Note: This document has been translated from a part of 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.

Securities Code: 3526 June 6, 2023 Start date of measures for electronic provision: June 1, 2023

To Our Shareholders:

Shigeyuki Washine, Representative Director and President Ashimori Industry Co., Ltd. 11-61, Senrioka 7-chome, Settsu, Osaka, Japan

Notice of the 123rd Annual General Meeting of Shareholders

You are hereby notified that the 123rd Annual General Meeting of Shareholders of Ashimori Industry Co., Ltd. (the "Company") will be held as described below.

When convening this General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Company's website. Please access the Company's website by using the internet address shown below to review the information.

The Company's website: https://www.ashimori.co.jp/ir/library/meeting/ (in Japanese)

In addition to posting items subject to measures for electronic provision on the website above, the Company also posts this information on the website of Tokyo Stock Exchange, Inc. (TSE). To access this information from the latter website, access the TSE website (Listed Company Search) by using the internet address shown below, enter "Ashimori Industry" in "Issue name (company name)" or the Company's securities code "3526" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting]."

TSE website (Listed Company Search): https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

If you are unable to attend the meeting in person, you may exercise your voting rights in writing (by post) or via the Internet, etc. Please review the reference documents for the Annual General Shareholders Meeting and exercise your voting rights by 5:30 p.m. on Thursday, June 22, 2023 by referring to the "Information on how to exercise your voting rights" listed on pages 3 to 4 (in Japanese only).

- 1. Date and Time: Friday, June 23, 2023 at 10:00 a.m. (JST) (Reception open at 9:00 a.m.)
- **2. Venue:** First meeting room of the main building of the Company's Head Office & Osaka Plant 11-61, Senrioka 7-chome, Settsu, Osaka, Japan
- 3. Purposes:

Items to be reported:

- 1. Business Report and Consolidated Financial Statements for the 123rd term (April 1, 2022 to March 31, 2023), as well as the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
- 2. Non-consolidated Financial Statements for the 123rd term (April 1, 2022 to March 31, 2023)

Items to be resolved:

- Proposal No. 1 Appropriation of Surplus
- Proposal No. 2 Election of Nine Directors
- Proposal No. 3 Election of One Audit & Supervisory Board Member

Proposal No. 4 Election of One Substitute Audit & Supervisory Board Member

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- If revisions to the items subject to measures for electronic provision arise, the details of the revisions will be posted on the websites described on the previous page.
- Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and Article 16 of the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents (for this meeting, the same documents are also sent to shareholders who have not requested the delivery of such documents).
 - 1) "Status of share acquisition rights, etc." and "System for ensuring the appropriateness of business and overview of the operational status of the system" of the Business Report
 - 2) "Consolidated statement of changes in equity" and "Notes to consolidated financial statements" of the Consolidated Financial Statements
 - 3) "Statement of changes in equity" and "Notes to non-consolidated financial statements" of the Non-consolidated Financial Statements

Of the above, (1) to (3) are part of the Business Report, the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the Audit & Supervisory Board Members when preparing the audit report. Also, (2) and (3) of the above are part of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the accounting auditor when preparing the accounting audit report.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Appropriation of Surplus

The Company recognizes the return of profit to shareholders as the most important matter, and our basic policy is to pay stable dividends on an ongoing basis.

The Company proposes the appropriation of surplus as follows:

Year-end dividends

Taking into account the business performance, business environment and its internal reserves, the Company proposes to pay year-end dividends for the fiscal year as follows:

- (1) Type of dividend property To be paid in cash.
- (2) Allotment of dividend property and aggregate amount thereof The Company proposes to pay a dividend of ¥50 per common share of the Company. In this event, the total dividends will be ¥300,305,050.
- (3) Effective date of dividends of surplus The effective date of dividends will be June 26, 2023.

Proposal No. 2 Election of Nine Directors

The terms of office of the nine Directors, Mr. Shigeyuki Washine, Mr. Futoshi Makimoto, Mr. Takashi Dodo, Mr. Shuichi Toriyama, Mr. Kazuyoshi Ito, Mr. Hideaki Sekioka, Mr. Haruo Shimizu, Mr. Takashi Shigematsu and Mr. Yasushi Okada will expire at the conclusion of this meeting. Therefore, the Company proposes the election of nine Directors.

The election of candidates for Director was reported to the Advisory Board, the majority of whose members are independent Outside Directors.

The candidates for Director are as follows:

Candidate No.	Name		Current positions and responsibilities in the Group
1	Shigeyuki Washine	Re-election	Representative Director, President, Chief Executive Officer
2	Futoshi Makimoto	Re-election	Director, Managing Executive Officer Division Manager of the High Performance Products Business Division
3	Shuichi Toriyama	Re-election	Director, Executive Officer In charge of Corporate Administration Section and Quantitative Management, General Manager of Computer Systems Department
4	Kaoru Nagatomi	New election	Managing Executive Officer Division Manager of Automotive Safety Systems Business Division
5	Kazuyoshi Ito	Re-election	Director, Executive Officer General Manager of PALTEM Management Group, Head of Tokyo Office, Representative Director and President of Ashimori Engineering Co., Ltd.
6	Hideaki Sekioka	Re-election (Outside)	Outside Director
7	Haruo Shimizu	Re-election (Outside)	Outside Director
8	Yasushi Okada	Re-election (Outside)	Outside Director
9	Takashi Ogawa	New election (Outside)	-

Candidate No.	Name (Date of birth)	Career summ (Signific	Number of the Company's shares owned				
1	Shigeyuki Washine (November 12, 1956)	Apr. 1981 Feb. 2014 June 2015 Feb. 2016 June 2018	Joined The Japan Wool Textile Co., Ltd. Executive Officer of The Japan Wool Textile Co., Ltd. Outside Director of the Company Director and Managing Executive Officer of The Japan Wool Textile Co., Ltd. Representative Director, President and Chief Executive Officer of the Company (current position) Division Manager of Automotive Safety Systems Business Division	11,400			
	[Reasons for nomination as a candidate for Director] Since assuming office as President in 2018, Mr. Shigeyuki Washine has been supervising the management and making decisions on important matters appropriately through his strong leadership to enhance the business performance. Based on these achievements and abundant experience, the Company judges that he is the right person to sustainably enhance the Company's corporate value, and therefore proposes his continued election as Director.						
2	Futoshi Makimoto (January 26, 1959)	Aug. 1987 Apr. 2011 June 2016 June 2017 Nov. 2018 June 2019	Joined the Company General Manager of PALTEM Sales Department of the Company President of Ashimori Engineering Co., Ltd. Executive Officer of the Company General Manager of PALTEM Management Group of the Company Director, Managing Executive Officer and Division Manager of the High Performance Products Business Division of the Company (current position)	2,600			
	[Reasons for nomination as a candidate for Director] Mr. Futoshi Makimoto has been supervising the management and making decisions on important matters appropriately as Director, has been promoting expansion/re-establishment of the production system and improvement in technology, and has been striving to enhance sales and profitability as Managing Executive Officer and Division Manager of the High Performance Products Business Division. Based on these achievements, the Company judges that he is the right person to sustainably enhance the Company's corporate value, and therefore proposes his continued election as Director.						
3	Shuichi Toriyama (January 31, 1960)	Apr. 1983 Feb. 2007 Feb. 2016 June 2020 June 2021	Joined The Japan Wool Textile Co., Ltd. General Manager of Finance Department of The Japan Wool Textile Co., Ltd. Audit and Supervisory Board Member of The Japan Wool Textile Co., Ltd. Director, Executive Officer, General Manager of Computer Systems Department of the Company (current position) In charge of Corporate Administration Section and Quantitative Management of the Company (current position)	900			
	has abundant knowledge and exp making decisions on important n establishing the Group managem Corporate Administration Section taking charge of Quantitative Ma of the management of Group com	engaged in plan perience in the A natters appropri ent structure ar n and serving a unagement, he h npanies. Based		e management and s been working on in charge of the ment. Moreover, and reinforcement is the right person			

Candidate No.	Name (Date of birth)	Career summ (Significa	Number of the Company's shares owned				
		Jan. 2019 Joined Toyoda Gosei Co., Ltd. Project General Manager of Safety System Technology Department of Toyoda Gosei Co., Ltd.					
	*Kaoru Nagatomi (April 16, 1965)	June 2021	Executive Officer for Development of Automotive Safety Systems Business Division of the Company	0			
4		Apr. 2022	Managing Executive Officer and Division Manager of Automotive Safety Systems Business Division of the Company (current position)				
	[Reasons for nomination as a candidate for Director] Mr. Kaoru Nagatomi has been strengthening the quality assurance system as Managing Executive Officer and Division Manager of Automotive Safety Systems Business Division of the Company. He has been promoting the Group's cost reduction measures and the establishment of a cooperative system with Toyoda Gosei Co., Ltd., and has been striving to enhance sales and profitability. Based on these achievements, the Company judges that he is the right person to						
	sustainably enhance the Company's corporate value, and therefore proposes his election as new Director.						
		Mar. 1988 Apr. 2014	Joined the Company General Manager of PALTEM Sales				
		Api. 2014	Department of the Company				
5	Kazuyoshi Ito (December 25, 1959)	June 2019	Executive Officer of the Company, General Manager of PALTEM Management Group, Representative Director and President of Ashimori Engineering Co., Ltd. (current position)	1,300			
		June 2021	Head of Tokyo Branch of the Company (current position)				
		June 2022	Director of the Company (current position)				
	[Reasons for nomination as a candidate for Director]						
	Mr. Kazuyoshi Ito has been supervising the management and making decisions on important matters appropriately as Director, and has been striving to enhance the production and sales system and improve technology in the area of pipeline rehabilitation as General Manager of PALTEM Management Group and Representative Director and President						
	of Ashimori Engineering Co., Ltd., which is our group company. Based on these achievements, the Company judges						
	that he is the right person to sustainably enhance the Company's corporate value, and therefore proposes his continued election as Director.						

Candidate No.	Name (Date of birth)	Career summ (Signific	Number of the Company's shares owned				
		Apr. 1976	Joined Agricultural Structure Improvement Bureau of Ministry of Agriculture and Forestry (now Ministry of Agriculture, Forestry and Fisheries (MAFF))				
		July 2007	Director of Chugoku-Shikoku Regional				
		May 2009	Agricultural Administration Office of MAFF Executive Director of Advice Center for Rural				
	Hideaki Sekioka	1111 2009	Environment Support	0			
	(February 12, 1953)	May 2011	Executive Director of Japan Association of Rural Solutions for Environmental				
6		Dec. 2013	Conservation and Resource Recycling Officer/Vice President of Sanyu Consultants Inc.				
		June 2018	Outside Director of the Company (current position)				
	Directors from an independent standpoint. In addition, he has been actively involved in strengthening the independence and objectivity of procedures regarding the nomination and remuneration of officers and improving corporate governance as Chairman of the Advisory Board, which is an advisory body of the Board of Directors and the Representative Director. Based on these achievements, the Company expects him to strengthen the decision-making and						
	supervisory functions of the Boa		and therefore proposes his continued election as Ou	tside Director.			
		Feb. 1970	Joined Daikin Manufacturing Co., Ltd. (now Exedy Corporation)				
		June 2006	President & CEO of Exedy Corporation				
		Apr. 2015	Chairman of Exedy Corporation				
	Haruo Shimizu	June 2016	Advisor of Exedy Corporation				
	(January 7, 1947)	June 2019	Outside Director of the Company (current position)	0			
		(Significant o	concurrent positions outside the Company)				
		Outside Dire	ctor (Audit & Supervisory Committee Member) of				
7		Bando Chemical Industries, Ltd.					
	Outside Director of Suminoe Textile Co., Ltd.						
	[Reasons for nomination as a candidate for Outside Director and his expected roles] Mr. Haruo Shimizu had been engaged in the management of Exedy Corporation for many years, has abundant						
	experience and broad knowledge, and has been providing appropriate advice and supervised the Board of Directors						
	from an independent standpoint. In addition, he has been actively involved in strengthening the independence and						
	objectivity of procedures regarding the nomination and remuneration of officers and improving corporate governance as						
	a member of the Advisory Board, which is an advisory body of the Board of Directors and the Representative Director.						
	Based on these achievements, the Company expects him to strengthen the decision-making and supervisory functions of						
	the Board of Directors, and there	efore proposes h	is continued election as Outside Director.				

Candidate No.	Name (Date of birth)		nary, positions and responsibilities in the Company ant concurrent positions outside the Company)	Number of the Company's shares owned			
		Apr. 1993 June 2016 Jan. 2020 June 2020	Joined Toyoda Gosei Co., Ltd. General Manager of Safety System Planning Department of Toyoda Gosei Co., Ltd. General Manager of Safety System Technology Department of Toyoda Gosei Co., Ltd. Deputy Director of Product Development				
	Yasushi Okada (July 26, 1968)	June 2021	Center of Toyoda Gosei Co., Ltd. Outside Director of the Company (current position)	0			
8		June 2022Deputy Chief of SS Business Headquarters of Toyoda Gosei Co., Ltd. (current position)(Significant concurrent positions outside the Company)Deputy Chief of SS Business Headquarters of Toyoda Gosei					
	Co., Ltd. [Reasons for nomination as a candidate for Outside Director and his expected roles] Mr. Yasushi Okada has been serving as Deputy Chief of SS Business Headquarters of Toyoda Gosei Co., Ltd., and is well versed in the domain of automotive parts, particularly the safety system area. He has been supervising the Board of Directors and giving advice on our automotive safety systems business. He has not been involved in the management of a company except as an outside director. However, based on these achievements, the Company expects him to strengthen the decision-making and supervisory functions of the Board of Directors, and therefore proposes his						
	continued election as Outside Dir	Apr. 1982	Joined Toyota Motor Co., Ltd. (now Toyota				
	*Takashi Ogawa (August 10, 1957)	Jan. 2005 Jan. 2012	Motor Corporation) General Manager of Electronics Engineering Division 2 of Toyota Motor Corporation Vice Group General Manager of AE Engineering Group of Fujitsu Ten Limited (now DENSO TEN Limited)	0			
9		Apr. 2015	Executive Officer and Group General Manager of AE Engineering Group of Fujitsu Ten Limited				
		Apr. 2019	Senior Executive Officer and Director of DENSO TEN Limited				
	[Reasons for nomination as a candidate for Outside Director and his expected roles]						
	Mr. Takashi Ogawa has been involved in the development of electronic components for automobiles for many years at other companies, and is well versed in the domain of automotive parts. He also has abundant experience and broad knowledge, having served as a director and so forth. Based on these achievements, the Company expects him to advise						
	the Company's automotive safety systems business and strengthen the decision-making and supervisory functions of the Board of Directors, and therefore proposes his election as new Outside Director.						
Notes: 1.	New candidates are indicated by						
2. 3.	There is no special interest betwee Four people, Mr. Hideaki Sekiol Outside Director.	•	candidates and the Company. Shimizu, Mr. Yasushi Okada and Mr. Takashi Ogaw	a, are candidates for			
4.	Three people, Mr. Hideaki Sekio		Shimizu and Mr. Yasushi Okada, are currently Out the terms of office as Outside Directors will be as f				

- Three people, Mr. Fideaki Sektoka, Mr. Flatuo Shimizu and Mr. Fasushi Okada, are currently Outside Directors of the Company, and at the conclusion of this meeting, the terms of office as Outside Directors will be as follows: Mr. Hideaki Sekioka: 5 years, Mr. Haruo Shimizu: 4 years and Mr. Yasushi Okada: 2 years
- 5. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into agreements with three people, Mr. Hideaki Sekioka, Mr. Haruo Shimizu and Mr. Yasushi Okada, to limit their liability for damages under Article 423, paragraph (1) of the same Act. The limit of liability for damages under such agreements is the minimum liability amount prescribed in Article 425, paragraph (1) of the Companies Act. If the re-election of three candidates, Mr. Hideaki Sekioka, Mr. Haruo Shimizu and Mr. Yasushi Okada is approved, the Company plans to renew these agreements with each of them. If Mr. Takashi Ogawa assumes the office of Outside Director, the Company plans to enter into the same agreement with him to limit his liability.
- 6. The Company has registered both Mr. Hideaki Sekioka and Mr. Haruo Shimizu as independent officers as provided for by the Tokyo Stock Exchange. If the re-election of two candidates, Mr. Hideaki Sekioka and Mr. Haruo Shimizu is approved, the Company plans to continue designating them as independent officers. If Mr. Takashi Ogawa assumes the office of

Outside Director, the Company plans to designate him as an independent officer as provided for by the Tokyo Stock Exchange.

7. Pursuant to the provisions of Article 430-3, paragraph (1) of the Companies Act, the Company has entered officers' and directors' liability insurance with an insurance company and an overview of the content of the insurance policy is listed in the Business Report (please refer to page 18) (in Japanese only). If the election of the candidates for Director is approved, they will be also covered by the insurance policy.

Proposal No. 3 Election of One Audit & Supervisory Board Member

The term of office of Shunji Nishida will expire at the conclusion of this meeting. Therefore, the Company proposes the election of one new Audit & Supervisory Board Member.

The term of office of the Audit & Supervisory Board Member to be elected will be until the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending March 31, 2027.

Prior consent of the Audit & Supervisory Board has been obtained for the submission of this proposal. The candidate for Audit & Supervisory Board Member is as follows:

Name (Date of birth)	Career summary and positions in the Compa (Significant concurrent positions outside the Cor	Company's shares
Mitsuhiro Morikawa (January 12, 1958)	Apr. 1982Joined UNITIKA LTD.June 2009General Manager of Corporate Control Dep Corporate Planning Division and General M Polymerization Planning Division of UNITJuly 2012Executive Officer and General Manager of Planning Division of UNITIKA LTD.July 2013Senior Executive Officer of UNITIKA LTD.June 2018Audit & Supervisory Board Member (Full- UNITIKA LTD.June 2022Advisor of UNITIKA LTD.June 2023Resigned as Advisor of UNITIKA LTD.	Aanager of IKA LTD. Corporate 0.

[Reasons for nomination as a candidate for Outside Audit & Supervisory Board Member] Mr. Mitsuhiro Morikawa has served for many years in the management and administration divisions of other companies. He also has abundant experience and broad knowledge, having served as an audit & supervisory board member and so forth. Based on these achievements, the Company judges that he will appropriately fulfill his duties as an Outside Audit & Supervisory Board Member, and therefore proposes his election as a new Outside Audit & Supervisory Board Member.

- Notes: 1. Mr. Mitsuhiro Morikawa is a new candidate.
 - 2. There is no special interest between the candidate and the Company.
 - 3. Mr. Mitsuhiro Morikawa is a candidate for Outside Audit & Supervisory Board Member who satisfies the requirements for an Outside Audit & Supervisory Board Member.
 - 4. If Mr. Mitsuhiro Morikawa assumes the office of Audit & Supervisory Board Member, the Company plans, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, to enter into an agreement with her to limit her liability for damages under Article 423, paragraph (1) of the same Act. The limit of liability for damages under such agreement is the minimum liability amount prescribed in Article 425, paragraph (1) of the Companies Act.
 - 5. If Mr. Mitsuhiro Morikawa assumes the office of Audit & Supervisory Board Member, the Company plans to designate her as an independent officer as provided for by the Tokyo Stock Exchange.
 - 6. Pursuant to the provisions of Article 430-3, paragraph (1) of the Companies Act, the Company has entered officers' and directors' liability insurance with an insurance company and an overview of the content of the insurance policy is listed in the Business Report (please refer to page 18) (in Japanese only). If the election of the candidate for Audit & Supervisory Board Member is approved, he will be also covered by the insurance policy.

Position	Name	Corporate management	Legal affairs Compliance	Human resources Labor management	Finance Accounting	Manufacturing Technology	Global
Director	Shigeyuki Washine	0				0	\bigcirc
Director	Futoshi Makimoto	0				0	
Director	Shuichi Toriyama	0			0		0
Director	Kaoru Nagatomi					0	
Director	Kazuyoshi Ito	0				0	
Director (Outside)	Hideaki Sekioka	0				0	
Director (Outside)	Haruo Shimizu	0					0
Director (Outside)	Yasushi Okada					0	
Director (Outside)	Takashi Ogawa	0				0	
Audit & Supervisory Board Member	Hiroyuki Sakuragi		0	0		0	
Audit & Supervisory Board Member (Outside)	Masami Oishi		0				0
Audit & Supervisory Board Member (Outside)	Mitsuhiro Morikawa			0	0		

[Reference] Officers' skill matrix after the conclusion of the General Meeting of Shareholders If proposals 2 and 3 are approved as they are, the officers' skill matrix will be as follows:

The table above does not necessarily indicate all knowledge and experience that each person has. Note:

Proposal No. 4 Election of One Substitute Audit & Supervisory Board Member

The effectiveness of the election of a substitute Audit & Supervisory Board Member, Mr. Takeo Morisawa, who was elected at the 122nd Annual General Meeting of Shareholders on June 24, 2022, will expire at the commencement of this meeting. Therefore, the Company proposes the election of one substitute Audit & Supervisory Board Member to be ready to fill a vacant position should the number of Audit & Supervisory Board Members fall below the number required by laws and regulations pursuant to the provisions of Article 329, paragraph (3) of the Companies Act. In addition, prior consent of the Audit & Supervisory Board Member is as follows:

Name (Date of birth)	Career summary and positions in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
Takeo Morisawa (August 27, 1961)	Apr. 1989 Registered as a lawyer Joined Kyowa-sogo Law Office Apr. 1995 Established Takeo Morisawa Law Office (current position) (Significant concurrent positions outside the Company) Lawyer of Takeo Morisawa Law Office	0

[Reasons for nomination as a candidate for substitute Outside Audit & Supervisory Board Member] Mr. Takeo Morisawa has not been directly involved in the management of a company. However, based on his expertise and broad experience as a lawyer, the Company judges that he will appropriately fulfill his duties as an Outside Audit & Supervisory Board Member, and therefore proposes his continued election as a substitute Outside Audit & Supervisory Board Member.

Notes: 1. There is no special interest between the candidate and the Company.

2. Mr. Takeo Morisawa is a candidate for substitute Outside Audit & Supervisory Board Member who satisfies the requirements for an Outside Audit & Supervisory Board Member.

- 3. If Mr. Takeo Morisawa assumes the office of Audit & Supervisory Board Member, the Company plans, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, to enter into an agreement with him to limit his liability for damages under Article 423, paragraph (1) of the same Act. The limit of liability for damages under such agreement is the minimum liability amount prescribed in Article 425, paragraph (1) of the Companies Act.
- 4. If Mr. Takeo Morisawa assumes the office of Audit & Supervisory Board Member, the Company plans to designate him as an independent officer as provided for by the Tokyo Stock Exchange.
- 5. Pursuant to the provisions of Article 430-3, paragraph (1) of the Companies Act, the Company has entered officers' and directors' liability insurance with an insurance company and an overview of the content of the insurance policy is listed in the Business Report (please refer to page 18) (in Japanese only). If Mr. Takeo Morisawa assumes the office of Audit & Supervisory Board Member, he will be also covered by the insurance policy.