



Foundation

for Value Creation

04 Foundation That Supports Value Creation

Point

We strive to enhance management efficiency and maintain and improve fairness and transparency, aiming for the long-term, stable growth of corporate value, which is our priority initiative.

We continue to reform our corporate governance in response to social and contemporary needs, advancing swift decision-making and strengthening execution.

We have a promotion system that can appropriately identify potential risks and take countermeasures to swiftly respond to changes in the business environment.

We observe compliance and strive to ensure ethical behavior, transparency, and fraud prevention to fulfill our social responsibilities.

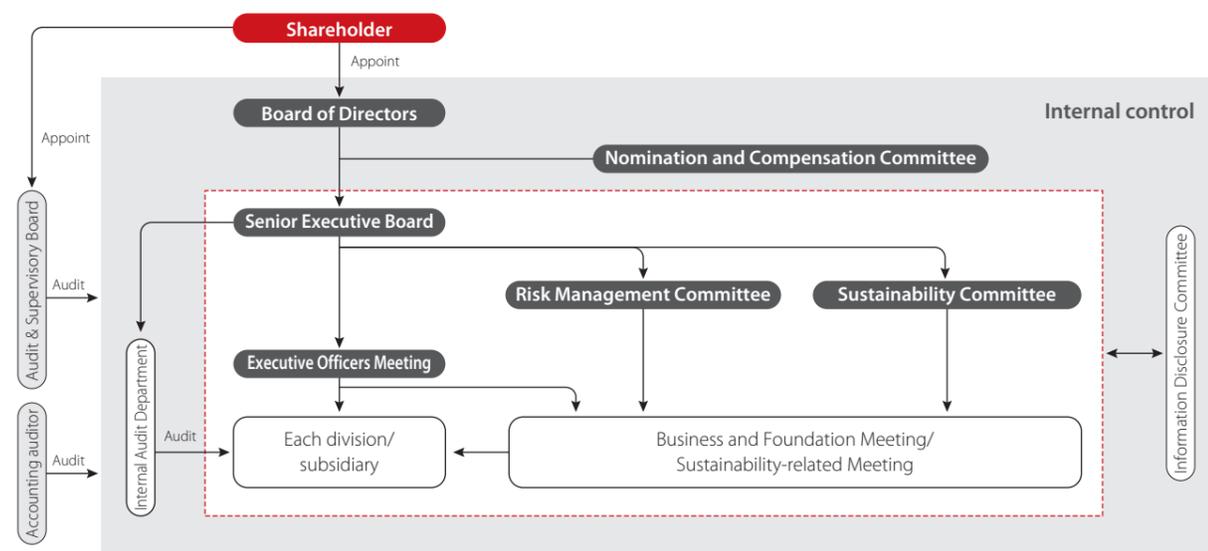
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Basic Approach

We consider the steady improvement of our corporate value over the long-term as a priority initiative. In order to achieve this, we must realize long-term, stable growth through the provision of products that are satisfactory to customers and establish a good relationship with each stakeholder, including our shareholders, investors, customers, suppliers, local communities, and employees. We have shared and acted on this approach, which is based on our Management Philosophy, in the Aisan Group Action Agenda and VISION2030. Moreover, we will strive to maintain and improve management efficiency, fairness, and transparency in accordance with the Corporate Governance Code established by the Tokyo Stock Exchange. Furthermore, with the aim of further enhancing functions of risk management and information disclosure, we have established the Risk Management Committee and the Information Disclosure Committee, independent from the Sustainability Committee, effective October 2025, and will advance company-wide initiatives.

Corporate Governance Structure



In addition to the legal functions of the General Meeting of Shareholders, Board of Directors meetings, Audit & Supervisory Board meetings, and the accounting auditor, we have appointed five outside directors and three outside Audit & Supervisory Board members to provide oversight and audit functions for the Board of Directors from an expert, impartial and fair standpoint to ensure management transparency and prompt decision-making. Personnel matters concerning directors are reviewed in advance by the Nomination and Compensation Committee, a majority of whose members are outside directors, to ensure fairness and transparency by obtaining appropriate involvement and advice.

Candidates for outside directors are appointed based on the independence criteria set forth by the Companies Act and the Tokyo Stock Exchange, with emphasis on the possession of advanced knowledge and wealth of experience necessary to provide candid and constructive advice and supervision of our management. Each director and senior executive officer/executive officer works collaboratively across functions and business units between departments, businesses and foundations to ensure prompt and efficient execution, while striving for appropriate business execution through mutual oversight.

Additionally, the Board of Directors oversees compliance matters such as risk management and anti-corruption* efforts. To verify compliance status, the number of compliance violations and other relevant data are reported regularly, and appropriate guidance is provided.

* Encompasses all forms of corruption, including bribery, insider trading, unfair trading practices, anti-competitive conduct, embezzlement, and money laundering

Results of Board of Directors Meetings in FY2024

Meetings held	13 times
Attendance	98.8%

Composition

	From June 2024	From June 2025
Number of directors	9	10
Of which, outside directors	3	5
Of which, female directors	2	3
Of which, independent directors	3	5
Number of Audit & Supervisory Board members	5	5
Of which, outside Audit & Supervisory Board members	3	3
Of which, female Audit & Supervisory Board members	0	0
Of which, independent Audit & Supervisory Board members	2	2
Number of senior executive officers	13 ^{*1}	6 ^{*2, *3}
Of which, female senior executive officers	0	0

*1 Six concurrently serving as director

*2 Starting in fiscal 2025, we transitioned from the executive officer system to the senior executive officer system.

*3 Four concurrently serving as director

Evaluating the Effectiveness of the Board of Directors

We conduct an annual evaluation of the Board of Directors to verify that it is functioning properly and to improve its effectiveness. The results of the effectiveness evaluation are shared as a reporting agenda item at the Board of Directors meeting. By discussing matters such as the future structure and operations of the Board, we are enhancing the Board's effectiveness to strengthen corporate governance.

The effectiveness assessment of the Board of Directors for fiscal 2024 was conducted in May 2025, using both a score evaluation and the comment section. The evaluation results showed that

generally positive assessments and opinions were obtained for each item, and we concluded that effectiveness is ensured. Additionally, during the discussion at the Board of Directors meeting, opinions were raised regarding the need to strengthen the sharing of risk-related information and to further deepen risk analysis. Taking this into consideration, we will strive to enhance the effectiveness of the Board of Directors by thoroughly sharing information for deeper discussions going forward, including through activity reports on risks.

Evaluation period: April 2024 to March 2025

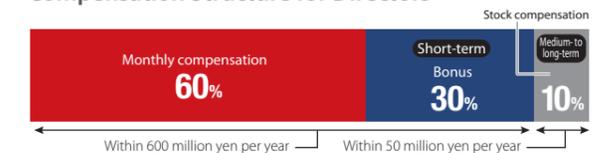
Evaluator	<ul style="list-style-type: none"> Internal/outside directors: 7 Audit & Supervisory Board members: 5 	Initiatives of FY2024	<ul style="list-style-type: none"> Expanded holding of preliminary briefing sessions for multifaceted discussions (established dedicated members) Distributed meeting minutes to further strengthen oversight of internal management committees Distributed subsidiary overview and key four products training materials for further knowledge updates
Evaluation method	<ul style="list-style-type: none"> Score evaluation for 16 criteria Comments section for 6 criteria 	Main challenges and measures	<ul style="list-style-type: none"> Board of Directors operations shifted toward sustainability management and strategic discussions/Enhancement of discussions on specific business strategies for sustainability management (governance, risk management, PR and IR activities) and the realization of the new Medium-term Management Plan Thorough information sharing for in-depth discussions/Preliminary briefing on future business strategy proposals, activity reports from overseas business entities, etc.
Main evaluation items	<ul style="list-style-type: none"> Composition and roles of directors Operation and deliberations of the Board of Directors Support for outside directors Medium- to long-term corporate strategy Sustainability initiatives Supervision of directors' performance of duties Risk management 		

Executive Compensation

Compensation for directors is first proposed in draft form to the Nomination and Compensation Committee* based on each director's position and responsibility and with consideration for business performance and management environment. The aim is to encourage directors to continuously improve business performance over the medium to long term and contribute to the enhanced corporate value of the Group. Compensation is determined by the Board of Directors. The compensation structure consists of monthly compensation, bonuses (short-term incentive), and restricted-share compensation (medium- to long-term incentive), at an approximate percentage of 60%, 30%, and 10%, respectively. Monthly compensation is set at an appropriate level, taking into consideration the business environment, among other factors, and reviewed on a regular basis according to the position of the director. Bonuses are linked to performance and determined using the applicable fiscal year's consolidated operating profit as a metric while also adjusted based on individual appraisals. As for

stock compensation, the restricted-share compensation system is in effect, with the aim of further improving directors' shared value with shareholders and continued enhancement of our corporate value. At the General Meeting of Shareholders held on June 13, 2025, it was decided that the sum of a director's monthly compensation and bonus is limited to a maximum of 600 million yen per year (of which a maximum of 100 million yen per year for outside directors). The total compensation amount for restricted shares awarded to directors, except outside directors, is limited to a maximum of 50 million yen per year.

Compensation Structure for Directors



* We have established the Nomination and Compensation Committee, which is equivalent to a Nomination Committee and Compensation Committee. The committee consists of three internal directors and five outside directors, and is chaired by an internal director. The President makes decisions based on reports from the Nomination and Compensation Committee, and in turn, puts it on the agenda of the General Meeting of Shareholders and the Board of Directors.

Information Disclosure Committee

To achieve accurate and fair information disclosure and further enhance corporate value, we established the Information Disclosure Committee in October 2025. Its purpose is to discuss medium- to long-term disclosure policies, information disclosure themes to be addressed going forward, and disclosure decisions during emergency responses. The Information Disclosure Committee promotes the enhancement of both the quality and quantity of information disclosure by understanding internal activities from the perspective of disclosure, including changes in the internal and external environment and social needs, and supporting future direction and company-wide initiatives.

Role	<ul style="list-style-type: none"> Promote group-wide information disclosure to enhance corporate value Establish and review group-wide policies regarding information disclosure Deliberate on the necessity and content of information disclosure for important/sensitive matters
Meetings held	Regular meetings twice a year, with additional meetings as needed
System	<ul style="list-style-type: none"> Chair: Chief Risk Officer (CRO) Secretariat: Corporate Planning Department Committee members: Senior Executive Officers, Standing Audit & Supervisory Board Members, and the Executive Officers or chief division officers in charge of the following: Corporate Strategy, Accounting and Finance, Environment, General Administration & Human Resources

Message from the CSO & CRO

Driving corporate value enhancement through the two-pronged approach of strategic advancement and risk management

Akihiro Yamanaka

Chief Strategy Officer, Chief Risk Officer



As the multi-pathway approach becomes the practical reality for the automotive industry amid the rapid shift toward EVs, we will continue to pursue sustainable growth by leveraging our strengths in engine components while advancing electrification and clean energy initiatives.

As the Chief Strategy Officer (strategy promotion), I will leverage strategic funds and pursue business alliances, capital partnerships, and M&A to swiftly achieve our business strategy of becoming an engine system supplier. In advancing these measures, we face important challenges such as integrating corporate cultures. By concurrently serving as the CRO (risk management), I will comprehensively assess these risks starting from the strategic

planning stage. This enables us to maximize the impact of these initiatives while taking appropriate risks.

On this foundation, we will expand our powertrain product lineup and strengthen our supply system to pursue further growth. Furthermore, by implementing group-wide risk management, we will enhance our competitiveness (performance, cost, and quality), work on BCP measures, and strive to further increase corporate value.

Message from the COO

Maximize operational competitiveness and forge the future

Shigekazu Kato

Chief Operating Officer



Effective April 2025, I have assumed the role of Chief Operating Officer, overseeing the company's day-to-day operations. As the automotive industry undergoes a once-in-a-century transformation, our company is moving forward under the New Medium-term Management Plan toward sustainable growth and enhanced corporate value.

My mission is to serve as the CEO's right-hand man, bringing together the strengths of each department to accelerate the execution of our strategy. In particular, we firmly believe that maximizing operational competitiveness and efficiency while flexibly adapting to changing times is essential for the Company's growth.

We will oversee the entire value chain from design, production preparation, manufacturing, procurement, quality, and logistics, to aftermarket services, striving to optimize business processes and strengthen on-site capabilities. In doing so, the entire team will rigorously adopt an on-site, hands-on approach, visiting the actual

locations, observing the physical conditions, and understanding the true situation to identify genuine challenges and implement effective, incremental improvements.

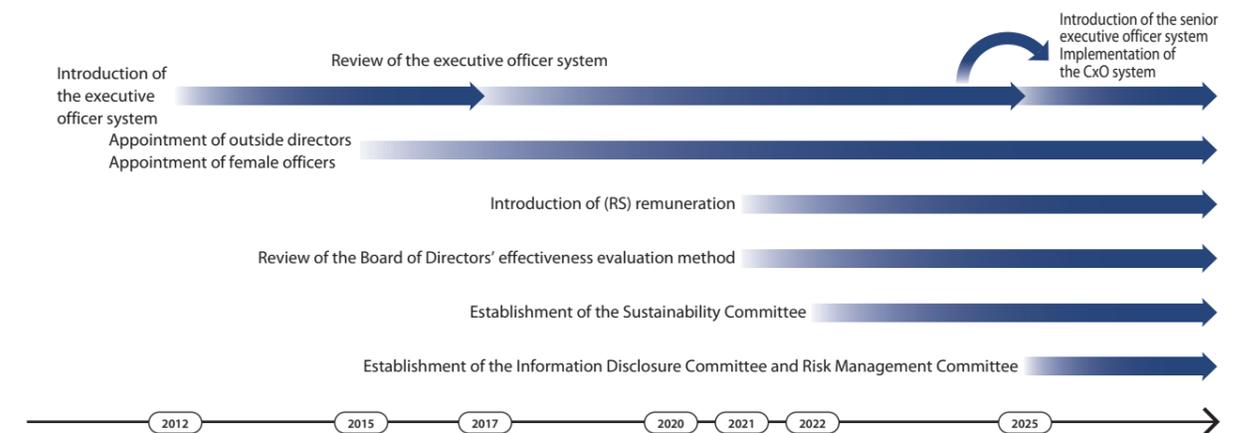
Above all, it is the power of people that allows us to meet these challenges. We have been working to foster a culture where people "mutually respect and energize each other, and keep challenging themselves." We will leverage these achievements to foster cross-departmental and cross-company teamwork, driving reforms and improvements to further increase our competitiveness.

We will continue to foster an environment where every employee can think, act, and take on challenges independently, while striving to become a company that embraces change as an organization and forges a path toward the future.

Corporate Governance Reform

Based on our Management Philosophy, and in order to contribute to society through our business activities and achieve sustainable enhancement of corporate value, we are advancing corporate governance reforms to maintain and improve fairness and transparency. We are also advancing initiatives to further share value with all stakeholders, including shareholders, investors, customers, as well as suppliers, local communities, and employees.

Starting in 2025, we are strengthening our organizational framework to enhance speed and enable group-wide activities. This includes introducing a senior executive officer system, expanding the CxO system, and establishing an Information Disclosure Committee and a Risk Management Committee.



Accelerating Decision-making and Strengthening Execution

The automotive parts industry is currently undergoing significant changes, including restructuring in the powertrain sector, adaptation to electrification, strengthened collaboration between companies, and M&A activity. In this environment, we determined that further strengthening management discussions with a long-term perspective and swift decision-making were necessary. To achieve our new Medium-term Management Plan and realize further business growth, we transitioned to a structure with a clearer separation of management and execution starting in April 2025.



- ◎ Ensure management discussions are conducted at a higher level and with greater diversity
- ◎ Separate management from execution and strengthen the capabilities of personnel responsible for management decisions and discussions
- ◎ Delegate authority to increase the speed and efficiency of execution

Measures	Details
(1) Introduction of the senior executive officer system	<ul style="list-style-type: none"> ◎ Senior Executive Officer: Enhance management discussions to strengthen strategic and directional deliberations ◎ Executive Officer: Clarify responsibilities for management and execution, delegate authority to the executive team to accelerate execution speed
(2) Implementation of the CxO system	<ul style="list-style-type: none"> ◎ Establish COO, CRO, CSO, and CQO positions to delegate authority and accelerate cross-group initiatives

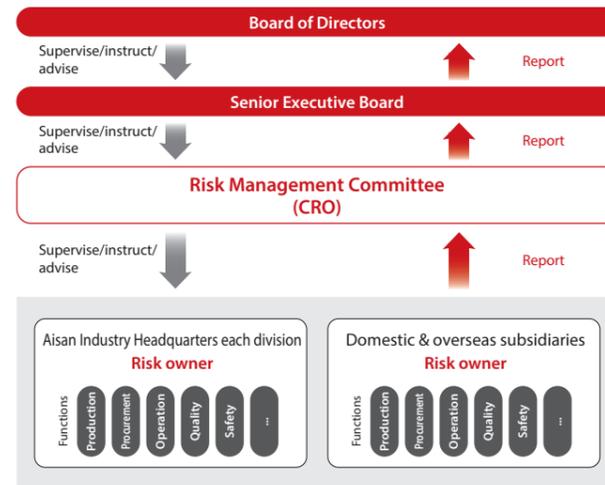
Basic Approach

To establish a company-wide risk management framework with high effectiveness and immediacy for further enhancing corporate value, we have newly established a Risk Management Committee effective October 2025. For company-wide risk management, risk owners will autonomously promote risk response activities. Within daily operations, each function, department, and individual employee will take ownership and strengthen their autonomous risk response capabilities. The Risk Management Committee will oversee the direction and status of particularly high-priority risks and group-wide risk response activities, further enhancing the effectiveness of risk management practices.

Company-wide Risk Management Promotion System

The Risk Management Committee, chaired by the Chief Risk Officer (CRO), examines a wide range of risks including ESG alongside business risks, referencing ISO 31000 and other standards. It identifies priority risks, monitors the status of risk responses, and provides instructions and guidance. We periodically consolidate risks from each division, subsidiary, and function to review key risks. Additionally, the committee enhances the sharing of incident information, evaluates risk response status, and reports to the Board of Directors as necessary.

The Board of Directors oversees the Risk Management Committee, provides necessary guidance and advice, and reviews the effectiveness of its processes. Furthermore, should risks materialize, we will promptly transition to crisis management procedures, such as establishing a countermeasures headquarters, based on the CRO's instructions.



Risk Management Committee
Chair: Chief Risk Officer (CRO) Secretariat: Corporate Planning Dept. Risk owner: Heads of each function/department
Scope of application: Aisan Industry and its domestic and overseas subsidiaries

Leveraging Cultivated Values and Organizational Strength

We will incorporate our long-established corporate values, such as our Management Philosophy and Compliance Guidelines, into our Risk Management Policy to more actively reflect them in our business operations. Furthermore, we will maximize the utilization of existing risk management functions, such as quality response, cybersecurity response, accident and disaster response, and infectious disease response, to achieve both business continuity and enhanced capabilities.

Identification of Priority Risks

To identify company-wide priority risks, we consolidate risks from various departments across the Company. We organize a risk map based on "Impact" x "Occurrence frequency" to pinpoint priority risks.

Priority risks in FY2025 © Quality misconduct © Cybersecurity © Group governance misconduct

Impact level guideline

Level	Definition	Risk level guideline by evaluation axis			
		Financial	Human life	Impact on business activities at one location	Reputation
4	Large impact	1 billion yen or more (10% or more of profit)	Serious accidents	Lasting one month or longer	An extremely substantial loss of trust
3	Medium impact	500 million yen to less than 1 billion yen (5% to less than 10% of profit)	Semi-serious accidents	Lasting a few weeks or longer	A substantial loss of trust (5 years or more to restore trust)
2	Small impact	100 million yen to less than 500 million yen (1% to less than 5% of profit)	Accidents resulting in absence from work	Lasting a few days	Loss of trust (2 to 3 years or more to restore trust)
1	Minor impact	Less than 100 million yen (Less than 1% of profit)	Accidents not resulting in absence from work/ Covered-up accidents	Lasting a few hours	Low likelihood of a loss of trust

Occurrence frequency guideline

Level	Definition (occurrence)	Risk level guideline by occurrence frequency
4	Frequent	Once or more a year
3	Moderate	Once or more in 2 to 5 years
2	Occasional	Once or more in 5 to 10 years or the likelihood of occurrence is nearly zero
1	Rare	Once every 10 years or longer

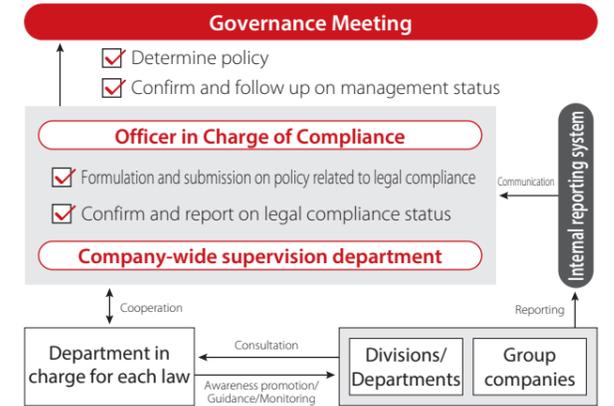
Basic Approach

We believe it is critical for all members of the Aisan Group to ensure compliance in meeting the expectations of all stakeholders in order to achieve sustainable growth and improve our trustworthiness. Based on this belief, we formulated the Aisan Group Action Agenda that stipulates the Group's universal values and action guidelines in 2007, and declared nine action items including legal compliance. In addition, we formulated the Compliance Guidelines in 2015, and established them as action guidelines to be followed by each and every employee, and have ensured that all employees are aware of them.

Compliance Promotion System

At Aisan Industry, the Governance Meeting, chaired by the Senior Executive Officer in Charge of Corporate Strategies, confirms and follows up on the status of compliance with corporate ethics and laws, as well as the status of compliance activities. The results are reported and deliberated twice a year at the Sustainability Committee.

The results of these deliberations and various compliance activities are shared throughout the Company by the Corporate Planning Department, which serves as the secretariat, and are reflected in the activities of each workplace. This mechanism ensures that management and workplaces work in unison to ensure thorough compliance.



* Officer in Charge of Compliance: Senior Executive Officer in Charge of Corporate Strategies

Compliance Guidelines

The Compliance Guidelines outline compliance items that should be shared and observed throughout the Group. In order for each employee to deepen their knowledge of compliance and take sensible actions, we also attached a commentary on the guidelines for distribution to all Group employees.

14 articles of the Compliance Guidelines

- 1 Legal compliance and respect for culture
- 2 Prohibition of carrying in/out import/export controlled items
- 3 Appropriate transactions with suppliers
- 4 Observation of competition laws
- 5 Observation of entertainment and gifts regulations
- 6 Health and safety
- 7 Respect of human rights and prohibition of discrimination
- 8 Observation of employment rules
- 9 Prohibition of harassment
- 10 Prohibition of drinking and driving
- 11 Proper accounting treatment
- 12 Appropriate use and management of company assets
- 13 Prohibition of insider trading
- 14 Management of trade secrets

Specific initiatives

Education and awareness activities

We are cultivating awareness towards legal compliance by regularly sharing information with employees, including rank-based training and e-learning on a variety of compliance-related themes. We are also sharing examples of compliance violations through an e-mail magazine and internal circulars. As a key initiative, we are conducting group training for all employees, including manufacturing site staff, to foster a shared understanding of the importance of compliance. We also conduct compliance awareness surveys to quantify the employees' awareness level and utilize the results in education and awareness-raising activities to further boost awareness.

Internal reporting system

To promptly identify and prevent situations that violate compliance, company rules as well as laws in the course of business operations, we have launched operations of a reporting/consultation desk for employees and their families to seek consultation and file reports. The helpline structure caters to different types of consultations, including a consultation desk for workplace harassment and suppliers, and global helpline for domestic and overseas Group companies. To ensure the whistleblower is protected in any of these situations, we have developed a structure based on the Whistleblower Protection System.

Directors



Tokuhiisa Nomura
President
Responsibilities: Chief Executive Officer

■ 37,542 shares
■ 13 out of 13 (100%)

- Career summary and positions**
- April 1985 Joined Toyota Motor Corporation
 - January 2008 General Manager, Vehicle Electronics Design Div.
 - January 2012 General Manager, Electronics Management Div.
 - April 2013 Executive General Manager, Field General Manager, Electronics Technology Field
 - April 2016 Executive General Manager, Advanced R&D and Engineering Company
 - June 2017 Executive Vice President, Vice President and Executive Officer, the Company
 - June 2018 President
 - April 2025 President; Senior Executive Officer (to present)



Toru Nakane
Executive Vice President
Responsibilities: Assistant to President

■ 41,597 shares
■ 13 out of 13 (100%)

- Career summary and positions**
- April 1980 Joined the Company
 - June 2008 General Manager, Marketing & Sales Dept. I
 - June 2010 Director
 - June 2012 Executive Officer
 - June 2013 Executive Officer, Member of the Board
 - June 2014 Managing Executive Officer, Member of the Board
 - June 2017 Senior Managing Executive Officer, Member of the Board
 - June 2020 Executive Vice President, Vice President and Executive Officer
 - April 2025 Executive Vice President; Senior Executive Officer (to present)



Shigekazu Kato
Executive Vice President
Responsibilities: Chief Operating Officer

■ 23,424 shares
■ 13 out of 13 (100%)

- Career summary and positions**
- April 1987 Joined Toyota Motor Corporation
 - January 2013 General Manager, Planning Dept., Accounting Div.
 - January 2015 Executive Vice President, Toyota Motor (China) Investment Co., Ltd.
 - April 2019 Executive Officer, the Company
 - June 2020 Executive Officer, Member of the Board
 - April 2024 Vice President and Executive Officer, Member of the Board
 - June 2024 Executive Vice President; Vice President and Executive Officer
 - April 2025 Executive Vice President; Senior Executive Officer (to present)



Akihiro Yamanaka
Executive Vice President
Responsibilities: Chief Strategy Officer, Chief Risk Officer

■ 11,435 shares
■ 11 out of 11 (100%)

- Career summary and positions**
- April 1988 Joined Toyota Motor Corporation
 - January 2011 General Manager, Hybrid Vehicle Advanced Technology Engineering Division
 - January 2018 Executive General Manager, Supervisor, Powertrain Company
 - January 2019 Field General Manager, Advanced Engineering Development Field, Powertrain Company
 - January 2024 Chief Project Leader, Powertrain Company
 - June 2024 Executive Vice President, Vice President and Executive Officer, the Company
 - April 2025 Executive Vice President; Senior Executive Officer (to present)



Takashi Uehara
Director

■ 0 shares
■ —

- Career summary and positions**
- April 1991 Joined Toyota Motor Corporation
 - January 2017 Chief Engineer, Powertrain Product Planning Div.
 - July 2019 Chief Engineer, Powertrain System Development Field
 - August 2021 Chief Project Leader, Powertrain Product Planning
 - July 2023 President, Powertrain Company (to present)
 - June 2025 Director, the Company (to present)



Yuichi Oi
Outside Director

■ 0 shares
■ 13 out of 13 (100%)

- Career summary and positions**
- April 1978 Joined Toyota Tsusho Corporation
 - March 2001 Manager, Global Logistics Management Dept.
 - April 2006 Executive Officer
 - June 2011 Managing Executive Officer
 - June 2013 Managing Director
 - April 2015 Senior Managing Director
 - April 2017 Senior Managing Executive Officer, Member of the Board
 - June 2017 Representative Director; Vice President and Executive Officer
 - June 2019 Senior Executive Advisor
 - June 2020 Director, the Company (to present)



Satoe Tsuge
Outside Director

■ 0 shares
■ 12 out of 13 (92%)

- Career summary and positions**
- April 1990 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)
 - April 1995 Registered as a certified public accountant
 - January 1999 Representative, Tsuge CPA Office. (to present)
 - June 2007 Representative Director, La Vida Planning Co., Ltd. (to present)
 - June 2015 Director, the Company (to present)



Yurie Iribe
Outside Director

■ 0 shares
■ 13 out of 13 (100%)

- Career summary and positions**
- April 2007 Assistant Professor, Information and Media Center, Toyohashi University of Technology
 - April 2013 Assistant Professor, School of Information Science and Technology, Aichi Prefectural University
 - August 2013 Specially Appointed Assistant Professor, Graduate School of Information Science, Nagoya University
 - April 2017 Specially Appointed Associate Professor, Institutes of Innovation for Future Society, Nagoya University
 - April 2017 Associate Professor, School of Information Science and Technology, Aichi Prefectural University
 - June 2022 Director, the Company (to present)
 - April 2025 Professor, School of Information Science and Technology, Aichi Prefectural University (to present)



Naoshi Takayama
Outside Director

■ 0 shares
■ —

- Career summary and positions**
- April 1981 Joined Makino Milling Machine Co., Ltd.
 - December 2002 Joined Mori Seiki Co., Ltd. (currently DMG MORI CO., LTD.)
 - June 2007 Director
 - June 2008 Senior Director
 - September 2011 Executive Director
 - April 2019 Senior Executive Officer
 - April 2021 Executive Fellow
 - January 2024 Joined TAYO KOKI CO., LTD. (to present)
 - June 2025 Director, the Company (to present)



Eiko Funabiki
Outside Director

■ 0 shares
■ —

- Career summary and positions**
- April 1986 Joined Fujitsu Tokai System Engineering Co., Ltd. (currently Fujitsu Limited)
 - December 1988 Joined Tokai Research & Consulting Inc. (currently Mitsubishi UFJ Research and Consulting Co., Ltd.)
 - October 2016 General Manager, Human Resources & Organization Strategy Consulting Department, International Business Division, Nagoya Headquarters
 - June 2018 Executive Officer, Unit Head of Nagoya Business Unit, Consulting Business Division
 - April 2021 Executive Officer, Unit Head of Human Resources & Organization Business Unit, Consulting Business Division
 - April 2025 Executive Officer, Deputy Unit Head of Business Promotion Unit, Consulting Business Division (special mission) (to present)
 - June 2025 Director, the Company (to present)

Audit & Supervisory Board Members



Yuji Furuta
Standing Audit & Supervisory Board Member

■ 3,468 shares
■ 12 out of 13 (92%)
■ 11 out of 12 (92%)

- Career summary and positions**
- April 1981 Joined the Company
 - March 2014 General Manager, General Administration & Human Resources Dept.
 - June 2017 General Manager, Corporate Planning Dept.
 - January 2019 General Manager, General Administration & Human Resources Dept.
 - January 2021 Project Senior Chief, General Administration & Human Resources Dept.
 - June 2021 Audit & Supervisory Board Member (to present)



Hideaki Nakamura
Standing Audit & Supervisory Board Member

■ 0 shares
■ —
■ —

- Career summary and positions**
- April 1986 Joined Toyota Motor Corporation
 - January 2008 General Manager, No. 1 Unit Parts Department, Unit Parts Purchasing Division
 - January 2010 Director, Toyota do Brasil Ltda. Director, Toyota Argentina S.A.
 - January 2018 Director, Toyota Kirloskar Motor Private Ltd.
 - January 2021 Deputy Chief Division Officer, Purchasing Division, the Company
 - September 2022 Chief Division Officer, Purchasing Division
 - June 2025 Audit & Supervisory Board Member (to present)



Takami Kato
Outside Audit & Supervisory Board Member

■ 0 shares
■ 13 out of 13 (100%)
■ 12 out of 12 (100%)

- Career summary and positions**
- April 1992 Joined Toyota Motor Corporation
 - April 2018 General Manager, Purchasing Planning Div.
 - January 2021 General Manager, Supply Chain Strategy Div.
 - July 2022 Deputy Chief Division Officer, Purchasing Div. (to present)
 - June 2023 Audit & Supervisory Board Member, the Company (to present)



Nobuya Yazaki
Outside Audit & Supervisory Board Member

■ 0 shares
■ 11 out of 11 (100%)
■ 10 out of 10 (100%)

- Career summary and positions**
- April 1996 Registered as an attorney
Joined Kato Murase Law Office
 - November 1999 Representative attorney, Murase Yazaki Law Office (currently HINDO Law Office) (to present)
 - June 2024 Audit & Supervisory Board Member, the Company (to present)



Makoto Nishimatsu
Outside Audit & Supervisory Board Member

■ 0 shares
■ —
■ —

- Career summary and positions**
- March 1982 Joined Marunouchi Audit Corporation (currently Deloitte Touche Tohmatsu LLC)
 - August 1984 Registered as a certified public accountant
 - July 2000 Representative Partner
 - December 2015 Councilor, Deloitte Tohmatsu LLC
 - January 2025 President, Makoto Nishimatsu CPA Office (to present)
 - June 2025 Audit & Supervisory Board Member, the Company (to present)

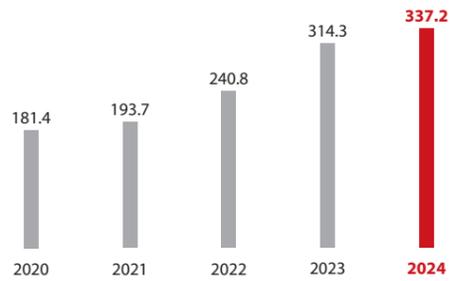
■ Number of shares held (as of March 31, 2025)
■ Attendance at meetings of the Board of Directors (FY2024)
■ Attendance at meetings of the Audit & Supervisory Board (FY2024)

Directors' skill matrix | The skills and experiences held by the Directors and Audit & Supervisory Board members of the Company are as follows:

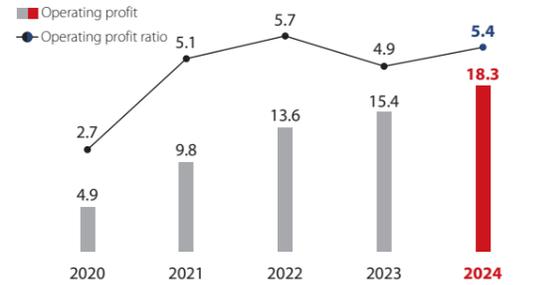
	Position	Name	Sales	Technology development	Manufacturing / Purchasing	Overseas experience	ESG	Legal affairs / Compliance	DX	Finance / Accounting	HR / Labor
Director	President	Tokuhiisa Nomura		○		○	○				
	Executive Vice President	Toru Nakane	○				○	○			
	Executive Vice President	Shigekazu Kato				○	○	○	○	○	○
	Executive Vice President	Akihiro Yamanaka		○			○				
	Director	Takashi Uehara		○		○	○				
	Outside Director	Yuichi Oi	○		○	○	○				
	Outside Director	Satoe Tsuge					○			○	○
	Outside Director	Yurie Iribe		○			○		○		
	Outside Director	Naoshi Takayama		○	○		○				
	Outside Director	Eiko Funabiki					○	○			○
Audit & Supervisory Board Member	Standing Audit & Supervisory Board Member	Yuji Furuta					○	○	○		○
	Standing Audit & Supervisory Board Member	Hideaki Nakamura			○	○	○			○	
	Outside Audit & Supervisory Board Member	Takami Kato			○	○	○				
	Outside Audit & Supervisory Board Member	Nobuya Yazaki					○	○			○
	Outside Audit & Supervisory Board Member	Makoto Nishimatsu				○	○			○	○

Financial Data Highlight (Consolidated)

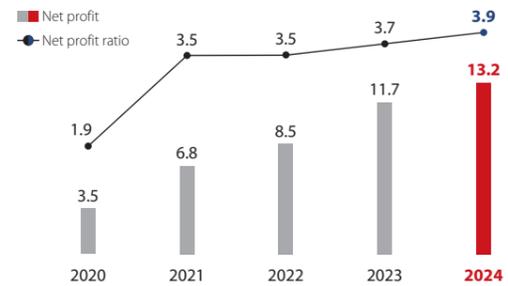
Net Sales (Billions of yen)



Operating Profit/Operating Profit Ratio (Billions of yen/%)



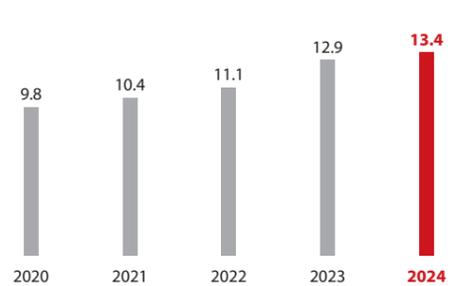
Net Profit/Net Profit Ratio (Billions of yen/%)



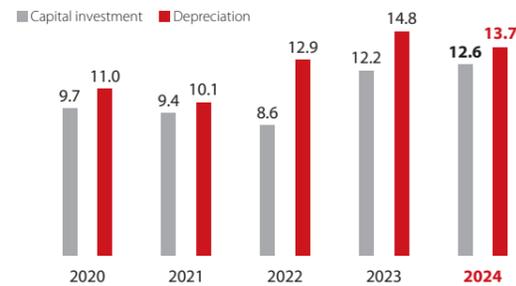
Dividends per Share/Payout Ratio (Yen/%)



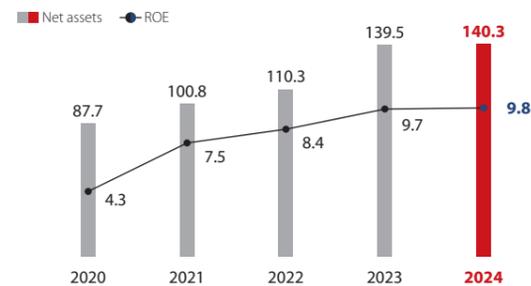
R&D Expenses (Billions of yen)



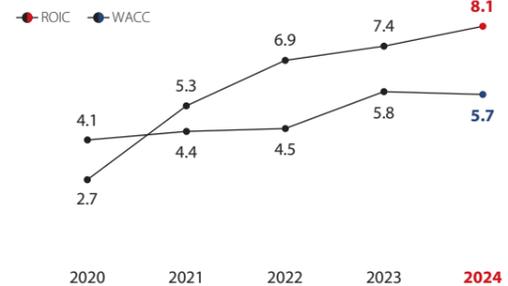
Capital Investment/Depreciation (Billions of yen)



Net Assets/ROE (Billions of yen/%)

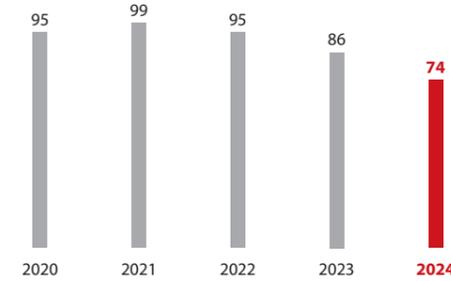


ROIC/WACC (%)

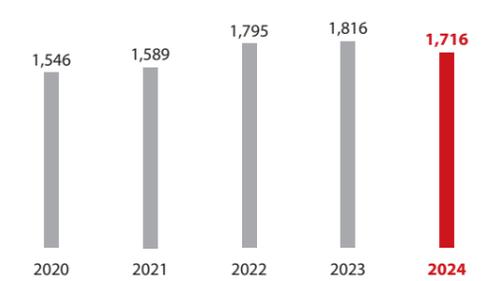


Non-Financial Data Highlight (Consolidated/Non-consolidated)

CO₂ (Scope 1 & 2) Emissions (Consolidated) (Thousands of t-CO₂)

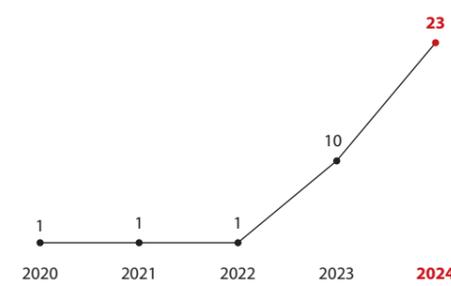


CO₂ (Scope 3) Emissions (Thousands of t-CO₂)

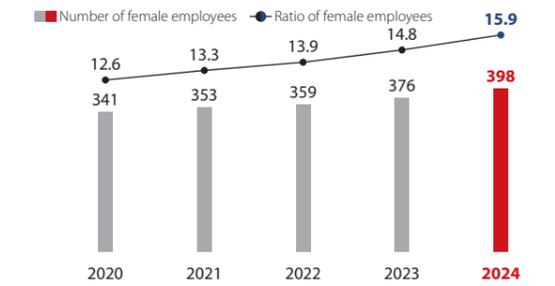


* Third-party verification has been conducted since FY2022

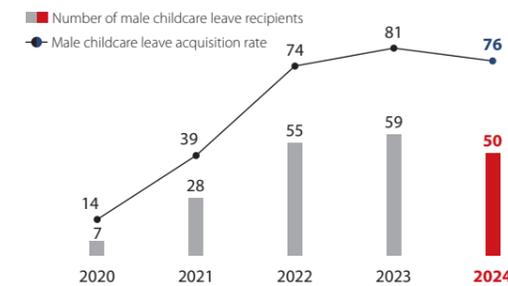
Renewable Energy Ratio (%)



Number of Female Employees/Ratio of Female Employees (Non-consolidated) (Persons/%)

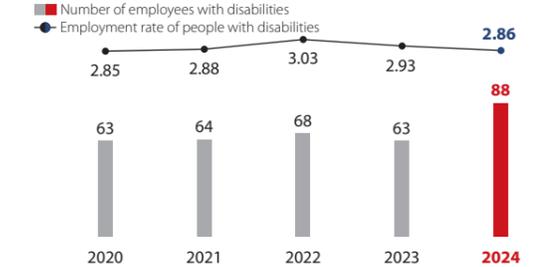


Number of Male Childcare Leave Recipients/Male Childcare Leave Acquisition Rate (Non-consolidated) (Persons/%)

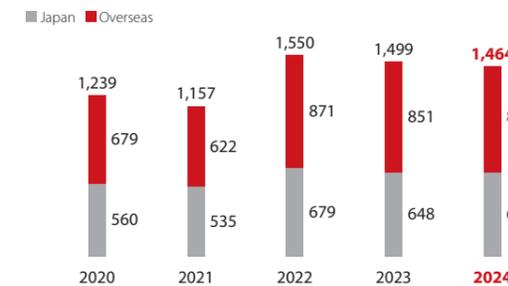


Number of Employees with Disabilities/Employment Rate of People with Disabilities (Non-consolidated) (Persons/%)

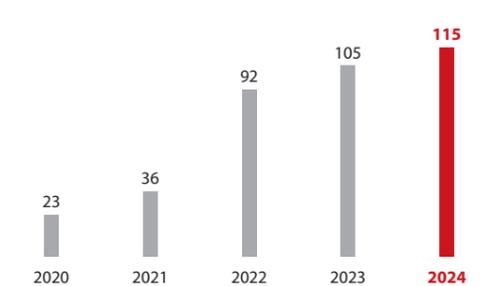
* The employment rate is calculated using a counting method based on the disability grade



Number of Patents Owned (Non-consolidated) (Patents)



Number of Carbon Neutrality-related Patent Applications (Non-consolidated) (Applications)



Financial Data (Consolidated)

(Unit: millions of yen)

	(FY)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
Operating results	Net sales	212,676	215,360	203,769	212,524	213,494	205,489	181,427	193,751	240,806	314,336	337,259	
	By product												
	Fuel pump module	72,540	79,490	72,756	77,751	79,556	79,777	68,846	73,948	97,778	159,934	175,808	
	Injector	7,196	5,774	4,921	5,033	4,672	4,179	2,939	3,287	3,400	2,405	2,780	
	Fuel type, and others	6,571	5,680	4,929	4,435	3,933	3,570	2,606	2,981	3,486	3,996	4,761	
	Throttle body	47,076	49,877	49,341	49,912	48,042	42,848	34,398	35,833	39,098	42,176	43,367	
	EGR valve	7,621	5,918	5,971	7,180	9,589	11,844	12,729	14,852	22,374	23,131	25,387	
	Intake and exhaust, and others	11,677	10,488	9,834	9,244	8,628	7,027	6,180	7,072	7,741	8,448	9,851	
	Canister	25,533	26,454	25,227	26,572	27,384	26,099	27,833	27,488	34,273	40,076	41,710	
	Emission control system, and others	4,713	4,411	4,084	4,019	3,858	4,388	5,060	4,865	5,110	7,146	7,935	
	Engine valve	9,502	8,773	9,045	9,887	9,547	9,436	8,110	8,906	9,821	9,932	9,772	
	Other	20,236	18,485	17,653	18,480	18,275	16,311	12,717	14,508	17,714	17,086	15,880	
	By region												
	Japan	101,375	90,136	81,635	83,173	82,080	82,991	74,099	70,445	77,368	91,948	99,929	
Asia	63,998	72,306	73,181	79,156	82,391	81,104	74,504	86,540	107,576	135,682	144,054		
Americas	34,092	39,113	35,657	34,766	33,652	28,240	22,728	25,367	43,308	71,096	77,344		
Europe	13,210	13,805	13,294	15,428	15,370	13,153	10,094	11,398	12,553	15,608	15,929		
Gross profit	28,258	26,960	23,996	25,974	25,588	24,365	20,462	24,927	32,754	41,218	48,972		
Operating profit	10,796	9,854	8,159	9,421	8,227	7,226	4,956	9,809	13,632	15,498	18,338		
Ordinary profit	11,322	9,349	7,407	9,770	8,181	6,866	4,986	10,255	14,083	17,201	19,292		
Profit attributable to owners of parent*	6,755	6,208	4,505	4,526	6,124	-5,073	3,525	6,831	8,504	11,744	13,234		
Capital investment	13,280	15,884	12,738	12,022	16,523	19,323	9,711	9,449	8,636	12,285	12,651		
Depreciation	10,140	11,172	10,700	10,773	11,033	12,554	11,011	10,174	12,994	14,831	13,768		
R&D expenses	10,336	10,854	10,922	11,196	11,302	10,845	9,815	10,494	11,111	12,936	13,426		
Cash flow	Cash flows from operating activities	13,772	24,132	14,395	13,767	11,421	14,678	17,761	13,544	20,269	38,627	28,222	
	Cash flows from investing activities	-18,035	-13,441	-16,431	-11,145	-18,429	-16,591	-6,785	-6,955	-29,599	-9,664	-20,128	
	Free cash flow	-4,263	10,691	-2,036	2,622	-7,008	-1,913	10,976	6,589	-9,330	28,963	8,094	
	Cash flows from financing activities	3,822	-1,585	-3,510	11,779	-435	1,704	-1,176	-4,128	3,536	-11,431	10,949	
Financial position	Funds (Cash and deposits + Securities)	26,166	35,113	30,093	44,928	36,635	36,204	46,329	50,086	45,973	67,036	85,776	
	Interest-bearing debt	25,523	25,622	23,751	37,580	39,053	43,085	43,551	32,102	48,828	41,836	56,216	
	Equity	84,880	81,324	81,472	87,643	87,777	79,114	84,206	96,944	106,408	134,741	135,821	
	Total assets	185,422	184,156	178,914	196,650	192,500	186,362	189,918	201,936	225,762	272,549	300,982	
Financial indicators	Operating profit to net sales ratio (%)	5.1	4.6	4.0	4.4	3.9	3.5	2.7	5.1	5.7	4.9	5.4	
	Rate of return on assets (ROA) (%)	3.9	3.4	2.5	2.4	3.2	-2.7	1.9	3.5	4.0	4.7	4.6	
	Rate of return on equity (ROE) (%)	8.9	7.5	5.5	5.4	7.0	-6.1	4.3	7.5	8.4	9.7	9.8	
	Rate of return on sales (%)	3.2	2.9	2.2	2.1	2.9	-2.5	1.9	3.5	3.5	3.7	3.9	
	Capital adequacy ratio (%)	45.8	44.2	45.5	44.6	45.6	42.5	44.3	48.0	47.1	49.4	45.1	
	Net D/E ratio (Times)	-0.0	-0.1	-0.1	-0.1	0.0	0.1	-0.1	-0.1	0.0	-0.2	-0.2	
Information per share	Payout ratio (%)	25.8	33.3	34.8	95.3	27.8	—	32.2	26.8	25.9	29.3	32.1	
	Earnings per share (EPS) (Yen)	112.19	99.24	71.88	72.11	97.26	-80.55	55.97	108.40	135.01	187.63	211.86	
	Dividends per share (DPS) (Yen)	29.00	33.00	25.00	29.00	27.00	20.00	18.00	29.00	35.00	55.00	68.00	
	Book value per share (BPS) (Yen)	1,359.36	1,297.81	1,299.45	1,392.79	1,393.58	1,255.94	1,336.78	1,539.63	1,688.64	2,158.56	2,173.01	
Number of employees (Persons)	10,262	10,294	10,320	10,440	10,500	10,716	10,018	9,720	10,459	10,904	10,962		

* Presented as "net income" for FY2014

Company Profile (As of March 31, 2025)

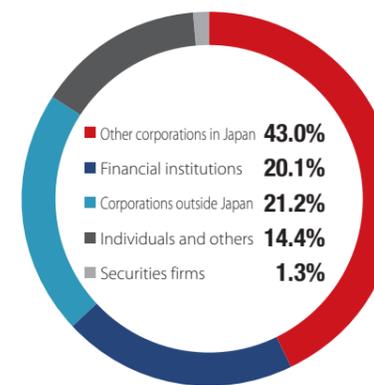
Company name	AISAN INDUSTRY CO., LTD.
Headquarters	1-1-1 Kyowa-cho, Obu, Aichi 474-8588 Japan
Date of establishment	December 1938
Representative	Tokuhiwa Nomura
Capital	10,866 million yen
Business outline	Manufacturing and sales of automotive parts
Number of employees	Consolidated: 10,962 Non-consolidated: 3,184 * Temporary employees included
Group companies	29 Group companies (21 overseas, 8 in Japan)
Fiscal year end	March
Credit rating	A- (Japan Credit Rating Agency)

Stock Information (As of September 30, 2025)

Stock	Total number of shares authorized	190,000,000
	Total number of shares issued * Excluding the treasury stock	57,027,755
	Share unit number	100
Listed stock exchanges	Tokyo Stock Exchange: Prime Market	
	Nagoya Stock Exchange: Premier Market	
	Stock code: 7283	
Shareholder registry administrator	Mitsubishi UFJ Trust and Banking Corporation	
Accounting auditor	Deloitte Touche Tohmatsu LLC	
Principal shareholders	Toyota Motor Corporation	
	Toyota Industries Corporation	

Share distribution by shareholder

* Excluding the treasury stock



Principal shareholders (Note)

Shareholders	Number of shares held (in thousands)	Holding ratio (%)
Toyota Motor Corporation	18,107	31.8
The Master Trust Bank of Japan, Ltd. (Trust Account)	5,406	9.5
Toyota Industries Corporation	4,767	8.4
Custody Bank of Japan, Ltd. (Trust Account)	2,941	5.2
Aisan Industry Employee Stock Ownership Association	1,687	3.0
RE FUND 107-CLIENT AC	1,490	2.6
STATE STREET BANK AND TRUST COMPANY 505223	1,242	2.2
Sumitomo Mitsui Banking Corporation	780	1.4
DFA INTL SMALL CAP VALUE PORTFOLIO	766	1.3
THE BANK OF NEW YORK MELLON 140042	632	1.1

Note: Holding ratios are calculated by excluding the treasury stock (6,379,124 shares).

Domestic Locations (As of March 31, 2025)



Headquarters



Main Plant



Anjo Plant



Toyota Plant



Hirose Technical Center

East Japan Branch Office (Yokohama)
East Japan Branch Office (North-Kanto)
Hamamatsu Branch Office
West Japan Branch Office (Osaka)
West Japan Branch Office (Hiroshima)

Subsidiaries (domestic)

TK CARBURETTOR CO., LTD.	Aisan Kumamoto Co., Ltd.
AIKYO SANGYO CO., LTD.	MAGNEX CO., LTD.
Aisan Computer Services Corp.	IMI Co., LTD
NICHIALLOY CO., LTD.	Miyama Seiko Co., Ltd. (Affiliate)

Subsidiaries (international) (As of March 31, 2025)

Asia

- HYUNDAM INDUSTRIAL CO., LTD. / South Korea
- HYUNDAM TECH CO., LTD. / South Korea
- AISAN (TIANJIN) AUTO PARTS CO., LTD. / China
- AISAN (FOSHAN) AUTO PARTS CO., LTD. / China
- AISAN CORPORATION GUANGZHOU CO.,LTD. / China
- SHENYANG XUANTAN AUTOMOBILE PARTS CO., LTD. / China
- TK CARBURETTOR (NINGBO) CO., LTD. / China
- PT.AISAN NASMOCO INDUSTRI / Indonesia
- AISAN CORPORATION ASIA PACIFIC LIMITED / Thailand
- AISAN AUTO PARTS INDIA PRIVATE LIMITED / India (Merged in June 2025)
- AISAN INDUSTRY INDIA PRIVATE LIMITED / India
- AISAN SALES INDIA PRIVATE LIMITED / India
- IHD INDUSTRIES PVT. LTD. / India

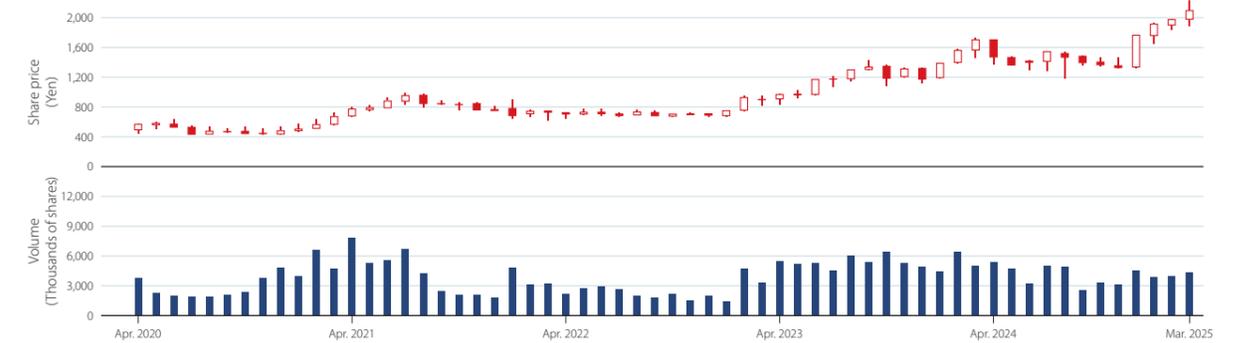
Americas

- FRANKLIN PRECISION INDUSTRY, INC. / USA
- AISAN INDUSTRY KENTUCKY, LLC / USA
- AISAN CORPORATION OF AMERICA / USA
- HYUNDAM AMERICA INC. / USA
- AISAN AUTOPARTES MEXICO, S.A. DE C.V. / Mexico

Europe

- AISAN INDUSTRY FRANCE S.A. / France (Sold in October 2025)
- AISAN INDUSTRY CZECH s.r.o. / Czech Republic
- AISAN CORPORATION EUROPE NV/SA / Belgium
- HYUNDAM SLOVAKIA s.r.o. / Slovakia

Stock price trends



Corporate sports

AISAN Racing Team

Established in 1976 as an in-house club activity, the bicycle club began full-scale racing activities in 1987 when it registered as a business team. Registered as a Continental Team in 2006, the team has been expanding its activities not only in domestic races but also in international races.



AISAN LONG DISTANCE TEAM

The team was first formed in 1979 by Aisan trainees (currently, Aisan Academy students) from the Company's in-house school, and participated in the Meigi Long-Distance Road Relay. In 2002, the team participated in the All Japan Business Teams Men's Long-Distance Road Relay (New Year Ekiden) race for the first time, and has competed in the event for 24 consecutive years since then.



External evaluation

2022

Certified as Eruboshi (2 stars) based on the Act on Promotion of Women's Participation and Advancement in the Workplace



2023

Renewal of Digital Transformation (DX) Certification as defined by the Ministry of Economy, Trade and Industry



Obtained Kurumin mark from the Ministry of Health, Labor and Welfare



Selected as a certified company under the Aichi Biodiversity Program
Promoted to an Excellent Certified Company in 2025



2025

Selected for the first time under the KENKO Investment for Health Stock Selection program by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange



Certified as a Nationally Certified Sustainably Managed Natural Site by the Ministry of the Environment

