

IR Meeting Material

Financial Results for the Fiscal Year Ended March 2023

With Our Proud History,
Creating a Desirable Future



Asanuma Corporation
Prime Market of the Tokyo Stock Exchange
Stock Code :1852

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1. Results (Results/Plans)

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1. Financials Statements (Results/Plans)

(1) Major Financial Results and Plans ①Key figures



- ① In FY2022, sales and profits on a non-consolidated basis missed targets due to delays in acquiring orders of domestic buildings and the material price hikes, however, orders, sales and profits on a consolidated basis were achieved the targets, mainly due to the strong performance of the Singapore subsidiary and the additional large-scale project in the domestic civil engineering.
- ② FY2023 plan has been downwardly revised by 2.7 billion yen on an operating profit basis in light of the carryover construction projects as well as the Singapore subsidiary plan not performing well as FY 2022 but as the same level of the other year. However, net income and dividends are as planned in the mid-term business plan.

Major Financial Results & Plans (Consolidated) (Unit: million yen)	FY2021			FY2022				FY2023		
	Medium-term Plan	Results	vs Plan	Medium-term Plan	Modified Plan	Results	vs Plan	Medium-term Plan	Revised Plan	Planned ratio
Orders Awarded	132,100	136,568	4,468	141,500	141,600	144,743	3,143	146,600	144,700	-1,900
Completed Construction Contracts	140,000	135,478	-4,521	135,500	144,300	144,436	136	137,334	141,800	4,466
Gross profit	13,900	13,444	-455	15,261	14,630	15,139	509	15,443	13,950	-1,493
Rate	9.9%	9.9%	0.0P	11.3%	10.1%	10.5%	0.3P	11.2%	9.8%	-1.4P
SGA cost	8,560	8,609	49	8,728	9,020	9,447	427	8,710	9,850	1,140
Operating Profit	5,340	4,835	-504	6,533	5,610	5,691	81	6,733	4,100	-2,633
Profit attributable to owners of parent	4,170	3,748	-421	4,400	4,120	4,200	80	4,540	4,540	As planned
Dividend	¥363	363 yen	As planned	* 191 yen (¥382)	* 191 yen (¥382)	* 191 yen (Scheduled)	As planned	* 197.5 yen (¥395)	* 197.5 yen (¥395)	As planned
Dividend payout ratio	70.2%	78.1%	7.9P	70.1%	74.8%	73.3%	-1.4P	70.2%	70.2%	As planned

We split each common share at a rate of 2 shares on August. 1, 2022. Therefore, for the year ended March 2023, the expected amount of a per-share divide is calculated based on after the stock split.

1. Financial Statements (Results/Plans)

(1) Major Financial Results and Plans (2) Management Indices



- Operating margin missed the medium-term business plan for the three consecutive fiscal years (1 in the table below)
- On the other hand, ROE (2) is expected to remain above the cost of shareholder's equity for all three fiscal years, and ROIC (3) is expected to remain above WACC for all three fiscal years.
- Secure P/B Ratio above 1.0 (4)

Management Indices (Consolidated)	FY2021			FY2022				FY2023		
	Medium-term Plan	Results	vs Plan	Medium-term Plan	Modified Plan	Results	vs Plan	Medium-term Plan	Modified Plan	Planned ratio
1 Operating Profit Margin	3.8%	3.6%	-0.2P	4.8%	3.9%	3.9%	—	5.0%	2.9%	-2.1P
Return on Equity (ROE)	10.1%	9.0%	-1.1P	10.2%	9.6%	9.7%	0.1P	10.0%	10.2%	0.2P
Cost of Shareholder's Equity	8.0%	7.5%	-0.5P	8.0%	7.5%	5.5%	-2.0P	8.0%	5.5%	-2.5P
Returns on Invested capital (ROIC)	7.1%	6.4%	-0.7P	8.3%	7.3%	7.3%	—	8.3%	5.2%	-3.1P
Weighted Average Cost of Capital (WACC)	6.0%	6.1%	0.1P	6.0%	6.0%	4.7%	-1.4P	6.0%	4.7%	-1.3P
Price Book-value Ratio(P/B Ratio)	—	0.9	—	—	—	1.1	—	—	—	—

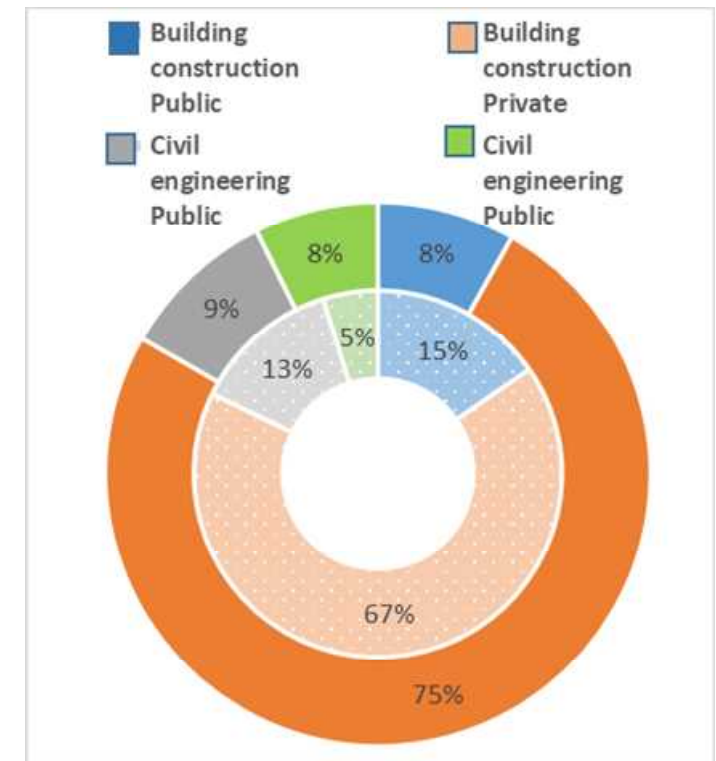
1. Financial Statements (Results/Plans)

(2) Breakdown of Orders Awarded

- ① On non-consolidated basis, the construction in private company sector performed strongly.
- ② Building Construction has made up for the negative YoY change for Civil Engineering, and the consolidated orders targeting 141.6 billion yen was achieved.

(Unit: million yen)

		FY2021	FY2022	
		Results	Results	YoY
ASANUMA CORP. (non- consolidated basis / domestic business)	Building Construction	110,110	113,277	3,167
	① Public	20,600	11,131	-9,469
	Private	89,509	102,146	12,637
	Civil Engineering	23,876	22,666	-1,210
	Public	17,431	12,666	-4,765
	Private	6,444	9,999	3,554
	Total	133,986	135,943	1,957
	Public	38,032	23,798	-14,234
	Private	95,953	112,145	16,192
Subsidiaries in ASEAN		2,582	8,812	6,230 ¹
Consolidated ²		136,568	144,743	8,174



Pie chart : Orders
Outside : FY2022
Inside : FY2021

1. Strongly increased due to the consolidation of Evergreen Engineering & Construction Pte. Ltd, a Singapore subsidiary acquired in January 2022.
2. Consolidated adjusted figures

2. Progress of the Medium-Term Business Plan



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Medium-term Business Plan Theme

- Cultivate Asanuma's uniqueness and originality and "take on the challenge of change"

Changes (1)	Domestic maintenance and repair business investment (Renovation) for "medium- to long-term shrinking of domestic building investment and the aging of infrastructure and building structures"
	Countermeasures ① Promoting the Renovation Business Brand "ReQuality" ② Upgrading technology ③ Strengthening business in ASEAN region.
Changes (2)	Decline in the Productive Labor Force
	Countermeasures ① Promoting Cooperation with Subcontractors ② Promoting DX
Changes (3)	Momentum to Increase Corporate Value through Non-Financial Information Management (ESGs, SDGs, etc.)
	Countermeasures ① "Eco-Friendly ASANUMA21". ② Sustainability Management ③ Corporate governance

2. Progress of the Medium-Term Business Plan

(1) Renovation Business - Results/Plan



- Setting a goal of achieving an operating income in the building renovation business of 35% of consolidated operating income by the final year of the medium-term plan, FY2023

Operating Income from Building Renovation Business

((Unit: million yen))

	FY2021	FY2022		FY2023
	Results	Results	YoY	Plans
% of consolidated operating income	30.0%	31.0%	1.0P	35.2%

Domestic building renovation

Orders Awarded	16,620	17,553	932	20,000
Completed Construction	17,094	17,376	282	18,000
Operating Income	1,503	860	△643	1,120
% or operating income	31.1%	15.1%	△16.0P	27.3%

ASEAN building renovation

Orders Awarded	2,582	8,812	6,230	9,700
Completed Construction	2,335	10,885	8,549	10,000
Operating Income	△ 52	902	955	323
% or operating income	△1.1%	15.9%	16.9P	7.9%

* Including goodwill amortization of ASEAN affiliates

2. Progress of the Medium-Term Business Plan

(1) Renovation Business

① Promoting the Renovation Business Brand “ReQuality”



- Our unique renovation business is branded and promoted with the name of "ReQuality". The Nagoya Branch, which was renovated as a model case of ReQuality, received a number of awards, including Good Design Best 100, in addition to obtaining WELL certification for Gold.

Nagoya Branch Renovation Project



- Designed based on the theme of “Circular Economy” with the long-term perspective
- Not only eco-friendly, but also healthy and comfortable building. The WELL, evaluate the users’ health and comfortability, certified GOLD (First time in Japan to acquire this certification for renovation of the entire office in 30 years of construction)

Selected as Good Design Best 100 *

Other Awards

- crQlr Awards2022 Urbanism Prize
- Sky Design Awards 2022 Silver Prize
- 1st SDGs Building Award Semi-Grand Prix
- Chubu Architecture Award
- Environmental and Equipment Design Award 2022
II. Integrated M&E Design the best design award

* sponsored by the Japan Design Promotion Association



「ReQuality」 logo



the certificate of the WELL Gold

2. Progress of the Medium-Term Business Plan

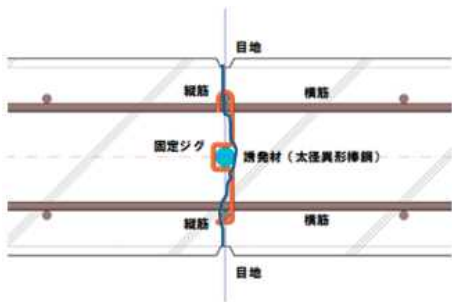
(1) Maintenance and Repair Business (Renovation)

② Upgrading technology

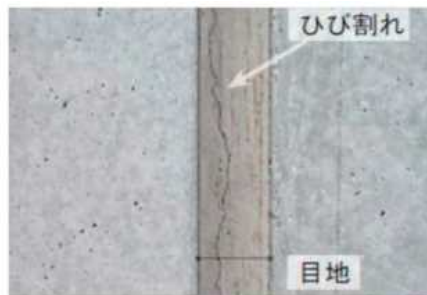
- Enhance proposal capability of our renovation business to customers using our proprietary technologies for seismic reinforcement and building life extension

Proposal for Seismic Strengthening

Control the location of the cracks in concrete (inducing joints) and preserving clean conditions without cracking walls or floors, contributing to longer life (CCB/Crack Control Bar method, PRS/Porous Resin Sand method)



Cross-sectional view of CCB method



Crack induced by CCB method



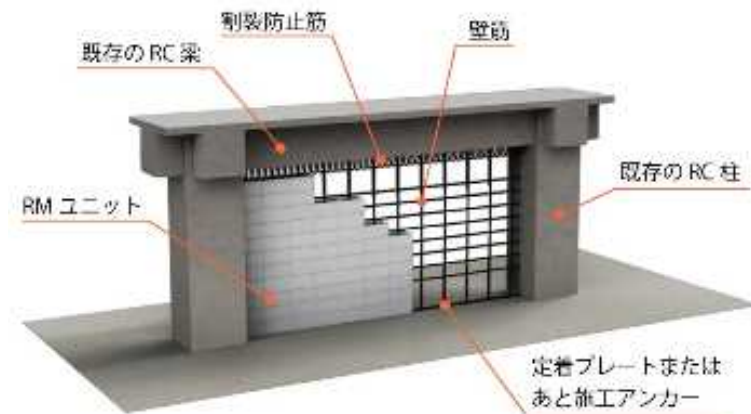
PRS joint filling method



PRS joint filling method

Earthquake-proof while using buildings

Earthquake-proof reinforcement method that builds RM additional walls in buildings and makes them function as earthquake-resistant walls



2. Progress of the Medium-Term Business Plan

(1) Maintenance and Repair Business (Renovation)

③ Strengthening Business in ASEAN Region



- In Singapore, two renovation-related subsidiaries performed well.
- In Thailand, promoting the reinforcement of bridges using carbon-fiber sheeting (approved as JICA's project).

SINGAPORE

Name	Acquisition	Description of Businesses	FY2022 Results (millions yen)			
			Orders	Construction contracts	Operating income	Good will
SINGAPORE PAINTS & CONTRACTOR PTE. LTD.	October 2018	Building painting and repair work contractors	5,142	3,400	32	34
EVERGREEN ENGINEERING & CONSTRUCTION PTE. LTD.	January 2022	Maintenance services, Electrical engineering services	3,670	7,485	1,217	312

THAILAND

- Jointly promotes the business of reinforcement of bridges jointly with Toray Industries, Inc., Toray International, Inc.
- Adopted for JICA SDGs Business Support Program in 2021. Concluded a contract for the business in January 2023.
- At present, our subsidiary is preparing for the reinforcement work of bridges and elevated bridges for Jurisdiction of Department of Highway of Thailand.

Name	Description of Businesses	Incorporation
Thai Asanuma Holdings Co.,Ltd.	Holding company	June 2021
Thai Asanuma Construction Co.,Ltd.	Renovation business	July 2021

2. Progress of the Medium-Term Business Plan

(2) Response to the Decrease in the Production Worker Population



① Promoting Cooperation with Subcontractors

- Implemented measures to improve treatment conditions and trading conditions with the subcontractors, and utilize award systems to strengthen the bond with partner companies



Improve Treatment and Business Conditions

Promotion of the Construction Carrier-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. Commendation system started in FY2022 for sites and partner companies with outstanding CCUS initiatives
No Promissory notes payment	<ul style="list-style-type: none"> No promissory notes payment from January 2020

Awards System

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. Registration in CCUS will be added from the license renewal of certification in the next fiscal year (FY2023) as the target requirement.
Awards and presentation sessions for 'Productivity Improvement Measures at Sites' competition	<ul style="list-style-type: none"> Awards and presentation sessions for joint efforts with subcontractors to raise productivity at various worksites. <div data-bbox="1480 1005 1792 1181" data-label="Image">  </div> <div data-bbox="1832 1005 2067 1181" data-label="Image">  </div>

Holding Training Sessions

Training Sessions for Subcontractors	<ul style="list-style-type: none"> Conducted training sessions for engineers from members of the 'Yayoi Association', which is made up of our partner companies. Explanation of the Basic Sustainability Policy, Human Rights Policy, and Procurement Policy. Safety training using VR and safety belts. <div data-bbox="1480 1313 1818 1505" data-label="Image">  </div> <div data-bbox="1850 1313 2119 1505" data-label="Image">  </div>
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2. Progress of the Medium-Term Business Plan

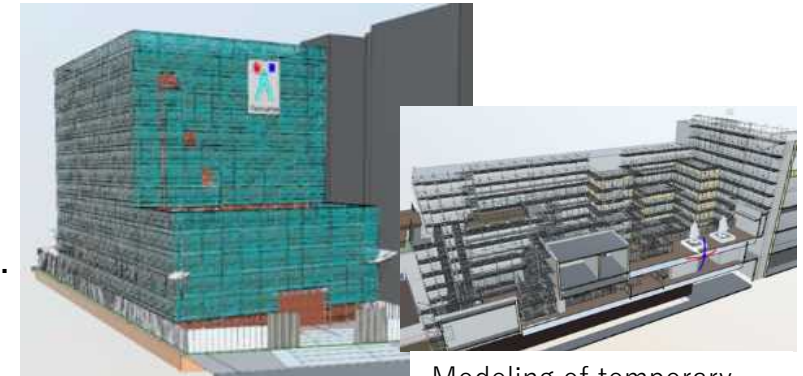
(2) Response to the Decrease in the Production Worker Population

②Promoting DX (1/2)

- **DX Committee examines ways to implement digital transformation initiatives in order to raise the level of sophistication and streamlining operations.**

Promote introduction of BIM • CIM related products

- Efficient examination of specifications and structures by making design drawings three-dimensional.
 - Easy to form consensus and share information between stakeholders not only at the design stage but also at the time of construction and subsequent maintenance and management.
 - Efficiency and sophistication of process management.
- Reduction of errors and rework, and improvement of safety.



Modeling of temporary design plans

Optimization through the use of tablets

- Arrangement and centralized management of construction photos
- Inspection of each process of works using tablets
- Real-time managing the projects with linking with the conference system



Inspection using tablets



Remotely managing the projects

Digitalization of Paper Works

- Digitization of contracts, purchase orders, invoices, etc.: Expansion of introduction of CI-NET
- Digitization of procedure of Kentaikyo System*: Expansion of cooperation with CCUS

*Retirement allowance system for construction site workers created by government under the Smaller Enterprise Retirement Mutual Aid Law

2. Progress of the Medium-Term Business Plan

(2) Response to the Decrease in the Production Worker Population

② Promoting DX (2/2)

■ For utilization of VR and further DX, jointly developing technology with other companies

- Participated in the Construction RX Consortium. Jointly study the use of robotics, power suits, etc. with other companies.
 - ✓ Implemented trial operation of robots that automatically transport materials at the sites
- 'Kyoken 21' researches digitization of bar arrangement inspection system

Utilization of VR

• Safety education

- ✓ The layout of the scaffolding to be assembled for each individual workplace is reproduced in advance in VR
- ✓ Reproducing with VR in advance enables the construction procedures to be studied in advance.
- ✓ The improvement of safety awareness by creating a working image leads to new awareness and prevention of rework.



VR model



Implementation of safety training using VR

• Construction review meeting



• Off-Campus Learning for Students



2. Progress of the Medium-Term Business Plan

(3) Non-Financial Information Management (ESGs, SDGs, etc.)

①Eco-Friendly ASANUMA21 (Initiative for decarbonization)

- Promoting “Eco-Friendly ASANUMA21” as a decarbonization initiative
- “Scope 3” was added to CO₂ reduction target, renewable power has been introduced to all new construction sites, and environmentally friendly concrete was developed and has been proposed to customers.

Long-Term CO₂ Reduction Targets

Subject		Unit	Base year		Target	
			Fiscal year	Emissions	FY2030	FY2050
Scope 1+2 (Construction work only)	Original unit target	t-CO ₂ /100 million yen *	1990	30	15 ▲50%	9 ▲70%
	Total emissions target	t -CO ₂	1990	74,193	20,032 ▲73%	11,871 ▲84%
Scope 3, Category 11 (In-house design + Other company design)	Total emissions target	t -CO ₂	2021	693,428	589,414 ▲15%	450,728 ▲35%

* Emissions per 100 million yen of completed construction

Scope 1 : CO₂ generated from our business activities

Scope 2 : CO₂ of indirect emissions from the use of electric gases

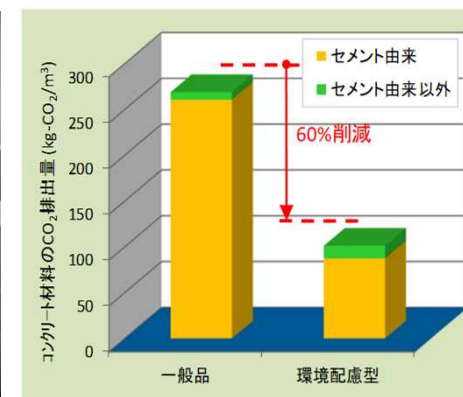
Scope 3 : CO₂ emitted after the building is delivered to customers and during the use of buildings

Introduction of 100% renewable energy power to all new construction sites



Conceptual Diagram of Renewable Energy Supply

Environment-friendly concrete 60% less CO₂ with the same level of durability



2. Progress of the Medium-Term Business Plan

(3) Non-Financial Information Management (ESGs, SDGs, etc.)

②Promoting Sustainability

■ The Sustainability Promotion Committee promotes initiatives related to ESG and SDGs

Major Initiatives of the Sustainability Committee

Initiatives to Promote Environmental Management

- Established a Working Group to promote environmental management
- Established the Environmental Technology Award at the technical review presentation session.

Promotion of activities related to the Task Force on Climate-related Financial Disclosure (TCFD)

Medium-to long-term targets related to climate change

- Disclose on the website Governance, Risk management (Scenario analysis of 4°C and 1.5°C), Strategy, Index and Target
- Medium-to long-term targets related to climate change

Scope 1, 2, 3

The targets by Original Unit and Total Emission

Scope 3 Category 11 Total Emission Target (From FY2023)

Establishment of Human Rights Policy and Procurement Policy, Multi-stakeholder policy

- In addition to the Basic Sustainability Policy, the Human Rights Policy, Procurement Policy, and Multi-stakeholder policy are formulated and disclosed to the Website.

Partnership Building Declaration

- Declare the establishment of new partnerships through collaboration and coexistence with suppliers and businesses seeking to create value from the standpoint of 'orderers'



Further agenda

- Establishment of KPI in sustainability management and consideration for formulation of measures on human capital

2. Progress of the Medium-Term Business Plan

(3) Non-Financial Information Management (ESGs, SDGs, etc.)

③ Further Strengthening Corporate Governance



■ Continue to implement initiatives to strengthen the corporate governance system

Initiatives to further strengthen corporate governance

Structure of the Board and the Board of Corporate Auditors	<ul style="list-style-type: none"> Ratio of outside directors 1 / 3 (Including one female director) Ratio of outside corporate auditor 3 / 4 (Including one female auditor)
Analysis and Evaluation of the Effectiveness of the Board of Directors	<ul style="list-style-type: none"> Using external agency (since FY2019) Results have been more than average every term
Nomination and Compensation Committee	<ul style="list-style-type: none"> Both committees chaired by outside directors Majority of members is outside directors Held at appropriate timing (6 times FY20, 7 times FY21, 3 times FY22)
Executive Compensation Systems	<ul style="list-style-type: none"> Continues Restricted Stock Compensation System (since FY2021)
Enhancement of IR	<ul style="list-style-type: none"> IR meetings continue to be held <ul style="list-style-type: none"> ✓ Briefings for institutional investors (2 times FY2022) ✓ Briefings for individual investors (2 times FY2022) ✓ Individual meeting with institutional investors (15 times FY2022)
Stockholdings	<ul style="list-style-type: none"> Criteria for judging holding of listed stocks: Reduced when the benefit of dividends and gross construction profit is less than cost of shareholder's equity Listed stock balance at the end of March 2023 39.1 billion yen Consolidated Net Assets Ratio 8.8%

3. Investments and Shareholder Returns

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3. Investments and Shareholder Returns

- Our basic policy is to “allocate the funds generated by profits to Investments and Shareholder Returns”
- Investment and shareholder returns for the past two years (FY2021-2022) are as follows. Plans to secure a dividend payout ratio of 70% or more for each fiscal year

Investments and Shareholder Returns (billion yen)	Before Revision 3 years total	Revised ¹ 3 years total	FY2022 Results total of past 2 years
Technology development and ICT investments • Upgrading of renovation technology • Promoting DX (digital transformation)	3	2.9	1.7
Investment related to new business • Expansion of ASEAN regional renovation related business	5	3.4	2.9
Total	8	6.3	4.6

Consolidated Dividend Payout Ratio	Before Revision	Revised	FY2022 Forecast
	Over 50%	Over 70%	73.3%

1. Revised plan which was disclosed on November 18, 2021. Originally planned total investment was reduced and the shareholder returns was increased as we finalized the amount of part of investment related to new business (strengthening the renewal business in ASEAN), and accordingly, we reviewed our overall capital investment plan including technology development and ICT investments.

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埼玉県 R2 荒川左岸治水橋橋梁部対策工事

浅沼組



表には自動車教習所やスポーツ施設等の公共施設

令和元年東日本台風では、各地で戦後最大規模を超えた洪水による甚大な被害が発生した。そのことを踏まえ、荒川における事前防災対策を定めることを目的とした荒川水系流域治水プロジェクトが立ち上げられた。本工事はその一環であり、堤防のかさ上げ・拡幅・県道56号線の陸岸の基礎工事を実施している。

そこで、本工事では盛土工事における起工測量・法面整形・締固め管理・出来形管理等をICT施工で実施し、効率化・省力化を図ることで施工性の向上および工程短縮に結びつけていきたいと考えている。

現場代理人 平藤啓晃

今宮工科高生が実務を体感



大建協

大阪建設業協会は1日、大阪府八尾市で建設が進む(仮称)モリタ新拠点開発プロジェクト(施工:浅沼組)の現場で、高校生を対象とした現場見学会を開いた。写真:大阪府立今宮

見学会に先立ち、浅沼組の大谷所長が工事概要を説明し、着工時点から現在までの現場写真を見せながら建築のプロセスについて解説した。その後、生徒と現場職員で廊下の様子を足で回った。

見学会後は、生徒から多くの質問が寄せられた。「一層鉄骨施工と屋根断熱の受検を求めているが、建築の現場でも役立つのか」との質問に、大谷所長は「建築分野に関わるなら建築について学ぶことが重要ではあるが、土木の知識があるに越したことはない。建設業界にはさまざまな分野があるので広く関心を持ってほしい、将来のスキルアップにつなげてほしい」と答えた。

最後に、生徒代表がお礼の言葉を述べ、「施工管理について勉強してきたが、実際に現場を見ることができてよかった」と話した。

モリタ新拠点開発の現場見学



(仮称) モリタ新拠点のイメージ

見ることだけでなく、工事が多々あった。建築で学んできたことへの理解が深まったように思う。今回の経験を糧にして、これから自分の力を伸ばしていきたい」とあいさつした。

工事では、モリタホールディングスの実験・研究施設「(仮称)モリタ新拠点」を整備する。約2万2225平方メートルの敷地に4棟の建物を建築する。建設の規模は、A棟・B棟がS造3階建て、C棟がS造2階建て、D棟がS造2階建てで、合計の延床面積は約8188平方メートル。設計・工事監理は三菱地所設計が担当。

建設地は八尾市神武町24-1、24-17。2022年5月に着工し、現在の進捗率は70%。23年5月の完成を目指す。



仮想現場で体験学習



浅沼組は、BIM(Building Information Modeling)モデルを活用したバーチャル建設現場内で施工管理の現場を体験する。写真:浅沼組

現場で起る事故や不具合の発生方法をVRで体験することで、現場での知識教育だけでは補えない現場での「気づき」を身につける。2023年度にサービスを開始する。

「現場トレーナー」の開発には、▽青木あすな建築設計・浅沼組・共同建設・佐藤工業・大井建設・高松建設・飛鳥建設・りんかい・日南建設・Vコンビニタス・テム研究所の7社が連携した。17年に浅沼組が開発に着手し、実証実験を経て、22年から自社で本格的なシステム開発を進めている。

現場トレーナーは、リアルな現場体験がパソコン上で行えず、現場学習がどこでも可能になる。バーチャル現場内に「各種の現場設備や仕立」などのイベントを発生させる。写真:浅沼組

見・触・聞・体験しながら学習する。VRで現場を体験することで、現場での知識教育だけでは補えない現場での「気づき」を身につける。2023年度にサービスを開始する。

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Jan 31 2023 The daily Kensetsu-Tsushin Newspaper

Feb 13 2023 The daily Kensetsu-Tsushin Newspaper

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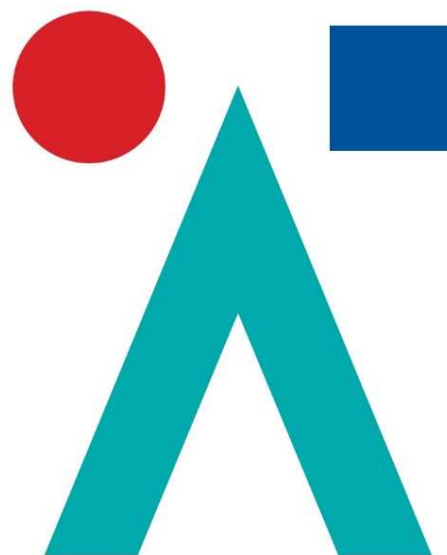
ほこ
誇れる歴史がある
つく
創りたい未来がある



MEMO

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