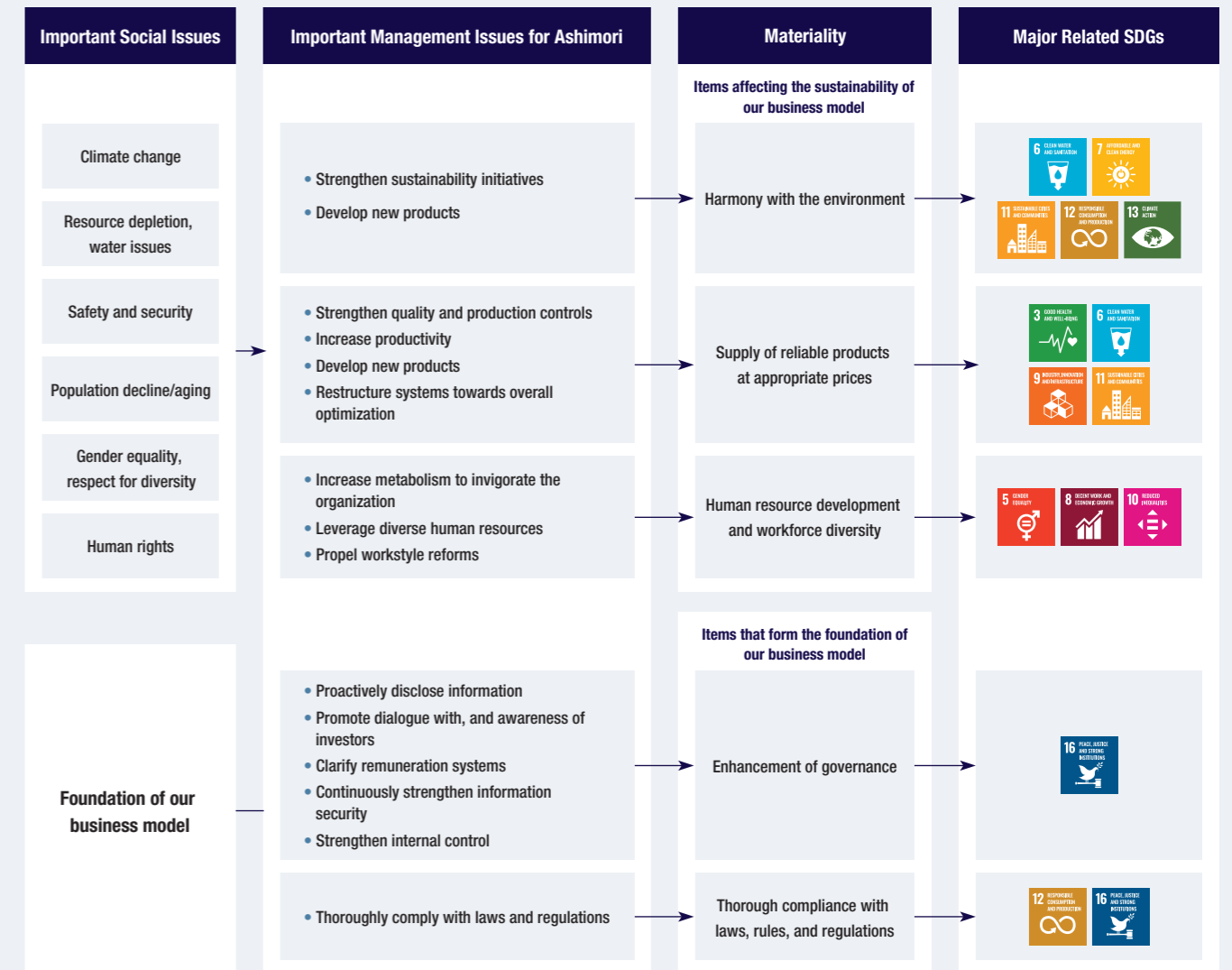

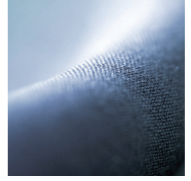





Materiality

For materiality, Ashimori has selected: mainly non-financial items that may affect the sustainability of the company's business model and that are common to "important social issues" and "important management issues for the company" and; items related to the key management issues that form the foundation of the company's business model.



5 Material Issues

<p>Harmony with the environment</p> <p>Main initiatives</p> <ul style="list-style-type: none"> Reduce CO₂ emissions Work towards a circular economy Carry out construction work in a green manner 	<p>Supply of reliable products at appropriate prices</p> <p>Main initiatives</p> <ul style="list-style-type: none"> Strengthen quality management structure, establish quality-assurance departments in all business divisions 	<p>Enhancement of governance</p> <p>Main initiatives</p> <ul style="list-style-type: none"> Strengthen corporate governance 
<p>Human resource development and workforce diversity</p> <p>Main initiatives</p> <ul style="list-style-type: none"> Build a fair, transparent personnel evaluation system Foster employees to fit the ideals of the Ashimori Group HR Vision Statement 	<p>Thorough compliance with laws, rules, and regulations</p> <p>Main initiatives</p> <ul style="list-style-type: none"> Improve and strengthen compliance management system Internal audits of the Ashimori Group, including all worldwide group companies 	

Management Team



1 Representative Director, President, Chief Executive Officer
Shigeyuki Washine

April 1981 Joined Japan Wool Textile Co., Ltd. (Nikke)
February 2014 Executive officer of Nikke
June 2015 Outside director of Ashimori Industry
February 2016 Director and managing executive officer of Nikke
June 2018 President and chief executive officer (to present), division manager of Automotive Safety Systems Business Division, Ashimori Industry

2 Director, Managing Executive Officer
Futoshi Makimoto

August 1987 Joined Ashimori Industry
April 2011 General manager of PALTEM Sales Department
June 2016 President of Ashimori Engineering Co., Ltd.
June 2017 Executive officer of Ashimori Industry
November 2018 General manager of PALTEM Management Group
June 2019 Director, managing executive officer, division manager of High Performance Products Business Division (to present)
June 2023 Head of Osaka Office (to present)

3 Director, Managing Executive Officer
Shuichi Toriyama

April 1983 Joined Japan Wool Textile Co., Ltd. (Nikke)
February 2007 General manager, Finance Division, Nikke
February 2016 Full-time Audit & Supervisory Board member of Nikke
June 2020 Director (to present), executive officer, general manager of Computer Systems Department (to present)
June 2021 In charge of Corporate Administration Section and quantitative management
June 2023 Managing executive officer, general manager of Administration Division (to present)

10 Full-time Audit & Supervisory Board Member
Hiroyuki Sakuragi

March 1980 Joined Ashimori Industry
June 2003 General manager of Personnel Department
June 2009 Board member
June 2013 Director
June 2014 Executive managing director
June 2017 Director, managing executive officer
June 2018 In charge of Administration Division, Osaka Office, Tokyo Office, and Osaka Plant; Compliance Division general manager
June 2020 Full-time Audit & Supervisory Board member (to present)

11 Audit & Supervisory Board Member (Outside)
Masami Oishi

April 1990 Joined Ministry of Foreign Affairs of Japan (MOFA)
March 2005 Left MOFA
December 2010 Registered as attorney, joined Osaka International Law Offices
June 2022 Outside Audit & Supervisory Board member (to present)
October 2022 Joined Progress Law Firm (to present)

12 Audit & Supervisory Board Member (Outside)
Mitsuhiro Morikawa

April 1982 Joined Unitika Ltd.
June 2009 General manager of Business Administration Office, Management Department; general manager of Polymerization Division
July 2012 Executive officer, general manager of Management Department
July 2013 Senior executive officer
June 2018 Full-time Audit & Supervisory Board member
June 2022 Corporate advisor
January 2023 Retired as corporate advisor
June 2023 Outside Audit & Supervisory Board member, Ashimori Industry (to present)

4 Director, Managing Executive Officer
Kaoru Nagatomi

January 2019 Joined Toyota Gosei Co., Ltd.; section head, Safety Systems Engineering Division
June 2021 Executive officer; in charge of development under division manager of Automotive Safety Systems Business Division
April 2022 Managing executive officer, division manager of Automotive Safety Systems Business Division (to present)
June 2023 Director (to present)

5 Director, Executive Officer
Kazuyoshi Ito

March 1988 Joined Ashimori Industry
April 2014 General manager of PALTEM Sales Department
June 2019 Executive officer, general manager of PALTEM Management Group, president of Ashimori Engineering Co., Ltd. (to present)
June 2021 Head of Tokyo Office (to present)
June 2022 Director (to present)

6 Director (Outside)
Hideaki Sekioka

April 1976 Joined Agricultural Structure Improvement Bureau of Ministry of Agriculture and Forestry, now Ministry of Agriculture, Forestry and Fisheries (MAFF)
July 2007 Director-general, Chugoku-Shikoku Regional Agricultural Administration Office, MAFF
May 2009 Senior director, Advice Center for Rural Environment Support
May 2011 Senior director, Japan Association of Rural Solutions for Environmental Conservation and Resource Recycling
December 2013 Executive officer and vice president, Sanyu Consultants Inc.
June 2018 Outside director (to present)

Skills Matrix

	Name	Corporate management	Legal/compliance	HR/labor	Finance/accounting	Production technology	Global
Director	Shigeyuki Washine	●				●	●
	Futoshi Makimoto	●				●	
	Shuichi Toriyama	●			●		●
	Kaoru Nagatomi					●	
	Kazuyoshi Ito	●				●	
Director (outside)	Hideaki Sekioka	●				●	
	Haruo Shimizu	●					●
	Yasushi Okada					●	
Audit & Supervisory Board member	Takashi Ogawa	●				●	
	Hiroyuki Sakuragi		●	●		●	
	Masami Oishi		●				●
Audit & Supervisory Board member (outside)	Mitsuhiro Morikawa			●	●		

Note: The table above does not represent all the knowledge and skills of each person.

7 Director (Outside)
Haruo Shimizu

February 1970 Joined Daikin Manufacturing Co., Ltd. (now Exedy Corporation)
June 2006 President and CEO of Exedy
April 2015 Chairman of Exedy
June 2016 Senior advisor of Exedy
June 2019 Outside director of Ashimori Industry (to present)

8 Director (Outside)
Yasushi Okada

April 1993 Joined Toyota Gosei Co., Ltd.
June 2016 General manager, Safety Systems Planning Division, Toyota Gosei
January 2020 General manager, Safety Systems Engineering Division, Toyota Gosei
June 2020 Deputy chief, Product Development Center, Toyota Gosei
June 2021 Outside director of Ashimori Industry (to present)
June 2022 Deputy chief, SS Headquarters, Toyota Gosei
June 2023 Corporate officer, SS Headquarters deputy chief, Toyota Gosei (to present)

9 Director (Outside)
Takashi Ogawa

April 1982 Joined Toyota Motor Co., Ltd. (now Toyota Motor Corporation)
January 2005 General manager, No.2 Electronic Engineering Department, Toyota
January 2012 Deputy general manager, AE Engineering Department, Fujitsu Ten Ltd. (now Denso Ten Ltd.)
April 2015 Managing executive officer, AE Engineering Department general manager, Fujitsu Ten
April 2019 Director, senior managing executive officer, Denso Ten
June 2023 Outside director of Ashimori Industry (to present)

A Discussion among Three Outside Officers

We asked three of our outside officers to share their honest opinions regarding Ashimori's governance system aimed at improving corporate value.



Outside director

Hideaki Sekioka

Profile

Appointed as outside director in June 2018, Mr. Sekioka has extensive administrative experience at MAFF (Ministry of Agriculture, Forestry and Fisheries), as well as corporate management experience in the private sector.

Outside Audit & Supervisory Board member

Masami Oishi

Profile

Appointed as outside Audit & Supervisory Board member in June 2022. As a lawyer, Ms. Oishi has expertise in corporate law and other related fields, as well as a wide range of knowledge in areas both domestic and international.

Outside director

Haruo Shimizu

Profile

Appointed as outside director in June 2019, Mr. Shimizu has a wealth of experience and a broad range of knowledge stemming from his many years as a corporate executive.

Board of Directors' effectiveness and the governance system

Sekioka: When I was appointed in 2018, there were three outside directors, and I remember our involvement in management was mainly gathering opinions. The number of outside directors was increased the following year and now stands at four. Because of this and other reasons, I think that the current Board of Directors is functioning well, including incorporation of input from outside the company. In addition to urgent issues, I think more discussion from a medium- to long-term perspective would be good.

Shimizu: I agree. I feel that the current Board of Directors has changed significantly compared to the past. Each of the outside officers comes from a different position and with different experience, and I feel strongly that each is leveraging their knowledge and experience in building the organization. Moving forward, it would be good to have more time to thoroughly discuss risks and opportunities and how to respond to them as we pursue sustainable management.

Oishi: The Board of Directors meetings are a place for vigorous and free discussion. I believe there are still some issues to be addressed regarding the content of discussions at these meetings, which are opportunities to hear opinions from outside the company. In particular, while endeavoring to comply with the corporate governance code is important, I feel we need to be able to explain a plan that suits Ashimori's current situation and the path to take to achieve it.

Shimizu: Yes, I agree. How to connect these discussions to the strategy will be a challenge for the future.

Mission of outside officers

Shimizu: I want to put to use my experience as CEO of a drivetrain components manufacturer. Ashimori is connected with the industry in which I was involved, and I feel that my role is to share my know-how regarding what strategic initiatives will lead to the development of the company's business. Ashimori prioritizes "defense" when negotiating with car manufacturers. However, in order to generate stable profits regardless of the external environment, it's important to strike a balance by shifting to an "offensive" approach that promotes growth. I will continue to provide such advice.

Oishi: I was appointed in 2022 as Ashimori's first female outside officer. I do not have sufficient knowledge about this industry. But I believe I can contribute to Ashimori's development by capitalizing on the knowledge and experience that I have cultivated as a lawyer and by expressing my opinions frankly at board meetings, unconstrained by conventional attitudes and thinking. When formulating plans and strategies, we need to constantly be asking ourselves whether we are in a position to accurately ascertain the situation and to fulfill our duty of accountability to shareholders and other stakeholders. My role is to carefully examine risks and benefits, based on the law, in order to increase confidence in Ashimori.



Outside Officer Three-party Discussion

Sekioka: I was involved with agricultural policy and infrastructure development as a public servant for 33 years, mainly at MAFF (Ministry of Agriculture, Forestry and Fisheries). Like Ms. Oishi, I do not have experience in the manufacturing industry. But I believe I can contribute to management with the perspective, knowledge, and experience I bring from different fields. Risk management is one area where I can contribute. Ashimori's many products, including automotive safety systems, are of great, and fundamental, value to society. Having a deeper understanding of not only industry trends but also changing social conditions and government budget trends will lead to future growth.

Oishi: Previously, the focus had been on industry-related information gathering, and many of the people chosen to be outside directors had been those with automotive or other related expertise. Now, I think people from different fields, like Mr. Sekioka and myself, are needed in order to provide more flexible thinking. I feel Ashimori is currently in a period of transformation, and we are tackling it with a positive outlook.

Reforming the organizational culture

Shimizu: In fiscal 2022, as a company-wide initiative, we formulated a code of conduct and created a handbook. It provides a clear explanation of the essential behavior expected of all Ashimori Group employees. It is an attempt to get back to basics.

Sekioka: Mr. Shimizu provided us with specific recommendations, which were discussed by the Board of Directors during the preparation process. I think the results were excellent. This year we are distributing a revised version of the handbook. I feel the company's attitude toward changing its corporate culture is, itself, a sign of great change.

Oishi: Because the automotive safety systems division and high performance products division operate in different environments, expecting them to behave the same may be difficult. However, the content of the code of conduct is extremely basic and can be understood

and applied in any workplace. I think this is important. The aim of the code of conduct is to change mindsets in order to build a new, shared foundation upon which the hard-driving employees of the older generation can work alongside the employees of the younger generation who have more modern values. Although there will be some difficulties, it's important for the entire Group to work together to ultimately foster a reliable corporate structure befitting a company that provides safety and security to society.



Promoting diversity and looking to the future

Oishi: I feel we are only halfway to diversity, but I appreciate the progress being made. We have had foreign nationals working at the head office for many years, and there is a growing number of women in the development and engineering fields, which are the core of Ashimori. Although the speed of change is slower than that at other companies, it is still progressing steadily and naturally. With a little creativity in recruitment, it's possible to pursue diversity in a way that emphasizes the speed of progress. But this is just a superficial effort and not a fundamental transformation. What's important is that the people who join the company play a meaningful role and that a culture of open and honest exchange of opinions takes root. From this perspective, Ashimori is respectful of diversity and working effectively at its own speed. I look forward to seeing more non-Japanese and women in management, and to seeing greater vitality of exchange with domestic and overseas group companies and affiliates.

Shimizu: The code of conduct mentioned earlier has not yet been developed for overseas group companies. Becoming a truly global company requires a code of conduct that permeates the entire Ashimori Group.

Sekioka: I also think it's important to use the appointment of Ms. Oishi as an opportunity to incorporate women's perspectives into product development and to take a deeper look at workplace environments where women can work more actively.

Oishi: Diversity-focused efforts, such as interaction with local employees at overseas group companies, can offer inspiration. When promoting diversity, it's important to work in a way suited to the Group to create a culture that accepts diversity.

Shimizu: Although it may take some time, I have high hopes that company-wide diversity will lead to improvements in overall safety and quality.

Growth of, and expectations for, Ashimori as a sustainable company

Sekioka: Ashimori will soon mark the 150th anniversary of its founding. It has developed a variety of businesses based on its rope manufacturing technology. I believe there is potential in Ashimori to respond to the needs of society without being bound by past successes. In the era ahead, it is important to always look ahead and find new possibilities. Focusing on areas of strength and expanding selectively will be the way to promote the growth of the company. Organizational growth cannot happen apart from building a company culture that respects diversity, as well as strengthening organizational structures and educational programs.

Shimizu: Although Ashimori boasts high brand recognition in Japan, it is not sufficiently recognized in overseas markets. On the other hand, the company has an advantage in overseas markets where there is high demand for technical knowledge and less competition. The key to future success will be proposal-based technical sales, and it will be important to make

proposals that take advantage of Ashimori's specialized knowledge and areas of expertise. The partnership with Toyoda Gosei is another important strategic element. We have high expectations for collaboration with Toyoda Gosei, which is a major supplier to the Toyota Group. While we need to be flexible so that we can grow while being adaptive to change, it is essential to quickly develop areas of expertise. I hope that Ashimori, through collaboration with Toyoda Gosei, will be able to achieve results while flexibly responding to changes in the market.

Oishi: The essence of Ashimori is exemplified in the slogan, "Powered by innovation, pioneering the future." Starting with the manufacture of ropes around 150 years ago, the company has expanded to products in a wide range of fields, including fire hoses, seatbelts, and PALTEM pipeline rehabilitation. The foundation of this growth lies in the company's thread spinning technology. The secret to Ashimori's longevity is its ceaseless efforts to improve technology, as well as its flexible strategy of developing new products that meet society's needs while discontinuing unnecessary products. Ashimori has maintained this basic approach while emphasizing technology-driven efforts to contribute to society. The company should continue to embrace change and evolve without being satisfied with the status quo. I hope that, in keeping with the company's slogan, it will prioritize being "powered by innovation" as it flexibly adapts to change while passing on a spirit of growing and developing with the times.



Governance

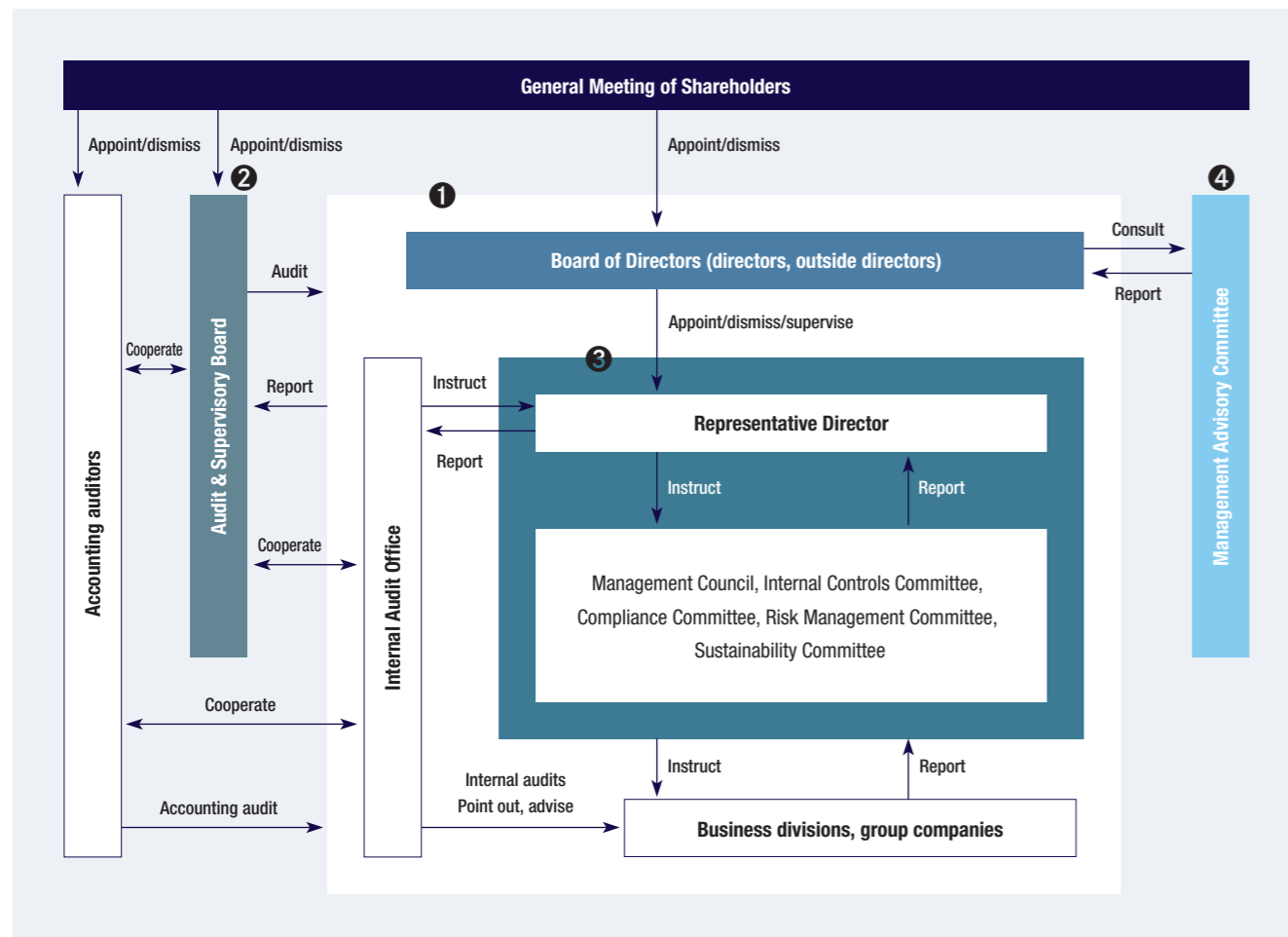
Corporate Governance

Basic Approach

Ashimori understands the importance of strong corporate governance in improving the efficiency and transparency of management and maximizing corporate value. That's why we strive to realize strong corporate governance through the following basic policy.

1. Respect shareholder rights by ensuring equality among shareholders, creating an environment conducive to the execution of their rights, and protecting these rights.
2. Cooperate in a fair and socially decent manner with all stakeholders, including shareholders.
3. Disclose information in accordance with the law, and ensure transparency by proactively disclosing information not required by law.
4. Have the Board of Directors properly exercise its roles and duties so that we can carry out transparent, fair, and flexible decision-making.
5. Carry out constructive dialogue with shareholders in sharing a direction for long-term, stable growth.

Corporate Governance



Overview of Board of Directors, Audit & Supervisory Board, and Committees

1 Board of Directors
9 directors

5 inside directors 4 outside directors

The Board of Directors is comprised of nine directors (including four outside directors) who make resolutions on important matters based on the rules of the Board of Directors, in addition to matters stipulated by law, regulations and the Articles of Incorporation, and it supervises how each director executes his or her duties. Additionally, all Audit & Supervisory Board members attend meetings of the Board of Directors, allowing them to monitor how the directors execute their duties.

2 Audit & Supervisory Board
3 members

1 full-time member 2 part-time members (including 2 outside members)

The Audit & Supervisory Board is comprised of one full-time member and two part-time members (including two outside members). In addition to meetings of the Board of Directors, the full-time member of the Audit & Supervisory Board attends important meetings, such as those of the Management Council, expressing their opinions as necessary to enable them to continually monitor how the directors execute their duties. Also, Audit & Supervisory Board members work closely with the Internal Audit Office and accounting auditors, periodically exchanging information and opinions in an effort to improve auditing functions.

3 Management Council

5 directors 1 Audit & Supervisory Board member

7 executive officers, 7 division/general managers

The Management Council is comprised of five directors, one Audit & Supervisory Board member, seven executive officers, and seven division/general managers. It deliberates on Board of Directors' resolution matters and other important matters related to management and strives to improve the efficiency of management activities.

4 Management Advisory Committee
4 directors

1 inside director 3 outside directors

The Management Advisory Committee is comprised of four directors (of which, three are outside directors), and its aim is to further strengthen Ashimori's corporate governance by increasing the fairness and objectivity of decision-making regarding important management matters, such as director nomination and remuneration.

Appointment and Dismissal of Directors

Management Advisory Committee

Ashimori has established a Management Advisory Committee as an advisory body to the Board of Directors. The aim of the Committee is to further strengthen the company's corporate governance by increasing the fairness and objectivity of decision-making regarding important management matters, such as director nomination and remuneration.

- Chair: Hideaki Sekioka (outside director)
- Members: Shigeyuki Washine (president)
Haruo Shimizu (outside director)
Takashi Ogawa (outside director)

Appointment and Dismissal of Directors

With regard to the nomination of director candidates and executive officers, in order to ensure transparency and fairness, standards and policies regarding candidate selection, as well as candidate selection proposals, are discussed by the Management Advisory Committee, a majority of which is outside directors. The results of these discussions are reported to the Board of Directors, and decisions are made by the Board of Directors based on the Management Advisory Committee's recommendations, taking into account knowledge, experience, ability, performance evaluation, and other relevant criteria.

With regard to the nomination of Audit & Supervisory Board member candidates, those individuals, who the Audit & Supervisory Board agree are suitable candidates possessing the requisite expertise, experience, and skills to fulfill the duties of an Audit & Supervisory Board member, if chosen by a vote of the Board of Directors, are proposed as Audit & Supervisory Board member candidates at the General Meeting of Shareholders.

If a director or executive officer commits an act that violates laws, regulations, the Articles of Incorporation, internal regulations, etc., or if it is found that they are unable to properly perform their duties due to mental or physical breakdown or lack of ability, the Board of Directors will, upon receipt of a recommendation from the Management Advisory Committee, deliberate on whether to dismiss said director or executive officer.

Reason for Directors' Appointment

	Name	Reason
Directors	Shigeyuki Washine	Since assuming the position of president in 2018, Washine has demonstrated strong leadership, supervising management and making appropriate decisions on important matters in pursuit of improved business performance.
	Futoshi Makimoto	As a director, Makimoto has appropriately supervised management and decided important matters, while, as managing executive officer and division manager of the High Performance Products Business Division, he has promoted the expansion and restructuring of the production system and implementation of technological improvements for the purpose of increasing sales and profitability.
	Shuichi Toriyama	Toriyama has a wealth of management department knowledge and experience, having worked in planning, finance and accounting at another company for many years, while, as a director at Ashimori Industry, he has appropriately supervised management and made decisions on important matters, as well as served as the general manager of the Administration Division and general manager of the Computer Systems Department, working to build the Group's management and IT systems. In addition, as the person in charge of accounting and finance management, he has pursued stronger, company-wide cost control and Group company management.
	Kaoru Nagatomi	As managing executive officer and division manager of the Automotive Safety Systems Business Division, Nagatomi has worked to improve sales and profitability by strengthening the quality control system, reducing Group-wide costs and building a collaborative structure with Toyoda Gosei Co., Ltd.
	Kazuyoshi Ito	As a director, Ito has performed appropriate management supervision and decision-making on important matters, and, as general manager of the PALTEM Management Group and representative director and president of Ashimori Engineering Co., Ltd., a group company, he has promoted the expansion of production and sales systems and technological improvements in the field of pipeline rehabilitation.
Directors (outside)	Hideaki Sekioka	Sekioka has a wealth of experience and wide-ranging knowledge, including administrative experience at the Ministry of Agriculture, Forestry and Fisheries, as well as management experience at other companies, and he has performed independent supervision of the Board of Directors. In addition, as the chairperson of the Management Advisory Committee, which is an advisory body to the Board of Directors and representative director, he is actively involved in strengthening the independence and objectivity of procedures related to officer nomination and remuneration, and in expanding corporate governance.
	Haruo Shimizu	Shimizu has a wealth of experience and wide-ranging knowledge, including from his many years as the CEO of Exedy Corporation, and he has provided appropriate advice to, and independent supervision of, the Board of Directors. In addition, as a member of the Management Advisory Committee, which is an advisory body to the Board of Directors and representative director, he is actively involved in strengthening the independence and objectivity of procedures related to officer nomination and remuneration, and in expanding corporate governance.
	Yasushi Okada	Having served as deputy chief of SS Headquarters at Toyoda Gosei Co., Ltd., among other roles, Okada is well-versed in the field of automotive components, particularly safety systems, and, as an outside director, performs supervision of the Board of Directors, as well as provides advice regarding Ashimori's automotive safety systems business.
	Takashi Ogawa	Having been involved in the development of automotive electronic components for many years at other companies, Ogawa is well-versed in the field of automotive components, and, having served as a director, among other roles, he has a wealth of experience and wide-ranging knowledge.

Officer Remuneration

Officer Remuneration Policy

The Board of Directors approves the policies used to determine officer remuneration and other matters.

The policies used in determining matters such as individual remuneration for directors shall adhere to the following.

- The total amount of officer remuneration, including bonuses to officers, shall be paid within the annual remuneration limit approved at the General Meeting of Shareholders.
- The level of remuneration is sufficient to secure excellent human resources from within and outside the company and ensure they remain motivated to improve business performance.
- The level of remuneration shall reflect changes in the business landscape and external, objective data, as well as take into account the balance between public standards, the details of management, and employee salaries.

Remuneration Determination Process

The Board of Directors has the authority to decide on policies regarding the amount of remuneration, such as for Ashimori's officers, and the method of calculating it. Additionally, the company has established a Management Advisory Committee, the majority of which is comprised of independent outside directors, and this Committee is chaired by an outside director to ensure transparency and provide fair and appropriate advice regarding officer remuneration.

In addition, the Board of Directors delegates to the representative director the decision to evaluate and distribute bonuses to each director except outside directors. The bonuses are linked to the performance of the department(s) of which the director is in charge.

Content of Performance-linked Remuneration

We have created a remuneration system that further increases morale and motivation to improve management performance, which consists of basic remuneration provided as monthly, fixed remuneration and bonuses provided as performance-linked remuneration.

The composition ratio of remuneration is designed so that, if performance targets are achieved at 100%, the basic remuneration will be 80% and bonuses will be 20% (bonus breakdown: 80% cash and 20% company stock compensation).

Also, as part of performance-linked bonuses, we have introduced a stock-based compensation scheme. (A stock acquisition right at a price of one yen.) This is to further increase morale and motivation to contribute to improving medium- and long-term business performance and corporate value. It helps directors share with our shareholders not only the benefits of a rise in the share price but also the risks associated with a decline in the share price.

Also, the policies used in determining matters such as individual remuneration for directors shall adhere to the following.

- Regarding the amount of individual remuneration, in principle, the amount of remuneration will be determined according to each director's position and in line with the Officer Remuneration Regulations.
- However, regarding bonuses which are linked to performance and constitute part of individual remuneration, the Management Advisory Committee shall discuss evaluations and corrections for each individual under consideration, based on the remuneration amount calculated in line with the Officer Remuneration Regulations, and shall submit a recommendation to the representative director who, having been delegated bonus evaluation and distribution authority by the Board of Directors, shall decide the amount to be paid based on the recommendation.
- The amount of remuneration for outside directors will be determined via a resolution of the Board of Directors.

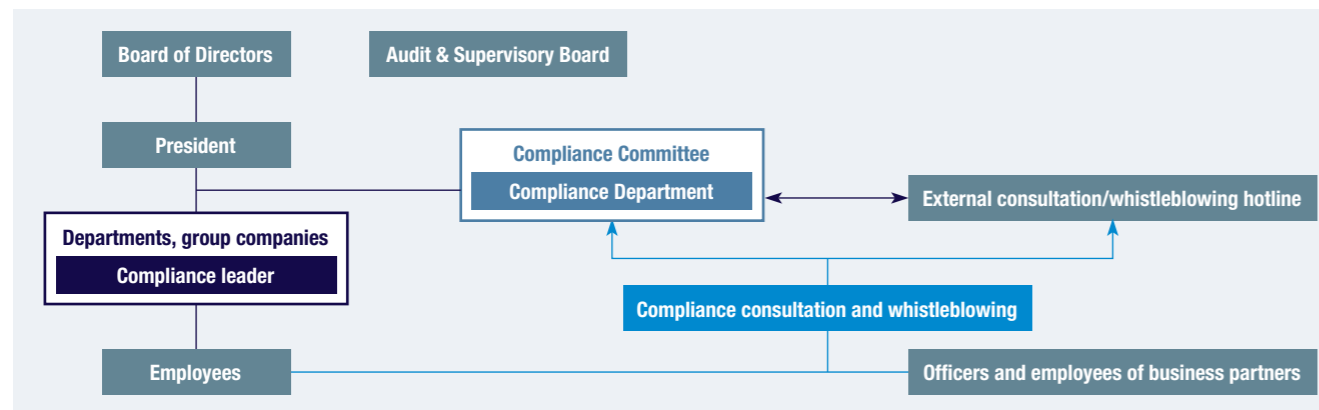
Executive Remuneration (Fiscal 2022)

Category	Total amount of remuneration, etc. (million yen)	Total amount of remuneration by type (million yen)				Number of eligible executives
		Fixed remuneration	Performance-linked remuneration	Retirement benefits	Non-monetary compensation	
Directors (excluding outside directors)	133	108	24	—	0	6
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	16	16	—	—	—	1
Outside officers	16	16	—	—	—	7

Compliance

● Compliance Management Structure

We have a Compliance Committee chaired by our president. It meets twice a year, in principle, to report on progress in compliance activities and scheduled plans.



● Training

The Compliance Department holds ongoing training and education. In fiscal 2022, it held a total of 16 sessions using an e-learning system and covered such business-related legal and regulatory topics as harassment and bribery prevention.

Certain training is mandatory for all relevant employees in Japan and overseas. At overseas group companies, training specific to each country and region is held in order to improve compliance in the workplace.

Compliance guidebooks containing fundamental guidelines to follow in conducting business activities have been revised and updated seven times since they were first published in 2009 and are distributed to group companies both inside Japan and out.

● Whistleblowing System

We have established internal regulations regarding whistleblowing (Compliance Consultation and Whistleblower Protection Rules), and have established whistleblowing contact points in the Compliance Department, as well as at an external specialized organization (a law firm). When a whistleblower report is received, the Compliance Department instructs the relevant departments to investigate the matter and formulate and implement countermeasures. It reports the response to the whistleblower and confirms the corrective actions taken. The results of whistleblower reports are also reported to the Compliance Committee.

Risk Management

● Risk Management System

We have established risk management regulations, and, based on these, we convene a Risk Management Committee, which is chaired by the president, covers all group companies in Japan and overseas, and deliberates on risk identification and response, among other related topics.

● Internal Control

We have two internal control policies: the Basic Policy on Internal Control; and the Implementation Policy for Internal Control Assessment Related to Financial Reporting (Basic Plan Document). Based on these, the Internal Audit Office, under the direct supervision of the president, conducts internal audits of the Ashimori Group, including all worldwide group companies. Due to the COVID-19 pandemic, fiscal 2020 to 2022 audits for group companies, except those located near the Head Office, were mostly conducted online. From fiscal 2023, we will conduct on-site audits, depending on the risk, with the aim of improving effectiveness.

Information Security and Cyber Security

We have formulated in-house information security standards for all group companies in Japan as we strive to strengthen information security measures. Our overseas group companies have been undergoing general information security inspections, including cybersecurity, by third-party assessment firms since fiscal 2021.

Based on the results of these inspections, our three overseas production bases are making necessary, progressive improvements to their hardware and software. We make the necessary, relevant investments in strong and stable information security systems to ensure customer trust is our top priority. We also constantly work closely with business partners to strengthen information security, including cybersecurity measures.

Addressing Climate Change

In order to assess the impact of climate change-related risks and opportunities on our Group's business, we primarily relied upon the IPCC (Intergovernmental Panel on Climate Change) 6th Assessment Report and the IEA (International Energy Agency) World Energy Outlook 2022, as well as *Climate Change in Japan 2020* (detailed version) by the Ministry of Education, Culture, Sports, Science and Technology and the Japan Meteorological Agency.

As a general guide for the periods, the short term is until 2028, the medium term is 2035, and the long term is 2050.

1. Physical risks

Regarding physical risks, we examined the risks of the SSP1-1.9 scenario, which has very low greenhouse gas emissions, and the SSP5-8.5 scenario, which has very high greenhouse gas emissions, from the IPCC 6th Assessment Report.

The results were that, although the increase in physical risk is limited under the SSP1-1.9 scenario, the SSP5-8.5 scenario made us recognize, once again, the importance of regularly reviewing measures to prepare for natural disasters at multiple sites, not only in the long term but also in the medium term.

For the process of identifying the location of risks, we investigated the impact on business operations and factory operations over the past 20 years at all locations of our company, and all group companies, in Japan and overseas (focusing on business offices and factories, but excluding sales offices) of events that have the potential to become more severe and increase risks due to climate change, specifically the acute risks of heavy rain, floods, landslides, storm surges, typhoons, and heavy snow, and the chronic risk of power shortages, which are primarily associated with droughts, high temperatures, and cold waves.

We found that there have been a total of three operational outages at multiple locations in Japan and overseas due to weather events such as typhoons and heavy snow, but none of these lasted more than a day and the impact of each was minor, resulting in no economic loss.

For flood, landslide, and storm surge risks at all sites, encompassing both our company and domestic group companies, we found that, based on the Ministry of Land, Infrastructure, Transport and Tourism's hazard map, there

2. Transition risks

We considered transition risks by sorting and discussing them according to the different categories of "policy and legal," "technology," "market," and "reputation," along with opportunities, with our main references being the IEA's NZE2050 (which focuses on a scenario in which global CO₂ emissions become virtually zero by 2050) and STEPS (Stated Policies Scenario).

Policy and legal

In the NZE scenario, which requires the strongest efforts, there is a risk that production costs will rise further due to the introduction of a carbon tax and electricity costs rising or remaining high. We recognize that further reductions in manufacturing costs will lead to stronger resilience. (Short- to long-term)

Technology

In both the NZE and STEPS scenarios, if we are unable to reduce GHG (greenhouse gas) emissions associated with production, there may be a risk of losing competitiveness. On the other hand, we believe that promoting comprehensive GHG measures, including energy conservation, will increase opportunities to improve profitability. (Medium- to long-term)

Market

In both the NZE and STEPS scenarios, because the main products in the

are six business sites in flood-prone areas, two in storm surge-prone areas, and one in landslide-prone areas.

The Ogi Plant (Saga Prefecture) belonging to Allsafe Japan Ltd., which is a group company, was identified as being in a landslide-prone area according to the hazard map. Construction work to reduce the risk of landslides was carried out in October 2022, with the support and cooperation of the local government, on the slope adjacent to the factory using anchors and pressure plates.



Since 2000, our Chinese plant has ceased operations due to blackouts caused by power outages a total of seven times (all for one day), but the impact was minimal and there was no economic loss.

Together with our group companies, we are taking measures to minimize the impact of disasters through comprehensive risk management, including business continuity plans that include replacing branch operations at the Head Office and alternative production at other factories.

automotive safety systems business are automotive seatbelts, airbags, and interior parts, we believe that the direct impact of the shift away from fossil fuels in the market and the increasing share of electric vehicles and other vehicles will be limited. (Short- to long-term)

On the other hand, if the growth of new car sales is inhibited by the growth in car sharing, there is a risk that sales and production facilities will be affected, which could affect our finances. (Long-term)

In the high-performance product business, under both the NZE and STEPS scenarios, it is possible that demand for large-scale rainwater drainage pipe construction, which uses our PALTEM pipeline rehabilitation technology developed over the years, and existing products like drainage hoses and disaster tents may expand, especially as part of measures against flooding during heavy rains and torrential rains in urban areas. (Short- to long-term)

Reputation

By creating and steadily implementing a roadmap toward carbon neutrality, developing new disaster prevention-related products, and improving the quality and functionality of existing products, we believe that whether we will be able to contribute to society through disaster prevention and mitigation, and to disclose accurate information is both a risk and opportunity in terms of reputation. (Short- to medium-term)

Environmental

Basic Environmental Policy

We have established the following Basic Environmental Policy and will engage in environmental conservation activities.

1. We will consider the impact of our business activities on the environment, set goals and targets for environmental conservation, and pursue environmental conservation.
2. In addition to complying with environmental laws and agreements, we will also establish internal regulations, work to prevent pollution, and strive to ensure our customers feel satisfied with regard to the environment.
3. We will treat the following items as environmental priorities.
 - (1) Reducing the amount of industrial waste sent to landfills and reducing the amount of product loss.
 - (2) Reducing environmental pollutant emissions.
 - (3) Conserving energy and preventing global warming.
 - (4) Developing environmentally friendly products.
4. Through education and training on environmental conservation, as well as internal public relations activities and other means, we will work to raise the environmental awareness of people associated with our company and will engage in environmentally friendly activities.

We obtained environmental management system (ISO14001) certification in 2002 and have developed a quality and environmental management manual and environmental management regulations, as well as regularly report on our activities at meetings of the Management Council.

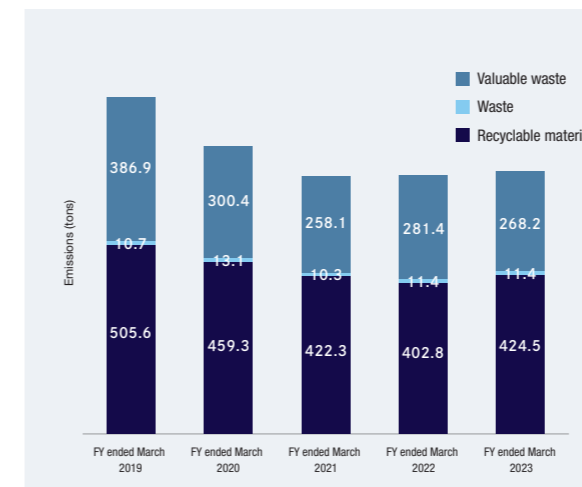
Toward a Circular Economy

Reducing Industrial Waste

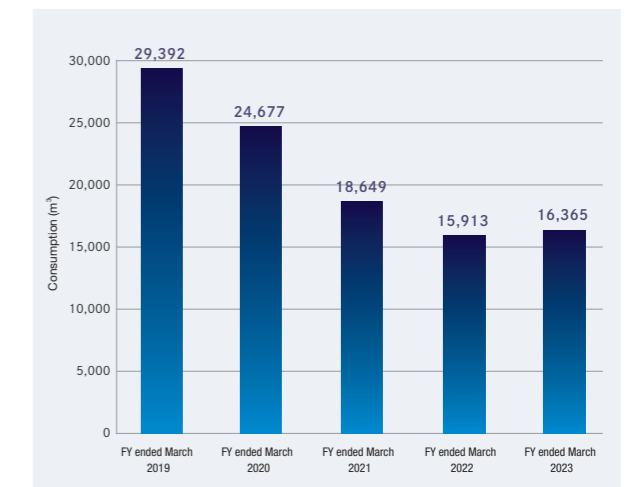
Within the Ashimori Group, we are making ongoing efforts to help with the realization of a circular economy by stressing the 3Rs (reduce, reuse, and recycle) in an effort to reduce waste. For example, we are working to reduce industrial waste by dissolving some discarded documents as valuable waste.

Also, helping secure water resources is another important issue for us. We are working to reduce the amount of water we use, such as by utilizing industrial-use water recycling technology.

Amount of valuable waste, industrial waste, and recyclable materials emitted at the Osaka Plant and the Sasayama Plant



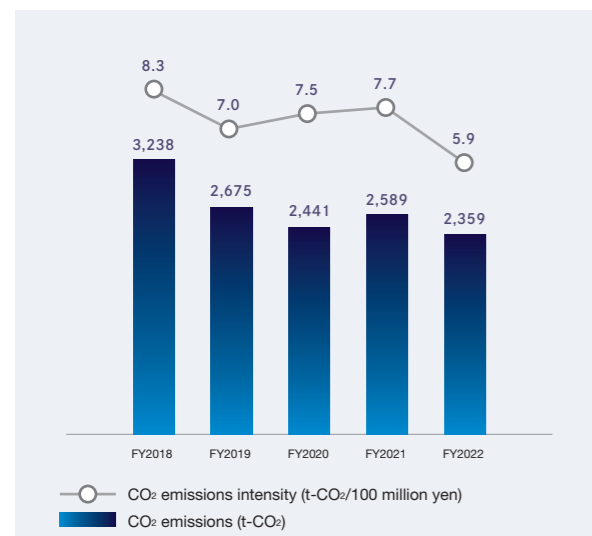
Amount of industrial-use water consumed at the Head Office and the Osaka Plant



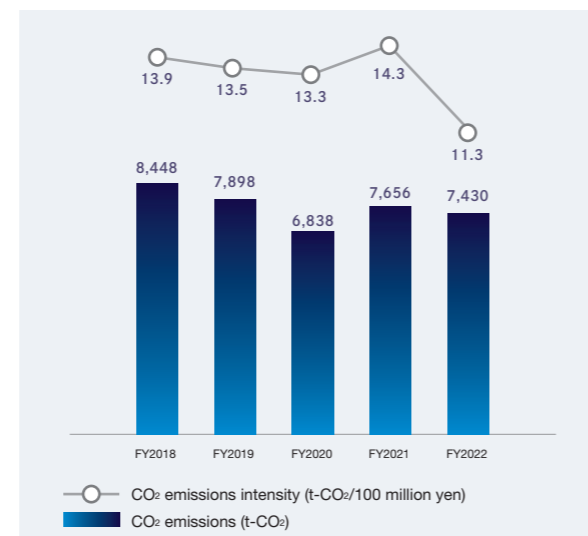
Reducing CO₂ Emissions

The following are the trends in CO₂ emissions (Scope 1 and Scope 2) for Ashimori and its consolidated group (domestic and overseas) for the period encompassing the fiscal year ended March 2019 to the fiscal year ended March 2023.

Ashimori Industry (non-consolidated)



Ashimori Group (consolidated)



Saving Energy and Reducing Environmental Impact

Using Renewable Energy

The Ashimori Group has installed solar power generation equipment on the roofs of some of its factories. At group companies (in India and Mexico), we are striving for decarbonization by using this solar power toward running the factories. In Japan (Yamaguchi Prefecture), we operate as a solar power provider to help reduce environmental impact and contribute to protecting the environment.



Ashimori India Private Limited



Ashimori Industria de Mexico, S.A. de C.V



Ashimori Industry Yamaguchi Co., Ltd.

Initiatives at Offices and Plants

We have almost completed the installation of LED light bulbs in the Head Office, and installation is underway in the Osaka Plant. We are also systematically updating our air conditioning equipment to reduce power consumption.

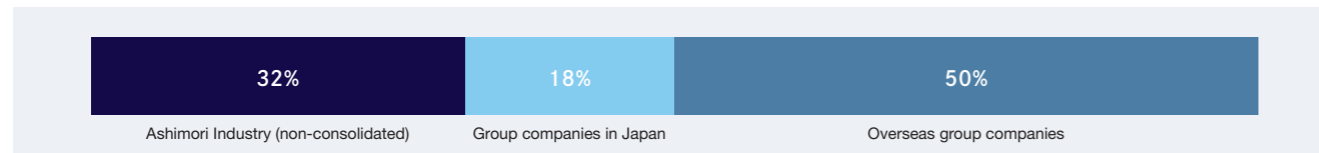
Carbon Neutrality Initiatives

● Ascertaining the Current State of Greenhouse Gas Emissions (≈ CO₂)

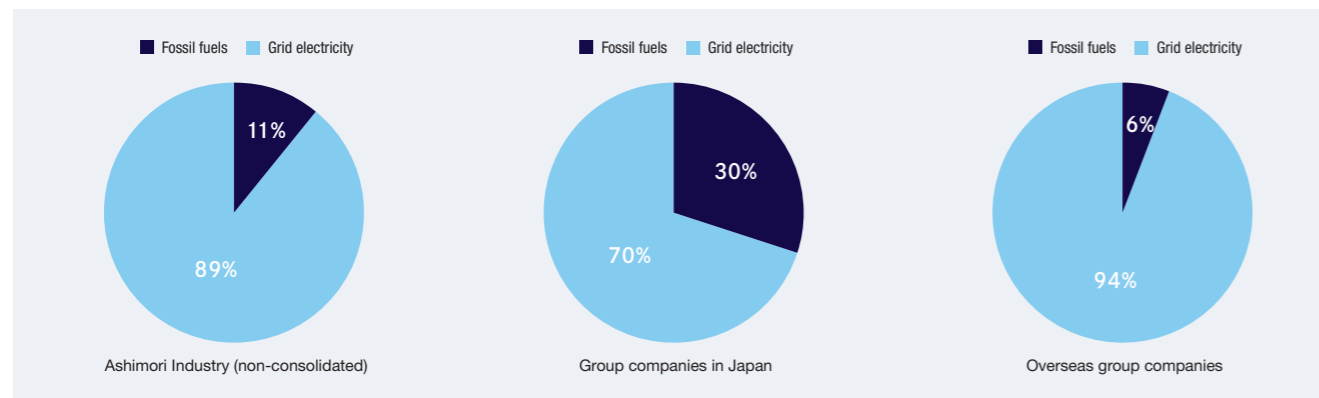
For our entire Group, approximately 30% of CO₂ emissions come from Ashimori Industry (Head Office and Osaka Plant, Sasayama Plant, etc.), approximately 20% from domestic group companies, and approximately 50% from overseas group companies.

The proportion of grid power (electricity supplied from the power company's transmission and distribution network) is high at all of our locations, and this proportion is particularly noticeable at Ashimori Industry and overseas group companies.

Non-consolidated and Domestic/Overseas Group Company CO₂ Emission Ratio (FY2021)



Fossil Fuel and Grid Electricity CO₂ Emissions Ratio (FY2021)

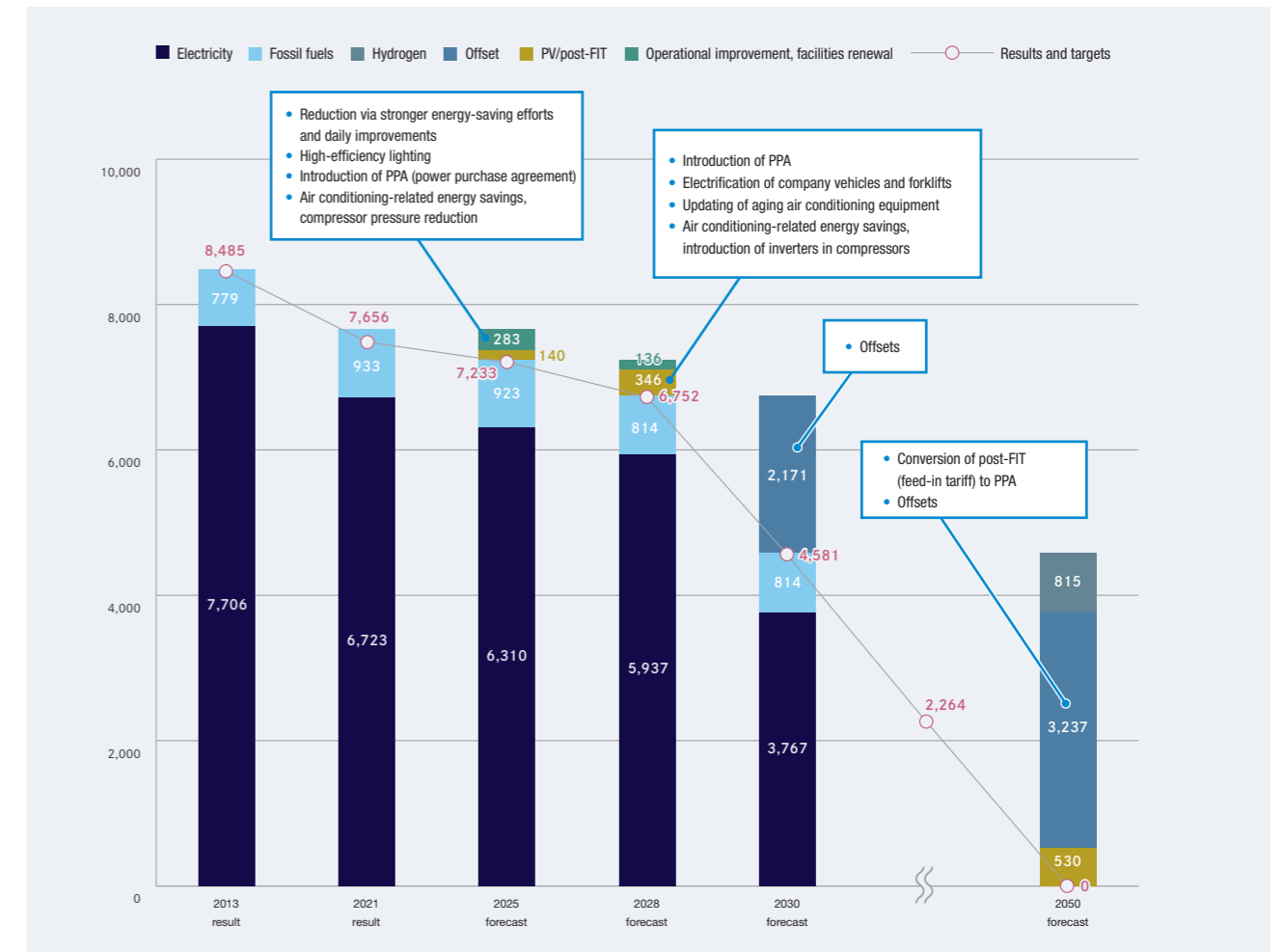


● Carbon Neutrality Roadmap

We calculated and disclosed greenhouse gas (≈ CO₂) emissions for the first time in 2022 and have created a draft roadmap to reduce this in the future and achieve carbon neutrality, based on on-site surveys at major domestic plants in September 2022.

- (1) In line with the Japanese government's goals, we have formulated a plan for our Group to reduce greenhouse gas emissions by 46% in fiscal 2030 compared to fiscal 2013 and achieve carbon neutrality by fiscal 2050.
- (2) We cover Scope 1 (direct emissions) and Scope 2 (indirect emissions, such as purchased electricity), which include those of all group companies in Japan and overseas, but we do not cover Scope 3 (indirect emissions at other companies during the production process of purchased raw materials, parts, etc.).
- (3) The main means of achieving this plan are (1) operational improvements and updates to energy-saving equipment, (2) energy creation (solar power generation), and (3) offsets.
- (4) The current estimated total investment for these is 1,874 million yen for a cumulative total of 28 years until fiscal 2050, and the cumulative cost reduction effect (reducing the amount of purchased electricity through solar power generation and switching to LED, etc.) is 1,498 million yen.
- (5) The effects of operational improvements and the amount of additional investment are calculated only for the Osaka Plant, Sasayama Plant, and Ashimori Industry Yamaguchi Co., Ltd., where the on-site surveys were conducted.

CO₂ Emissions



Note: The PPA potential of overseas group companies is not reflected.

● Measures

In fiscal 2022, we conducted on-site surveys at the Osaka Plant, Sasayama Plant, and Ashimori Industry Yamaguchi Co., Ltd. with the aim of reducing CO₂ emissions, and various measures were considered.

At the Osaka Plant, we have been reducing the air conditioning load via thermal barrier coating applied to the roofs, and this is scheduled to be completed by fiscal 2024.

In addition, conversion to LED lighting equipment is currently about one-fourth of the way to completion and progress is being made in stages. In the future, if the remaining lighting fixtures are replaced with LEDs, electricity usage could be reduced by 558,574 kWh per year.

We are also prioritizing the updating of older equipment, starting with those that will provide the most effect. Based on the results of the on-site survey, the Sasayama Plant installed an inverter for its compressor.

With regard to compressors, Ashimori Industry Yamaguchi has postponed updating its equipment but is working to minimize the drop in suction pressure caused by filter clogging.



Social

Human Resource Strategy

Interview with the Personnel Department General Manager

We will work to strengthen our human resource foundation in support of sustained growth for Ashimori Industry.



General Manager,
Personnel Department

Hirofumi Takahashi

● Human Resources at Ashimori Industry

Q. What sort of importance is put on the people who work for Ashimori Industry and the Ashimori Group?

A. Human resources are the foundation of our Group, and we believe that human resource growth and development, along with the creation of a comfortable work environment, are essential for our growth. We believe that the reason we have been able to continue as a company for 145 years is because of our human resource foundation and its collective strength, which we have been able to draw upon in difficult situations.

We will keep working to strengthen our human resource foundation by providing training and growth opportunities and creating a comfortable work environment.

● Ideal Employee Profile

Q. From the perspective of sustainable management, what sorts of human resources are you looking for to support Ashimori Industry in the future?

A. We have developed a new three-year Medium-Term Management Plan, which started in 2022, as well as developed the New Ashimori Vision 2028 to achieve this plan. A particular focus is on human resource development. In order to clarify the sort of human resources we are looking for, who will support our company in the future and to strengthen human resource development in pursuit of this ideal, we have formulated the Ashimori Group HR Vision Statement.

Our ideal human resources are individuals with advanced expertise and a broad perspective who can think logically and solve problems quickly while being strongly committed to our company principles and taking the appreciation they receive for their efforts inside and outside the company to make their job more rewarding. Attaining this ideal requires refinement of personal competencies and abilities, particularly those of aspiration, action, innovation, responsibility, and leadership.

Furthermore, as part of our human resource development policy, we are committed to fair evaluation and treatment, creating educational opportunities, and improving the workplace environment for our employees.

● Human Resource Development Policy

Q. What kind of training policies do you have in place to increase employee motivation and support their growth?

A. We will conduct a review of our personnel system, which heavily emphasizes seniority, to move toward a fairer personnel system that reflects individual effort and achievement in employee compensation.

Without changing our established commitment to valuing people, we will encourage early advancement of talented personnel, regardless of age or years of service, in order to promote individual growth and organizational revitalization.

However, despite the fact that we have many individually talented personnel, there is somewhat of a lack of cohesion; thus, we are working to strengthen our management capabilities in order to maximally empower human resources individually while ensuring all employees are on the same path towards achieving the organizational goal of corporate performance.

With 2022 as the first year in an ongoing effort to change our way of thinking, we have begun efforts to reform our company culture.

We have put together the Ashimori Group Employee Code of Conduct, which provides guidelines regarding job execution and basic workplace behavior, and are working to ensure that it becomes firmly established across our Group. "Firmly established" means that behavior that accords with this code of conduct becomes second nature for all employees. Towards that end, we have also started group activities for all employees so as to ensure that the employee code of conduct indeed becomes firmly established.

These employee group activities begin with a reading of the code of conduct and then moves on to more practical content that can be applied to the specific workplace.

In 2023, after reviewing the content, we published a revised version of the code of conduct, and this included a shift away from philosophy-centered expressions to more practical content.



● Human Capital

Q. Tell us about the direction you will take to strengthen human capital, including the systems and investments required to recruit and develop ideal human resources for Ashimori.

A. Given that human resource mobility is inevitable, hiring work-ready personnel is no longer a viable means of achieving immediate business results.

With every company facing labor shortages, what's important is not recruiting the target number of people but rather increasing the number of people who can fulfill the desired roles of the company. Now that we have clarified our vision with regard to our expectations for human resources, the urgent task is to develop human resources at each level in accordance with that vision.

We will leverage resources, both internal and external, to systematically train up the management skills and human resource development capabilities of managers, strengthen the skills of mid-level employees, and quickly turn inexperienced employees into effective personnel, starting from those closer to management. At the same time, to carry out more flexible recruitment, we will hire mid-career personnel with new perspectives and knowledge while actively investing in raising the level of our human resource foundation, as well as strengthening that foundation to make it more adaptable to change.

Human Resources

● Basic Stance on Human Resources

Our Group has incorporated into our Code of Conduct stipulations about treating employees fairly and appropriately, ensuring a safe and comfortable working environment, and promoting positive work-life balance and health. With this in mind, we aim to increase corporate value by improving the quality of our human capital.

Our ideal Ashimori employee is someone strongly committed to our company principles, who takes the appreciation they receive for their efforts inside and outside the company to make their job more rewarding and, thereby, to achieve growth. We have thus formulated the Ashimori Group HR Vision Statement to foster and realize this ideal, and we are pursuing reforms to our personnel and education systems in line with our human resource development policy.

Ashimori Group HR Vision Statement

**Individuals with advanced expertise and a broad perspective
who can think logically and solve problems quickly**

Aspiration	Always aim to improve and never be complacent
Action	Set high goals and take the initiative to meet expectations
Innovation	Keep an open mind so that you can apply technology and generate innovation
Responsibility	Implement a disciplined approach to problem solving and be accountable for decisions and actions
Leadership	Communicate to get people involved in alignment with our organization's goals

● Human Resource Development Policy

1. Our company gives fair evaluations of employees who have achieved results and are willing to work hard.
2. Our company promotes employee education and growth.
3. Our company strives to create a comfortable working environment and a culture of openness and honesty.

A recent example of this in action is our institutionalization of working from home as part of our work style reforms, which was introduced with the aim of preventing the spread of COVID-19 during the pandemic, which is now coming to an end.

Our Group has also incorporated into our Code of Conduct stipulations about respecting human rights by accepting different cultures, customs, and values, and about promoting diversity. Based on these stipulations, we have formulated the Ashimori Group Human Rights Policy Statement, by which we work to secure a workplace free from all discrimination and harassment of any form on the grounds of nationality, race, ethnicity, gender, age, creed, religion, disability, sexual identity and orientation, or otherwise. In addition, our Group strives to ensure our business activities are considerate of human rights, such as by not using raw materials connected in any way with human rights abuse, such as forced labor and child labor.

● Personnel System (non-consolidated)

Using an MBO (management by objectives) sheet, all employees meet with their supervisors at the beginning of the fiscal year to determine their goals. Managers conduct annual self-evaluations and non-managerial employees conduct semiannual self-evaluations and have feedback interviews with their supervisors. To ensure fair and transparent evaluations, we invite external instructors and conduct training for all managers.

● Human Resource Development

We provide necessary training for each level of employees: managers, mid-level employees, and younger employees. Employees are able to learn and deepen their understanding of leadership and other skills: for managers through appraiser training and new manager training, and for mid-career employees through mid-career training. We also provide training for younger employees, starting with new employee training and training for employees up to their fifth year in the company, in order to facilitate employee development contributing to the realization of the Ashimori Group HR Vision Statement.

● Diversity and Inclusion

Period: April 1, 2022 to March 31, 2023; reference date: March 31, 2023

Item	Non-consolidated	Consolidated	Note
Percentage of women among new graduate hires	50.0%	40.0%	Employees who joined our companies in Japan in April 2022
Percentage of women among mid-career hires	10.0%	30.5%	Employees in Japan
Percentage of women	14.8%	52.8%	Full-time employees
Percentage of female managers	2.2%	10.1%	
Percentage of female section chiefs*	18.1%	22.4%	
Ratio of overseas employees	-	67.4%	

*Positions with a certain level of authority as a leader under managers

● Work-life Balance

Item	Non-consolidated	Consolidated	Note
Percentage of male employees taking childcare leave	60.0%	48.1%	Employees in Japan
Percentage of female employees returning to work after taking childcare leave	100.0%	100.0%	Employees in Japan
Percentage of female employees quitting their jobs after taking childcare leave	0.0%	0.0%	Employees in Japan
Number of employees working from home	393	-	
Number of employees using staggered working hours system	118	-	

Human Rights

● Human Rights Policy

This Human Rights Policy Statement was approved by the Board of Directors of Ashimori Industry Co., Ltd. on April 26, 2023.

Ashimori Group Human Rights Policy Statement

The Ashimori Group (Ashimori Industry Co., Ltd. and its domestic and overseas group companies, hereinafter referred to as “we”) has been supported for many years since our founding in 1878 by numerous people including local communities, suppliers, and customers of the countries and regions in which we operate, and we have grown and expanded our business by tackling new challenges continuously. We are committed to endeavoring to respect human rights in our business activities and we hereby set forth the Ashimori Group Human Rights Policy Statement, which every person in the

Ashimori Group should observe based on the Ashimori Group Code of Conduct, guided by the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), the Declaration on Fundamental Principles and Rights at Work (International Labour Organization [ILO]), the Ten Principles of the United Nations Global Compact, and the United Nations Guiding Principles on Business and Human Rights, in order for us to be beneficial continuously to society especially in manufacturing products to keep people safe and make them feel secured.

1 | Commitment to respect for human rights

We understand that our business activities may directly or indirectly affect human rights. We recognize that respect for human rights is an important issue to be addressed in the management of our business, and we are committed to making every effort to fulfill our responsibility to ensure that human rights are respected in all of our business activities.

3 | Human rights of our executives and employees

We will secure a workplace free from all discrimination and harassment of any form on the grounds of nationality, race, ethnicity, gender, age, creed, religion, disability, sexual identity and orientation, or otherwise. Likewise, we will not tolerate any type of human rights abuse, such as forced labor and child labor. We respect the freedom of association and the right to collective bargaining.

5 | Human rights due diligence

We understand that we must identify and prevent or mitigate any actual or potential adverse impacts on human rights associated with our business activities through our human rights due diligence process.

7 | Disclosure

We will disclose information on our human rights actions appropriately.

2 | Scope of responsibility

This policy statement is applied to all executives and employees of the Ashimori Group. We are committed to acting responsibly so that all stakeholders understand and agree with this policy statement. We will strive to respond in an appropriate manner to human rights abuse by our suppliers, business partners, or customers.

4 | Education and training

We will provide appropriate education and training to all our executives and employees in order to ensure that this policy statement is established firmly and implemented effectively in all aspects of our business.

6 | Remedy

In case it is certain that we have caused or been implicated to adverse impacts on human rights by our business activities, we take appropriate remedial action.

8 | Stakeholder engagement

We will conduct dialogue and consultation with relevant stakeholders on our efforts for this Human Rights Policy Statement in course of promoting our actions for respecting human rights.

● Human Rights Due Diligence

This was conducted for all group companies in Japan and overseas in fiscal 2022. There are several group companies that have insufficient related internal regulations, and we plan to complete improvements within fiscal 2023.

We also plan to conduct human rights due diligence on our business partners starting this fiscal year.

Community Contribution

● Contributing to Education: Factory Tours for Children and Visiting Elementary Schools

For many years, the Ashimori Head Office and Osaka Plant (Settsu, Osaka Prefecture) have been featured as an example of a manufacturing company in supplementary textbooks for third- and fourth-grade elementary school students in Settsu City.

Due to the impact of the COVID-19 pandemic, we were unable to provide plant tours to local elementary schools in 2021 and 2022; instead, our employees visited schools to lead lessons for students. In 2023, multiple elementary schools in Settsu City visited our Head Office and Osaka Plant and took a plant tour. We have also continued our visits to schools to give lessons for students in lieu of plant tours.

We want to continue communicating, through various activities rooted in local communities, our business as well as the importance of manufacturing.



The plant tour held for the first time in four years

● Crime and Disaster Prevention: Company Fire Brigade

Ashimori has its own fire brigade, which operates as a fire and rescue division within the organization of the municipality of Settsu, where Ashimori’s Head Office and Osaka Plant are located.

The skills and knowledge built up through periodic drills and exercises are put to work by our fire brigade to help secure safety in the event of fires or other disasters at Ashimori or in the community.

Occupational Safety and Health

We have developed a safety and health policy grounded on the basic principle of “Think on your own, act on your own.”

● Action Policy

- Aim for zero accidents (occupational accidents, fires, and traffic accidents) and zero dangers.
- Work with the 5S* and 5-Constants* in mind.
- Promote mental and physical health.
- Expand and enrich safety and health education and management systems.
- Ensure a safe and comfortable working environment.
- Comply with laws, regulations, and societal rules, and strive to coexist with local communities.

*5-S: Sort, Set in order, Shine, Standardize, Sustain
5-Constants: Constant time, height, item, quantity, and position

For workplace accidents, regardless of severity, an accident report is promptly prepared, the cause is separately investigated, and measures are taken to prevent reoccurrence.

The following are the numbers of occupational accidents that have occurred at the Head Office and the Osaka Plant, the Sasayama Plant, and Ashimori Industry Yamaguchi. (These figures include accidents such as falls on bicycles on the way to work.)

