



ASANUMA CORPORATION

Financial Results Briefing for the Fiscal Year Ended March 2022

May 20, 2022

Event Summary

[Company Name]	ASANUMA CORPORATION	
[Company ID]	1852-QCODE	
[Event Language]	JPN	
[Event Type]	Earnings Announcement	
[Event Name]	Financial Results Briefing for the Fiscal Year Ended March 2022	
[Fiscal Period]	FY2021 Annual	
[Date]	May 20, 2022	
[Number of Pages]	20	
[Time]	13:30 – 13:51 (Total: 21 minutes, Presentation: 20 minutes, Q&A: 1 minute)	
[Venue]	Kabutocho Heiwa Building 3F, 3-3 Kabutocho Nihonbashi, Chuo-ku, Tokyo 103-0026 (Hosted by The Securities Analysts Association of Japan)	
[Venue Size]	145 m ²	
[Participants]	3	
[Number of Speakers]	4	
	Makoto Asanuma	Representative Director, Chairman, CEO
	Morio Yamakoshi	Representative Director, Senior Managing Officer
	Seiichiro Ishihara	Executive Officer
	Yoshimichi Yagi	Executive Officer

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Presentation

Moderator: We will now begin the financial briefing session of ASANUMA CORPORATION for the fiscal year ended March 31, 2022.

First, I would like to introduce today's attendees. Mr. Makoto Asanuma, Representative Director, CEO.

Asanuma: I am Asanuma. Thank you.

Moderator: Mr. Morio Yamakoshi, Representative Director, Senior Managing Officer.

Yamakoshi: I am Yamakoshi. Thank you.

Moderator: Mr. Seiichiro Ishihara, Executive Officer.

Ishihara: My name is Ishihara. Thank you.

Moderator: Mr. Yoshimichi Yagi, Executive Officer.

Yagi: I am Yagi. Thank you.

Moderator: President Asanuma will give his explanation now. We will have time for questions and answers after the presentation.

Let's start right away.

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Business Results



(Unit: 100 million yen)

Major Indicators (Consolidated)	FY 2021			FY 2022			FY2023
	Medium-term Plan	Results	YOY	Medium-term Plan	Modified Plan	YOY	Medium-term Plan
Orders received	1,321	1,366	45	1,415	1,416	1	1,466
Completed construction contracts	1,390	1,344	△46	1,345	1,433	88	1,363
Gross profit on completed construction contracts	136	131	△5	149	143	△6	151
Rate	9.8%	9.8%	—	11.1%	10.0%	△1.1P	11.1%
SGA cost	86	86	—	87	90	3	87
Operating income	53	48	△5	65	56	△9	67
Profit attributable to owners of parent Net income	42	37	△4	44	41	△3	45
Construction carried forward from the beginning of the period	1,392	1,478	86	1,462	1,461	△1	1,565
Dividend	¥363	¥363 (Scheduled)	—	*¥191 (¥382)	*¥191 (¥382)	—	*¥197.5 (¥395)
Dividend payout ratio	70.2%	78.1%	7.9P	70.1%	74.8%	4.7P	70.4%

* We plan to split each common share at a rate of 2 shares effective August 1, 2022. Therefore, for the year ending March 2023, the expected amount of a per-share divide is calculated based on the effect of the split.

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Asanuma: Hello, everyone. I am Makoto Asanuma, President. Thank you very much for taking time out of your busy schedules to attend today's financial results briefing. From the viewpoint of preventing the spread of COVID-19, we would appreciate your understanding that this is a brief explanation of key points only.

Today, I would like to explain our business performance and the progress of each measure in the three-year medium-term plan.

Please see page three first. I would like to explain our results for the fiscal year ended March 31, 2022, and our revised plan for the fiscal year ending March 31, 2023.

On the left side of the table, for the fiscal year ended March 31, 2022, orders received totaled JPY136.6 billion, an increase of JPY4.5 billion from the mid-term plan. The gross profit margin on orders received has been secured, and the Company continues to receive selective orders.

Under this, the amount of completed construction work was JPY134.4 billion. The amount decreased by JPY4.6 billion from the mid-term plan due to delays in the start of construction and other factors.

Gross profit from completed construction was JPY13.1 billion. Operating income was JPY4.8 billion. Net income was JPY3.7 billion. Both figures were approximately JPY500 million less than the mid-term plan due to a decrease in the amount of completed construction contracts.

Regarding dividends, we plan to pay JPY363 per share as per the medium-term plan, even though net income for the current fiscal year fell short of the plan.

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On the right side of the table, for the revised plan for the fiscal year ending March 31, 2023, orders received are JPY141.6 billion. This is almost as expected.

Completed construction work totals JPY143.3 billion. The amount of construction work carried over exceeded expectations and will be JPY8.8 billion higher than the mid-term plan.

Gross profit from completed construction was JPY14.3 billion. The gross profit margin will be lower than expected, partly due to soaring material prices, and although the amount of completed construction work will increase, it will be JPY600 million less than the mid-term plan.

Under the three, operating income was JPY5.6 billion. The increase in SG&A expenses due to salary increases will result in a decrease of JPY0.9 billion compared to the mid-term plan.

Net income was JPY4.1 billion, a decrease of JPY0.3 billion from the mid-term plan.

The dividend is JPY191. In August, one share will be split into two shares, resulting in JPY191, half of the JPY382, which is substantially in line with the medium-term plan.

Performance Indicators



- The ratio of operating income to sales is projected to exceed 5.0% in FY 2023.
- Return on equity (ROE) is forecast at higher than 10.0% in all three years, exceeding the cost of shareholders' equity.
- The return on invested capital (ROIC) is projected to exceed the cost of capital(WACC) in all the three years of the plan period.

Key Performance Indicators (Consolidated)	FY 2021			FY 2022			FY 2023
	Medium-term Plan	Results	YOY	Medium-term Plan	Modified Plan	YOY	Medium-term Plan
Ratio of operating income to sales	3.8%	3.6%	△0.2P	4.8%	3.9%	△0.9P	5.0%
Return on Equity (ROE)	10.1%	9.0%	△1.1P	10.2%	9.5%	△0.7P	10.0%
Cost of shareholders' equity	8.0%	7.5%	△0.5P	8.0%	7.5%	△0.5P	8.0%
Return on Invested capital (ROIC)	7.1%	6.4%	△0.7P	8.3%	7.3%	△1.0P	8.3%
Cost of capital (WACC)	6.0%	6.1%	0.1P	6.0%	6.0%	—	6.0%

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Please see page four. We will explain our management indicators: operating margin, ROE, and ROIC.

Based on the business results I mentioned earlier, in both the actual results for the fiscal year ended March 31, 2022, and the revised plan for the fiscal year ending March 31, 2023, each indicator will be below the mid-term plan, but ROE will exceed the cost of shareholders' equity and ROIC will also exceed the cost of capital. We hope to achieve each of these indicators in the fiscal year ending March 31, 2024.

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Building renovation



Domestic building renovation

(Unit: 100 million yen)

	FY2021			FY2022			FY2023
	Medium-term Plan	Results	YOY	Medium-term Plan	Modified Plan	YOY	Medium-term Plan
Orders received	200	166	△34	250	200	△50	300
NET SALES	200	171	△29	250	180	△70	300
Operating income	12.0	13.8	1.9	14.5	11.6	△2.9	17.4
Share of operating income	22.5%	28.5%	6.0P	22.2%	20.7%	△1.5P	25.8%

Target In FY 2023, operating income from the Domestic Building Renovation Business will increase to 25% of consolidated operating income.

ASEAN building renovation

Orders received	14	26	18	65	67	2	66
NET SALES	18	23	7	63	78	15	66
Operating income	0.5	△0.2	△0.7	5.6	4.8	△0.8	6.8
Share of operating income	0.9%	△0.4%	△1.5P	8.6%	8.6%	—	10.1%

Target In FY2023, operating income from the ASEAN Building Renovation Business will increase to 10% of consolidated operating income.

Building renovation total

Share of operating income	23.4%	28.1%	4.7P	30.8%	29.3%	△1.5P	35.9%
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Target In FY 2023, operating income from the Building Renovation Business will increase to 35% of consolidated operating income.

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Please refer to page five. Let me explain about architectural renewals.

We have set a goal of increasing our share of consolidated operating income from architectural renovation to at least 35% by the fiscal year ending March 31, 2024.

At the bottom of the table shown here, for the fiscal year ended March 31, 2022, architectural renovations in total will account for 28.1% of the market share, and the revised plan for the fiscal year ending March 31, 2023 is 29.3%.

In the fiscal year ending March 31, 2024, we expect 35.9%, thanks to the sales promotion of ReQuality, which we will discuss later, and the contribution of a subsidiary acquired in January this year.

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— Basic Policy —
 "Challenge change" by deeping dive into the unique characteristics of ASANUMA CORPORATION

Take on the challenge Changes in the external environment	★ Domestic construction investment, which is shrinking over the long term, and domestic maintenance and repair investment, which is steady due to the aging of infrastructure and Building Construction structures
	1. Continue to strengthen renovation business in ASEAN region. 2. Promoting "ReQuality" Renovation Brand Strategy. 3. Strengthen initiatives for disaster prevention and mitigation and national resilience-related projects by expanding seismic technologies and upgrading seismic isolation and shock control technologies .
	★ Decline in the productive labor force in the construction sector.
	1. Promoting the Utilization and Introduction of ICT-Related Systems 2. Promoting cooperation with subcontractors
	★ Momentum to improve corporate reputation through non-financial management activities (ESGs, SDGs, etc.)
	1. "E": Promotion of "Eco-Friendly ASANUMA21". 2. "S": Obtaining WELL certification as part of "ReQuality". 3. "G": Reduction of Policy Holding Shares.

Next, please see page six.

Here we would like to explain the main measures of the three-year medium-term plan.

In our three-year medium-term plan, which we started last April, we have set a challenge to change the external environment, and have set forth measures to respond to the long-term shrinkage of domestic construction investments; domestic maintenance and repair investments, which remain firm due to the aging of infrastructure and building structures; the decline in the productive labor force in the construction sector; non-financial management activities; and changes in momentum for improving corporate reputation through ESG/SDGs and other activities.

On the next page, I will explain the progress of each of these measures.

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Completed M&A of two companies in Singapore		
Name	Description of Businesses	Acquisition
SINGAPORE PAINTS & CONTRACTOR PTE. LTD.	Building painting and repair work contractors	October 2018
EVERGREEN ENGINEERING & CONSTRUCTION PTE. LTD.	Maintenance services, Electrical engineering services	January 2022
Completed establishment of two companies in Thailand		
Name	Description of Businesses	Incorporation
Thai Asanuma Holdings Co.,Ltd.	Holding company	June 2021
Thai Asanuma Construction Co.,Ltd.	Maintenance of highways and bridges	July 2021

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Please refer to page seven.

Here we would like to explain how we are strengthening our efforts in the renovation business in the ASEAN region.

In the fiscal year ended March 31, 2022, we acquired EVERGREEN, a Singapore-based building maintenance, electrical and equipment installation company, as a subsidiary.

In Thailand, we established two companies and started a highway and bridge maintenance business.

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First renovation of the Nagoya Branch of "ReQuality"



• Much use of natural materials (soil and wood)



Healthcare Space Retrofit



Soil wall construction system

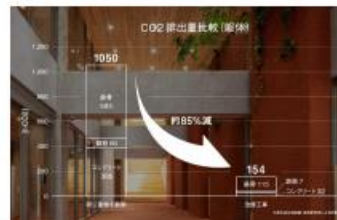


Reception set made by up-cycling waste materials (stone)

Ring soil block using surplus soil from suburban workshops



- Reduce CO2 emissions by 85% compared to rebuilding as a new building
- Acquired ZEBready certification, reducing energy consumption by 52% compared to pre-renovation
- Scheduled to acquire WELL certification for assessing buildings based on health/comfort standards. (It was the first time in Japan to renovate the entire 30-year-old building and receive official certification.)



Please refer to page eight.

I would like to explain about promoting ReQuality, our renovation brand strategy.

In line with ReQuality's concept of recycling that is better for people and the planet, the renovation of the Nagoya branch made extensive use of natural materials such as soil and wood.

In addition, the project achieved an 85% reduction in CO2 emissions compared to building a new construction.

Moreover, we were able to reduce operational energy consumption by 52% compared to before the retrofit, and we were able to obtain ZEBready certification.

The building is also scheduled to receive WELL certification, which evaluates buildings based on health and comfort. This will be the first time in Japan that an entire 30-year-old building has been renovated and certified.

We are currently promoting sales of ReQuality orders.

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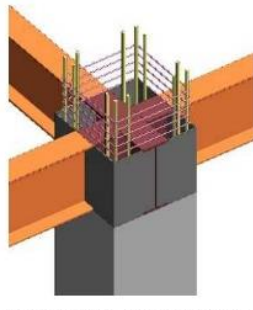
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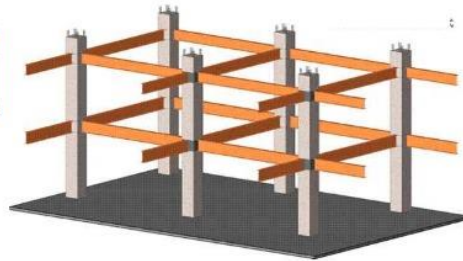
Development of new construction methods and design methods for large distribution warehouses

○ Improvement of Column RC Beam S Hybrid Construction Method

- Leveraging the characteristics of steel structures, we have reduced the number of columns, Capable of improving earthquake resistance while ensuring large space.
- Cost reduction of about 10% is possible in the frame compared with the whole steel frame structure.



Joint Details of Column RC Beams S Hybrid Construction Method



Frame image



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Next, please refer to page nine.

Here we will explain the expansion of our seismic technology and the advancement of seismic isolation and vibration control technology.

We are currently working on improving new construction methods and developing design methods for large distribution warehouses, which is our specialty.

The RC beam S hybrid construction method utilizes the characteristics of steel construction to reduce the number of beams and is expected to improve earthquake resistance while securing large spaces.

The development of design methods using energy methods to optimize vibration control structures has enabled cost reductions while increasing the efficiency of the vibration control effect.

We will continue to advance these technologies and use them as a weapon to further strengthen our sales and marketing of orders for distribution warehouses and other facilities.

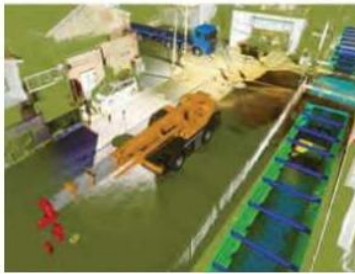
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Utilization of VR model for on-site construction plan

Understanding buried pipes for gas and water



Confirmation of the positional relationship between the steel pipe pile and the stratum serving as the bearing stratum



Sharing of construction procedures, etc. to prevent accidents



Next, please see page 10.

Here we will explain how we promote the use and introduction of ICT-related systems.



In on-site construction, VR technology has been introduced from the planning stage, and has been effective in identifying buried gas and water pipes that are difficult to grasp from drawings; confirming the positional relationship between steel pipe piles and the supporting strata; and sharing construction procedures to prevent accidents.

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Promoting cooperation with subcontractors

Promotion of the Construction Career-Up System (CCUS)	<ul style="list-style-type: none"> ○To improve the attractiveness of the construction industry, this system aims to improve the treatment of construction technicians, clarify the career paths, and visualize construction capabilities. • Support Secretariat established from October 1, 2021 to March 31, 2022 • Implementation of online briefing sessions (six times from September to December 2021)
Introduction of CI-NET systems	<ul style="list-style-type: none"> ○System that enables efficient exchange of services such as contracts, estimates, volume, and billing through a network • Networking of contracts as the first step
Promotion of Asanuma Meister	<ul style="list-style-type: none"> • Selected as Asanuma Meister among the chiefs of subcontractors • Provision of incentives to improve wage-related compensation
Awards and presentation sessions for productivity improvement measures at work sites	<ul style="list-style-type: none"> ○Joint efforts with subcontractors at each worksite to solicit measures to improve productivity <p>Award and presentation meeting held (Third held on October 29, 2021) (Cost reduction, shortening of construction period, introduction of new technology, etc. 77 editions)</p> <div style="display: flex; justify-content: space-around;">   </div>

Next, please refer to page 11.

We would like to explain about the promotion of our collaborations with our partner companies.

Recently, the shortage of labor due to the aging of workers has become an urgent issue. Here, we will explain some of the major issues that we are working on with our partner companies.

First, the Construction Career Upgrading System. The Construction Career Up System, which is being promoted throughout the construction industry, is a system designed to improve the compensation of construction technicians. We are promoting and supporting registration for subcontractors and construction technicians.

Next, regarding the introduction of the CI-NET system. The CI-NET system is a system that enables efficient exchange of work such as contracts, estimates, workmanship, and billing over a network, and we are in the process of networking contracts as the first step.

Next, we are promoting Asanuma Meister. Asanuma Meister is a program in which an Asanuma Meister is selected from among the heads of the workplaces who have been active for many years and whose achievements, contributions and personality are particularly outstanding. Those who are chosen are awarded an incentive. As of March 31, 2022, 218 people have been appointed.

Next, I would like to talk about the workshop productivity improvement measure awards and presentations. Last year marked the third time that the award system for productivity improvement measures taken in collaboration with partner companies at each worksite was presented. The total number of applications to the program has increased year by year to 77.

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○Major Initiatives of the Sustainability Promotion Committee (Established in November 2021)

① Initiatives to Promote Environmental Management

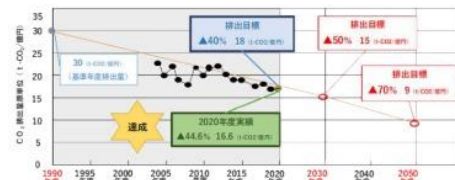
- Established a working group to promote environmental management and examined it from a technical perspective
- Establishment of the Environmental Technology Award at the Technology Presentation Meeting

② Promotion of activities related to TCFD(Task Force on CLIMATE-RELATED FINACIAL DISCLOSURES)

○Medium-to long-term targets related to climate change
"ReduceCO2 emissions per 100 million yen of construction to 50% by FY2030 and 70% by FY2050 compared to FY1990"

○Promote decarbonization efforts in business activities

- Introduction of 100% renewable energy power to all worksites
- "Guidelines for Preventing Global Warming at Workplaces" revised
- Promotion of activities to improve the implementation rate of fuel-efficient driving education



Future Activities

- ③ Establishment of "KPIs" in sustainability management and consideration of fund investment in relation thereto
- ④ Securing diversity of core human resources and promoting human resource development policies
- ⑤ Promotion of measures that take human right into consideration
- ⑥ Established DX Promotion Committee to promote centralized management of construction-related digital technologies

Next, please see page 12.

Here we would like to explain the main initiatives of the Sustainability Promotion Committee.

We are committed to low-carbon, resource- and energy-saving initiatives as part of our global warming prevention activities, as Eco-Friendly ASANUMA 21.

As part of these activities, the Sustainability Promotion Committee was established last November, and this committee is promoting efforts to promote environmental management and TCFD-related activities.

In the future, we will also consider setting KPIs for sustainability management and investing funds related to these KPIs, ensuring diversity in core human resources, and promoting human resource development, promoting measures that take human rights into consideration, and promoting digital technology related to construction in the DX Promotion Committee.

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To reduce CO2 at the construction stage

Started supplying 100% renewable energy to workplaces that meet RE100 standards (100% renewable energy)



Global Warming Prevention Measures at Workplaces Guideline

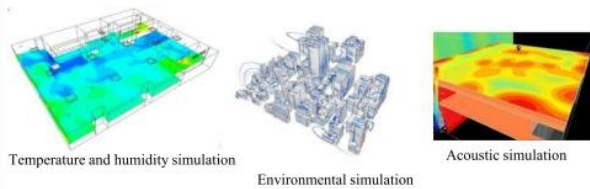


Efforts for CASBEE
CASBEE in designing and construction projects (Comprehensive Assessment System for Building Environment) is incorporated, A rank rating of 50% or higher

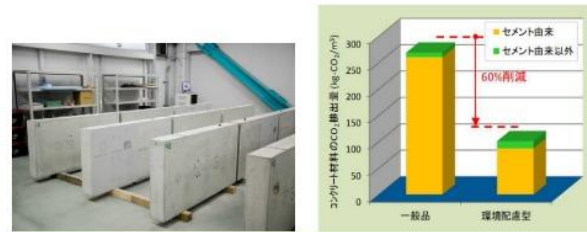


Decarbonization technology

Environmental simulation
Propose increased cost and comfort in indoor environments



Environmentally Conscious Concrete
60% less CO2 thanks to durability



Next, please see page 13.

Here we will discuss CO2 reduction and decarbonization technologies at the construction stage.

Last year, we began introducing 100% renewable electricity, and we have decided to introduce it at all work sites where construction will begin this year.

In addition, guidelines for global warming prevention measures at workplaces have been revised and measures are being strengthened.

All of our design-build projects incorporate evaluations based on a Comprehensive Assessment System for Building Environmental Efficiency, or CASBEE, and we aim to achieve an A-rank rating of 50% or higher.

The introduction of proposals based on environmental simulations and the introduction of environmentally friendly concrete is part of our commitment to decarbonization and further development.

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Reduce strategic shareholdings to less than 10% of consolidated net assets by the end of March 2022

Criteria for Judging Holding of Listed Stocks

Reduction if the benefits of dividends and construction profits are less than Cost of capital (WACC)

Cost of equity 7.5% as of March 31, 2022

	End of March 2021	End of March 2022
Listed stock balance	¥5.56 billion	¥3.75 billion
Consolidated Net Assets Ratio	13.3%	8.8%
Benefits (Dividends and Construction Profits) / * Market Value	20.1%	32.9%

*Market value: Balance sheet amount

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Next, please see page 14.

Here we would like to explain the reduction of policy shareholdings.

We hold listed shares as policy stockholdings, and as a criterion for determining the appropriateness of holding such shares, we reduce them when the benefits of dividends and gross construction profit are less than the cost of shareholders' equity.

Our target was to reduce the balance of policy shareholdings to less than 10% of consolidated net assets by the end of March 2022, and we have reduced it to 8.8%.

The benefits, dividends to market value and construction income for the year ended March 31, 2022, are 32.9%.

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The Fund Injection



Disclosed on November 18, 2021

Shareholder returns increased due to a reduction in the initial funding plan following a review and revision of the overall funding plan, including investments associated with the promotion of concession business and other initiatives, and investments related to technology development and ICT-related investments, in light of the finalization of a portion of the investment amount for "investments related to new domains (expansion of ASEAN regional renewal business, promotion of concession business, etc.)."

	Before correction	After correction	FY2021 Results
Technology and research, ICT	¥3 billion	¥2.9 billion	¥1.5 billion
Investment related to new areas (M&A)	¥5 billion	¥3.4 billion	¥2.9 billion
Total	¥8 billion	¥6.3 billion	¥4.4 billion

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Please refer to page 15.

Here is an explanation of the financial input.

Our basic policy is to allocate funds generated by profits to investments and shareholder returns.

In light of the fixed amount of investment in M&A in the ASEAN region, we have reexamined and reviewed our overall capital investment plan, reduced the amount of investment from JPY8 billion to JPY6.3 billion, and added the reduced amount to the dividend.

The total amount for the fiscal year ended March 31, 2022, was JPY4.4 billion, consisting of JPY1.5 billion for technology development and ICT-related investments and JPY2.9 billion for investments related to new business areas and M&A.

Regarding shareholder returns, it is explained on page 16.

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Disclosed on November 18, 2021			
Dividend			
	Before correction	After correction	After split
Consolidated dividend payout ratio	Over 50%	Over 70%	
FY2021	¥260	¥363	—
FY2022	¥274	¥382	¥191
FY2023	¥282	¥395	¥197.5
Disclosed on March 31, 2022			
Stock split			
Purpose: Reduce the amount of shares per unit of investment, improve the liquidity of shares, create an investment environment, and expand the investor base.			
Target: Split at the rate of two per stock of our common stock owned by the shareholder recorded in the shareholder register on July 31, 2022.			

Now please see page 16.

I would like to explain our shareholder return policy.

In line with the revision of the investment plan I just mentioned, we have revised our consolidated dividend payout ratio from more than 50% to more than 70% as a means of returning profits to shareholders.

In addition, each share of our common stock held by shareholders of record as of July 31, 2022, will be split into two shares on August 1, 2022.

Regarding the post-split period, the Company plans to pay a dividend per share of JPY191 for the fiscal year ending March 31, 2023, and JPY197.50 for the fiscal year ending March 31, 2024, as per the revised mid-term plan.

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Renovation articles at Nagoya Branch
 ・ Oct.2021 SHINKENCHIKU

- Other media
- ・ Nov.11 2021 NIKKEI ARCHITECTURE
 - ・ Jan 2022 FRAU

着工する全現場 再エネ100%導入

浅沼組は、2022年度から着工するすべての建設現場（作業所）に、原則として「再生可能エネルギー100%電力」を導入する。脱炭素社会の実現に向けた対応を加速することが狙い。同社は、10年に全社的な地球温暖化防止対策活動「エコフレンドリーASANUMA 21」をスタートさせた。20年度に「施工高1億円当たりのCO₂排出量を20年度までに1990年比40%削減」という目標を達成。21年度から新たなCO₂削減目標を設定していた。

新たに設定したCO₂削減目標は「施工高1億円当たりのCO₂排出量を90年比で30年までに50%、50年までに70%削減」。そのための取り組みの1つとして、西日本を中心に作業所で再生可能エネルギー100%電力の導入を開始していたが、それを拡大・推進する形になる。

Apr.13 2022 The daily Kensetsu-Tsushin Newspaper

- Other media
- ・ Apr.14 2022 The Daily Engineering & Construction Newspaper
 - ・ Apr.16 2022 KENTSU SHINBUNSHA etc

Please refer to page 17.

Here, for the last time, I would like to share with you an article that describes the initiatives of the measures I have mentioned.

On the left are magazines and other media that have covered the renovation of the Nagoya Branch, as explained in ReQuality, the promotion of our renewal brand strategy.

The article to the right is an article that discussed the introduction of 100% renewable energy at the worksite.

That is all for today's explanation and report. Thank you very much for your attention.

Moderator: Thank you very much for your briefing.

Question & Answer

Moderator [M]: We will now begin the question-and-answer session.

Please note that the scripts of this briefing, including the question-and-answer session, will be published. Your name and company name will be included in the scripts if you choose to include them in your statement. If you wish to remain anonymous, please refrain from providing them at the time you ask your question, thank you.

Alright, I would like to take questions from the audience.

There seem to be no questions.

There being no further questions, this concludes today's financial results briefing.

Thank you, President Asanuma, for your explanation. Thank you again to all of you for joining us today.

[END]

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