



Year 2026 – 2030

# **V**ISION 2030

“Produce fine products  
desired by Society”

ASTI CORPORATION

14<sup>th</sup> May 2026

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***“Achieve high quality”***

***“Sustainable development”***

***“Technology First”***

***“International collaboration”***

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1

Business in India

2

Various Electronic Components for EVs

3

Wire Harnesses for Two-Wheelers and  
Outboard Motors

4

Medical-Related Products

# 1. Key Businesses



## 1 Business in India

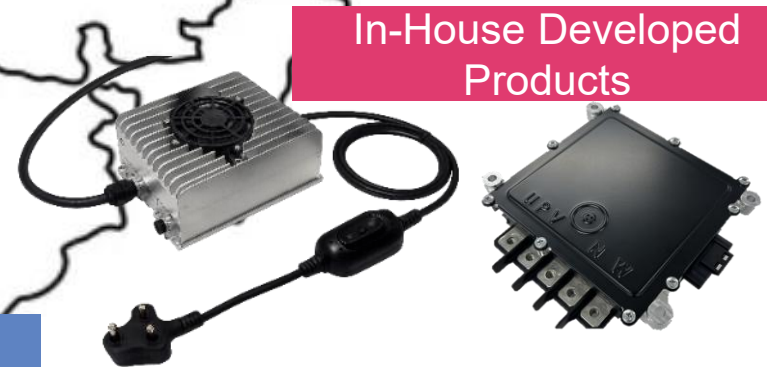
Contract Manufacturing Products



### AEI (Haryana Plant)

- New Plant Launch in Autumn 2026
- Expansion of Manufacturing & Sales of In-House Developed Products
- Development and Growth as a Technology Development Hub

In-House Developed Products

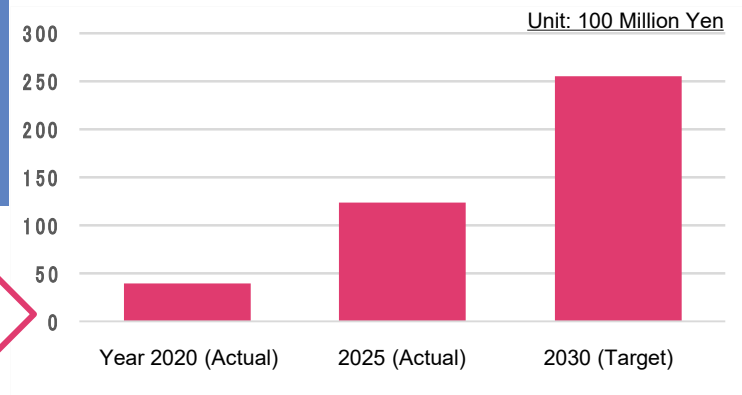


### AIP (Gujarat Plant)

- Expansion of Contract Manufacturing Business
- Establishment as ASTI's Largest Production Base



Sales Target: JPY 25 Billion in India

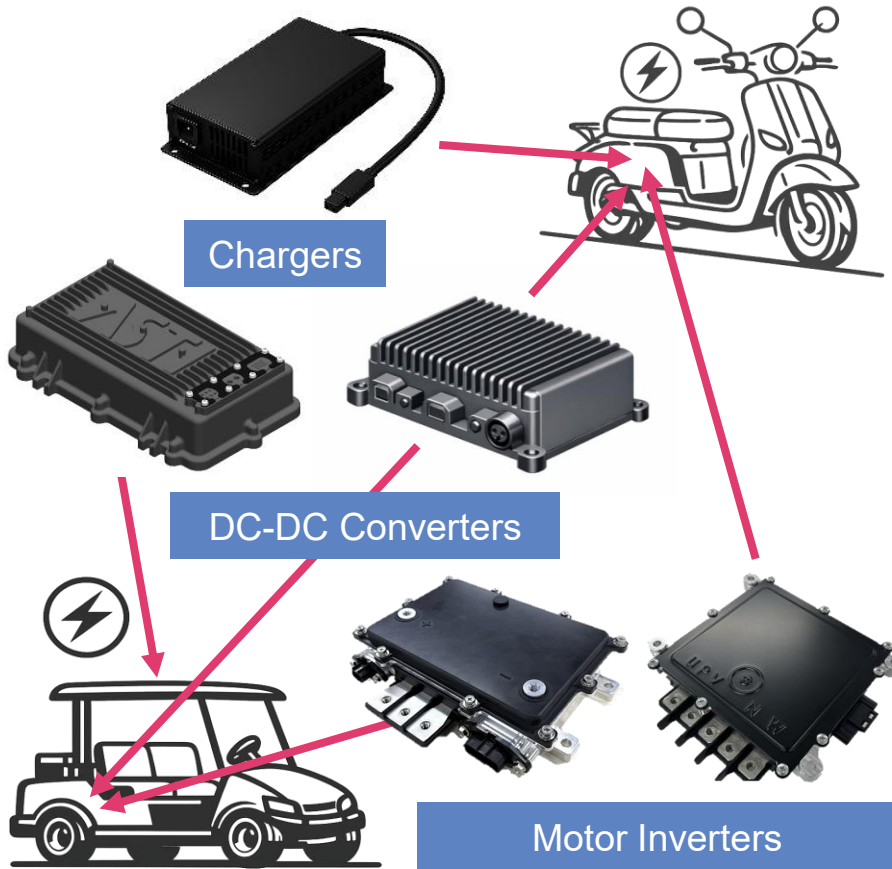


# 1. Key Businesses

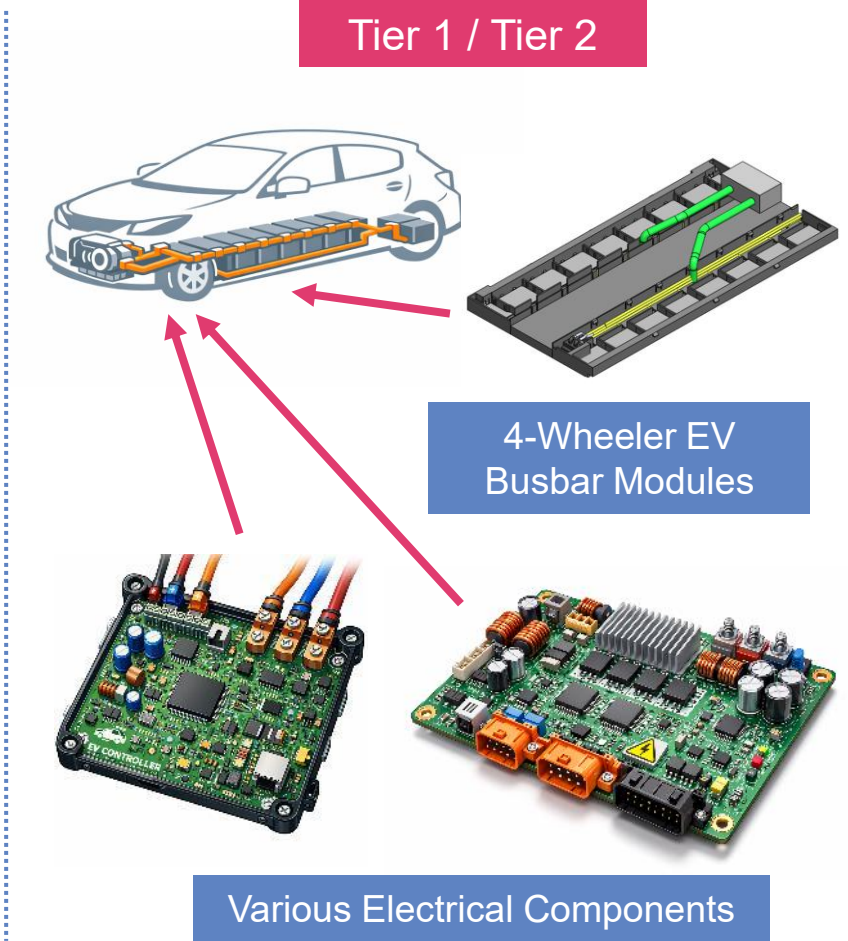


## 2 Various Electronic Components for EVs

In-House Designed Products



Tier 1 / Tier 2



# 1. Key Businesses



## 3 Wire Harnesses for Two-Wheelers and Outboard Motors ~Accelerating the Development of Proprietary Components~

Outboard Motors

Mass  
Production  
Commenced



**Earth Plate**

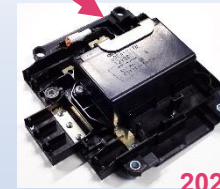
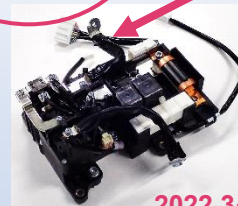
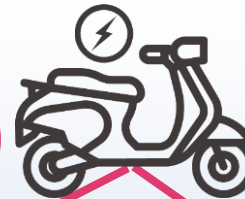
Ultrasonic Bonding of Cu & Al



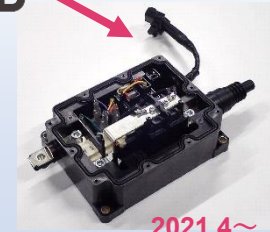
**Terminal Block**

EV Bike

Mass  
Production  
Commenced



Outboard Motors



**Various EV Junction Blocks (Relay Boxes)**

Motorcycles

Patent  
Acquired



**Relay & Fuse Box for Motorcycles**

Wire Harness



For Two-Wheelers



For Outboard Motors

# 1. Key Businesses

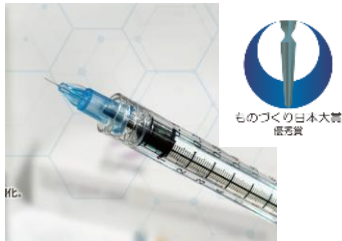
## 4 Medical-Related Products

### DDS Medical Devices

Multi type



Low-dead type

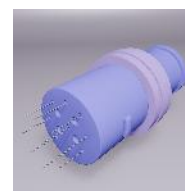


\* Available in Global Markets

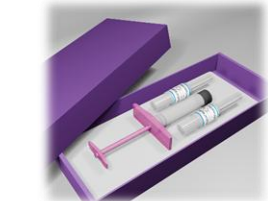
### ~Focusing on Product Expansion and Global Growth~



Ophthalmology



New DDS



Pharmaceutical kit

FY 2026

### Microneedles



Hollow Type

\*Under Development



Array Type

\*Mass Production Commenced

FY 2031

### ~Focusing on Application Development and Product Commercialization~



Research

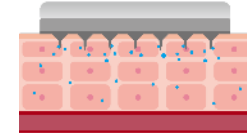


Cosmetic



Sensing

Skin Rejuvenation



Injection system

## 2. Strengthening the Organizational Structure



1

Enhancement of R&D Capabilities

2

Enhancement of Production Engineering Capabilities

3

Promotion of Information Systems Utilization

4

Utilization of Certification Systems

5

Diversity

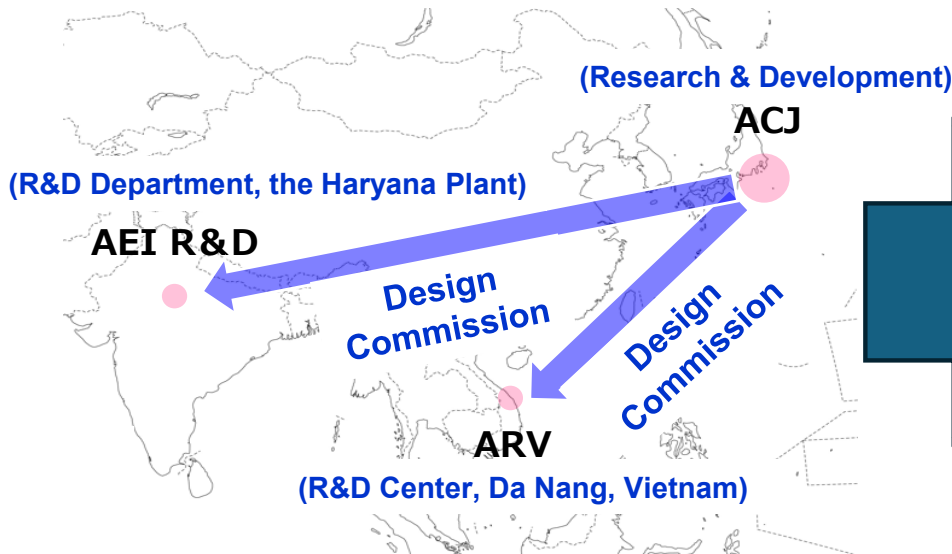
## 2. Strengthening the Organizational Structure



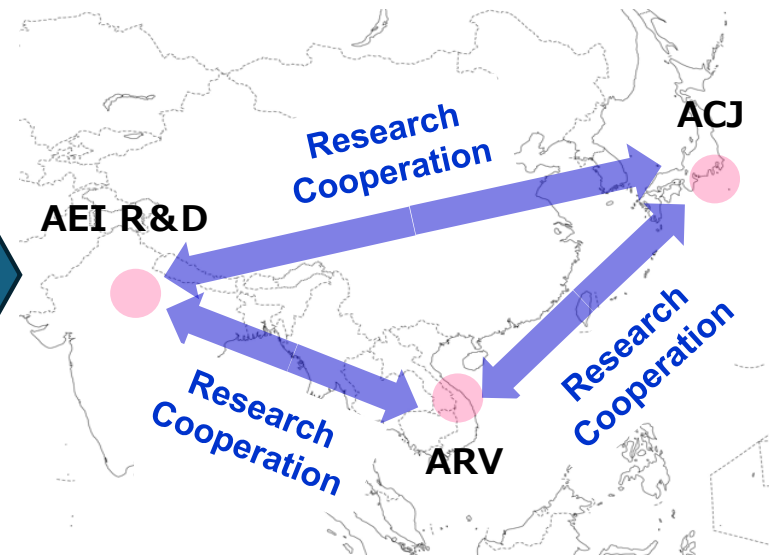
### 1 Enhancement of R&D Capabilities

Enhance R&D capabilities in Vietnam and India to establish a clear horizontal division of roles with Japan.

#### Current Condition



#### Target for 2030



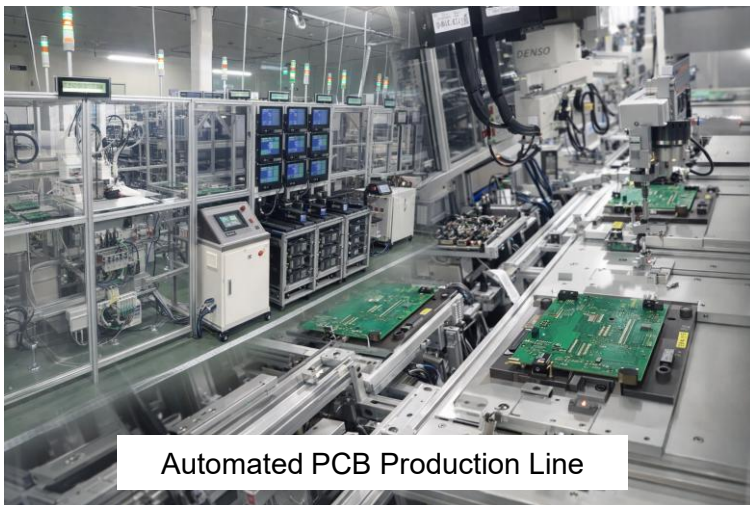
## 2. Strengthening the Organizational Structure



### 2 Enhancement of Production Engineering Capabilities

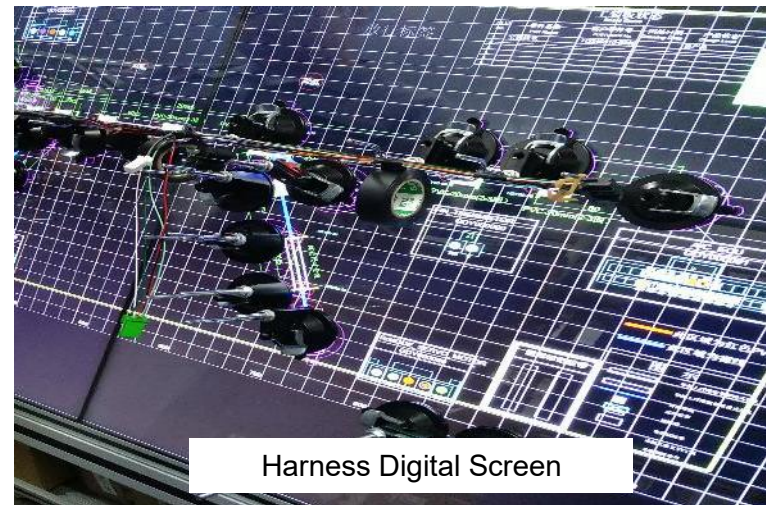
- Significantly enhance manufacturing engineering capabilities in Vietnam and India to eliminate the need for support from Japan.
- Promote automation through in-house designed equipment to achieve labor reduction, improve operational efficiency, and optimize space.

Electronics Business



Automated PCB Production Line

Wire Harness Business



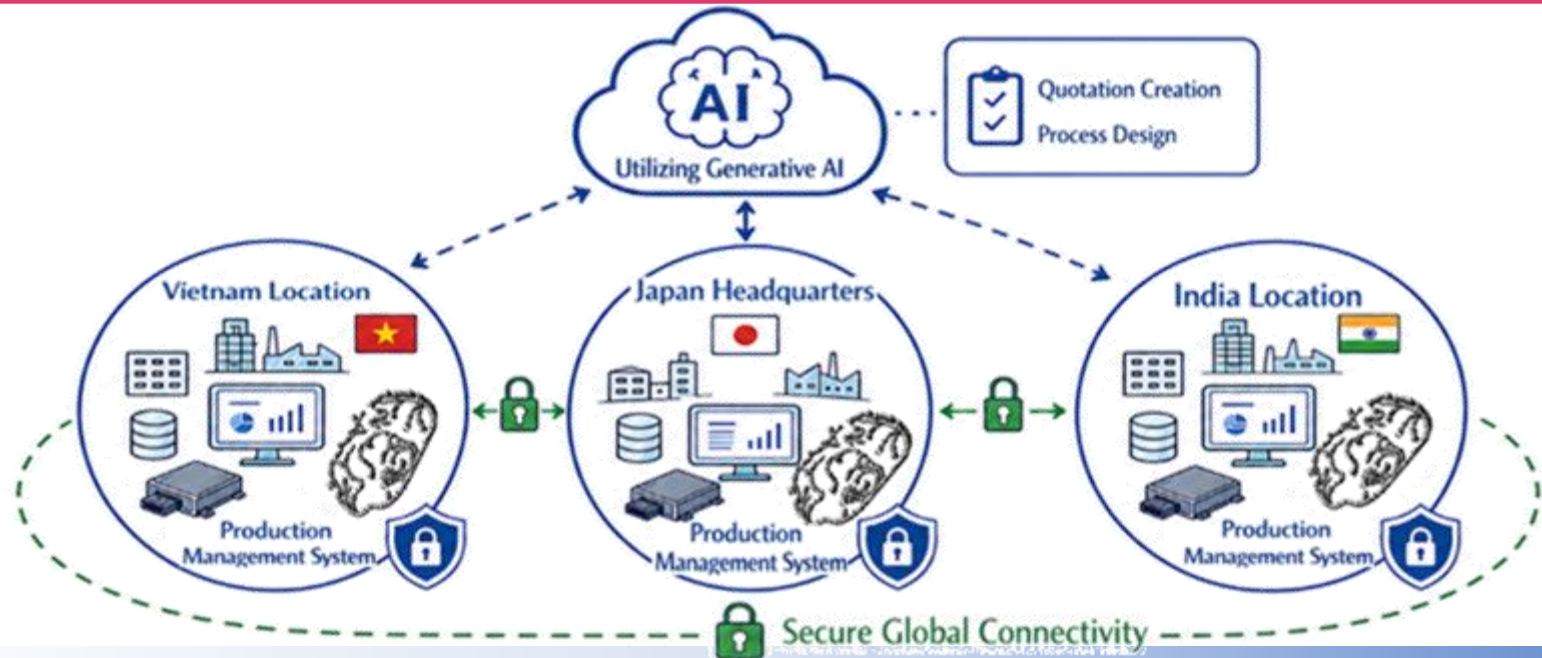
Harness Digital Screen

## 2. Strengthening the Organizational Structure



### 3 Promotion of Information Systems Utilization

- Transition to a New Production Management System
- Improving Integration of Production Management Systems with Overseas Operations
- Strengthening Cybersecurity Measures
- Utilization of AI (Quotation Preparation, Process Design))



## 2. Strengthening the Organizational Structure



### 4 Utilization of Certification Systems

Standard Name	Standard Overview	Certification / Compliance	Acquisition / Compliance period
ISO9001	Quality	Certification Acquired	Year 1999
ISO14001	Environment	Certification Acquired	Year 2002
IATF16949	Automotive Quality	Certification Acquired	Year 2025
ISO26262	(ASIL-B) Automotive Functional Safety	Self Declaration of Conformity	Year 2020
ISO21434	Automotive Cybersecurity	Compliance with Standards	Year 2025
ISO13485	Medical Devices	Certification Acquired	Year 2019

## 2. Strengthening the Organizational Structure



### 5 Diversity

We ensure fair and equitable treatment based on individual abilities, regardless of gender, nationality, or other attributes.

#### Women's Empowerment

- Obtain "Platinum Kurumin Certification" (recognizing excellence in childcare support)
- Obtain "Eruboshi Certification" (Level 3) (recognizing efforts to promote women's participation in the workplace)
- Achieve 10% representation of women in Management



#### Foreign National Employees

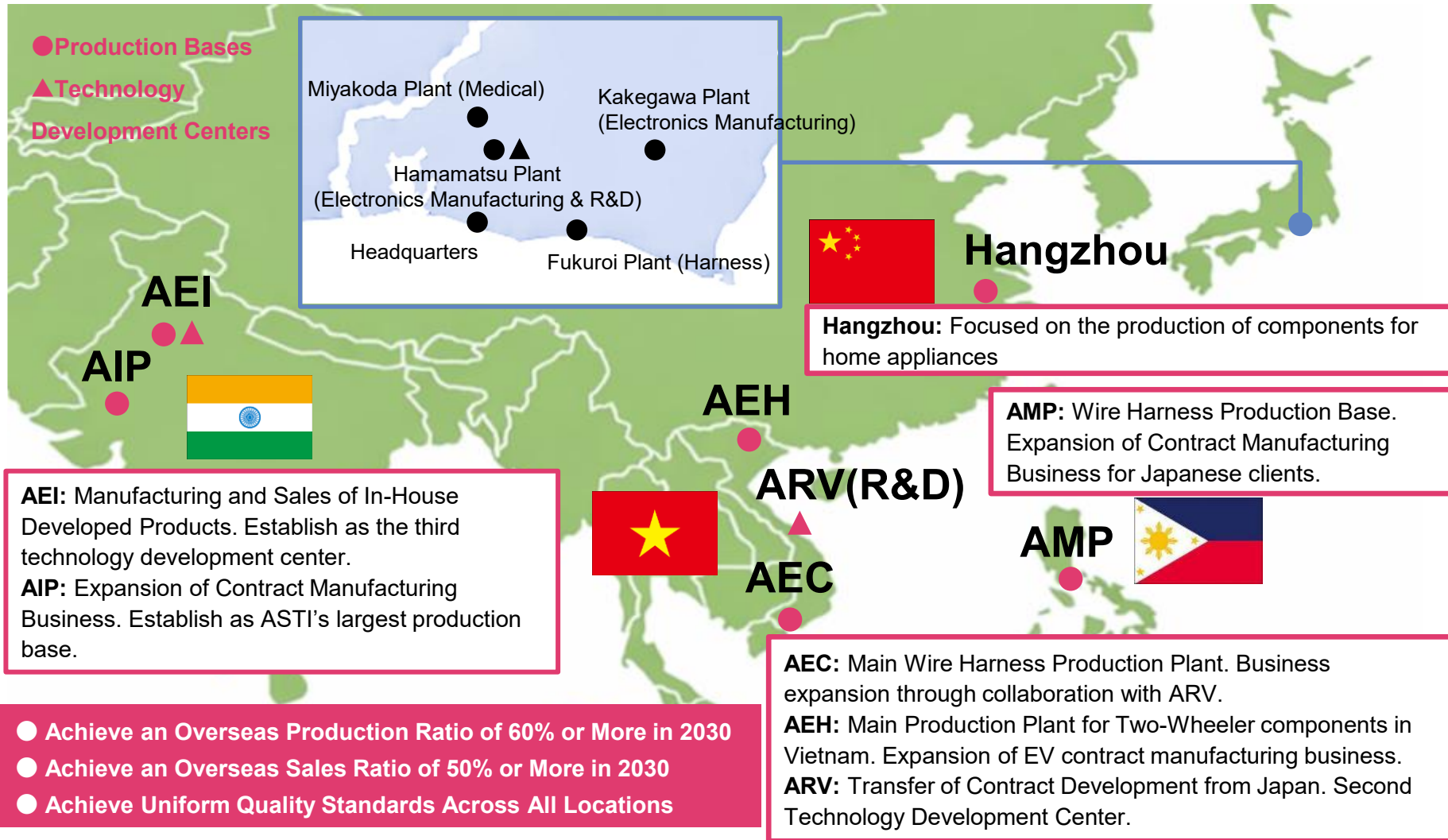
To strengthen collaboration with overseas operations:

- Achieve a ratio of 5% or higher for foreign national full-time employees.
- Appoint at least one foreign national full-time employee to a managerial position.

#### < Future Actions >

- Strengthening New Graduate Recruitment
- Enhancement of Training & Development Systems
- Support for Living Environment

# 3. Production System for 2030



- Achieve an Overseas Production Ratio of 60% or More in 2030
- Achieve an Overseas Sales Ratio of 50% or More in 2030
- Achieve Uniform Quality Standards Across All Locations

## 4. Quantitative Targets



### Consolidated Sales & Profit Targets

Unit: Million Yen

	Year 2025 (Actual)	Year 2026 (Plan)	Year 2028 (Plan)	Year 2030 (Target)
Net Sales	6 2 4	5 8 0	6 3 0	7 5 0
Operating Profit	1 3	1 0	2 0	3 0
Net Profit	7	7	1 4	2 1

### Consolidated Financial Targets

	Year 2025 (Actual)	Year 2026 (Plan)	Year 2028 (Plan)	Year 2030 (Target)
Assets	4 5 0	4 5 5	5 0 0	5 5 0
Liabilities	2 0 0	2 0 0	2 2 5	2 5 0
Equity	2 5 0	2 5 5	2 7 5	3 0 0

### Shareholder Return Policy

Dividends will be paid based on the higher of 20% of consolidated operating profit or 1% of shareholders' equity (net assets).

A shareholder benefit program will be introduced from 2026.