	19,192	△19,192	–
Total	68,220	67,903	38,146	8,018	182,289	△19,192	163,096
Segment income	1,526	4,773	2,386	521	9,208	189	9,397

(Notes) 1. The ¥ 189 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 three months ended September 30, 2026 (from April 1, 2026 to September 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	56,410	66,143	42,035	6,764	171,354	–	171,354
(2) Inter-segment net sales or transfers	21,651	603	45	16	22,317	△22,317	–
Total	78,061	66,746	42,081	6,781	193,671	△22,317	171,354
Segment income	912	4,147	5,785	74	10,919	203	11,123

(Notes) 1. The ¥ 203 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.

2. Information on assets by reportable segment

(Significant increase in assets due to acquisition of subsidiaries)

Segment assets in Japan increased by 20,878 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 six months ended September 30, 2026.

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

(Significant changes in the amount of goodwill)

During the six months ended September 30, 2026, 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.

(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 September 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 2Q of FY2026

2026-10-28

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.
- The full year forecast has been revised upward, reflecting the progress achieved through 2Q and latest forecast for the second half.
  As a result, net sales, operating profit,ordinary profit, and profit are expected to reach record highs.

1. Consolidated Financial Results

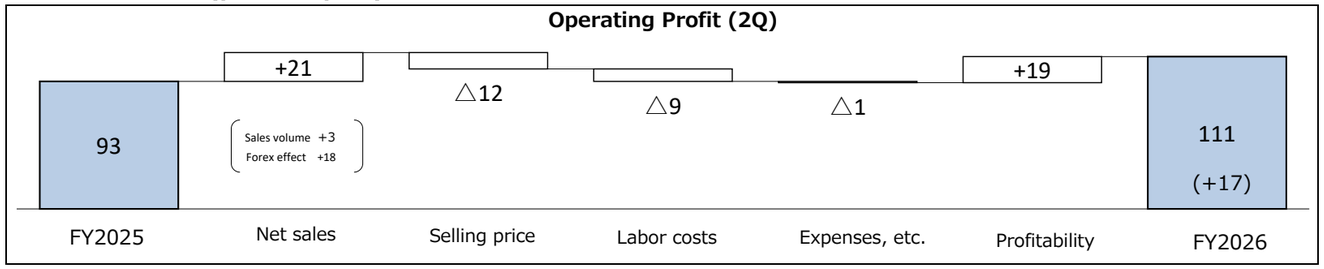
(Million yen)

	FY2025 (Apr. 2025–Sep. 2025)		FY2026 (Apr. 2026–Sep. 2026)		YoY Changes		Record highs	
	Sales ratio (%)	Amount	Sales ratio (%)	Amount	Amount	%		
Net sales	(100.0)	163,096	(100.0)	★171,354	8,258	5.1%	FY2024	166,403
Operating profit	(5.8)	9,397	(6.5)	★11,123	1,725	18.4%	FY2024	10,957
Ordinary profit	(6.0)	9,825	(6.8)	★11,595	1,769	18.0%	FY2024	11,285
Profit	(4.6)	7,582	(4.6)	7,884	302	4.0%	FY2024	8,007
Basic earnings per share (yen)		131.17		137.82	6.65	5.1%		
Exchange rate (JPY/USD)		146		159	[Depreciated by 13 yen]			
Capital adequacy ratio (%)	(Mar. 31, 2026)	45.5%	(Sep. 30, 2026)	47.6%	2.1%	—		
Total assets		311,476		308,532	△2,943	△0.9%		
Net assets		146,329		151,002	4,672	3.2%		
Consolidated subsidiaries		25		33	8	—		

Note: Profit represents “profit attributable to owners of parent.” **★ is record high**

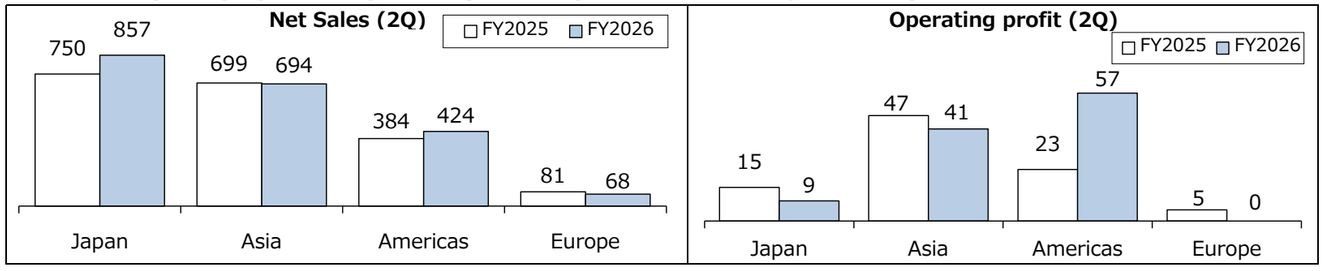
2. Profit Drivers (year-on-year)

(100 million yen)



3. Results by Geographical Segments (excluding consolidation adjustments)

(100 million yen)



4. Consolidated Financial Results Forecast for FY2026

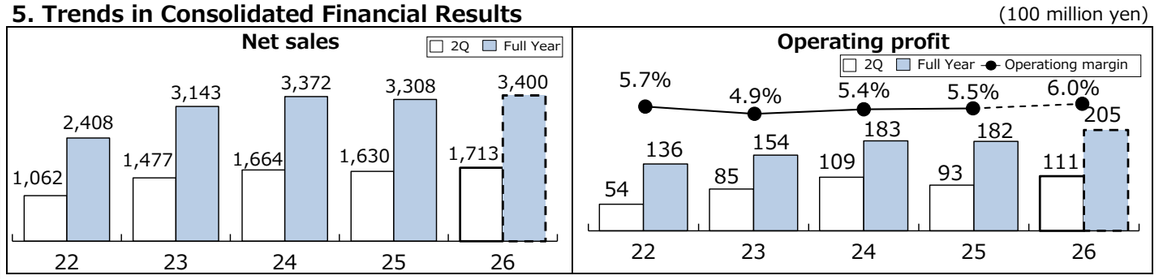
(Million yen)

	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)	★ 340,000	9,165	2.8%	(100.0)	335,000	5,000	1.5%
Operating profit	(5.5)	18,287	★ (6.0)	★ 20,500	2,212	12.1%	(5.8)	19,500	1,000	5.1%
Ordinary profit	(5.8)	19,229	★ (6.2)	★ 21,000	1,770	9.2%	(6.1)	20,500	500	2.4%
Profit	(4.0)	13,074	(4.1)	★ 13,800	725	5.5%	(4.0)	13,500	300	2.2%
Basic earnings per share (yen)		227.61		240.75	13.14	5.8%		235.55	5.20	2.2%
Exchange rate (JPY/USD)		151		155	[Depreciated by 4 yen]			152	[Depreciated by 3 yen]	

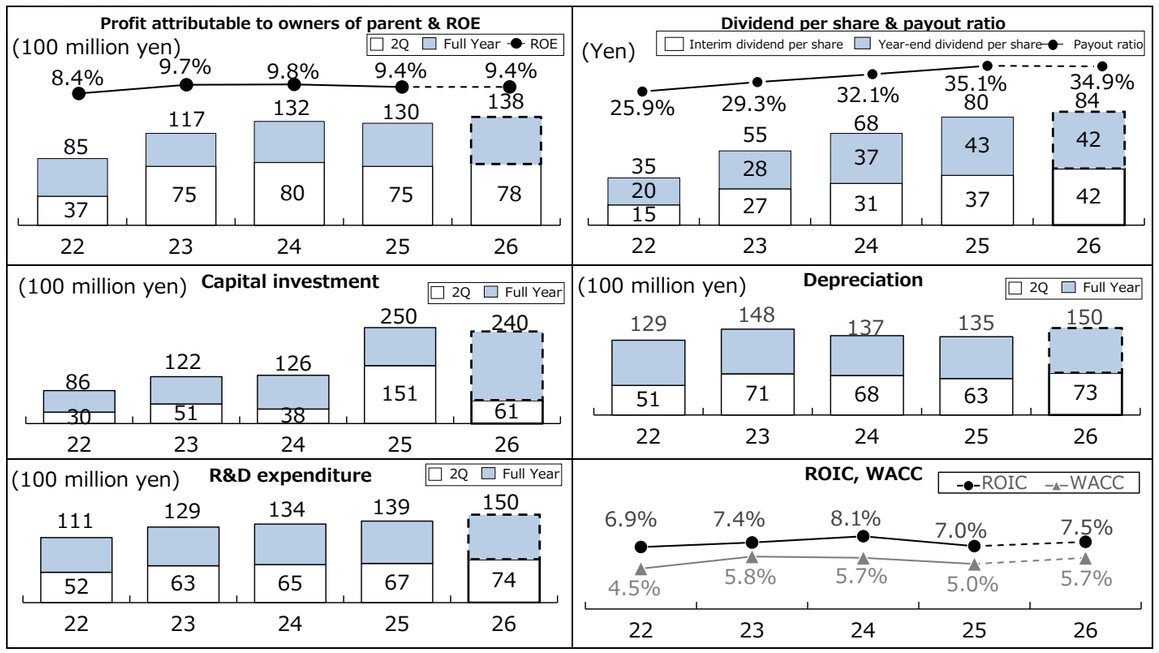
★ is record high

5. Trends in Consolidated Financial Results

(100 million yen)



6. Trends in Financial Indicators



7. Breakdown of Net Sales

(1) By product

(100 million yen)

Product name	FY2025 (2Q)		FY2026 (2Q)		YoY Changes	
	Amount	%	Amount	%	Amount	%
Fuel pump modules	855	52%	872	51%	17	2%
Throttle bodies	211	13%	202	12%	△9	△4%
Canisters	198	12%	198	12%	△0	△0%
EGR valves	110	7%	113	7%	3	3%
Valve train system products (engine valves)	52	3%	56	3%	4	8%
Other automobile parts	158	10%	227	13%	69	44%
Automobile parts total	1,584	97%	1,668	97%	84	5%
Other than automobile parts	46	3%	44	3%	△2	△4%
Total	1,630	100%	1,713	100%	83	5%

(2) By customer

Customer name		FY2025 (2Q)		FY2026 (2Q)		YoY Changes	
		Amount	%	Amount	%	Amount	%
Toyota Motor Group	Toyota Motor	799	49%	834	49%	35	4%
	Daihatsu Motor, etc.	112	7%	130	8%	18	16%
	Total	911	56%	965	56%	54	6%
Hyundai		177	11%	171	10%	△6	△3%
Honda		97	6%	97	6%	0	0%
Yamaha Motor		81	5%	91	5%	10	12%
Nissan		71	4%	62	4%	△9	△13%
SUZUKI		41	3%	47	3%	6	15%
Others		252	15%	280	16%	28	11%
Total		1,630	100%	1,713	100%	83	5%