



ASANUMA CORPORATION

Corporate briefings

February 15, 2020 (Saturday)

Security Code: 1852

With Our Proud History
Creating a Desirable Future



- 1 . History, Major Projects
- 2 . Three-year Medium-term Plan Progress
- 3 . Return to Shareholders
- 4 . Contribution to Society
- 5 . Miscellaneous Activities



With Our Proud History Creating a Desirable Future



Founding Philosophy

"Spirit of Harmony"

Management Policy

I Underlying principle:

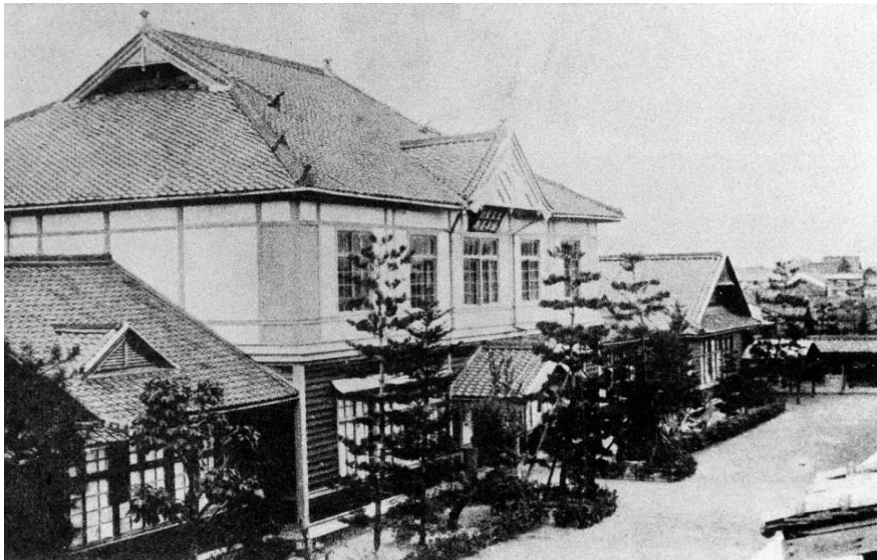
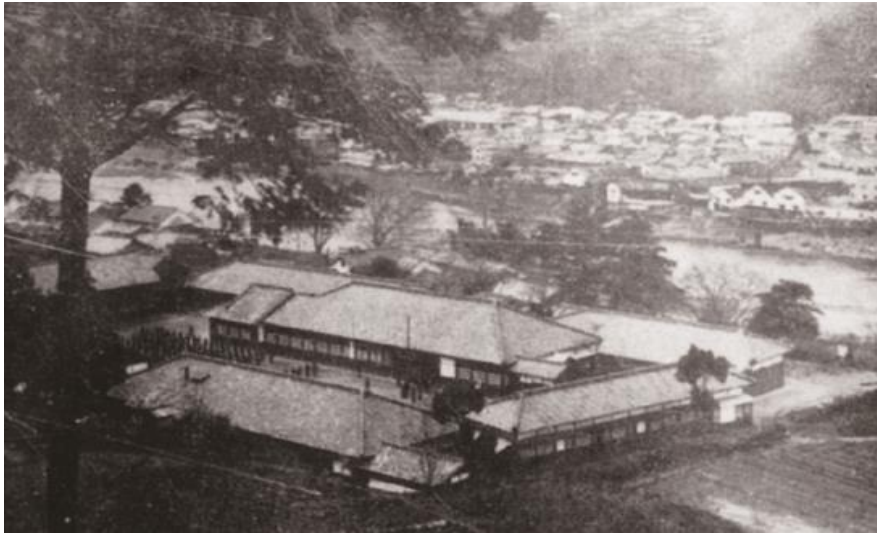
Under the founding philosophy of "Spirit of Harmony", "Sincerity, Enthusiasm and Creativity" and thoughts of "Successful workbegets further successful business", we are committed to do creation with good faith and contribute to build safer, peaceful, and comfortable society.

II Basic policy

- Through our business activities based on our basic philosophy, we aim to be a company that is trusted, chosen and appreciated by customers and all other stakeholders.
- In order to respond to changing society and customer demand flexibly, we hone our technical skills, intellectual abilities and sensibility with organization strength to inherit and develop our business.
- We are committed to work accurately and promptly not by discussion on the desk but by respecting actual implementations with On-site confirmation, In-kind check and recognition.
- We will comply with laws and social rules and strive to be fair and sound management.

1882

Yoshino Shihan School



1892

**Nara Prefectural
Koriyama Jr. High School**



1896

**Nara Prefectural
Unebi Jr. High School**

1912

Rokujuhachi Bank head office



Asanuma

1966

Nanto Bank
Koyaguchi
Branch Office



2003

Nanto Bank
Koriyama Branch Office



1962

Nanto Bank
Nara City South
Branch Office

1929

**Osaka City
Momoyama Hospital**



1961

**YamatoKoriyama
Public Office**



1968

**Osaka World Expo.
Press Center**



1970

**Osaka World Expo.
Laos Hall**



1995

**Tonouchi
Disaster
Restoration
work**



1997

**Route 3 Kobe Line
Restoration Work**



1995

**Tokaido Line Mikage BV
Restoration Work**



1995

Takatori Station Restoration Work



2003

City Tower Osaka
CFT Award



2008

**Kyoto University
Inamori Foundation Memorial
Museum** BCS Award



2016

Jotoku Resident Service Office
Osaka Machinami Award



2008

**Imperial Household Agency
Shosoin office** BCS Award



Our Slogan

With Our Proud History , Creating a Desirable Future

We are proud of the qualities that define us created over our 125-years history

Tradition

passed on from predecessors

Trust

that we have earned from customers

People

who are vital to all of our activities

When we reach our 150th anniversary in 2042, we are determined to remain a company that contributes to greater safety, confidence and comfort in society. We plan to accomplish this by pursuing the following goals.

The Asanuma Corporation Vision

- Use distinctive strengths backed by technology and knowledge to be the first choice of customers.
- Accurately identify business climate changes and sincerely meet various needs to be a trusted member of society.
- Meet the expectations of society and do our work with pride to be a company that can grow continuously.

2. Three-year Medium-term Plan Outline ②



FY2018 to FY2020 is positioned the term for Reinforcing our Foundation

Theme	Create distinctive strengths that differentiate Asanuma Corporation
3 Core Goals	Make the construction business even more profitable and competitive
	Add new technologies and start new business
	Build an infrastructure capable of sustained growth
Plan for investment	Invest 20 billion yen over three years to realize the ideal company image we envision
Return to Shareholders	Our basic policy for shareholder distributions is to position a consistent dividend as the highest priority while increasing retained earnings to further improve financial soundness and to have sufficient funds for future requirements. We will distribute earnings properly based on results of operations.

2. Three-year Medium-term Plan Numerical Targets



(Unit: 100 million yen)

	FY2019/3 Medium-term Plan	FY2019/3 Results	FY2020/3 Medium-term Plan	FY2020/3 3 rd Quarter Results	Progress rate	FY2021/3 Medium-term Plan
Orders received	1,300	1,537	1,330	1,068	79.5%	1,360
Sales	1,295	1,357	1,386	1,040	77.2%	1,389
Operating Profit	49	57	62	49	79.0%	72
Net income attributable to shareholders of parent company Net Income	32	41	40	32	78.0%	47

	FY2019/3 Medium-term Plan	FY2019/3 Results	FY2020/3 Medium-term Plan	FY2020/3 3 rd Quarter Results	FY2021/3 Medium-term Plan
Operating profit ratio	3.8%	4.2%	4.6%	4.8%	5.2%
Return on Invested Capital (ROIC)	7.0%	8.1%	8.4%	—	9.2%
Return on equity (ROE)	9.0%	11.5%	10.6%	—	11.4%
Equity ratio	36.0%	36.6%	41.0%	39.3%	47.0%
Capital cost (WACC)	5.0%	5.1%	5.0%	—	5.0%

2. Three-year Medium-term Plan Progress ①

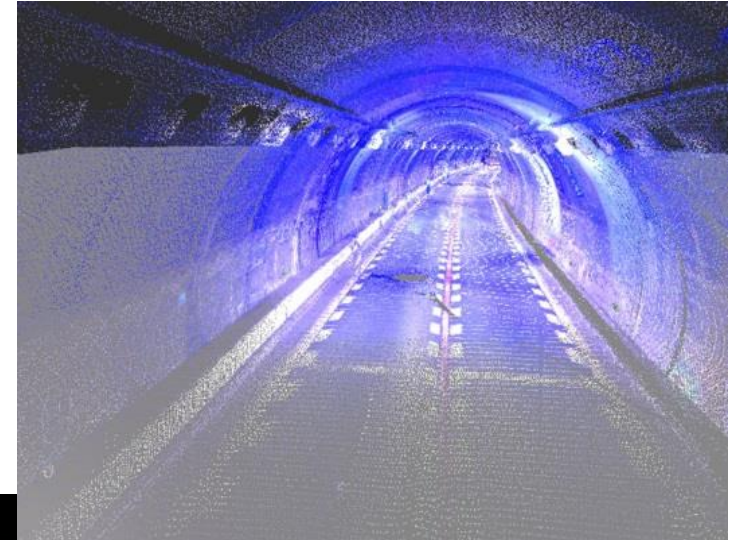
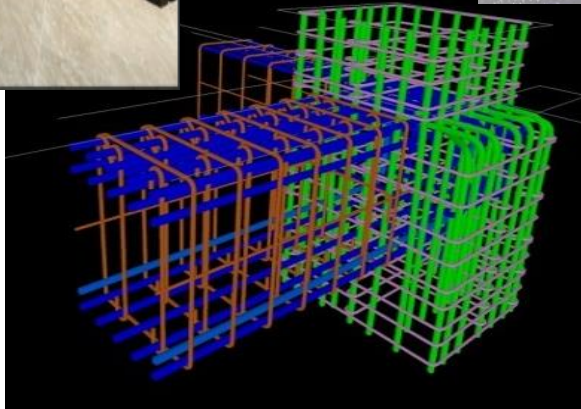
Make the construction business even more profitable and competitive

Raise productivity by using information and communications technology



BIM
Condominium Entrance

BIM
Bar arrangement diagram



CIM
3D Scanner measurement

2. Three-year Medium-term Plan Progress ②

Make the construction business even more profitable and competitive
Improving Productivity by Using ICT Development of Learning System by Using VR Technology



VR simulated workshop experience



2. Three-year Medium-term Plan Progress ③-1

Make the construction business even more profitable and competitive
Improving Productivity by Using ICT Development
of Skill Maintenance System



2. Three-year Medium-term Plan Progress ③-2

Make the construction business even more profitable and competitive

Ai-MAP SYSTEM

Ai-TEC



Ai-LOGGER



Ai-MOTION

Information gathering using communication systems

2. Three-year Medium-term Plan Progress ④

Make the construction business even more profitable and competitive

Enhance renovation: Renovation work branding plan

By branding,
Promoting Differentiation, Strengthening, and Deepening
of the Renovation Business of Asanuma



“OX is a renovation business brand of Asanuma”
Acquire market recognition and create business opportunities



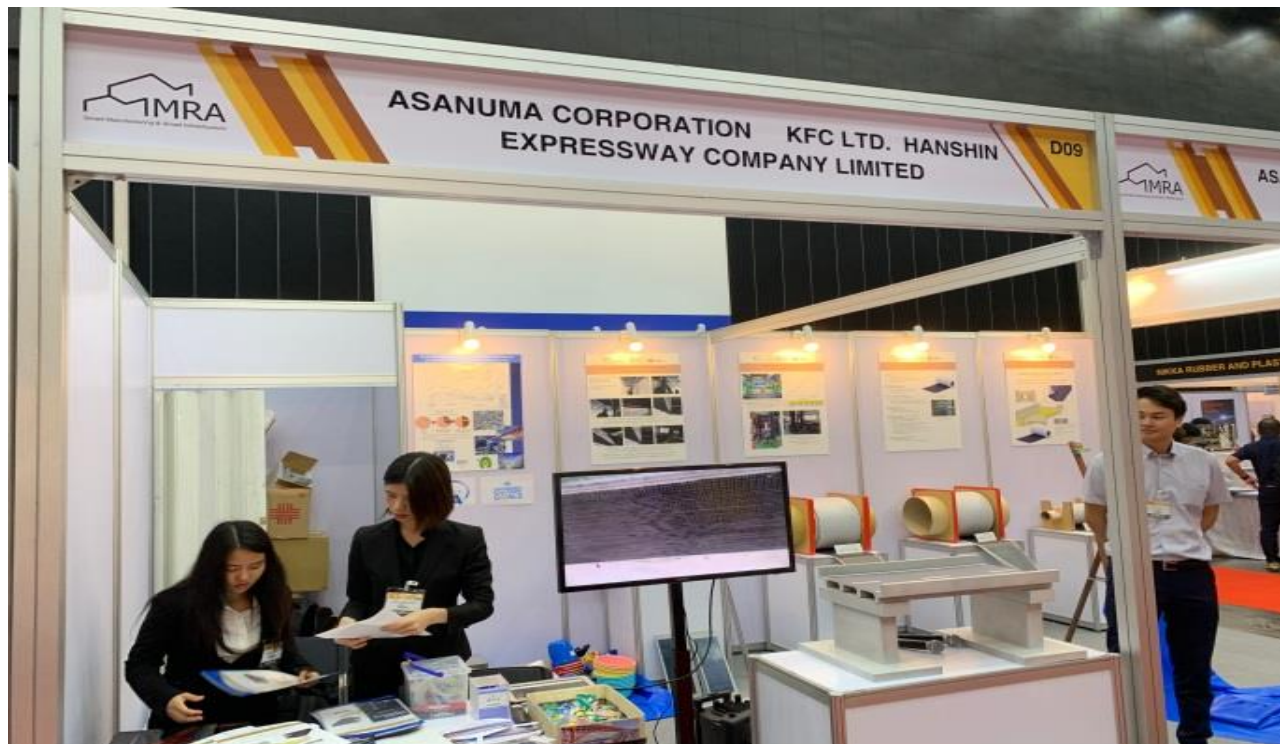
Exhibition Situation

Add new technologies and start new businesses

Activities for developing new technologies and construction processes

- Practical application of special laminated fiber sheets
Jointly developed by Hanshin Expressway Technology Co., Ltd. and KFC Co., Ltd.

[Maintenance & Resilience ASIA 2019] held in Bangkok, the Kingdom of Thailand



JICA (Japan International Cooperation Agency) was selected as a proposal for a project to support SDGs businesses, and aims to win orders for infrastructure repair and reinforcement projects for highways and other infrastructure in the Kingdom of Thailand. The JICA's business meets SDGs's Goal-9



Build an infrastructure capable of sustained growth

Recruit and train people with outstanding skills and create an environment where they can realize their full potential	○Introduction of job pay ·Introduced new personnel salary system (since April 2018)
	○Introduction of volunteer leave (since April 2019)
	○Introduction of Flexible Time (for renovation staff since April 2019)
	○Initiatives for Two Weekly Holidays ·By March 2020, 4 holidays – 6 weeks in Public construction and 4 holidays – 5 weeks in Private construction achieve
Create an even stronger corporate governance framework	○Increase the number of outside directors ·Increased the number of female outside directors (appointed as members of the Nomination and Compensation Committees) Outside directors to the total number of directors 25.0% → 37.5%
	○Appropriate Management of the Nomination and Compensation Committees ·Clarification of Criteria for Appointment and Dismissal of Representative Directors ·Increase in the number of days held (FY2018 7 times → FY2019(as of January 31,2019) 9 times) Ratio of outside directors to all directors 50.0% → 60.0%
	○Strengthen investor relations activities ·Introduction of Electronic Voting System at General Meetings of shareholders ·Enhancement of English-language disclosure

2. Three-year Medium-term Plan Progress ⑦

Plan for investments

◆ Technical research center Extension and renovation (open at end of March 2019)

<p>Special Feature</p>	<ul style="list-style-type: none"> • Top-class facilities in the Kansai region in the renovation field • Cooperation with universities and public laboratories in the Kansai region
<p>Renovation</p>	<ul style="list-style-type: none"> • Established training and meeting areas to train young employees and engineers from partner companies • Renewal of test equipment
<p>Extension</p>	<ul style="list-style-type: none"> • Establishment of seismic monitoring system • Installation of a multi-purpose laboratory space



Multi-purpose experiment space (Extension building)



Extension building



Bird's-eye view



Quake-absorbing dampers

2. Three-year Medium-term Plan Progress ⑧

Plan for investments

◆ To strengthen overseas operations

Corporate Name	SINGAPORE PAINTS & CONTRACTOR PTE. LTD.
Address	Singapore
Business Line	Building painting and repair contracting
Percent ownership of voting rights	October 2018 Acquisition of 80% of shares October 2023 Acquisition of 20% of shares
Reason for acquisition	Renovation business development in ASEAN region

◆ Cash payments to strengthen collaboration with partner companies

Cash ratio improvement	<ul style="list-style-type: none"> • From August 2018, the lower limit of the amount of notes issued was changed to 50 million yen or more, and the cash payment ratio was increased • From January 2020, All cash payment has started
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3. Return to Shareholders ①

Basic Policy

Maintaining stable dividends is the first priority, and the basic policy is to improve the financial position and retained earnings for the future, and to return profits appropriately in accordance with business results

FY2018 Plan

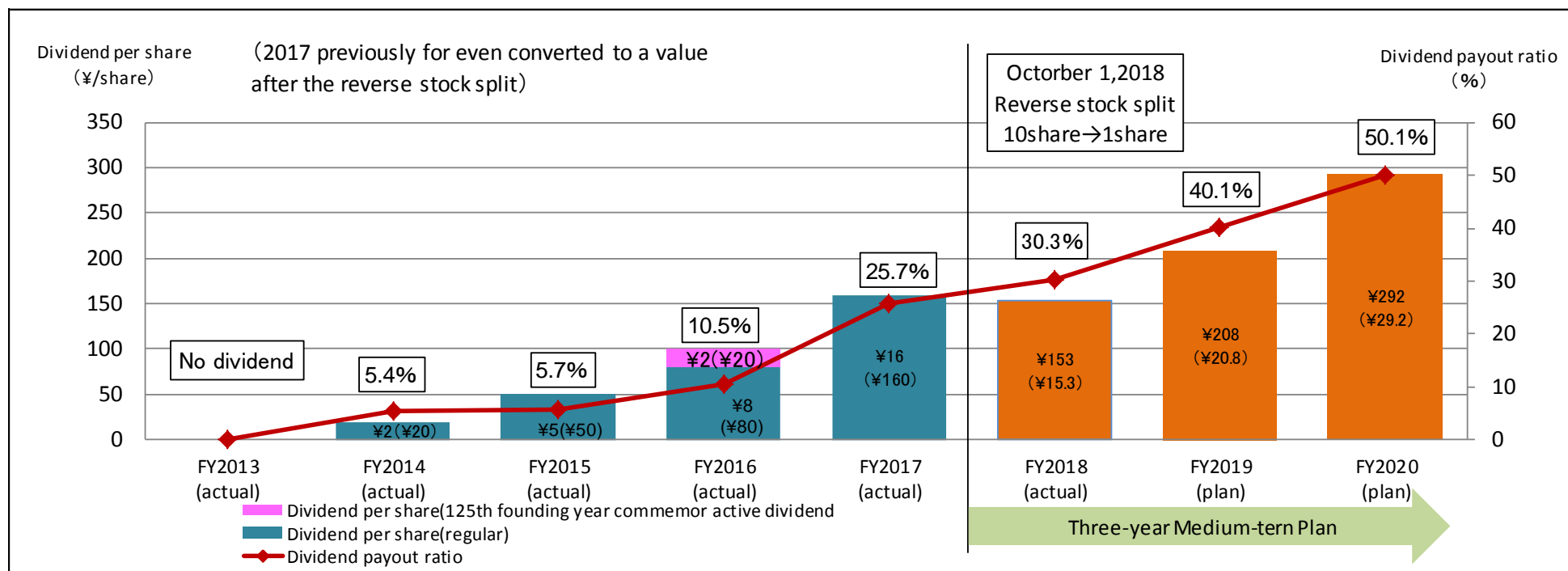
FY2019 Plan

FY2020 Plan

Over 30%

Over 40%

Over 50%



3. Return to Shareholders ②

Reasons for purchase and cancellation of treasury stock

In order to enhance shareholder returns and implement flexible capital policies in response to changes in the business environment, we acquired treasury stock and used the proceeds from the sale of a portion of its strategic shareholdings to acquire treasury stock.

Purchase

Content	<ul style="list-style-type: none">• Total number of shares to be purchased 330,000 shares (maximum)• Total amount of purchase costs of shares ¥1,000,000,000 (maximum)
Result	<ul style="list-style-type: none">• Shares purchased 313,600 shares• Purchase costs ¥999,933,700• Period of purchase November 12, 2018 to January 16, 2019

Cancellation

Cancellation	<ul style="list-style-type: none">• Number of shares to be cancelled 430,000 shares (Percentage of total number of issued shares before cancellation 5.05%)• Scheduled date of cancellation May 31, 2019• Number of shares issued<ul style="list-style-type: none">Before Cancellation 8,508,629 sharesAfter Cancellation 8,078,629 shares
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4. Contribution to Society ①

Asanuma Social Contribution Basic Policy

In order to realize the ideal form of society as a member of society, each and every employee is aware of their social responsibilities and actively promotes social contribution activities.

Report on activities of sponsoring organizations since April 2019



The Japan Blind Tennis Federation
June 2019

Mr. Ohno
Winning B1-class boys
Convention MVP

The Japan Physically Disabled
Baseball Federation
May 2019

4. Contribution to Society ②

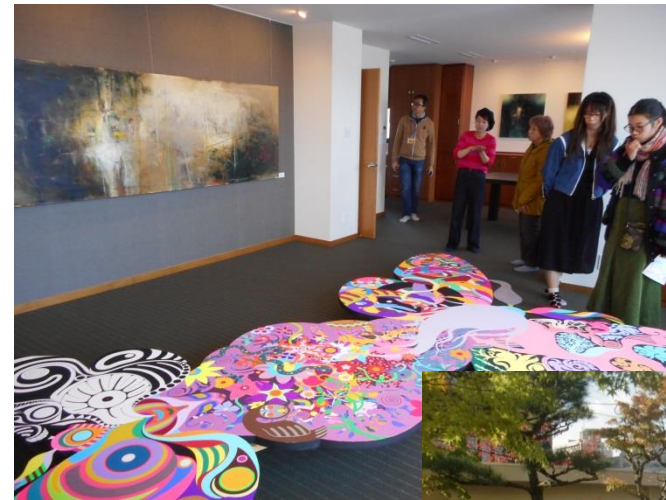
Provide exhibition space for “SYURA and STONE”

SYURA is one of a sledge had used for carrying stones or other materials in case of building a castle. It is made of wooden stand and a log, and has been said that also had used for construction of Koriyama Castle.



Supporting “GAKUENMAE ART FESTIVAL”

Art event aimed to be united and developed the local community. The Asanuma Memorial Museum, located in this region, has been offered as one of the event site from the first held in 2015.



5. Miscellaneous Activities

Holding Open Day to construction site

We hold Open Day at construction site for local residents or students of Junior high and High school.



Supporting Culture and Art Event

Joined and supported Art and Architect Festival

at Mt. Hiei



Other activity support

Osaka Symphony Orchestra (<http://sym.jp/>)

Osaka Philharmony Orchestra
(<http://www.osaka-phil.com/>)

KANSAI NIKIKAI (<http://kansai-nikikai.com/>)

Corporate Profile



Corporate Name	ASANUMA CORPORATION
Representative	Makoto Asanuma, Representative President and C.E.O.
Established	January 20, 1892
Incorporated	June 15, 1937
Capital	9,614,761,866 JPY
Business Line	General Contractor
Employees	Consolidated 1,427 non-consolidated 1,266 (as of March 31,2019)
Head Office	Maruito Namba Bldg., 1-2-3 Minatomachi, Naniwa-ku, Osaka
Branches	Tokyo, Nagoya, Kyushu, Hiroshima, Tohoku, Hokkaido, Saitama, Yokohama, Kobe, Technical Research Center
Sales offices	Morioka, Fukushima, Chiba, Tama, Hokuriku, Shizuoka, Mie, Keiji, Nara, Okinawa, Guam, Cambodia

Topics in 2019

This section introduces the latest topics of Asanuma

- August 1 Technology Presentation Meeting
- October 16 The Ai-MAP SYSTEM being developed was taken up in the BIM/CIM Special Feature.
- October 30 Presentation Meeting on Measures to Improve Workplace Productivity
- December 24 Donate Air-conditioner to Koriyama High School

Kensetsutsushin News Paper
as of October 16, 2019

技術発表会

浅沼組は1日、東京本店をメイン会場に全国7本支店をテレビ会議システムでつなぎ、2019年度技術発表会を開いた。全店で約280人の社員が参加した。全日本建設技術協会の大石和久会長が「インフラが切り開く未来、経済成長なくして財政再建なし」と題して特別講演したほか、社員投票と審査で選ばれた発表者が施工技術・開発に関する5テーマで発表

浅沼組

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参加者や発表者は活発に質疑を交わした。

冒頭、あいさつに立った浅沼誠社長は「浅沼組の社員として誇りをもち仕事をしよ。その誇りを支える大きな柱は技術へのこだわりだ。技術発表会は「浅沼組らしい技術へのこだわり」を共有し、誇りを確かめ合う場と考えている。第12回となる今年も発表会を通して誇りを浅沼組らしい技術で育て、「浅沼組で良かった」と言ってもらえるように良いイメージをみんなに進めよう」と呼び掛けた。写真。

発表題目は次のとおり。

- 〈社長賞〉 コンクリート床のひび割れ対策
- 〈優秀賞〉 ジャッキアップ量を最小限にした免震装置交換工事▽超高層物件における「雨仕舞い技術」への取組み▽IS「工成」工法による床コンクリート押えの取組み▽西名阪自動車道連続8日間通行止め3班体制による青面空洞注入の施工について

Kensetsutsushin News Paper
as of August 23, 2019

**アイマップシステム
技能量化し生産能力維持**



古（いにしえ）から培われてきた勘やコツなどの熟練技能は、生産性向上対策の鍵になるものとわが社では考えている。そこで、技能のアーカイブによる生産能力維持を目的とした、『アイマップシステム』の開発を進めている。技能を定量化するために、独自開発のヘルメットログャーや通信システムなどのセンシングツールと解析手法で、管理者や施工者の意思決定促進、未習熟者の教育訓練ツールおよび災害時の情報収集ツールとして汎用化を目指している。（田村 泰史「戦略事業推進部新技術事業化推進室課長」）

浅沼組

協働の成果披露

浅沼組が初の作業所生産性向上策表彰式

浅沼組は10月30日、「第1回協力会社様協働による作業所生産性向上策表彰式」を発表会を大阪本店（大阪市）で開いた。大阪本店のほか東京本店と東北・北海道・広島・九州・名古屋の5支店と7テレビ会議をつなぎ、計200人が参加した。

同社作業所で実践された生産性向上策の中から社員投票などの審査を経て選出された社長賞と優秀賞計4件が表彰を受けた。式に先立ち浅沼誠社長は「作業所の生産性向上には、協力会社との協働による作業所独自のアイデアをもとに具現化した取り組みを重視し、水平展開することが有効だ。今回の発表内容に刺激を受けることで、作業所が動く協力会社の声にも応えを出し合い、さらに多くの生産性向上策が集まることを願っている」とあいさつした。

表彰式の後には受賞事例の発表も行われ、活発な質疑応答があった4件の発表は次のとおり。

- ▽建設科「ニット」による工期短縮
- ▽設備科「水切」による工期短縮
- ▽設備科「水切」による工期短縮
- ▽設備科「水切」による工期短縮

表彰式には浅沼組社長、田村泰史社長、受賞者、関係者などが参加した。

寄贈 郡山高にエアコン

浅沼組のSDGs私募債発行記念

南都銀行（奈良市、橋本隆史頭取）は24日、浅沼組（大阪府、浅沼誠社長）の「郡山高校（土居正明校長）」のSDGs私募債発行記念として、奈良市、浅沼組社長、橋本隆史頭取、土居正明校長、木下部長、大和郡山市城內町の県立郡山高

寄贈式に出席した（右から）浅沼組社長、土居校長、木下部長、大和郡山市城内の県立郡山高

に、同校倉庫で使用するエアコン1式を寄贈した。

今年4月から開始した私募債は、同行のSDGs（持続可能な開発目標）の取り組みに賛同する企業が発行、引き受ける同行が起債額の0.2%相当額の範囲内で、児童・学童などの成長や勉学を応援する物品などを寄贈（寄付）する。

寄贈先は同行営業エリア内の国公立学校や地方公共団体（教育関連）、特定公益増進法人などで、発行企業が指定できる。今回の寄贈が21件目。大和郡山市城内の同校での寄贈式では、同行本店営業部の木下茂樹部長が同校の土居校長に目録を手渡した。

同校へ寄贈を決めた同社の浅沼社長は「創業の地で郡山高の一部校舎を建てた縁もあり、私にとって大和郡山は大切な場所。将来活躍する生徒たちの一助になれば」と理由を説明。同校の土居校長は「食堂も浅沼組に施工していたので、生徒たちからの希望の品で非常にありがたい」と感謝を述べた。同行の木下部長は「私募債を通じた連携で社会貢献ができた」と話した。

Nara News Paper
as of December 25, 2019

Kensetsutsushin News Paper
as of November 8, 2019

The Asanuma logo, a stylized human figure in teal with a red dot above its head and a blue square above its right shoulder.

ASANUMA CORPORATION

February 15, 2020 (Saturday)

With Our Proud History
Creating a Desirable Future



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