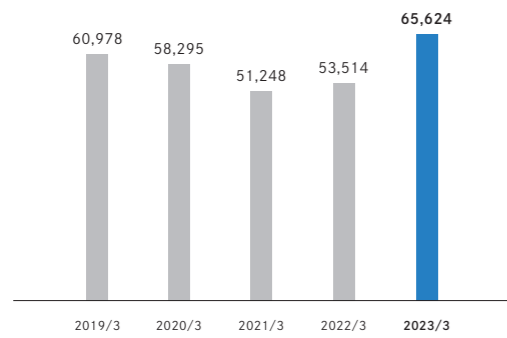


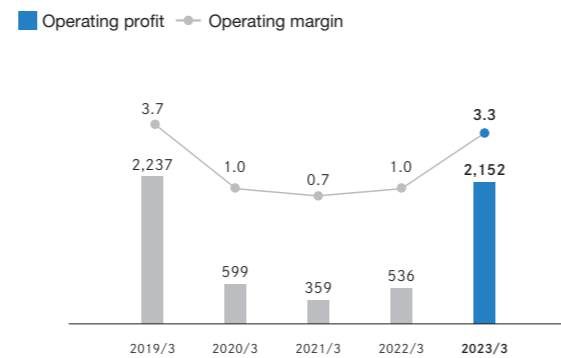
# Financial Highlights

## Net sales (million yen)



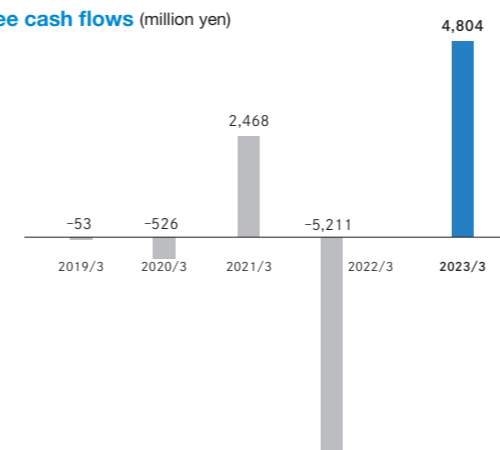
Net sales improved by 12,109 million yen over the previous fiscal year to a record 65,624 million yen. This can be credited to significant performance gains in the automotive safety systems business on the strength of production recovery and the effects of a weak yen, and to the high performance products business, which saw strong performance throughout the year for PALTEM construction.

## Operating profit (million yen) / Operating margin (%)



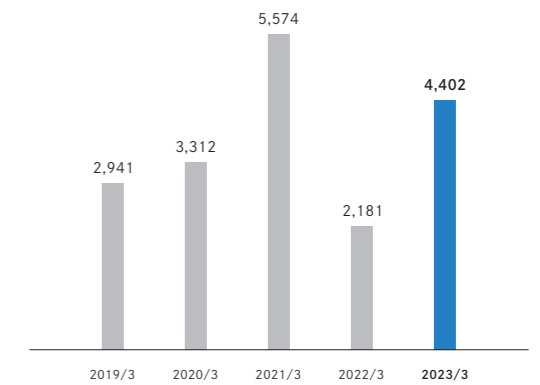
Along with increased earnings came a year-on-year increase in operating profit of 1,616 million yen to 2,152 million yen. In the automotive safety systems business, despite higher prices for raw materials and higher logistics costs, performance improved significantly on factors such as production recovery. In the high performance products business, difficulties continued in labor-saving logistics products and the demand fell for fire hydrant hoses and production dropped dramatically for trucks. However, strong performance for PALTEM construction contributed to the year-on-year gain.

## Free cash flows (million yen)



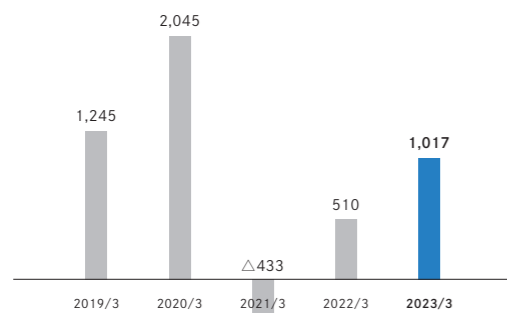
Cash flows from operating activities were 6,267 million yen. This mainly breaks down into profit before income taxes of 2,110 million yen, depreciation of 1,885 million yen, impairment losses of 690 million yen, and increase in trade payables of 1,393 million yen. Cash flows from investing activities were 1,463 million yen. This mainly breaks down into purchase of tangible assets of 1,535 million yen and proceeds from sales of tangible assets of 201 million yen.

## Cash and cash equivalents at end of period (million yen)



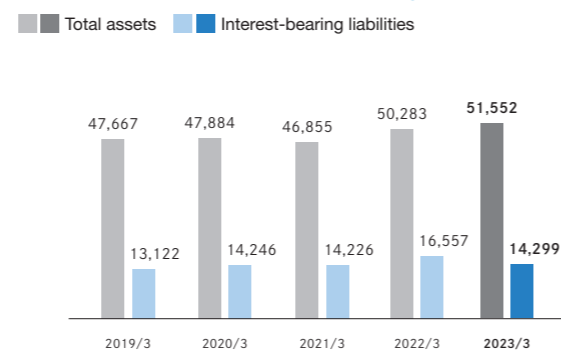
Cash and cash equivalents were 4,402 million yen, up 2,220 million yen over the previous fiscal year.

## Net income attributable to owners of the parent (million yen)



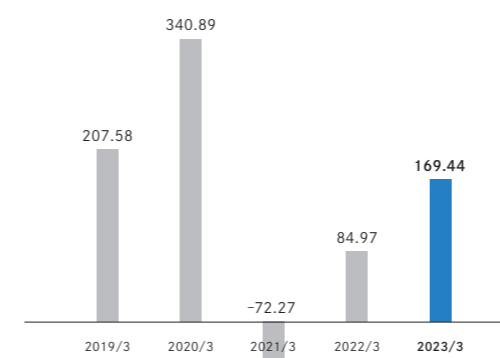
Overseas subsidiary Ashimori Industria de Mexico, S.A. de C.V. continued its operating deficit, as that company's fixed assets underwent an impairment loss of 690 million yen that was written off as extraordinary losses. As well, 421 million yen had to be withdrawn from deferred tax credits. However, net income attributable to owners of the parent was up by 507 million yen over the previous fiscal year to 1,017 million yen.

## Total assets (million yen) / Interest-bearing liabilities



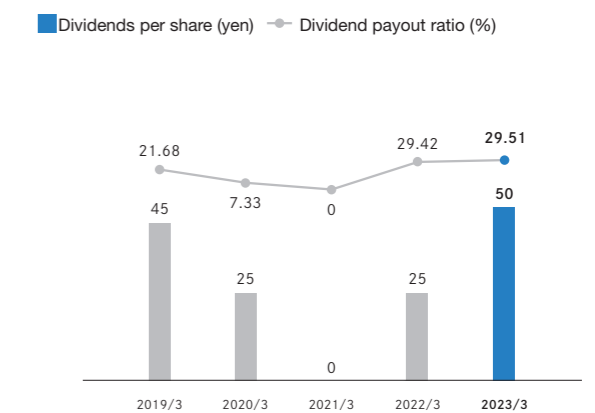
Total assets at the end of the consolidated fiscal year were 51,552 million yen, up 1,268 million over the previous fiscal year. Factors such as the impairment loss at our Mexican subsidiary led to a decrease in tangible fixed assets of 893 million yen. Both long- and short-term interest-bearing liabilities were 14,299 million yen, accounting for 28% of total assets of 51,552 million yen. Future investment will be implemented after careful consideration of its profitability and impact on our financial position.

## Earnings per share (yen)



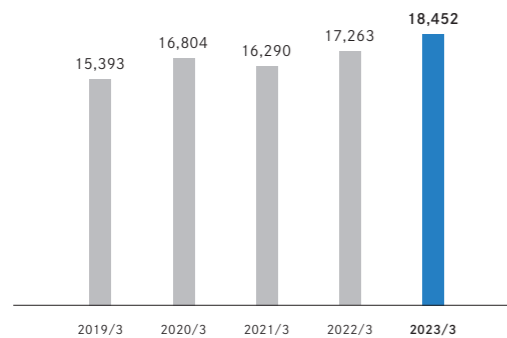
With an increase in operating profit, earnings per share improved dramatically.

## Dividends per share (yen) / Dividend payout ratio (%)



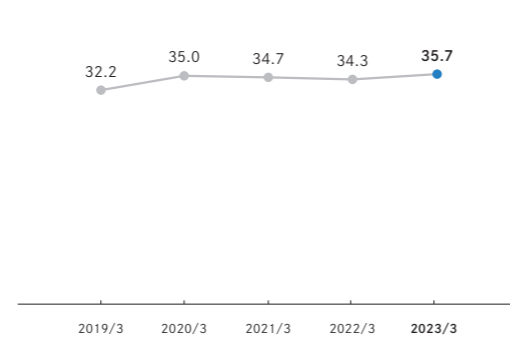
Since we believe profit allocation is the most important financial matter, we aim for ongoing stable dividends. We will continue to strive for a stable management foundation and an increasingly higher return on equity.

## Net assets (million yen)



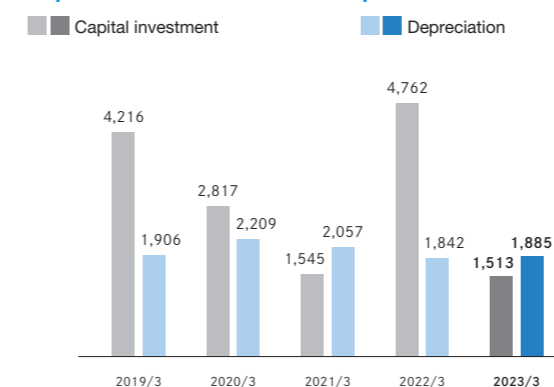
Net assets were 18,452 million yen, up 1,188 million yen over the previous fiscal year. Contributing to this was an increase in retained earnings of 865 million yen on net income attributable to owners of the parent of 1,017 million yen.

## Equity ratio (%)



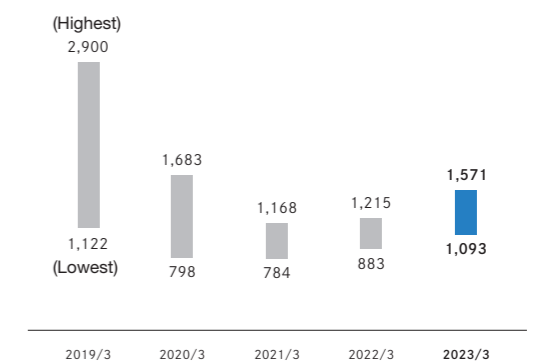
The equity ratio was 35.7%, up 1.4 points from the 34.3% of the previous fiscal year.

## Capital investment (million yen) / Depreciation (million yen)



Part of capital investment was an outlay of 1,082 million yen in the automotive safety systems business. We have completed a large investment to build factories in order to expand production bases. We will now invest in molding machinery to improve products and upgrade production facilities to replace aging equipment in Japan.

## Stock price (yen)



# Major Financial Data of the Past 11 Years

		2013/03	2014/03	2015/03	2016/03	2017/03	2018/03	2019/03	2020/03	2021/03	2022/03	2023/03
Net sales (million yen)	Consolidated	43,324	46,729	48,067	51,380	50,331	56,714	60,978	58,295	51,248	53,514	65,624
Operating profit (million yen)	Consolidated	209	1,166	1,025	2,071	1,510	1,879	2,237	599	359	536	2,152
Ordinary profit (million yen)	Consolidated	467	1,564	1,306	1,700	1,362	1,946	2,321	652	419	671	2,796
Net income attributable to owners of the parent (million yen)	Consolidated	156	(1,225)	1,470	1,360	1,019	457	1,245	2,045	(433)	510	1,017
Capital investment (million yen)		1,440	1,224	1,728	1,800	2,691	3,803	4,216	2,817	1,545	4,762	1,513
Depreciation (million yen)		1,389	1,356	1,293	1,342	1,281	1,650	1,906	2,209	2,057	1,842	1,885
Cash flows from operating activities (million yen)		502	795	(1,444)	3,241	1,930	1,917	3,765	(46)	3,487	(1,021)	6,267
Cash flows from investing activities (million yen)		(897)	(1,146)	(594)	(1,495)	(3,673)	(2,944)	(3,818)	(480)	(1,019)	(4,190)	(1,463)
Cash flows from financing activities (million yen)		549	802	615	(951)	1,956	282	560	928	(221)	1,738	(2,700)
Free cash flows (million yen)		(395)	(351)	(2,038)	1,746	(1,743)	(1,027)	(53)	(526)	2,468	(5,211)	4,804
Cash and cash equivalents at end of period (million yen)		3,101	3,808	2,503	3,143	3,219	2,480	2,941	3,312	5,574	2,181	4,402
Total assets (million yen)	Consolidated	33,312	35,045	36,935	36,464	40,913	44,278	47,667	47,884	46,855	50,283	51,552
Net assets (million yen)	Consolidated	11,028	10,608	12,837	13,577	14,323	14,603	15,393	16,804	16,290	17,263	18,452
Interest-bearing debt (million yen)		8,567	8,900	9,597	8,834	11,563	12,443	13,122	14,246	14,226	16,557	14,299
Equity ratio (%)	Consolidated	33.1%	30.2%	34.7%	37.2%	34.9%	32.9%	32.2%	35.0%	34.7%	34.3%	35.7%
Dividends per share (yen)		0.00	0.00	2.50	3.00	3.00	40.00	45.00	25.00	0.00	25.00	50.00
Total cash dividends (million yen)		0	0	151	181	181	239	269	150	0	150	300
Earnings per share (yen)	Consolidated	2.76	(21.49)	24.28	22.47	168.44	75.86	207.58	340.89	(72.27)	84.97	169.44
Dividend payout ratio (%)	Consolidated	0.00%	0.00%	10.30%	13.35%	1.78%	52.73%	21.68%	7.33%	0.00%	29.42%	29.51%
Net assets per share (yen)	Consolidated	194.06	174.82	211.57	223.89	236.29	2,431.21	2,561.30	2,793.49	2,706.35	2,868.24	3,065.96
Price earnings ratio (PER) (times)		50.4	(5.9)	6.4	7.3	9.4	30.1	7.7	2.6	–	10.6	8.6
Operating margin (%)		0.5%	2.5%	2.1%	4.0%	3.0%	3.3%	3.7%	1.0%	0.7%	1.0%	3.3%
Return on equity (ROE) (%)		1.5%	(11.3%)	12.5%	10.3%	7.3%	3.1%	8.1%	12.7%	–	3.0%	5.7%
Highest stock price (yen)		190	180	308	244	199	3,400	2,900	1,683	1,168	1,215	1,571
							[478]					
Lowest stock price (yen)		86	116	115	127	142	2,020	1,122	798	784	883	1,093
							[149]					

For the fiscal year ended March 2018, the highest stock price and lowest stock price after a reverse stock split are shown. The highest stock price and lowest stock price before the reverse stock split are shown in [ ] brackets.

# ESG Related Data

## Governance

	Scope	FY ended March 2021	FY ended March 2022	FY ended March 2023
Number of directors	Non-consolidated	9	9	9
Of which, outside directors	Non-consolidated	4	4	4
Ratio of outside directors (%)	Non-consolidated	44.4	44.4	44.4
Percentage of women among directors (%)	Non-consolidated	0	0	0
Number of Board of Directors meetings	Non-consolidated	14	13	12
Board of Directors meeting attendance rate (%)	Non-consolidated	100	100	100
Number of patents held	Non-consolidated	648	651	638
In Japan	Non-consolidated	404	395	407
Overseas	Non-consolidated	244	256	231
R&D expenses (million yen)	Non-consolidated	988	976	1,214
Automotive safety systems	Non-consolidated	363	354	504
High performance products	Non-consolidated	481	488	566
Other businesses	Non-consolidated	143	133	144

## Environmental

	Scope	FY ended March 2021	FY ended March 2022	FY ended March 2023
CO <sub>2</sub> emissions Scope 1 (tons-CO <sub>2</sub> )	Non-consolidated	286	283	279
CO <sub>2</sub> emissions Scope 2 (tons-CO <sub>2</sub> )	Non-consolidated	2,155	2,306	2,081
CO <sub>2</sub> emissions Scope 1 (tons-CO <sub>2</sub> )	Consolidated	763	933	958
CO <sub>2</sub> emissions Scope 2 (tons-CO <sub>2</sub> )	Consolidated	6,075	6,723	6,472
Valuable waste emitted (tons)	Osaka Plant and Sasayama Plant	258	281	268
Industrial waste emitted (tons)	Osaka Plant and Sasayama Plant	10	11	18
Recyclable materials emitted (tons)	Osaka Plant and Sasayama Plant	422	403	425
Industrial-use water consumed (m <sup>3</sup> )	Osaka Plant and Sasayama Plant	18,649	15,913	16,365

ISO 14001 certification	Osaka Plant Certified in 2002
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## Social

	Scope	FY ended March 2021	FY ended March 2022	FY ended March 2023
Number of employees	Non-consolidated	467	457	443
	Consolidated	2,598	2,491	2,451
Percentage of female managers (%)	Non-consolidated	–	3.9	2.2
	Consolidated	–	9.8	10.1
Percentage of female section chiefs (%) (team leader job position under supervision of the manager)	Non-consolidated	–	–	18.1
	Consolidated	–	–	22.4
Men's childcare leave acquisition rate (%)	Non-consolidated	–	35.3	60.0
	Consolidated (Japan)	–	–	48.1
Percentage of women returning to work after taking childcare leave (%)	Non-consolidated	100	100	100
	Consolidated (Japan)	–	–	100
Ratio of foreign local employees (full-time employees) (%)	Consolidated	–	69.7	67.4
Average length of service (years)	Non-consolidated	14.6	15.0	15.3
Average number of annual paid leave taken (days)	Non-consolidated	12.2	13.6	14.8
Overtime per employee per month (hours)	Non-consolidated	6.0	7.7	6.9
New graduate hires: men	Non-consolidated	11	3	8
New graduate hires: women	Non-consolidated	0	3	2
Mid-career hires: men	Non-consolidated	5	6	9
Mid-career hires: women	Non-consolidated	0	1	1
Number of employees who worked from home	Non-consolidated	–	429	393
Number of employees who worked staggered hours	Non-consolidated	–	139	118
Number of employees who took nursing care leave	Non-consolidated	0	0	1
Number of industrial accidents (total number of accidents accompanied and not accompanied by lost worktime)	Head Office and Osaka Plant, Sasayama Plant, Ashimori Industry Yamaguchi	13	8	7

# About Us

## Corporate Profile

(As of March 31, 2023)

Company name	Ashimori Industry Co., Ltd.
Head office	7-11-61 Senrioka, Settsu, Osaka 566-0001, Japan
Founding date	November 7, 1878
Date of incorporation	December 27, 1935 (reorganized as a joint-stock company)
Capital	8,388 million yen
Representative	Shigeyuki Washine, President
Number of employees	2,451 (consolidated)
Listing	Standard Market, Tokyo Stock Exchange (from October 20, 2023)
Securities code	3526

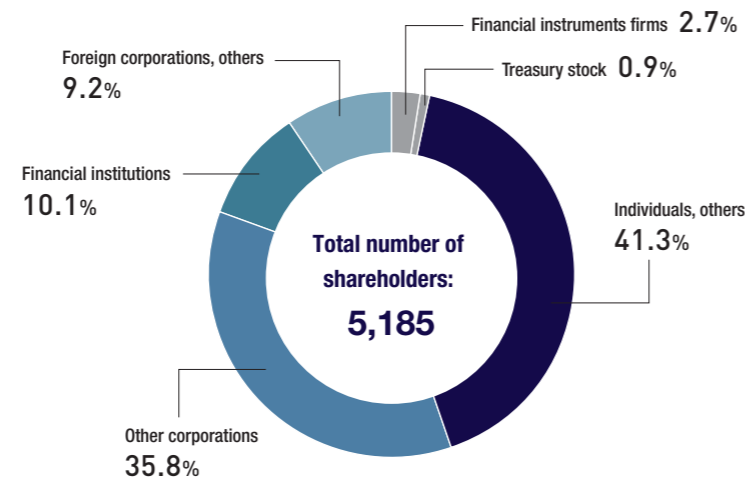
## Stock Information

(As of September 30, 2023)

### Total number of shares

Total number of authorized shares	22,000,000 shares
Total number of issued shares	6,056,939 shares

### Share distribution by shareholder type



### Major shareholders

Number of shares held and shareholding ratio		
14.5%	869,400	The Japan Wool Textile Co., Ltd.
13.9%	834,100	Toyoda Gosei Co., Ltd.
8.5%	508,000	Ashimori Business Partners Shareholding Association
5.9%	354,200	The Master Trust Bank of Japan, Ltd. (trust account)
3.2%	194,622	Ashimori Employees Shareholding Association
2.5%	151,300	Custody Bank of Japan, Ltd. (trust account)
1.4%	83,399	DFA Intl. Small Cap Portfolio
1.1%	67,018	Nippon Life Insurance Company
1.1%	65,300	Nomura PB Nominees Limited Omnibus—Margin (CashPB)
1%	61,500	MSIP Client Securities

<b>Total</b>	<b>Number of shares held: 3,188,839</b> <b>Shareholding ratio: 53.1%</b>
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Note: Shareholding ratio is calculated after deducting treasury stock (51,336 shares).

## Ashimori Group Network

### Plants and offices

Name	Location
Head Office and Osaka Plant	Settsu, Osaka Prefecture
Osaka Office	Osaka, Osaka Prefecture
Tokyo Office	Chiyoda-ku, Tokyo
Sasayama Plant	Tamba-Sasayama, Hyogo Prefecture
Fukui Plant	Obama, Fukui Prefecture
Hamamatsu Plant	Hamamatsu, Shizuoka Prefecture
Hokkaido Office	Sapporo, Hokkaido
Tohoku Office	Sendai, Miyagi Prefecture
Chubu Office	Nagoya, Aichi Prefecture
Kyushu Office	Fukuoka, Fukuoka Prefecture

### Main group companies

High performance products business	
Name	Location
Ashimori Engineering Co., Ltd.	Osaka, Osaka Prefecture
Allsafe Japan Ltd.	Yokohama, Kanagawa Prefecture
Shibata Industry Co., Ltd.	Tachikawa, Tokyo
Jet Trading Co., Ltd.	Osaka, Osaka Prefecture
Automotive safety systems business	
Name	Location
Ashimori Industry Yamaguchi Co., Ltd.	Yamaguchi, Yamaguchi Prefecture
Ashimori (Thailand) Co., Ltd.	Thailand
Ashimori Technology (Wuxi) Co., Ltd.	China
Ashimori India Private Limited	India
Ashimori Korea Co., Ltd.	South Korea
Ashimori Industria de Mexico, S.A. de C.V.	Mexico
Ashimori Europe GmbH	Germany

