

Ashimori Group Medium-Term Management Plan

FY2023.3 - FY2025.3

123rd - 125th Fiscal Terms

May 13, 2022

Ashimori Industry Co., Ltd.

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Our company has formulated the New Medium-Term Management Plan FY2023.3 - FY2025.3, which will be implemented over three years starting in 2022.

During the previous Medium-Term Management Plan FY2020.3 - FY2022.3, business performance deteriorated significantly due to the stagnation of the Automotive Safety Systems Business Division and the impact of the COVID-19 Pandemic. In consequence, we decided to withdraw corresponding numerical targets.

In the New Medium-term management plan, we will pursue again the numerical targets of the previous Medium-Term Management Plan. Thanks to Toyoda Gosei Co., Ltd.'s collaboration, the Automotive Safety Systems Business Division is expected to be profitable. In addition, the High Performance Products Business Division is also expected to return to a profit level prior to the COVID-19 Pandemic.



Shigeyuki Washine
President & CEO

Our company has selected the "Prime Market" in the new market segments of the Tokyo Stock Exchange. At this moment, the market capitalization of shares in circulation and the average daily trading value do not meet the listing requirements. Nevertheless, we believe that by achieving the numerical targets established in the New Medium-term Management Plan we will be able to meet the requirements. Furthermore, as a company listed on the "Prime Market" we will further enhance governance, as well as accelerate efforts towards a sustainable society as a business opportunity.

In line with the formulation of the New Medium-Term Management Plan, we have reviewed our "VISION 2028" initiative, which marks our company's 150th anniversary in 2028, and revised Ashimori Industry Corporate Code of Conduct. Furthermore, all our employees are aligned to our company's aspirations and values and will work towards our company's goals.



「New」 Ashimori Vision 2028 : Vision Review - Motto & Corporate Principles

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New Ashimori Vision 2028

Ashimori Industry will celebrate its 150th anniversary in 2028. Originally a rope manufacturer, we continue to diversify our business by utilizing fundamental technology developed in the textile industry. Beyond the textile industry, currently "Safety & Renewal" fields, including Automobile Safety Parts and Lifeline Rehabilitation, constitute our main business.

In the previous Medium-Term Management Plan FY2020.3 - FY2022.3 we sought to pursue further business development towards our company's 150th anniversary. However the plan was not achieved. One of the reasons was that we couldn't share our Vision to every part of the organization.

Considering the new business environment that we are facing and the problems that we must overcome, we have revised our Mission, Vision and Values statements in a way that employees can feel more engaged and identified with, and created a New Slogan with the purpose of unity. While inheriting the spirit of our Company Creed, we will take advantage of our technology capabilities, **and continue to reform our company culture with the aim to become an "Excellent, World-class Organization"**.

Company Creed



- 1 Place a high value on trust and strive for the utmost reliability.
- 2 Maintain a vibrant company based on harmony and open-mindedness.
- 3 Be creative and contribute to society through our business activities.

SLOGAN

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"Our mission is to provide products that protect lives and livelihoods"

Our "Mission" is our company's reason for existing. Many of our products are employed for the purpose of protecting and rescuing human lives in the event of an accident or disaster, and preventing accidents and disasters in our daily lives. By providing quality and reliable products, our organization's reason for existence is recognized by the society.

"We will strive to continue our reputation as a trustworthy organization"

Our "Vision" is the company we are aiming, through our Mission. By continuing to fulfill our Mission which is our company's reason for existing for a long period of time, we gain the trust of business partners and end-users, shareholders and communities, as well as employees and their families.

"We respect the rules with great integrity and work on production activities with the highest priority on quality"

Our "Values" are the corporate values our company respects. To accomplish our Mission and achieve our Vision, we will continue making all required decisions to ensure that the quality of the product is unchanged, following a strict normative compliance.



Quantitative Targets

Although specific quantitative targets for 2028 have not been established, we believe that, consolidated sales of 100 billion Japanese yen will be the business operations size we should aim for as a company listed on the Tokyo Stock Exchange "Prime Market". In regards to our business expansion, it is necessary to develop new business areas including new capital investment and mergers and acquisitions (M&A). Thus, we will carefully examine the cost-effectiveness to improve ROIC. Regarding the profit level, depending on the amount of invested capital, we aim for a consolidated operating income of over 5 billion Japanese yen.



「New」 Ashimori Vision 2028 : Ashimori Group - HR Vision Statement

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The "Ashimori Group HR Vision" has been formulated to accomplish the desired Human Resources and the ideal "Ashimori Person" in our organization, which exhibits the utmost appreciation for internal and external feedback and is **strongly committed to our corporate principles.**

Ashimori Group - HR Vision Statement

~ HR having a High Level of Expertise and a Broad Perspective, Logical Thinking and Quick Problem Solving Skills ~

ASPIRATION	Always aim for improvement of capabilities not falling into complacency.
ACTION	Set high goals and "fulfill expectations" taking the initiative.
INNOVATION	Keep an open mind, encouraging application of technology and innovation.
RESPONSIBILITY	Implement a discipline approach to problem solving, being accountable for decisions and actions.
LEADERSHIP	Pursue transmission of power involving people, in alignment to our organization goals.

- Our company fairly evaluates employees who have achieved results and are willing to work hard.
- Our company promotes employee education and growth.
- Our company strives to create a comfortable working environment and a positive work culture.



「New」 Ashimori Vision 2028 : Ashimori Corporation Code of Conduct

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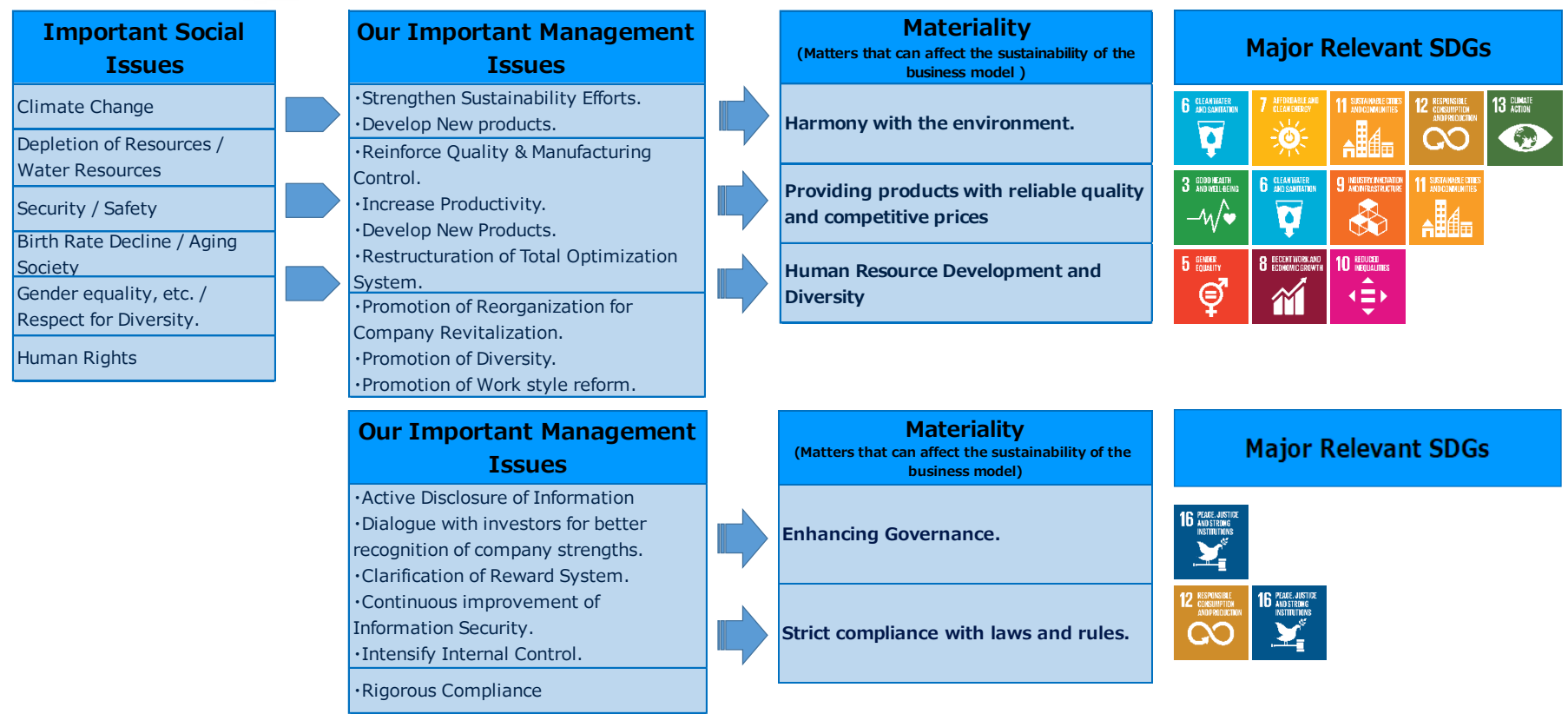
In light of changing times, "Ashimori Corporation Code of Conduct" has been reviewed. We believe that supporting efforts towards a sustainable society and implementing new governance improvements are essential for the survival of companies as well as a business opportunity.

Ashimori Code of Conduct

- Give the highest priority to safety and quality, and acknowledge responsibility to provide products and services in a steady and consistent manner. This is our social mission. Act accordingly.
- Comply with all laws and regulations, and their spirit, both nationally and internationally. Conduct Fair and Open Business Activities.
- Reject strongly any relationship with anti-social forces threatening the social order and public safety.
- Communicate widely with shareholders and all the other stakeholders, disclosing actively and fairly corporate information.
- Treat employees fairly and appropriately, ensuring a safe and comfortable working environment. Promote positive work-life balance and health.
- Respect for Human Rights, accepting different cultures, customs and values. Promote diversity.
- Understand that dealing with global environmental problems is an important management issue. Work positively and actively to achieve a sustainable society.



Contributing to a sustainable society through conducting responsible business activities in accordance with our company Motto, MVV, and Corporate Code of Conduct.



Five Material Issues have been determined towards the SDGs initiative by connecting the Important Social Issues with Our Important Management Issues.



Medium-Term Management Plan FY2023.3 - FY2025.3 Corporate Strategy & Goals

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**EXECUTION
CORPORATE
STRATEGY**

1. Embarking on a New Growth Trajectory.
 - ① Concentrating Management Resources in the Automotive & Pipeline Rehabilitation Growing Market Segments.
 - ② Development of New Products & Strengthening Sales to New Customers and New Markets.
2. Structural Improvements Implementation.
 - ① Strengthening The Financial Position (Introduction of ROIC - Increase Equity Ratio).
 - ② Productivity & Quality Awareness Reform.
 - ③ Human Resources Development.

**ACCOMPLISHMENT
QUANTITATIVE
TARGETS**

- > FY2025.3 Net Sales..... 60 billion JPY.
Operating Income..... 2.7 billion JPY.
Net Income..... 2 billion JPY.
- > Long-term Corporate **ROIC of Over 7%**.
- > Reduce Borrowing, **Equity Ratio at 40%**.
- > Dividend Payout Ratio ≥30%, **Dividend Per Share 100 JPY**.

**MATERIALIZATION
PRIME MARKET
- Meet Criteria for
Continued Listing -**

- > **Stock Price Over 3,000 JPY.**
- > Market Capitalization Over 20 billion JPY.

(Unit: Million JPY)

		In-house Business Consignment Expenses	FY2021.3 Actual	FY2022.3 Actual	FY2023.3 Plan	FY2024.3 Plan	FY2025.3 Plan	
Net Sales	Automotive Safety Systems Bus. Div.		33,594	35,718	37,800	36,000	37,600	
	High Performance Products Bus. Div.		17,621	17,764	19,200	21,000	22,400	
	Total			51,248	53,514	57,000	57,000	60,000
Operating Income (Ordinary Income)	Automotive Safety Systems Bus. Div.	Before Deduction	-1,278	-877	100	400	800	
		After Deduction	-	-	-300	0	400	(*1)
	High Performance Products Bus. Div.	Before Deduction	2,845	2,556	2,450	2,900	3,200	
		After Deduction	-	-	2,150	2,600	2,900	(*1)
	Head Office Dept.	Before Deduction	-1,214	-1,142	-1,300	-1,300	-1,300	
		After Deduction	-	-	-600	-600	-600	(*1)
	Total			359	536	1,250	2,000	2,700
Net Income			-433	510	1,000	1,500	2,000	(*2)
Dividend per share (JPY)			0	25	50	75	100	
Dividend			0	150	300	450	600	(*3)
Dividend Payout Ratio			0%	29%	30%	30%	30%	

(*1) From FY2023.3, Head Office Dept. expenses allocated as In-house Business Consignment Expenses.

(*2) 3-years Cumulative: 4,500 Million JPY.

(*3) 3-years Cumulative: 900 Million JPY (Payment Based).

(Unit: Million JPY)

FY2023.3 Beginning Balance		Cash Equivalent	3,000	
		Borrowing	16,000	
		Equity Capital	16,000	
		Invested Capital	32,000	
3-years Cumulative (FY23 - FY25)	Final Profit		4,500	
	Dividend		-900	
		Deduction	3,600	
	Capital Investment	Automotive Safety Systems		4,500
		High Performance Products		2,300
		Head Office + Reserve		700
			Subtotal	7,500
	Depreciation		7,500	
	Deduction	0		
FY2025.3 Ending Balance		Cash Equivalent	3,000	
		Borrowing	12,400	
		Equity Capital	19,600	
		Invested Capital	32,000	

(Note) Invested Capital = Borrowing + Equity Capital

Capital investment Policy

- ◎ Capital investments carefully selected within the scope of depreciation costs, with priority in strengthening the financial base.
- ◎ New Investment Projects leading to profitability improvement handled separately.

Main Capital Investment Activities

- ◎ Automotive Safety Systems Business Division.
Core System Update.
Equipment for the Next Seatbelt Development.
- ◎ High Performance Products Business Division.
Factory Expansion: PALTEM New Construction Technique.
Molding Equipment of Large Diameter for Disaster Prevention Business Unit.

Equity Ratio <FY2025.3>

$$\frac{\text{Total Equity}}{\text{Total Assets}} = \frac{19,600}{48,000} = \mathbf{40.8\%}$$

Return on Invested Capital (ROIC) <FY2025.3>

$$\frac{\text{NOPAT}^1}{\text{Invested Capital}} = \frac{2,000}{32,000} = \mathbf{6.3\%}$$

¹ NOPAT: Net Operating Profit After Tax.



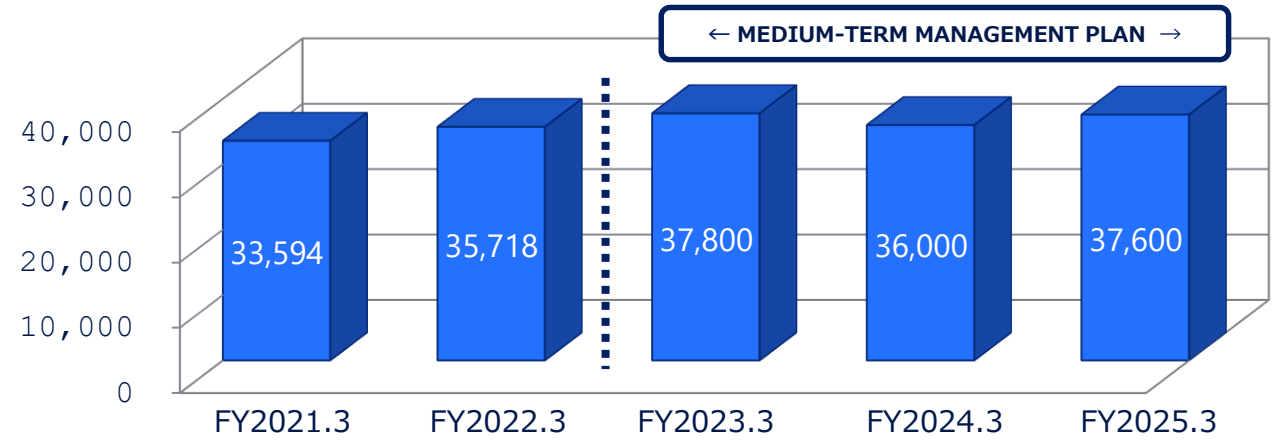
Medium-Term Management Plan FY2023.3 - FY2025.3

Automotive Safety Systems Business Division

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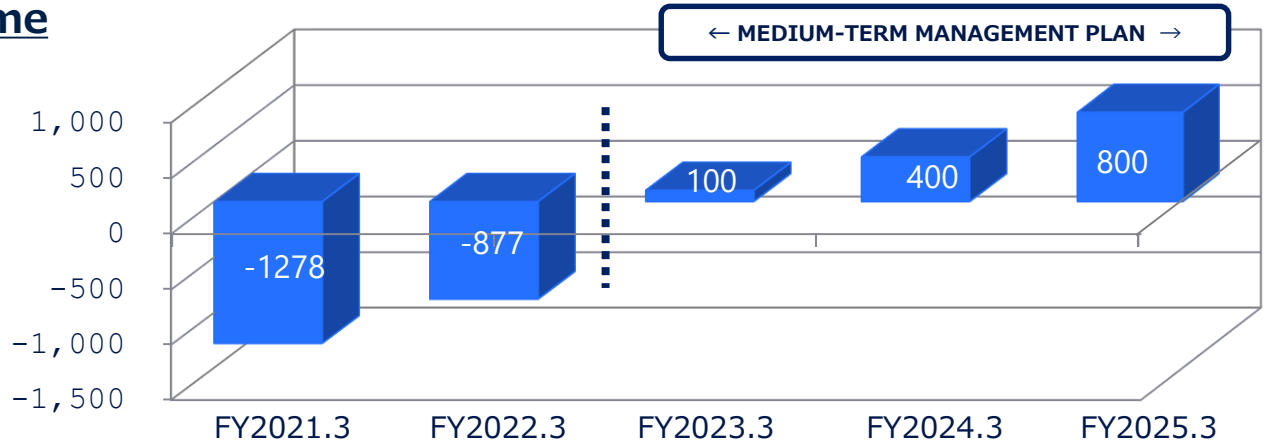
Net Sales

(Unit: Million JPY)



Operating Income

(Unit: Million JPY)
(Before deducting
In-house Business
Consignment Expenses)



Operating Profit Margin →

FY2021.3	- 3.8%
FY2022.3	- 2.4%
FY2023.3	0.3%
FY2024.3	1.1%
FY2025.3	2.1%



Medium-Term Management Plan FY2023.3 - FY2025.3

Automotive Safety Systems Business Division

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Automotive Safety Systems Business Division

Environment Awareness

- The development of technologies such as CASE¹ and MaaS² in the automobile industry will accelerate, changing significantly the automotive power distribution.
- The demand for automotive safety components will remain strong. In regards to Airbags, we anticipate further market expansion due to the development of new applications and the strengthening of safety regulations in developing countries.
- The requirements related to automobile safety parts will become increasingly severe in terms of both performance and cost. Modularization progresses due to the integration of different vehicle types and specifications, etc. resulting in more opportunities to compete against the mega-suppliers, which implies facing a more severe business environment.
- Although the current supply chain disruption will be eventually resolved, finished vehicle manufacturers require to establish more stable supply systems.
- During manufacturing, efforts are required to address environmental issues such as pursuing carbon neutrality and so on.

Recognition of Issues

- Radical revision of business procedures to eliminate the operating deficit.
- Promotion of Business Alliance with Toyoda Gosei Co., Ltd.

~ Purpose of Collaboration with Toyoda Gosei Co., Ltd. ~

Aim to improve competitiveness through synergistic effects, utilizing mutual business assets and know-how in the Automotive Safety System Business Division and building a collaborative system in fields such as Technology Development, Production, and Purchasing.

- ① Collaboration in Technology and Development fields for Automotive Safety Parts Systems & Components.
- ② Strengthening Production & Quality Control systems by mutual utilization of both companies manufacturing bases and sharing of manufacturing know-how.
- ③ Supply chain optimization, etc. by building a collaborative system in fields such as purchasing.

* The New Medium-term Management Plan Period represents the "Foundation Consolidation" stage of the Business Alliance with Toyoda Gosei Co., Ltd.

¹ CASE: Connected, Autonomous, Shared, and Electric technologies.

² MaaS: Mobility-as-a-Service. Integrating various forms of transport services into a single mobility service accessible on demand.



Medium-Term Management Plan FY2023.3 - FY2025.3

Automotive Safety Systems Business Division

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Automotive Safety Systems Business Division Policy

(1) Development of New Customers & Markets utilizing Toyota Gosei Co., Ltd. Capital & Business Alliance.

(2) Improvement of Product Competitiveness:

① Strengthen Quality ② Increase Cost Competitiveness ③ Elevate Development & Sales Capabilities

(3) HR Development based on "Ashimori Group HR Vision".

(1) Corporate

- ◆ Pursue Strengthening Quality & Manufacturing Control - Introduction of TPS¹ -.
- ◆ Business Standardization & Rules Compliance.
- ◆ Restructuration of Total Optimization System.

(2) Seat Belt

- ◆ Development of New Products & New Customers (Safety Systems, in collaboration with Toyota Gosei Co., Ltd.).
- ◆ Rationalization of the Manufacturing Process.

(3) Airbag

- ◆ Enhance Design Capability·Components Sharing·Use of Operational Sites.
- ◆ Concurrent Engineering² Establishment·Unification of Specifications.

(4) Interior Products

- ◆ Global Development of Integrated Design Products.
- ◆ Development of New Products in response to polarization demands (high-end & low-priced products).

¹ TPS is an abbreviation for "Toyota Production System".

² Concurrent Engineering is a technique of Product Designing, Manufacturing, and Sale in which different stages are integrated, conducted simultaneously, rather than consecutively.



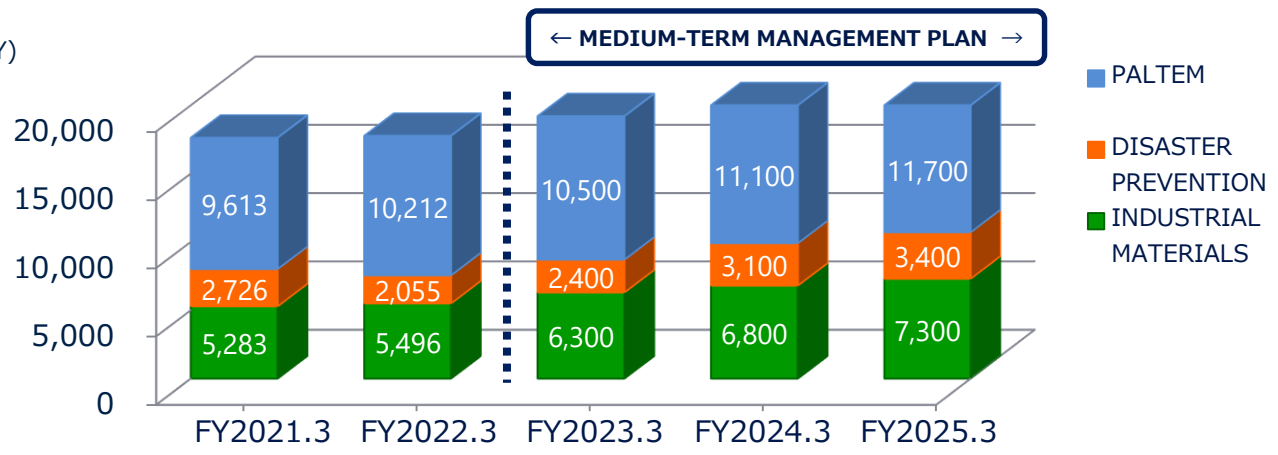
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High Performance Products Business Division

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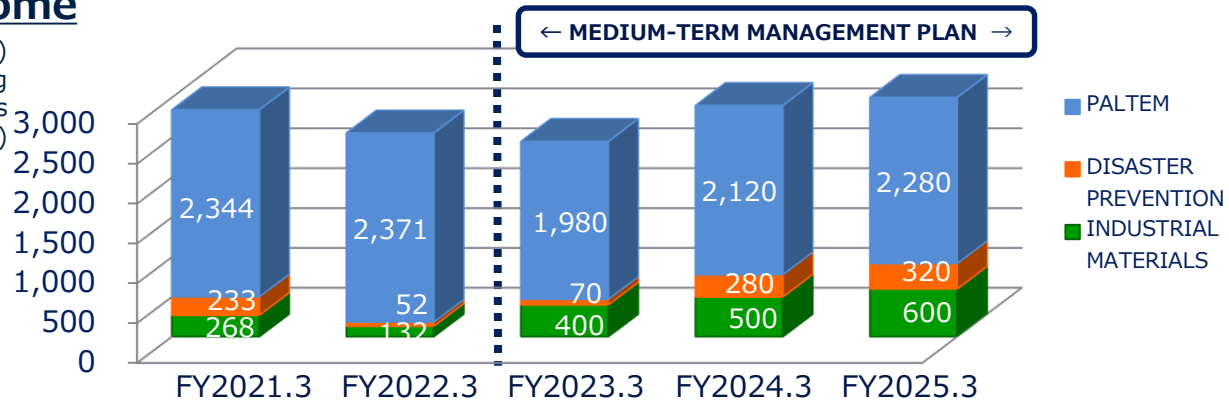
Net Sales

(Unit: Million JPY)



Operating Income

(Unit: Million JPY)
(Before deducting
In-house Business
Consignment Expenses)



Operating Profit Margin → 16.1% 14.4% 12.6% 13.8% 14.4%

Note: PALTEM - Pipeline Automatic Lining SYSTEM - refers to the pipeline rehabilitation business segment, which provides no-dig rehabilitation solutions for pipeline infrastructures.



Medium-Term Management Plan FY2023.3 - FY2025.3

High Performance Products Business Division

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High Performance Products Business Division

Environment Awareness

- The market size of the pipeline rehabilitation business is expanding due to the aging domestic infrastructure and increasing demand for strengthening earthquake resistance.
- In regards to the Firefighting (Disaster Prevention) market, although it is a saturated market, the demand for flood control measures, due to abnormal weather, is expanding.
- In the Industrial Materials section, the demand for timing belt base fabric is decreasing due to the shift toward electric vehicles. Meanwhile, the range of activities where elderly people and women can play an active role is expanding year by year. There is also a market demand to respond to changes in the working environment in the logistics and other fields.
- Consideration of environmental impact such as pursuing carbon neutrality is required.

Recognition of Issues

- After achieving record highs in FY2020.3, Sales and profits continue to decline due to the impact of the COVID-19 Pandemic. Stop the decline and return to the growth trend again.
- Perceive changes in social environments as business opportunities, rather than “headwinds”. Target growing markets and develop new product strategies.



Medium-Term Management Plan FY2023.3 - FY2025.3

High Performance Products Business Division

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High Performance Products Business Division Policy

- (1) Aim to develop products that are conscious with sustainability.
- (2) Focus on products in growing markets to increase profits.
- (3) Promote the development of new products and the development of sales into new fields.
- (4) HR Development based on "Ashimori Group HR Vision".

Measures

(1) Corporate.

- ◆ Implement Improvements of Productivity with a focus on restructuring operational sites.
- ◆ Strengthen the Quality Control System.
- ◆ Keep on conducting rigorous rules compliance and monitoring (continuous confirmation).
- ◆ Actively pursue capital investments to improve productivity and the development of new products - construction techniques.

(2) PALTEM Section.

- ◆ Contribute to the growth trend in the domestic infrastructure market.
- ◆ Develop a new construction technique alongside the current construction technique.
- ◆ Strengthen the expansion of the water supply and agricultural water fields, not leaning towards the sewerage field.

(3) Disaster Prevention Section.

- ◆ Expand the market share of Fire fighting & Fire hydrants hoses by launching new products.
- ◆ Commercialize Vehicles equipped with portable water supply and drainage system. Bring them to the market.
- ◆ Achieve satisfactory results in large-capacity water supply and drainage systems and establish a mass production system.

(4) Industrial Materials Section.

- ◆ Continue Improving & Refining Existing Products and develop new fields.
- ◆ Develop new products targeting post-pandemic environmental issues and work style reforms.



TECHNOLOGY MANAGEMENT DIVISION

Basic Policy : Become a Technology Navigator towards the Future.

Measures :

- Promotion of Technological Research and Development (R&D), reinforcing core technologies.
- Creation of next-generation products one step ahead in existing business areas.
- Strengthening the Quality Assurance System across business areas.

FOUR CORE TECHNOLOGIES

WEAVING, ASSEMBLY

WINDING, LOCKING

PLASTIC (COATING) PROCESS

INFLATING

MANAGEMENT DEPARTMENT

- Executive Management Dept. | HR & General Affairs Dept. -

Basic Policy : Build a Management System in correspondence to "Prime Market" listed corporations.

Measures :

- Reactivation of the organization by clarification of the Reward System and Promoting Reorganization.
- Promotion of Diversity - Utilization of diverse Human Resources - and Work Style Reform.
- Enhance business value by introducing ROIC management.
- Promotion of Data Utilization and continuous improvement of Information Security.
- Reinforce Sustainability Initiatives.
- Elevate Market Awareness through active disclosure of information and dialogue with investors.
- Implement rigorous Compliance and intensify Internal control.



Automotive Safety Systems Business Division

Introduction

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Automotive Safety Systems Business Division

【Contribution to Safety & Comfort】

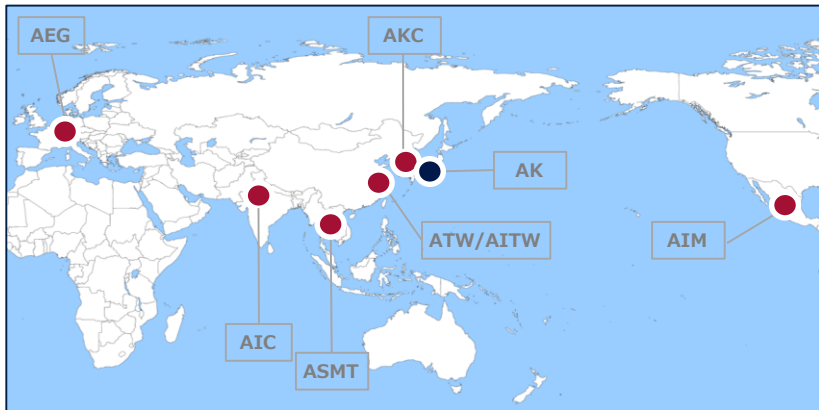
The Automobile Safety Systems Business Division manufactures and sells automotive safety parts (seat belts, airbags) and interior parts (sunshades, separation nets, etc.) to ensure the safety of occupants in the event of a traffic accident and to provide a comfortable interior cabin space. It contributes to improving the functions of automobiles, which are social infrastructures.

【Global Expansion】

Customers include domestic and foreign finished vehicle manufacturers, and manufacturing and sales activities are carried out not only in Japan, but also at the following overseas locations: five overseas manufacturing plants and one sales (liaison) office in Europe. We are expanding our business globally, emphasizing the delegation of authority to local employees at overseas locations, and conducting active personnel exchanges, including technical training in Japan. This diversity in human resources reflects our business strength.

【Environment Response】

Currently working towards energy saving by installing solar power generation at Ashimori Kogyo Yamaguchi Co., Ltd. and some other overseas manufacturing sites. In addition, the transition to electric vehicles demands a reduction of safety parts and other parts weight, as a growing trend. Thus, we are promoting the development of products of less environmental impact, in collaboration with finished vehicle manufacturers .



Ashimori Group Overseas Operational Sites



Ashimori Industry Yamaguchi Co., Ltd. Solar Power Generation





Automotive Safety Systems Business Division

Main Products

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Automotive Safety Systems Business Division

Seat Belt



Integrating enhanced technology accomplished since receiving Japanese Industrial Standards (JIS) Certification in 1967 for the first time as a seat belt manufacturer. Working actively in the development of the "Next Generation Seat belts", including "Motor-Winding Retractors".

Airbag



Development of airbags started in 1986, and Mass Production in 1989. Manufacturing a wide variety of airbags to mitigate impacts other than those caused by frontal collisions, comprising "side airbags", "curtain airbags", etc., built into the side of the seat.

Electric Sunshade



Our Electric Rear Sunshades can be opened and closed with a remote manual switch, allowing the adjustment of the amount of light entering from the rear window. It has excellent properties in terms of noise-suppression (quietness) at opening/closing operations. It is mainly implemented in luxury cars.

Separation Net



The Separation Net separates the passenger space and the luggage/cargo room, preventing the luggage/cargo from entering into the passenger space and collapsing during sudden braking.



High Performance Products Business Division Introduction

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High Performance Products Business Division

PALTEM Section

PALTEM - Pipeline Automatic Lining SYSTEM - is a non-excavation technique that rehabilitates underground pipeline infrastructures such as those related to water supply, sewage, agricultural water, gas, communication, and electric power. By reducing the impact on the environment, using an earth-friendly construction technique, it supports lifelines. The main construction techniques are the Hose Lining technique, the PALTEM SZ technique, the PALTEM Flow-Ring technique, and the PALTEM HL technique. It contributes to securing safe water and to the development of sustainable cities and communities.

Disaster Prevention Section

Since the development of a firefighting hose, known by the name "Jet Hose", Ashimori has created a wide range of products related to disaster prevention and disaster mitigation. In recent years, we are manufacturing and selling products that help people and towns/cities from disasters, including hoses to prevent flooding damage related to climate change. In addition, we have succeeded in developing a fire hose that is able to discharge water at low pressure, deploying a similar power, but requiring lower fuel consumption, reducing as a result the environmental impact.

Industrial Materials Section

Ashimori manufactures and sells a wide variety of products, including fishing and marine ropes, reinforcing fabrics for timing belts, filtering fabrics, civil engineering related textile fabrics and labor-saving logistics systems. In addition to the provision of environmentally friendly materials, which support clean energy, the labor-saving system products related to trucking logistics can be easily handled by women and the elderly, playing an important role in maintaining a comfortable workplace.





High Performance Products Business Division Main Products

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High Performance Products Business Division

PALTEM - Flow-Ring Technique



The Flow-Ring technique is a pipeline rehabilitation technique used mainly for sewage pipes - refer to a residential living floor - which can be implemented not only in circular - shaped tubular culverts but also in other cross sectional shaped culverts (box-shaped, arch-shaped, etc.).

Fire Hose: Low Pressure-Drop Hose



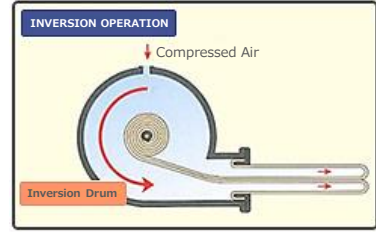
The Low Pressure-Drop Hose reduces the pressure drop during water discharge by up to 50%. The water discharge can be conducted in a farther, higher and faster fashion, with a low fuel consumption, which reduces the environmental impact.

Lift-up Carrier System - Air Roll System



A labor saving system which allows a smooth truck cargo movement. It can be easily handled by women and the elderly, reducing the burden on the operator.

PALTEM HL (Hose Lining) Technique



The PALTEM HL (Hose Lining) is a technique for rehabilitation of pipes infrastructures. The PALTEM starts by creating a new pipe. Using compressed air, a sealed hose is inserted on the inside of the existing pipe, in an "inverted" manner.

Emergency Drain Hose - PALJET



A lightweight Emergency Drain Hose which can be used immediately by a Drainage pump vehicle at the scene of a flood or disaster.

Water-based Solar Power Generation Facilities Connection Materials



Providing Belts for fixed connections on water-based solar power generation facilities, supporting clean energy.

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