Financial Results for FY2025 and Medium-Term Management Plan - Presentation Material

Protecting People, Houses, and Forests by Fostering our own People and Technology

May 12, 2026

Asante Incorporated

Securities Code:6073

INDEX

1 FY2025 Financial Results Summary ・・・ 2

2 FY2025 Financial Results Details ・・・ 7

3 Medium-term Management Plan
Earnings and Dividend Forecasts ・・・ 17

Appendix ・・・ 40

1 FY2025 Financial Results Summary

FY2025 Financial Results Summary (Financial Indicators / YoY)

Net sales increased due to the results of sales strategies, but earnings decreased as growth investments preceded while sales were below the plan

Consolidated Net Sales

14.35 billion yen

YoY Change + 0.33 billion yen

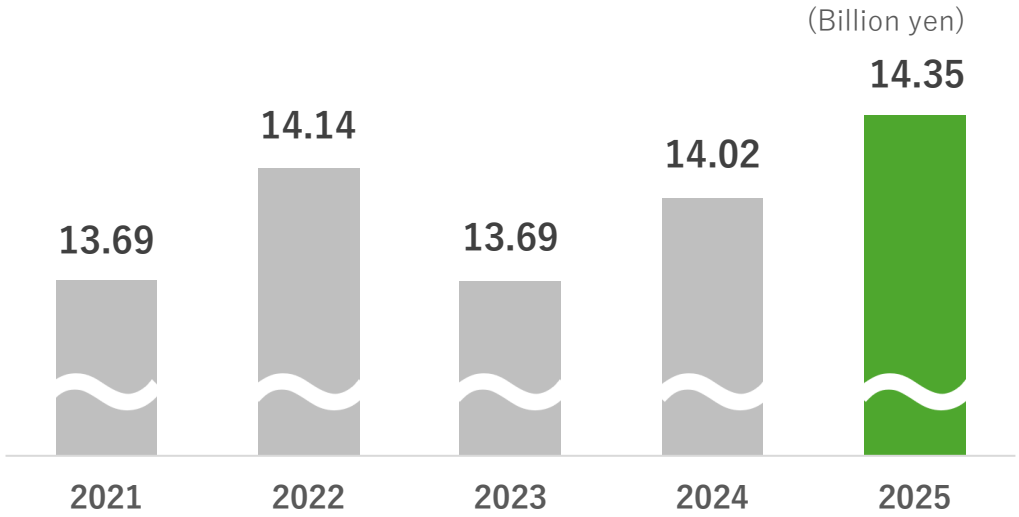
YoY + 2.4 %

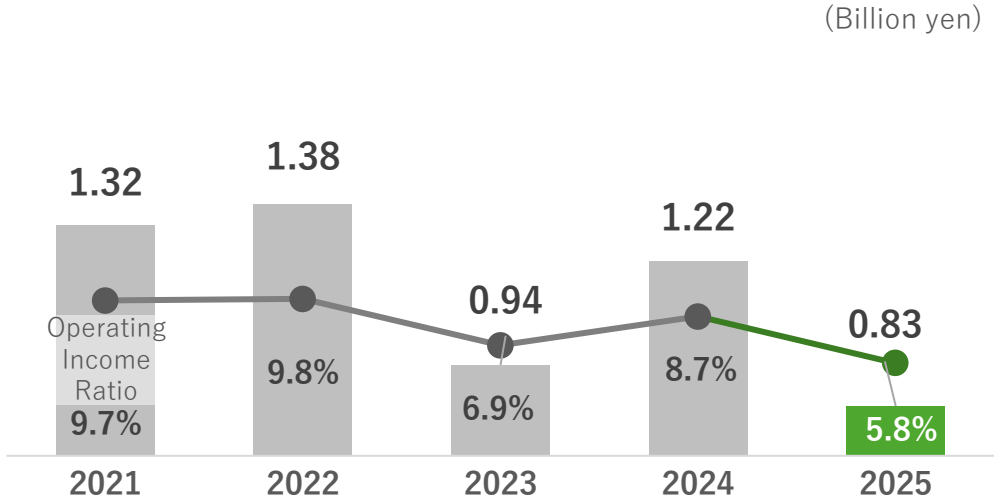
Operating Income

0.83 billion yen

YoY Change -0.39 billion yen

YoY -31.9 %





FY2025 Financial Results Summary (Non-Financial Indicators / YoY)

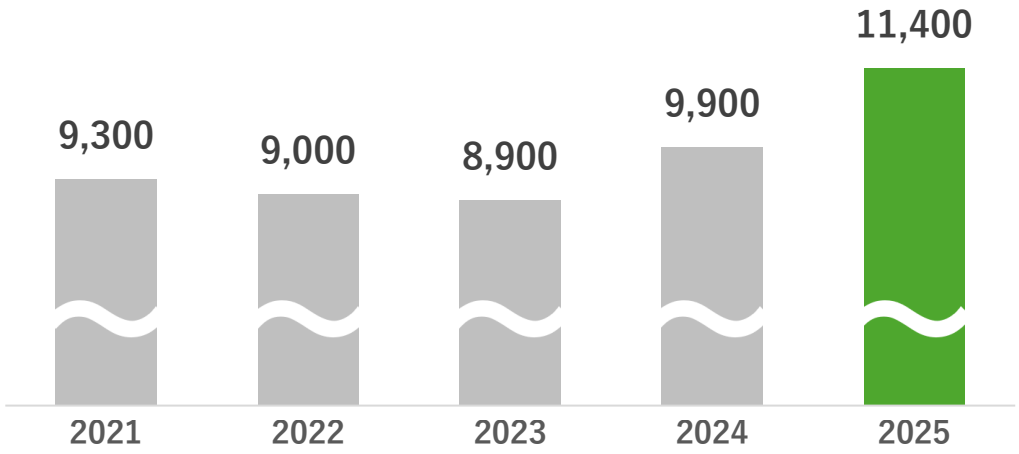
Applications for inspection increased through route expansion despite unfavorable weather;
Business partners also increased significantly

Applications for Inspection

11,400

YoY Change + 1,500

YoY + 15.2 %

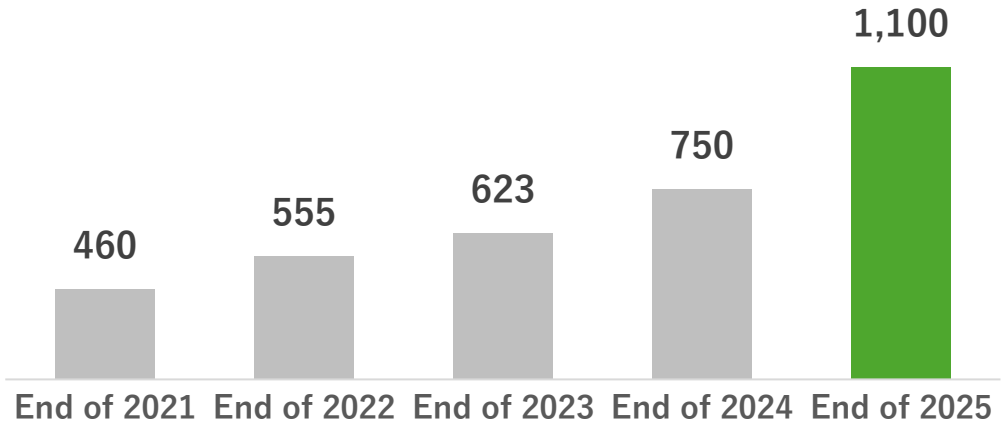


Number of Business Partner Companies / Organizations

1,100

YoY Change + 350

YoY + 46.7 %



FY2025 Financial Results Summary (Non-Financial Indicators / YoY)

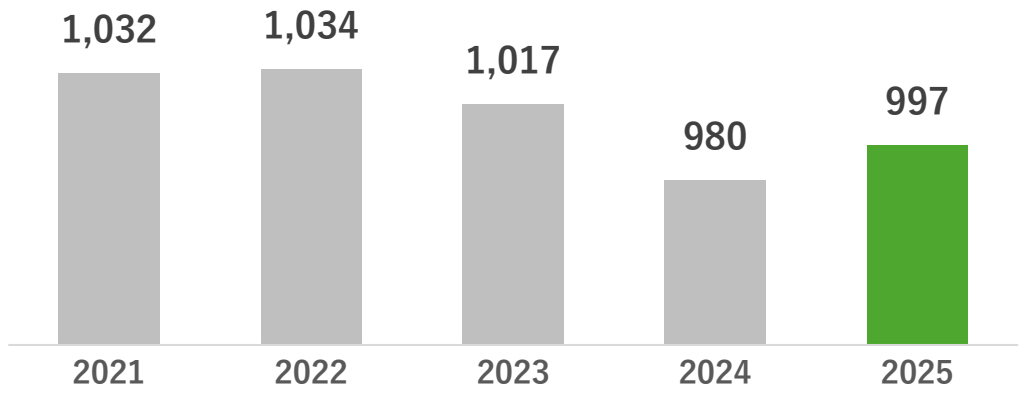
Total number of employees (average during the period) increased for the first time in three years;
Net sales per employee was maintained despite higher staffing

Total Number of Employees (Average During the Period)

997

YoY Change + 17

YoY + 1.8 %



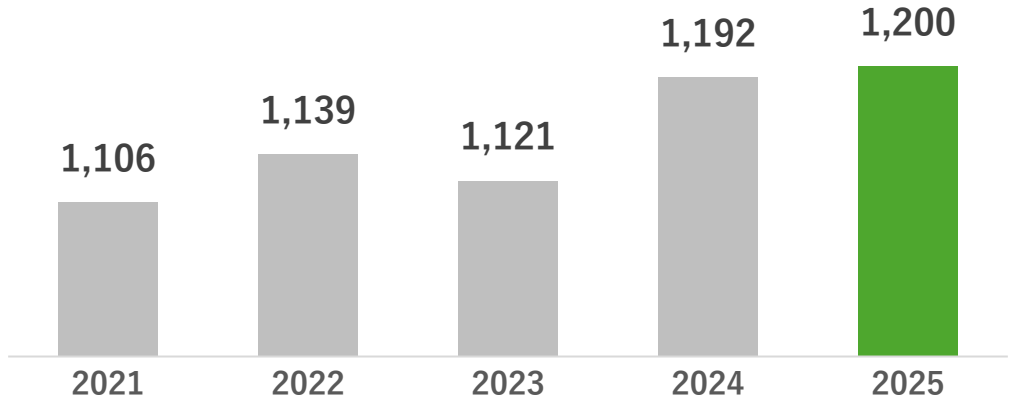
Net Sales per Employee

1,200 Thousand yen/month

YoY Change + 7 Thousand yen/month

YoY + 0.6 %

(Thousand yen/month)



Topics

Completion of the PCO Service Framework

- Service system of PCO (Pest Control) for residential customers now fully operational
- Rolled out proactive marketing

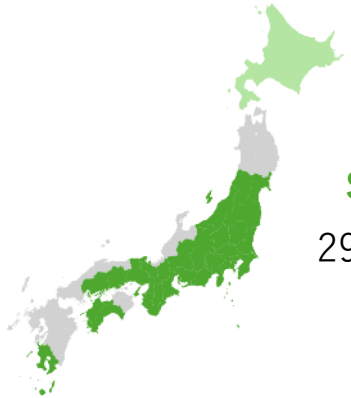
Review of training system

- Training center functions consolidated into the Mikkabi Comprehensive Training Center
- Practical education through group training, OJT, web-combined with training for efficient and advanced talent development
- Due to the suspension of the Inawashiro Comprehensive Training Center, an extraordinary loss of 280 million yen was recorded in the 4Q of FY 2025

Mikkabi Comprehensive Training Center

Kagoshima Sales Office Opened (Expansion into Kyushu)

Through a new partnership with JA in Kagoshima Prefecture, Kagoshima Sales Office has been established (on April 1, 2026)



Sales Area

29 prefectures

82 bases

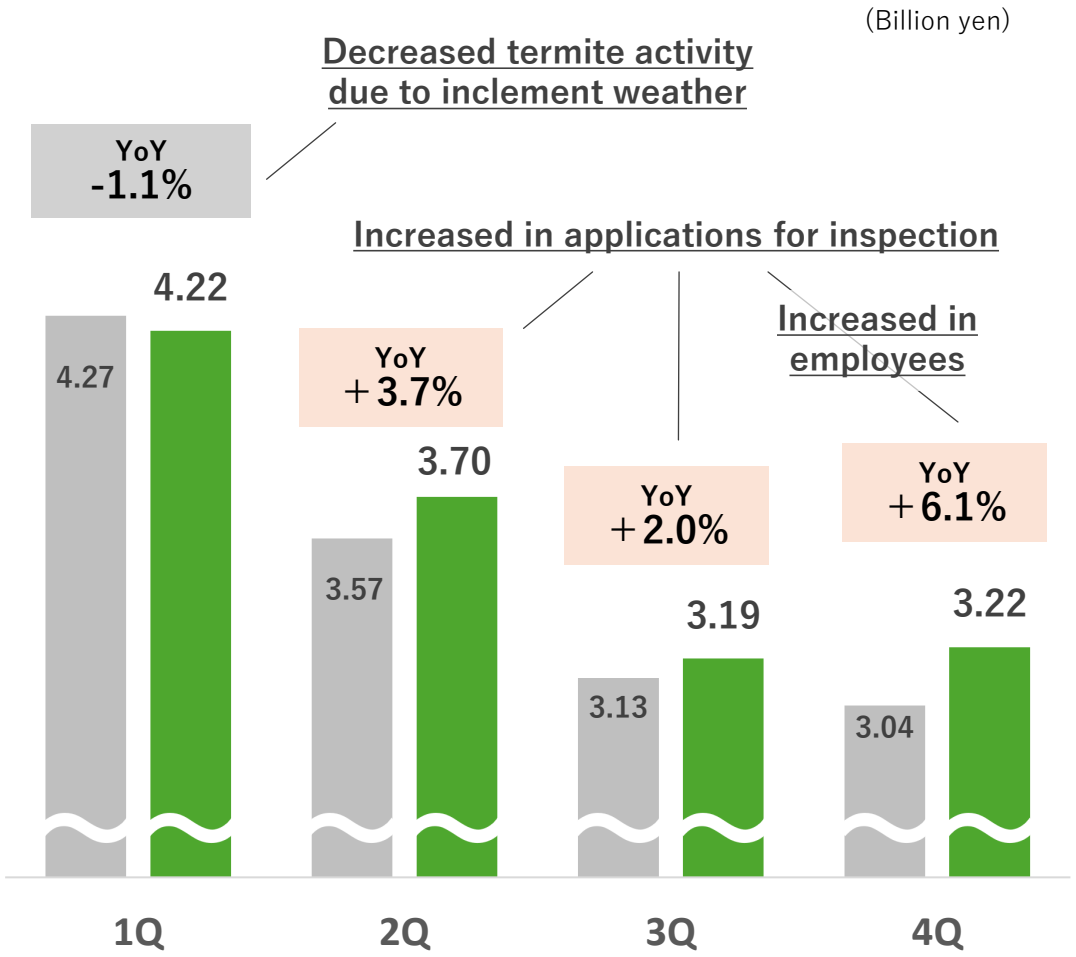
2 FY2025 Financial Results Details

Financial Results (YoY / Forecast)

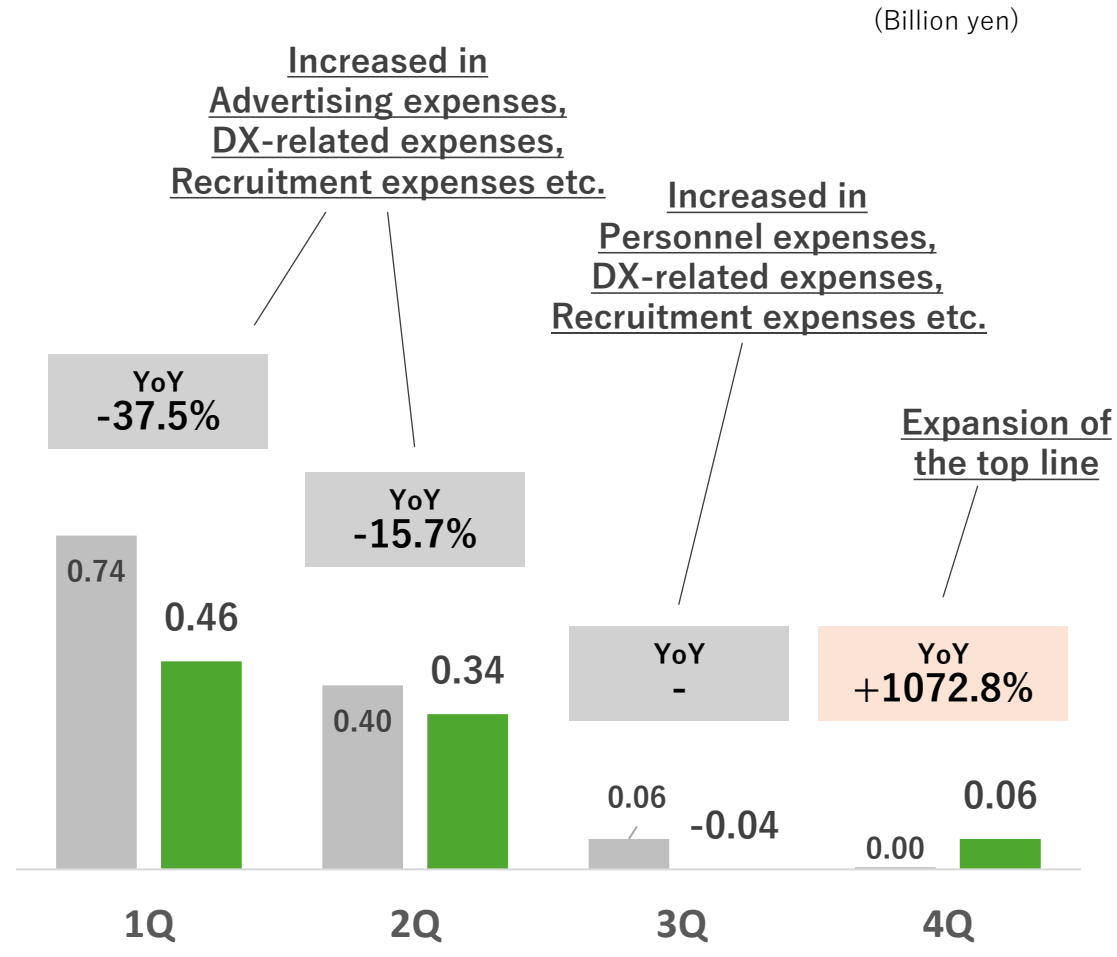
(Billion yen)	FY2025		YoY		Forecast (Announced on March 17, 2026)	
	Results	Composition Ratio	Change	Change Ratio	Change	Achievement Ratio
Net Sales	14.35	-	0.33	2.4%	0.05	100.4%
Operating Income	0.83	5.8%	-0.39	-31.9%	0.05	107.1%
Ordinary Income	0.83	5.8%	-0.32	-27.9%	0.05	107.3%
Net Income	0.27	1.9%	-0.41	-60.1%	0.03	114.3%

Quarterly Net Sales/Operating Income

Consolidated Net Sales



Operating Income



Net Sales by Service

Others

Sales ¥1.8 bn
YoY +7.4%
Share 13.1%

- Heartful Home Co., Ltd.
- Highly heat insulate construction
- Pest Control
- Housing Renovation
- Others

Anti-earthquake Measures

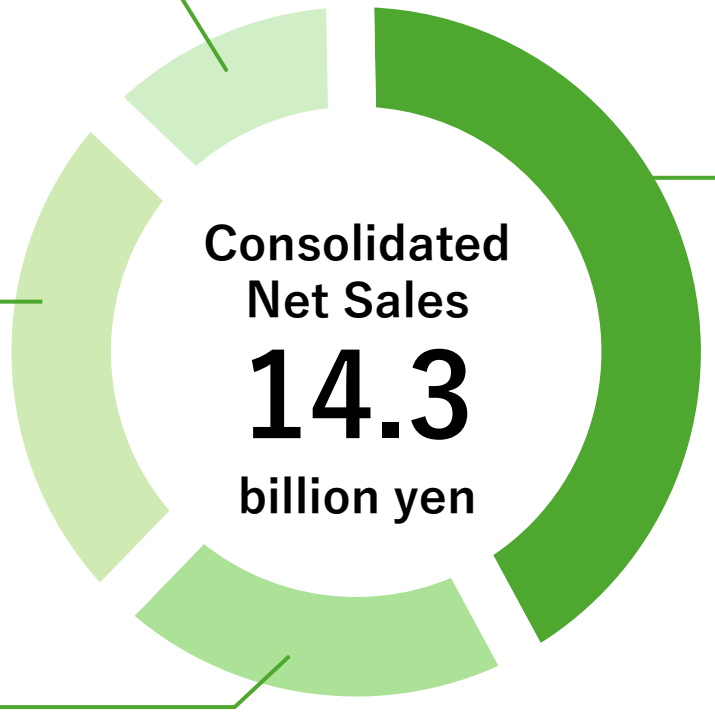
Sales ¥ 3.3 bn
YoY -4.4%
Share 23.3%

- Repair housing foundations
- Housing Reinforcement

Anti-humidity Measures

Sales ¥ 2.8 bn
YoY +2.5%
Share 20.2%

- Underfloor Ventilation Fans
- Humidity adjusting Materials



Termite Control

Sales ¥6.2 bn
YoY +4.8%
Share 43.4%

No. 1 in Residential Termite Control
Source; Toyo Keizai, Kaisha Shikiho 2026, Vol.2

Number of Staffs, Sales per Staff

	FY2025	YoY	
		Change	Change Ratio
Average number of staffs during the period	997	17	1.8%
Number of staffs at end of the period	1,013	30	3.1%
Net Sales (Billion yen)	14.35	0.33	2.4%
Sales per staff (Thousand yen/month)	1,200	7	0.6%

＊ “Number of staffs” : total number of staffs actually working including part-time employees and contract employees (excluding dispatched and seconded staffs)

FY2025 Breakdown of Cost of Sales and SG&A Expenses

(Billion yen)	FY2025	YoY	
		Change	Change Ratio
Net Sales	14.35	0.33	2.4%
Cost of Sales	4.51	0.19	4.5%
Material Costs	1.87	0.03	2.0%
Labor Costs	1.44	0.09	6.8%
Other Cost of Sales	1.19	0.06	5.7%
Gross Profit	9.84	0.13	1.4%
SG&A Expenses	9.00	0.52	6.2%
Personnel Expenses	5.59	0.21	4.0%
Advertising Expenses	0.61	0.09	17.4%
Other SG&A Expenses	2.79	0.23	8.6%
Operating Income	0.83	-0.39	-31.9%

Cost of Sales

Material Costs

- Increased due to rising net sales
- Material costs ratio was 13.1% that unchanged from the previous year

Labor Costs

- Increased due to due to the rise in number of technical staff and improved compensation

SG&A Expenses

Personnel Expenses

- Increase in sales staff and increased expenses related to incentives and improved compensation

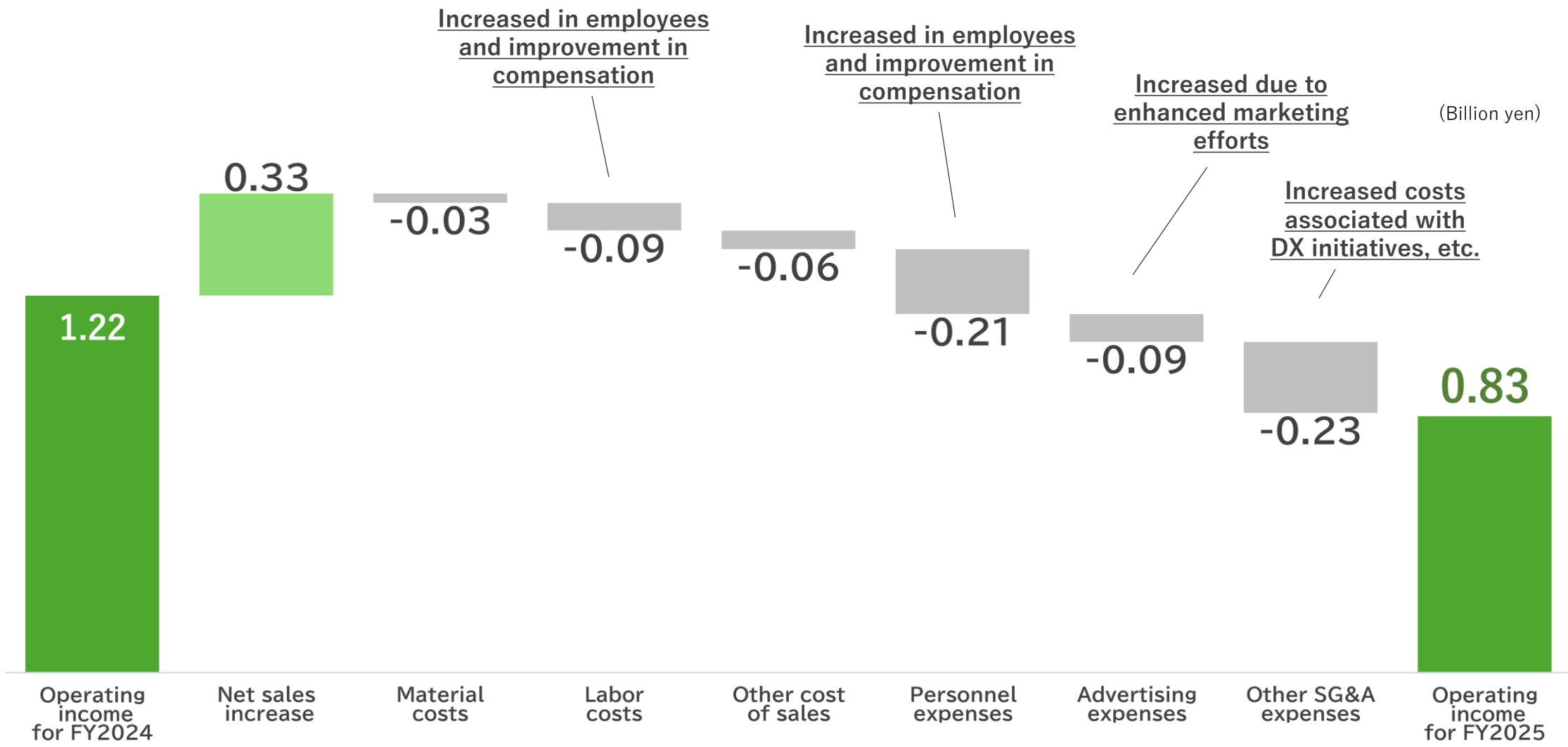
Advertising Expenses

- Increased due to enhanced strategic marketing efforts
- Advertising expense ratio was 4.3% (YoY+0.5pt)

Other SG&A Expenses

- Increase in DX-related expenses, such as device and licensing fees
- Increased in recruitment expenses

Analysis of Increase / Decrease in Operating Income



Balance Sheet

(billion yen)	FY2024	FY2025	Change	Factors	
Current Assets	9.35	9.22	-0.12	Cash and Deposits	-0.35
Non-current Assets	4.98	4.74	-0.23	Impairment of Inawashiro Comprehensive Training Center	-0.28
Deferred Assets	0.01	0.00	-0.00		
Total Assets	14.34	13.97	-0.36		
Current Liabilities	2.06	1.95	-0.10	Accrued Income Taxes	-0.09
Non-current Liabilities	2.53	2.41	-0.12	Retirement Benefit Liability	-0.07
Total Liabilities	4.60	4.37	-0.23		
Total Net Assets	9.74	9.60	-0.13		

Cash Flow Statement

(billion yen)	FY2024	FY2025	Main Factors	
CF from Operating Activities	1.12	0.37	Net Income before Income Taxes Impairment Loss Increase in Trade Receivables Payments of Income Taxes	0.55 0.28 -0.18 -0.44
CF from Investing Activities	-0.06	-0.10	Acquisition of Non-current Assets	-0.10
Free Cash Flow	1.05	0.27		
CF from Financing Activities	-2.67	-0.62	Payments of Dividends	-0.60
Cash and Cash Equivalents at End of Period	7.10	6.75		

Management Indicators

	FY2023	FY2024	FY2025	Change (YoY)
Equity-to-asset Ratio	72.7%	67.8%	68.6%	0.8pt
Interest-bearing debt dependency	2.2%	2.5%	2.6%	0.1pt
Operating Income Ratio	6.9%	8.7%	5.8%	-2.9pt
ROA (Ratio of ordinary income to total assets)	6.4%	7.6%	5.9%	-1.7pt
ROE (Ratio of net income to shareholders' equity)	4.6%	6.4%	2.8%	-3.6pt
EPS(Yen)	49.24	66.02	28.09	-37.94
BPS(Yen)	1,066.24	996.76	981.73	-15.03
Payout Ratio	125.9%	93.9%	220.7%	126.8pt

3 Medium-Term Management Plan
(FY2026 – FY2028)

Earnings and Dividend Forecasts

Medium-Term Management Plan Executive Summary

- Transition from a rolling plan to a fixed three-year medium-term management plan
- Medium-Term Plan Final FY2028, Net Sales 16.9 billion yen（Compared to FY2025 +17.7%）, Operating Income 1.44 billion yen(+72.3%) , Operating Income Ratio 8.5%(+2.7pt)
- This medium-term plan is a three-year phase to rebuild the growth foundation, prioritizing stronger sales and construction teams to boost revenue and adapt to labor market changes.
- In FY2026, revenue will decline （Compared to FY2025） due to improved compensation, including more annual holidays. Profits will also decrease as costs—such as higher salaries and growth investments—precede, along with a temporary top-line decline.
- Stable dividend policy Maintain, FY2026 Dividend Forecast 62yen unchanged

Value Provided by the ASANTE Group

Wooden Houses facingIssues

- risk (termites/rot)
- disasters insufficient preparedness
- Housing Stock aging
- maintenance costs Increase
- information asymmetry (difficulty of judgment)

Anti-humidity Measures
Termite Control
Anti-earthquake Measures
PeopleTechnology, People
アサンテ
シロアリバスターズ
Highly heat insulate
Pests Control
Housing Renovation

Value Provided by the ASANTE Group

Wooden HousesIssuessolve

- Disaster Prevention and Mitigation (improved durability)
- Homes Longer Life
- Comfort Improvement
- Housing Value Maintain
- Transparent, high-quality service delivery

WoodenHomesfacing Issuessolve,

safe, secure, comfortable Living provide

Vision: House Problem Solving Professional

Expanding sales channels × enhancing service offerings to solve challenges in wooden housing

House problem-solving professional with diverse forms of value provision

Sales Channels

- New touchpoints (B2B)
- Business Partners (B2B2C)
- Marketing
  Web / Flyers / CM etc.
- JA Partnership × Door-to-door Sales

Services Offered

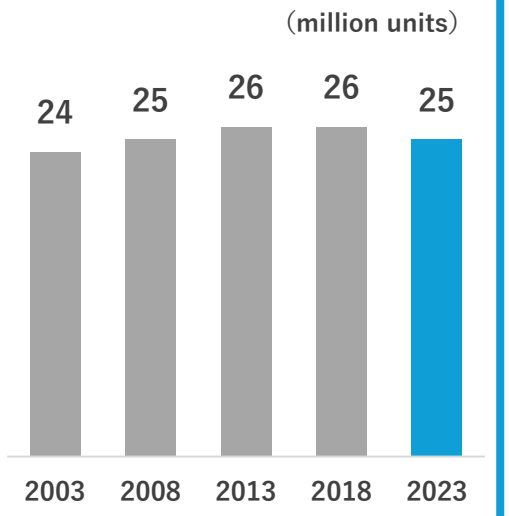
- Expanding service offerings through partnerships and roll-ups
- Disaster Prevention and Mitigation Service Development
- PCO, Highly heat insulate
- Termite Control, Anti-humidity Measures, Anti-earthquake Measures

Market Outlook

A large market built on a substantial stock of detached houses, with stable inflows and overlapping latent and expansion demand

A large stock of detached houses

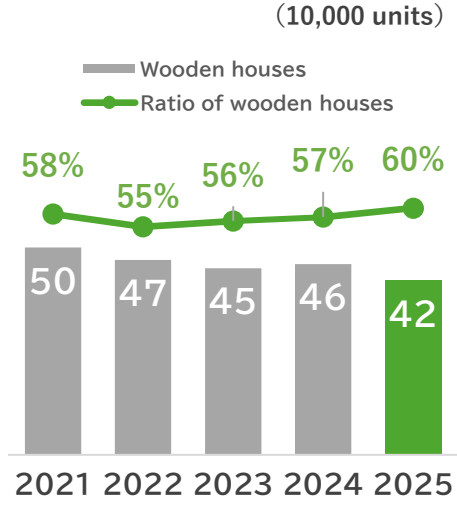
Trends in the number of domestic wooden detached houses



Reference: Statistics Bureau of Japan, Housing and Land Survey

Stable new wooden housing starts

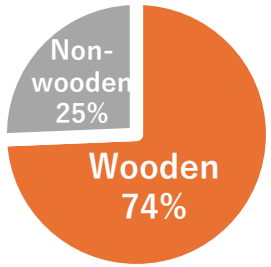
Wooden Detached Houses, Wooden Ratio



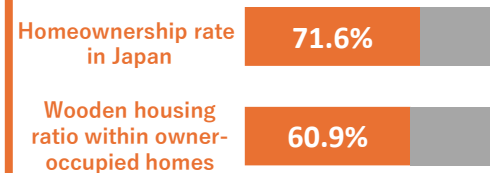
Reference: Ministry of Land, Infrastructure, Transport and Tourism (MLIT)

A strong preference for homeownership and detached houses

Q: What kind of houses do you want to choose？



Reference : “Public Opinion Survey on the Forest and Life”



Reference: Statistics Bureau of Japan, Housing and Land Survey

Huge / Expansion Market

Expansion Market : Housing Maintenance

Detached Housing Maintenance Market Size: **Approx. 1.9 trillion yen**

Increasing demand from existing home turnover and maintenance

Termite Control Potential Market

Potential Market(ASANTE estimate)

Approx. 820 billion yen

StableNew Housing Starts

Adjacent Market : PCO

Approx. 86 billion yen

Growing demand

Core Market: Termite Control

Approx. 50 billion yen

Stable

A stable market where a substantial housing stock will continue into the future

From reactive maintenance to preventive maintenance

Three Societal Changes (Strong Tailwinds for Our Business)

Policy direction

Strong policy backing for growth in existing home sales and renovation

From new construction to leveraging existing housing stock

Market size of existing home transactions and the renovation market

2023 16.9 trillion yen ▶ 2035 20 trillion yen

Basic Plan for Housing (National Plan)

▼

The market structure itself is shifting toward the long-term, safe use of existing homes

Rising value of wooden houses

Homes shifting from consumables to assets worth preserving

Growing demand for home maintenance

Residential Property Price Index

2010 100 ▶ 2018 102 ▶ December 2025 122

MLIT: Real Estate Price Index (Nationwide, Detached Houses)

▼

Protecting home value is a highly cost-effective investment

Increase in disaster prevention and mitigation needs

Rising awareness of measures against hidden deterioration

Strengthening preparedness for large-scale disasters

Detached houses with inadequate seismic performance

2023 4.5 million units ▶ 2035 Largely resolved

MLIT (Ministry of Land, Infrastructure, Transport and Tourism): “Seismic Retrofitting of Housing and Buildings”

▼

The importance of our services is increasing from a disaster prevention and mitigation perspective

External Environment

Overcome external headwinds and changes by strengthening talent acquisition, expanding customer touchpoints, and improving productivity

labor market

- The seller's market has become prolonged
- Rising expectations for holidays, compensation, and working styles continue to make recruitment and retention challenging

Labor Force Population

60.02–67.91 million in 2040
(69.02 million in 2022)

Jobs-to-applicants ratio

1.25 (FY2024)

Response

- Promote both proactive hiring and retention initiative
- Increase annual holidays and raise salary levels
- Enhance training, OJT, and internal certification programs

Consumer Sentiment

- Selective spending is increasing under inflation
- Demand for maintenance in less visible parts of homes tends to remain latent, leading to lower purchase priority

Consumer Price Index

+3.2%

2025 avg./General Index (2020=100)

Response

- Stimulate latent demand through enhanced marketing
- Expand customer touchpoints by growing corporate and organizational partnerships and improving the efficiency of field sales

Advancement of AI

- Rapid progress in AI is widening productivity gaps in both field and back-office operations
- Delays in adoption can lead to a loss of competitiveness

Productivity index with AI utilization

Non-AI Users: 1.0

AI Users: 1.14～1.4

NBER／Stanfordetc. "Generative AI at Work"
MIT／Science "Experimental evidence on the productivity effects of generative AI"

Response

- Accelerate the adoption of physical AI and consideration of DX initiatives
- Promote data utilization
- Establish a foundation for generative AI utilization

Positioning of the Medium-Term Management Plan

A phase to rebuild the growth foundation by decisively implementing structural reforms and making proactive growth investments to accelerate growth

Building an organizational framework to enhance competitive advantage

Rebuild the growth foundation

Sales promotion

Strengthen marketing

Expanding partnerships with corporations and organizations

Productivity

AI and DX promotion

Data Utilization

Infrastructure enhancement

Service expansion

PCO Expansion

Higher value-added services

Service Development

Securing and developing talent (foundation for growth)

Improving employee retention, accelerating early-stage workforce readiness, reducing turnover, and enhancing engagement and quality

Sustainable growth in revenue and profitability

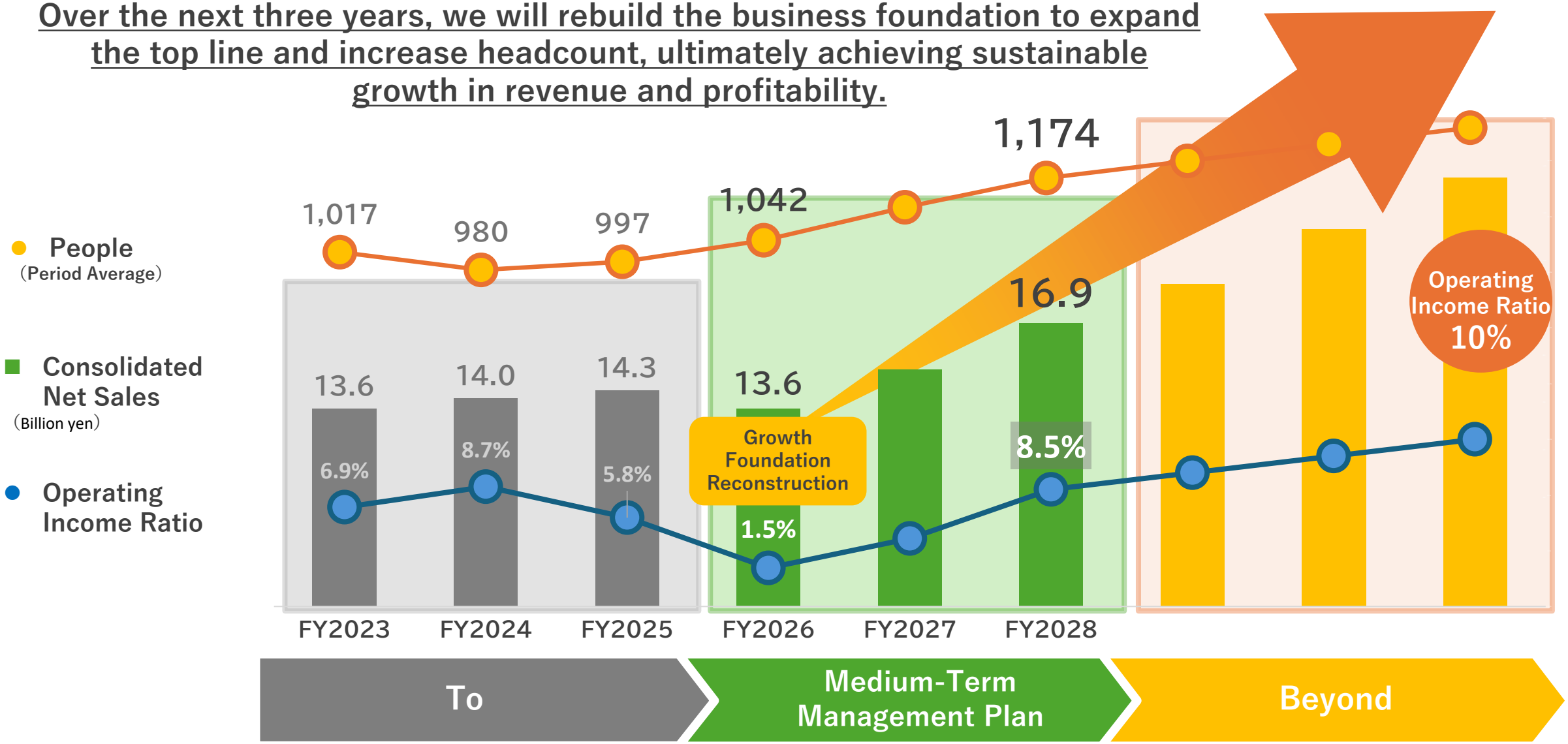
Leading the house maintenance industry

House problem-solving professional

To FY2020–FY2025 → **Medium-Term Management Plan FY2026-FY2028** → **Beyond**

Medium-Term Management Plan

Over the next three years, we will rebuild the business foundation to expand the top line and increase headcount, ultimately achieving sustainable growth in revenue and profitability.



Transition from a rolling plan to a fixed three-year plan to drive focused execution and results

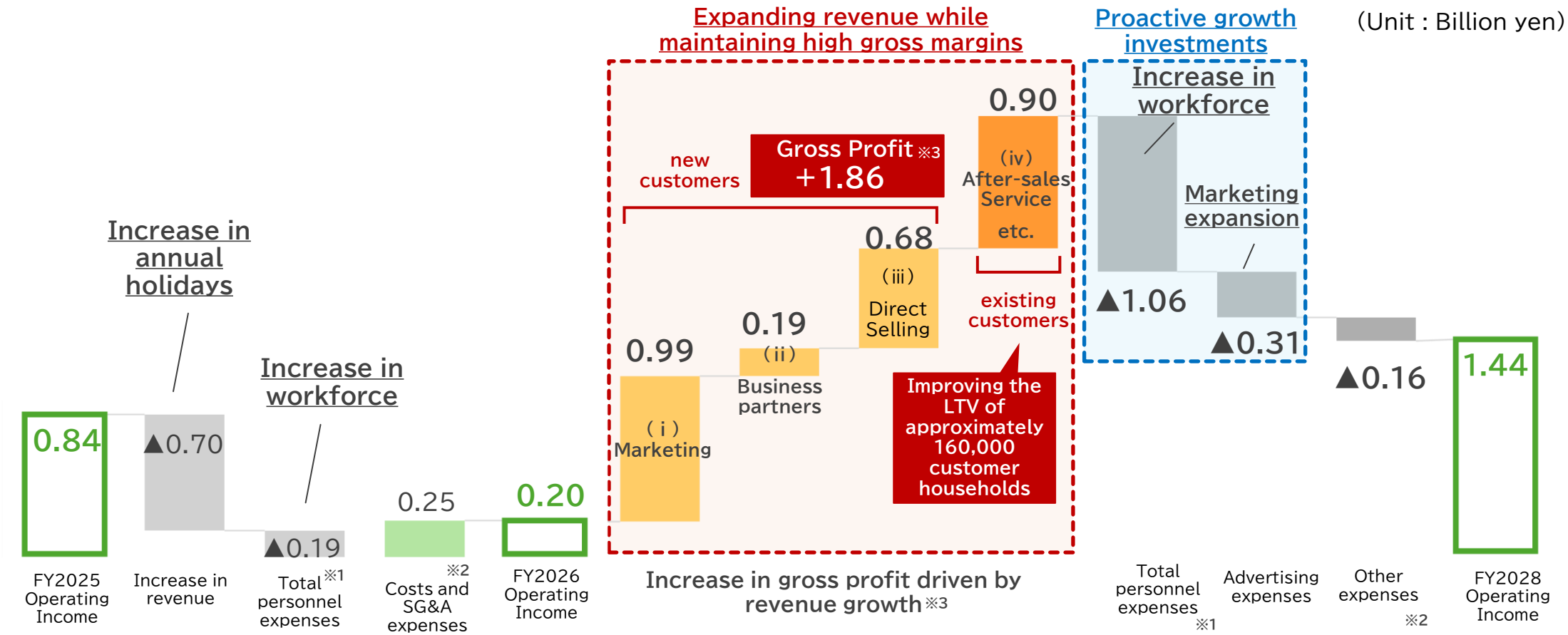
	FY2025 (Results)	FY2026 (Forecast)	FY2028 (Plan)	Compared to FY2025
Net Sales (Billion yen)	14.35	13.66	16.90	+17.7%
Gross Profit (Billion yen)	9.84	9.13	11.57	+17.6%
Gross Profit Ratio	68.6%	66.9%	68.5%	-0.1pt
Operating Income (Billion yen)	0.83	0.20	1.44	+72.3%
Operating Income Ratio	5.8%	1.5%	8.5%	+2.7pt
Net Income (Billion yen)	0.27	0.03	0.90	+228.0%
Average number of employees during the period	997	1,042	1,174	+17.7%

Four Channels to Expand Profit Scale and Profitability

Driving profit generation through strategic top-line growth, sustained high gross margins, and workforce expansion

FY2025 | FY2026(Forecast) | FY2028(Plan)

(Unit : Billion yen)



※1:Labor costs and personnel expenses, excluding retirement benefit expenses ※2:Including retirement benefit expenses ※3:Excluding labor costs

Why We Are Transforming Now

Human capital is the core driver of our revenue generation
To achieve sustainable medium- to long-term growth, we will adapt to changes in the labor market and eliminate factors that could impede growth

FY2025 (Results)	Top Priority in the First Year of the Medium-Term Management Plan	Medium-Term Management Plan3

Headcount continued to decline, resulting in flat business performance

▼

Introduce new ways of working for selected employees

Return to workforce growth

Secure talent by adapting to changes in the labor market

Increase in annual holidays

Impact on FY2026 Performance

Number of operating days to decrease by more than 10% (Compared to FY2025)

▼

Temporary Net Sales Decrease

Enhancement of employee compensation and job satisfaction

Increase in salary levels

Improvement of the working environment

Advancement of training and educational infrastructure

Build a strong foundation for sustainable growth

▶ Talent acquisition

▼

Expansion of installation capacity and customer touchpoints

▼

Top-line growth

▼

Improved profitability

Five Priority Strategies

① Reinforcement of Sales Promotion Basis and Structure

Sales Promotion

More applications through stronger marketing and expanded partnerships

② Enhancing Productivity

Productivity Enhancement

Greater field efficiency through AI, DX, and infrastructure enhancement

③ Expansion of Services from the Customer's Perspective

Service Expansion

Expansion and higher value-added services aligned with customer needs

④ Development and Utilization of Human Capital

Talent Acquisition & Development

Stronger recruitment, retention, and workforce development

⑤ Contributing to Solving Social Issues through Our Business Activities

Business growth contributing to disaster resilience and environmental protection

Strengthening the Sales Promotion Foundation and Organization

Expand new customer revenue by 40% over three years through increased customer inquiries driven by diversified customer touchpoints

Marketing Strengthening

Enhanced demand generation and customer acquisition through diverse media channels

CM / WEB / Newspaper Inserts

Number of applications for inspection

FY2025	11,400
	+60%
FY2028	18,000

Expansion of Corporate and Organizational Partnerships

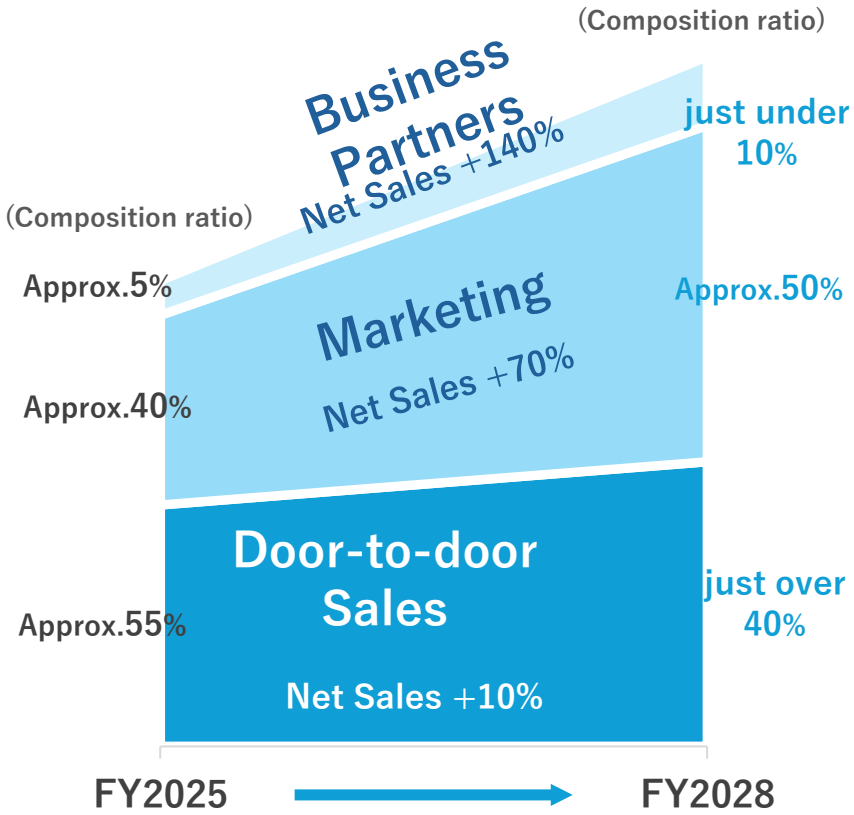
Expansion of Regional Networks and Diversification of Partnership Models

Utility Service Providers	Door-to-Door Sales Companies
Home Maintenance / Property Management Companies	Consumer Cooperatives
Government Agencies / Private Companies / Mutual Aid & Welfare Organizations	Construction Companies
Member Services Platformers	Home Centers Retailers

Number of Business Partners

FY2025 End	1,100
	+120%
FY2028 End	2,400

Growth Image of New Customer Revenue and Target Sales Mix by Channel



Enhancing Productivity

Pursue bold operational reform through company-wide productivity improvements and AI utilization

AI Utilization & DX Promotion

Labor-saving operations and enhanced customer experience through the use of Physical AI

Compare and evaluate technologies focused on underfloor operations to refine and realize the concept.

Customer Data Utilization

Enhance productivity and customer satisfaction by leveraging approximately 630,000 installation records and 160,000 active customer warranty records

630,000 Cumulative Installationshomes

160,000 Customers Under Warranty

- Installation History
- Installation History
- Regional Characteristics
- Customer Needs

Prediction and optimization of inspection timing, proposals, and personnel assignment

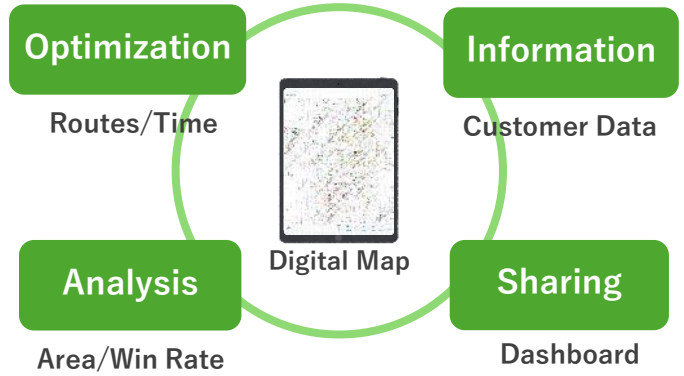
Enhancing LTV and Maximizing Customer Value

Infrastructure Development

Prioritize the implementation of systems that directly improve efficiency and reduce labor requirements

- Enhancement of Electronic Mapping System Functions

Expanded utilization of information accumulated in sales operations



- Improved efficiency in back-office operations through the development of a generative AI platform

Expansion of Services from the Customer's Perspective

Enhance LTV through the expansion of services aligned with customer needs

Expansion of PCO Services

Focus on expanding PCO (pest and vermin control) services for residential customers amid growing demand

Aim for significant revenue growth through seasonal marketing initiatives and proposals to customers under warranty

PCO Net Sales (BtoC)

FY2025 0.13 billion yen

+560%

FY2028 0.9 billion yen

Enhancement of Value-Added Existing Services

Upgrade existing services in response to increasingly diverse and advanced wooden housing structures

- **R&D for New Termite Control Methods**

- Accelerate adaptation to increasingly diverse and advanced housing structures
- Expand termite control offerings aligned with customer needs

- **Expansion of the Highly Heat Insulate product lineup**

- Launch full-scale sales of window insulation solutions following underfloor and ceiling insulation

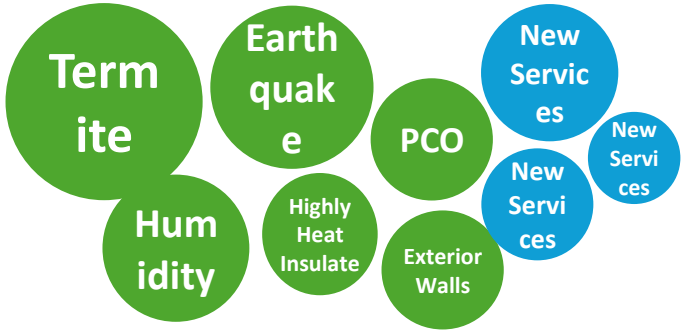
Expansion of service value offerings

Service Development Aligned with Customer Needs

Identify customer needs through surveys and explore new service opportunities

Starting point
- Customer ssurvey
- Customers communication

Design new services aligned with our management philosophy and customer needs



Development and Utilization of Human Capital

Adapting to changes in the labor market and expanding human resources (i.e., revenue-generating capacity)

Increase in Orders (non-consolidated)

Sales Staff (Full-time Employee)

End of FY2025 350 people

Total for next 3 years

Hiring Transfers 190 ← +135(+245%) ← 55people (2023-2025 (Past 3 years))

Retiree 70 ← -25 (+26%) ← 95people

End of FY2028 470 people — Compared to End of FY2025 +120 (+34%)

Expansion of construction capacity (non-consolidated)

Technical Staff (Full-time Employee)

End of FY2025 220 people

Total for next 3 years

Hiring 260 ← +130 (+100%) ← 130people (2023-2025 (Past 3 years))

130people will be transferred to sales staff

Retiree 50 ← -40 (+44%) ← 90people

End of FY2028 300 people — Compared to End of FY2025 +80 (+36%)

Consolidated Net Sales +2.55billion yen (FY2025 to FY2028)

Development and Utilization of Human Capital

Enhance compensation, training, and job satisfaction to steadily increase employees who can contribute to the organization over the long term

Employee Retention

By comprehensively improving work practices, revising compensation, and providing lifestyle support, fundamentally enhance our ability to attract and retain talent

Activities Implemented (Ongoing)

- Increase in annual holidays and salary levels
- Provision of dormitories and company housing; coverage of moving expenses
- Support for student loan repayment and expansion of various allowances
- Strengthening the On-the-Job Training System

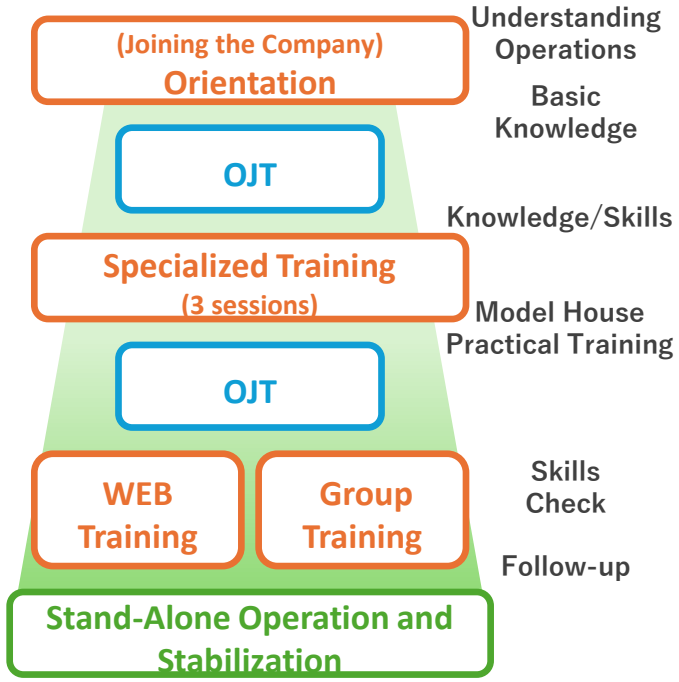
▼

Going Forward

- **Continuous improvement of HR systems**
- **Enhancement of employee benefits**
- **Management skills development**

Rapid Deployment and Reducing Retention Losses

Supporting every step of the way through training, on-the-job training, and follow-up until standalone operation



Job Satisfaction and Quality Improvement

Fostering a sense of job satisfaction and improving quality through an in-house certification system

Expansion of the Certification Program

▼

Expansion of responsibilities / **Skill Assessment** / **More opportunities to train**

▼

Motivation/Quality Improvement

Enhance competitiveness and increase corporate value

Holders of internal certifications

End of FY2025 438people

▼

End of FY2028 616people

Contributing to Solving Social Issues through Our Business Activities

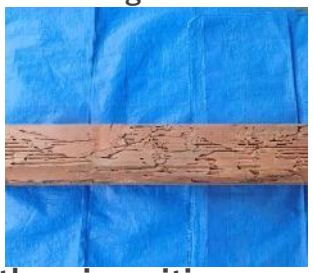
Contribute to disaster prevention and mitigation, as well as the protection of the global environment, through the business activities

Development of Services Contributing to Disaster Prevention and Mitigation

Expanding local services to help improve housing safety

- Research and Launch of Resin Fillers

A filler designed to improve the strength of wood whose structural integrity has been compromised by termite damage



- joint research with universities

Jointly conducting research on the impact of termite damage and decay on the durability of wooden buildings

Raising Awareness of the Need for Termite Control

Continuously communicating the importance of preserving wooden homes and the value our company provides(PR Activities)

- Wood Culture Inheritance Project

- Introduction of termite control services and detection dogs on TV, in newspapers, and in digital media

Reducing CO2 Emissions from Business Operations

Reducing Scope 1 and 2 emissions through environmentally conscious business activities

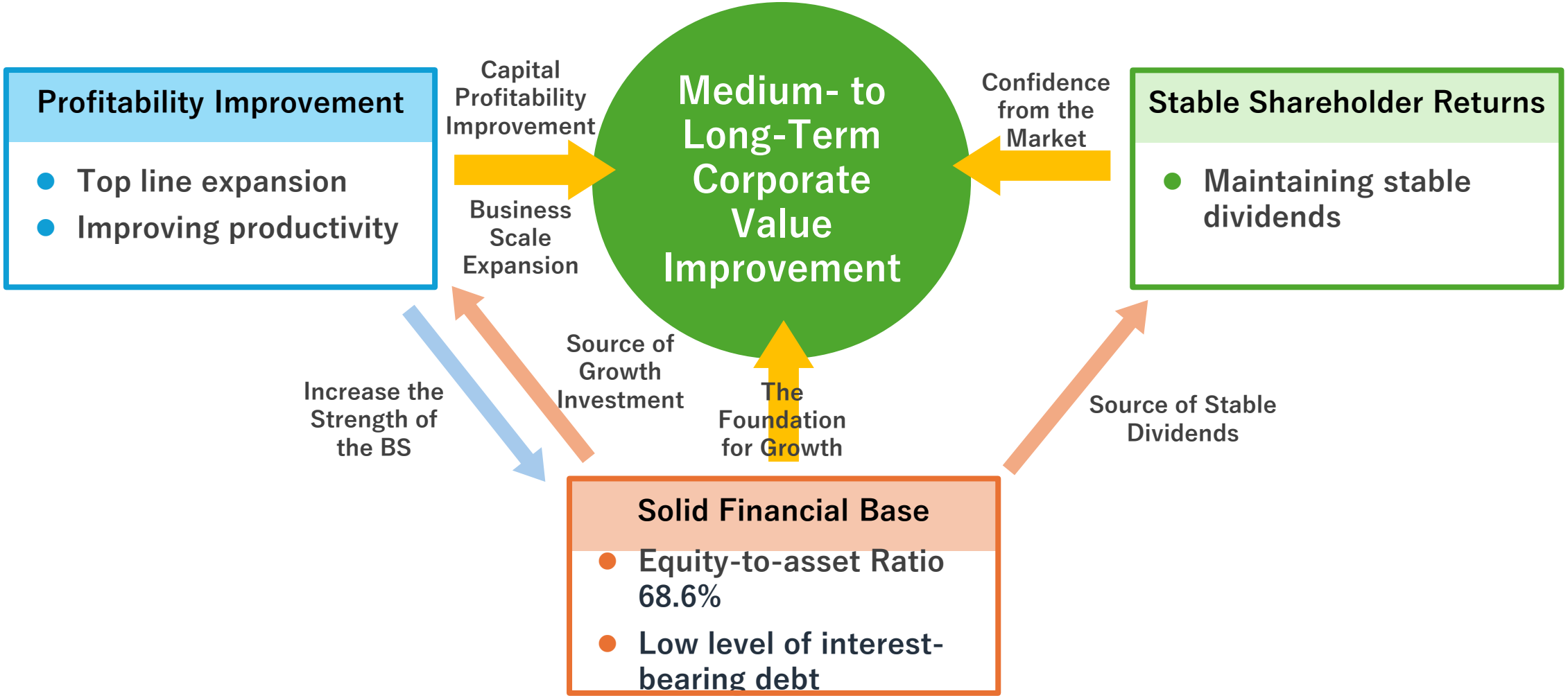
- Promoting energy-saving initiatives and eco-driving
- Operational testing of BEVs, PHEVs, etc.

(t-Co2)	2018 Results	2025 Results	2018 Ratio
Scope1	4,761	3,449	-28%
Scope2	1,004	877	-13%

- Non-consolidated

Initiatives to Enhance Corporate Value

Achieve enhanced corporate value over the medium to long term through improved profitability, a solid financial base, and stable shareholder returns



Current View & Action Policy of Cost of Capital and Mid- to Long-Term ROE Target

Current View

	FY2021	FY2022	FY2023	FY2024	FY2025
Cost of Equity (Based on CAPM)	Estimated at around 4-5%				
ROE	5.0%	7.5%	4.6%	6.4%	2.8%
PBR (times)	1.4	1.5	1.6	1.6	1.6

Action Policy

Expand Profit Scale and Improve Profitability

- Profit growth in line with sales growth
- Improve profitability by promoting 5 priority strategies

Shareholder Returns and Capital Management

- Continuation of stable dividends
- Consideration of appropriate capital policies such as share repurchases

Strengthening Dialogue with Investors

- Active dialogue with institutional investors
- Holding of individual investor meetings
- Enhance disclosure and dissemination of information to stakeholders

Mid- to Long-Term ROE Target

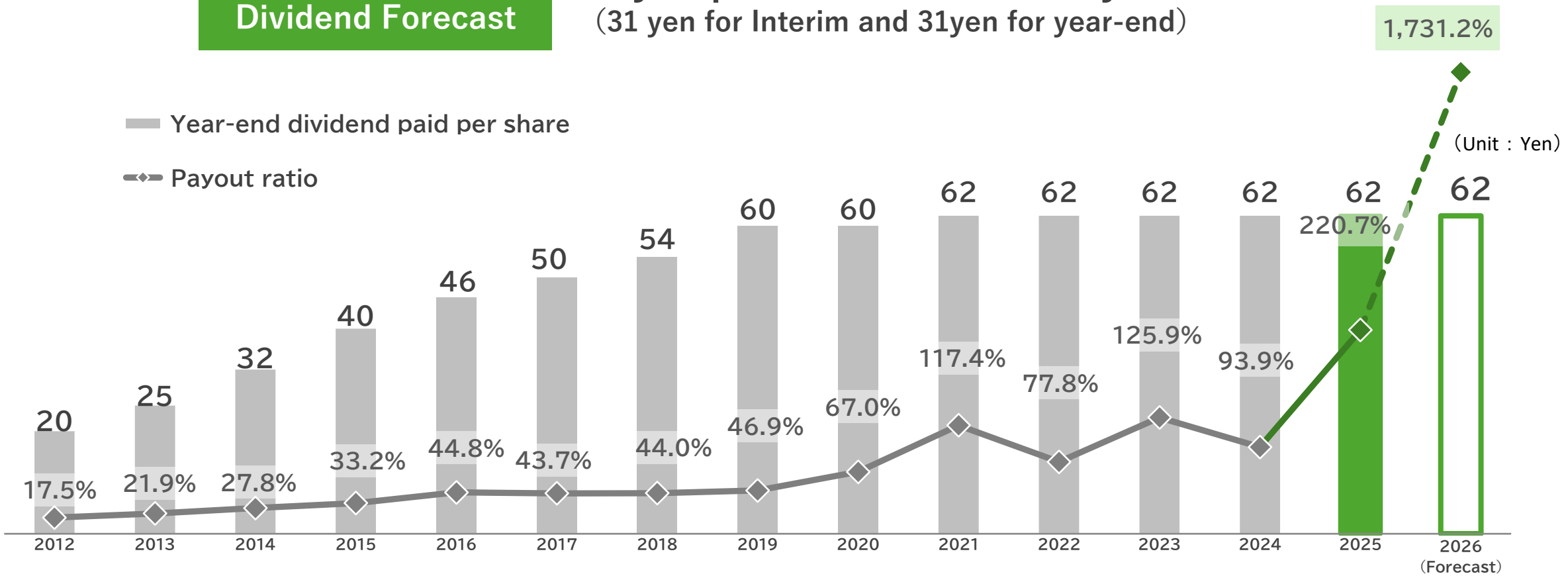
Enhancing corporate value and aiming for ROE of 10% or more in the medium to long term

FY2026 Dividend Forecast

Unchanged dividends in according with the basic dividend policy of “maintaining stable dividends”

FY2026 Dividend Forecast

62 yen per share for the full year
（31 yen for Interim and 31yen for year-end）



＊Introduced interim dividends from FY2016

Shareholder Benefits

Expanding the shareholder benefits program to enhance the attractiveness of investment in its shares and to encourage medium- to long-term holding

Holding Period Requirement

From the record date of End of Mar. 2027

Introduce holding period requirement

※ Specific assessment methods and eligibility criteria will be determined based on the disclosed information

Enhancement of Benefits

Promote business understanding and brand awareness through the use of our services

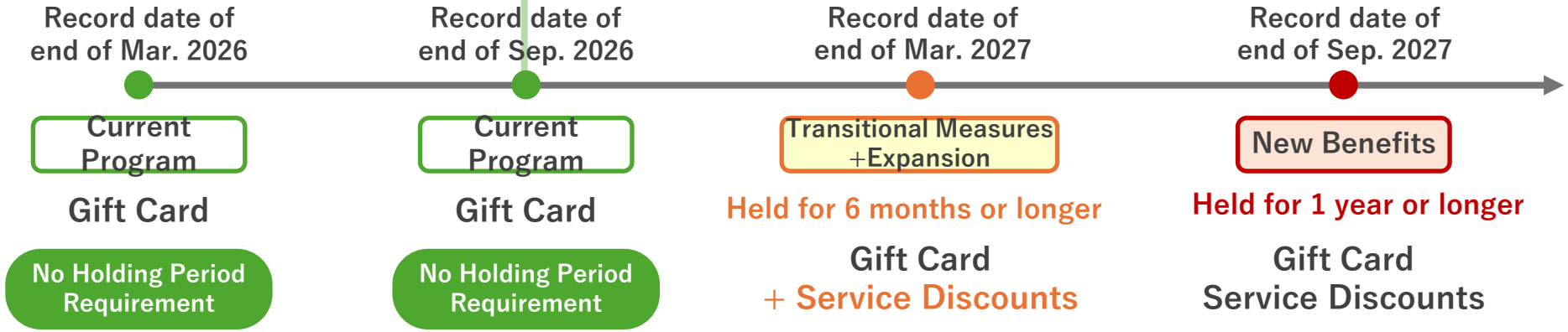
Current
Gift Card
¥1,000, twice a year

▶

(Keep) Gift Card (¥1,000, twice a year)
+
(Add) Discounts on our Services

Change Schedule

Holding one or more units by the end of September 2026, the holding period requirement will no longer apply



Appendix

1 Overviews … 41

2 Sustainability … 46

3 Industry … 47

4 Business Model … 50

5 Education … 53

6 Compliance … 54

7 Termites … 55

8 Public Relations … 59

Corporate Philosophy・Vision

Corporate Philosophy

Proteting People, Houses and Forests by Fosctering our own People and Technology

We provide safety, security, and comfort to our customers through termite control and measures against earthquakes etc., and contribute to solving social issues such as environmental problems by promoting extended the life of existing houses

Vision

Through Extending the Life of Wooden Houses and Improving the Wellbeing of Employees, Protecting the Environment and Becoming the Most Trusted Company by our Customers and Society

We keep working lively and provide the highest quality services to extend the life of wooden houses and protect the environment, mainly through termite control, to offer safe, secure, and comfortable living throughout Japan and continue to grow together with society

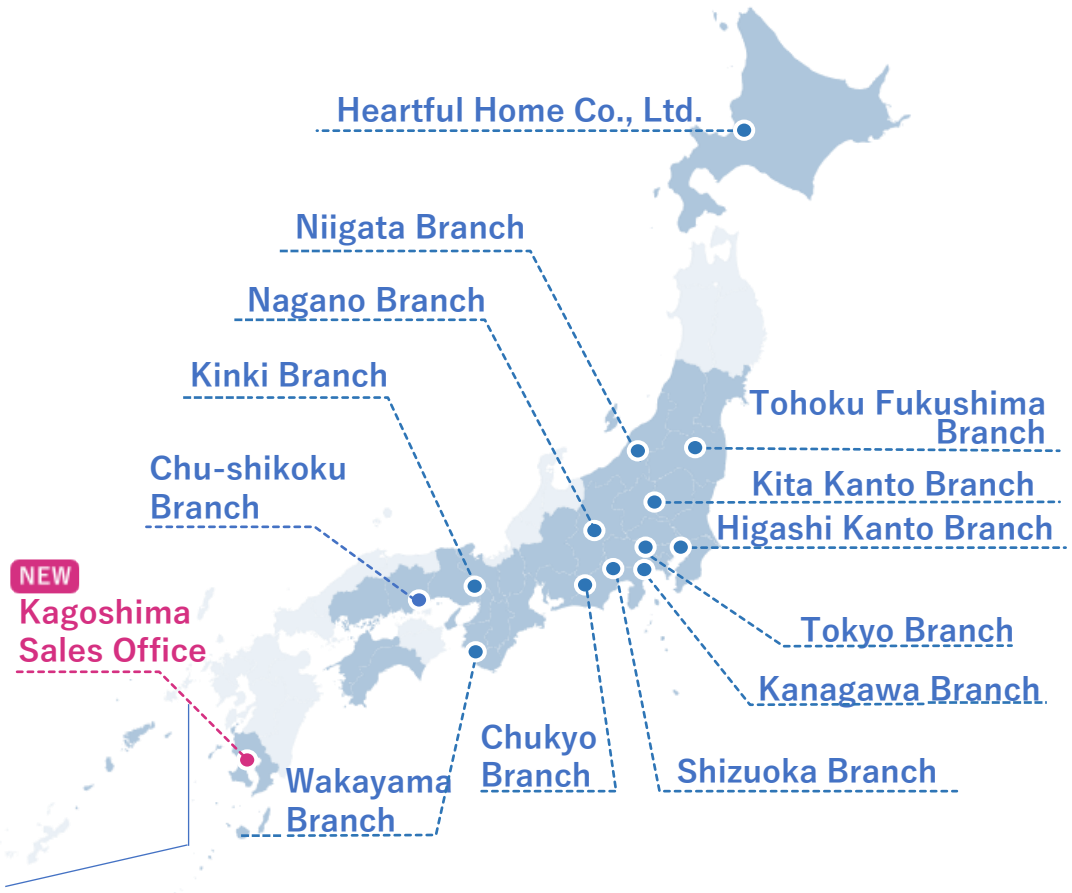
Overview

Name	Asante Incorporated
Trading Market	TSE Prime Section (Securities Code 6073)
Head Office	33-15, Shinjuku 1-Chome, Shinjuku-ku, Tokyo
Main Phone Number	03-3226-5511
Since	1970
Established	1973
Capital Stock	1.1 billion yen
Directors	・**Representative** Sei Miyauchi ・**Managing Director** Yoshiyuki Nakao ・**Director** Yoshimitsu Ishigami ・**Director** Tetsuji Hamazato ・**Director** Shungo Matsuo ・**Director(Outside)** Toshiya Natori ・**Director(Outside)** Michiaki Tanaka ・**Director(Outside)** Naoko Omura ・**Full-time Auditor** Takashi Miyachi ・**Auditor (Outside)** Shinichi Takano ・**Auditor (Outside)** Yoshihisa Uchida

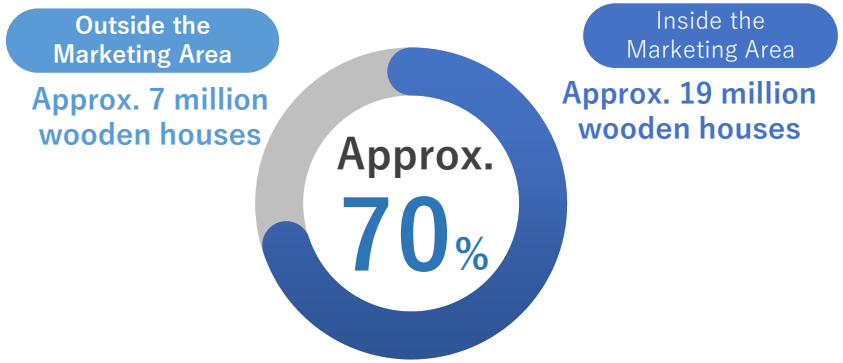
Number of Employees	1,013 (Consolidated) (End of FY2025)
Net Sales	14.3 billion yen(Consolidated) (FY2025)
Group Companies	• **Heartful Home Co., Ltd.** (Consolidated : Investment Ratio 100%) • **Human Green Service Co., Ltd.** (Non-consolidated)
Main Banks	MUFG Bank, Ltd.
Licenses and Permits	・**General Construction Business License** Licensed by the Minister of Land, Infrastructure, Transport and Tourism(Permit No. 16221, Category: Building and Electrical Work, General-2) ・**First-Class Architect Office Registration** Registered by the Governor of Tokyo(Registration No. 39895) ・**Poisonous and Deleterious Substances Retail License** Registration No. 4Shinhoyaku-392 ・**Pest Control Business Registration (Rats and Insects in Buildings)** Tokyo: Registration No. 2-Ne-223 Aichi: Registration No. 16-Ne-4
Memberships	• **Japan Direct Selling Association** • **Japan Termite Control Association** • **Japan Wood Protection Association** • **Japan Pest Control Association** • **Japan Institute of Insect and Microbial Damage to Cultural Properties** • **Nationwide National Treasure Important Cultural Asset Owner League**

Marketing Area

82 locations in 29 prefectures



1 Covering approximately 70% of detached wooden houses in Japan



2 Expanding our Marketing Area in Western Japan

Aiming for nationwide expansion, we have established six new sales offices in Western Japan since 2021.

（Nanyo Sales Office, Shimanto Sales Office, Okayama Sales Office, Hiroshima Sales Office, Kochi Sales Office, and Kagoshima Sales Office ）

Company History

1970
Started business as Sanyo Sanitation in Fuchu City, Tokyo

1973
Reformed into a stock company and launched as Sanyo Sanitation Co., Ltd.

1979
Entered into cooperation agreement with Fujieda Agricultural Cooperative, Shizuoka(first business agreement with JA*)

1986
Established TS Business Department

1990
Established Mikkabi Comprehensive Training Center in Shizuoka

1994
Emphasized Corporate Identity and company name was changed to Asante Incorporated

株式会社 アサンテ

1996
Started CS (Customer Satisfaction) operations

2006
Introduced termite detection dog

2010
Introduced bedbug detection dog

2013
Listed on Tokyo Stock Exchange Second Section

2014
Listed on Tokyo Stock Exchange First Section

2020
Acquired Heartful Home Co., Ltd.

2022
Listed on Tokyo Stock Exchange Prime Section

2023
Entered into business alliance with Advantage Advisors Co., Ltd.

Started handling New Product

2002 Housing Reinforcement | 2005 Repair housing foundations | 2019 Highly Heat Insulate Construction

Business Contents

1 Termite Control

Prevention and extermination of termites

2 Anti-humidity Measures

Prevention of rot, mold and termites

3 Anti-earthquake Measures

Repair of the basic concrete

Reinforcement for the wood junction

4 Maintain Measures

Housing renovation, new building construction, Seismic retrofit, Installation of heat insulator

5 Ecological Measures

Construction of photovoltaic power system

6 Pest control

Prevention and extermination of harmful insects (like cockroach, tick, bedbug, bee, etc.)

7 Anti-harmful Animal Measures

Prevention and extermination of harmful animals (like rat, dove, etc.)

8 Sanitary Measures

Sterilization of hospital facilities, etc.

Sustainability Initiatives

Basic policy

Based on our Corporate Philosophy of “Protecting People, Houses and Forests by Fostering our own People and Technology“ we are committed to addressing various social challenges through our business activities and contributing to the realization of a sustainable society, while striving to enhance our corporate value.。

E

Contributing to the Improvement of Environmental Issues through our Business

- Contribution to CO2 reduction by promoting the extending the life of wooden houses
- Reduce the environmental impact of our business activities

Business Significance

Protecting people, homes, and forests by providing termite control, anti-humidity measures and anti- earthquake measures

- **Reducing CO2 emissions by curbing wasteful deforestation**
- **Reduce waste generated from rebuilding houses**
- **Saving the lives of residents by preserving and improving durability**
- **Protecting assets by maintaining housing value**

S

Developing Human Resources & Creating a Motivating Workplace

- Enhancement of education system
- Promoting Occupational Safety and Health
- Promoting Diversity
- Occupational Accident Countermeasures

G

Strengthen Management structure

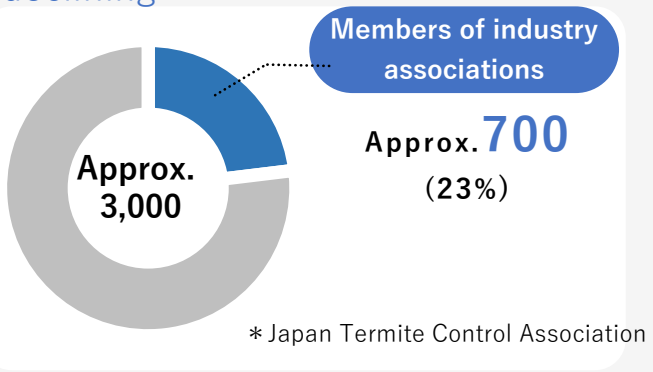
- Enhancement of Corporate Governance System
- Enhancement of compliance management system and education system

Market Trends

Growth Potential and Opportunities for Market Share Expansion in the Termite Control Industry

Number of TC industry workers

- Approx. 3,000 companies industry-wide
- Approx. 700 companies are members of industry associations
- High percentage of small enterprises
- The number of vendors is slowly declining

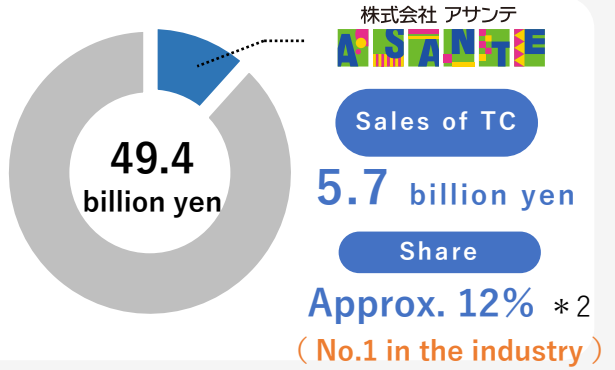


＊Japan Termite Control Association

Chance: Companies facing issues of business succession, personnel shortages, and compliance

Sales of termite control

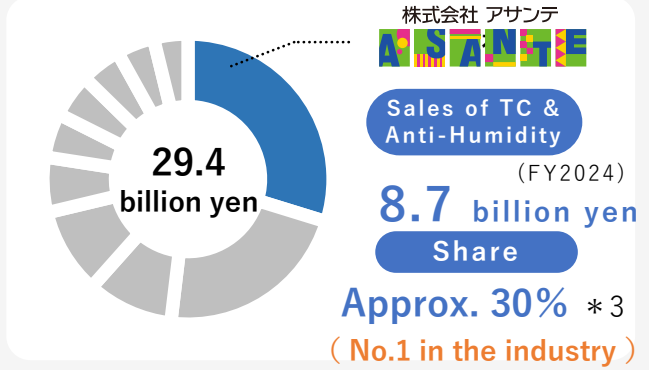
- Industry-wide sales of TC total 49.4 billion yen (TC only, Estimated for FY2023) ＊1
- Many companies mainly subcontract work to housing manufacturers, etc.



Chance: Huge latent demand and room for growth in the industry spurred by national policy

Industry-leading firm (Termite control & Anti-humidity measures)

- Top 10 companies in the industry with sales of 29.4 billion yen (Termite control & Anti-humidity measures, Estimated for FY2024) ＊3
- Fifth and below are in the billion yen per year range, with limited regional operations



Chance: Room to expand market share through competitive advantage and financial strength

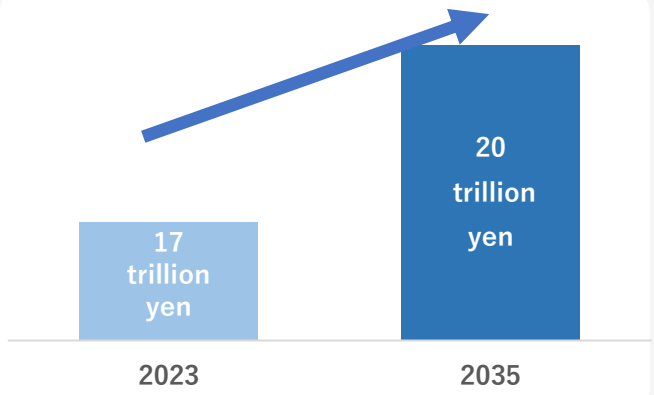
＊1 Reference: Yano Research Institute Ltd. “2024 Edition: PCO/TCO/Fumigation Services Market Realities and Mid-term Prospects”
＊2 Calculated by the Company based on data from Yano Research Institute Ltd. ＊3 Estimated by the Company based on ＊1 and information obtained by the Company

Supportive Housing Policies and a Large Stock of Residential Properties

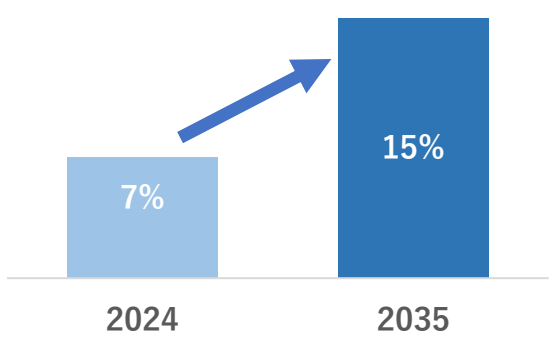
Housing Policies

Promotion of extending the life of existing houses and formation of high-quality housing stock based on the Housing Life Master Plan

Market Size of Existing Home Sales and Renovation

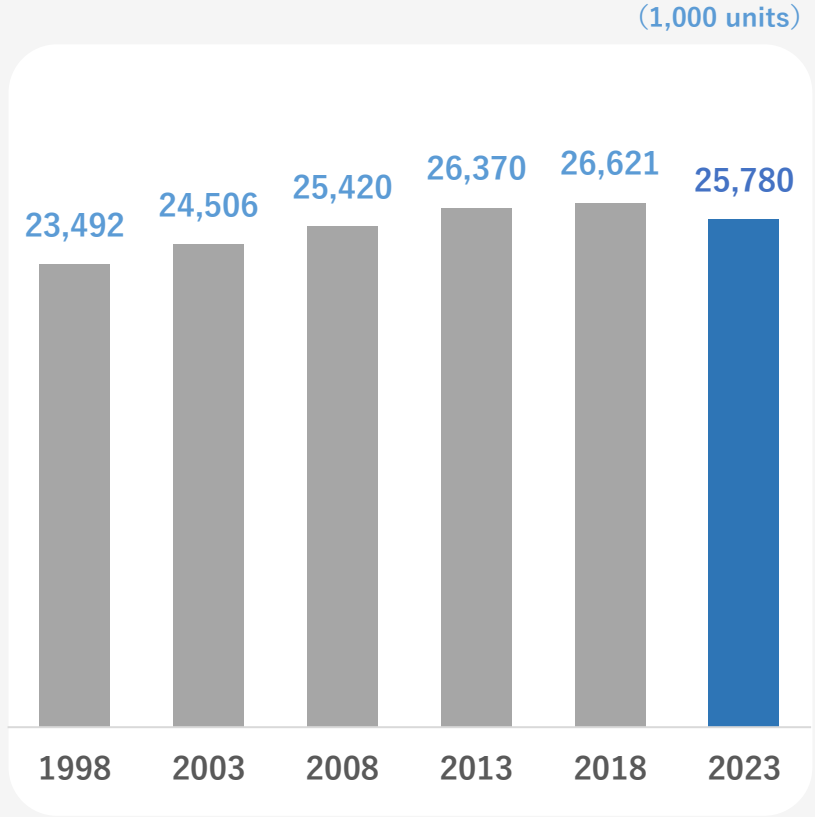


Percentage of Certified Long-Term Quality Housing and Housing with Construction Performance Evaluation in the Housing Stock



Key Performance Indicators from the Housing Life Master Plan (Excerpt)

Trends in the Number of Wooden Houses (Nationwide)



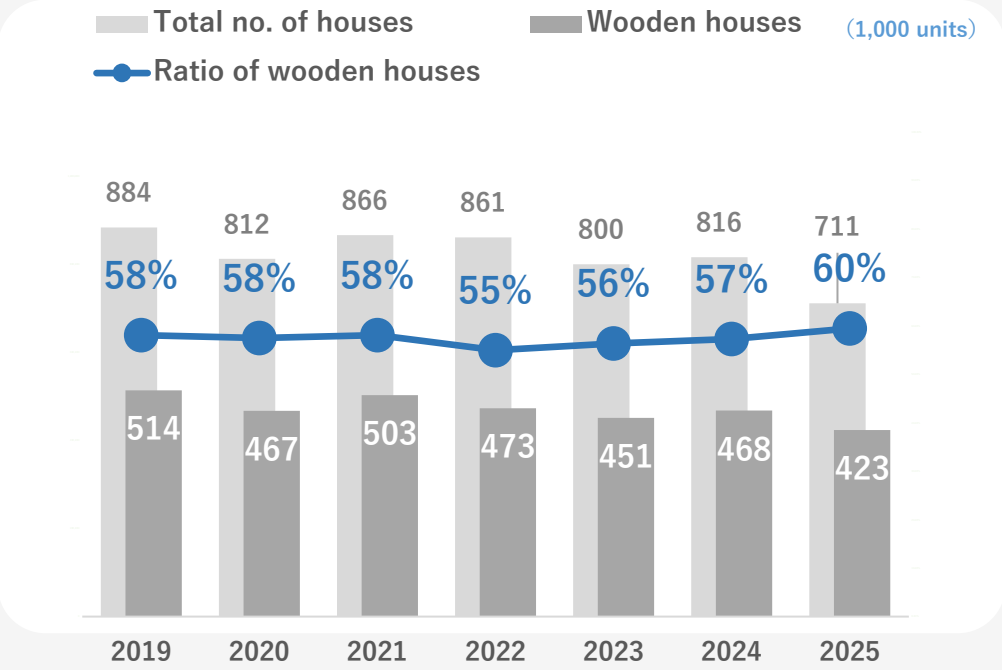
Reference: Statistics Bureau of Japan, Housing and Land Survey

Number of New Housing Starts and Intentions Regarding Wooden Houses

Stable number of new housing starts and strong preference for wooden detached houses

Changes in ratio of wooden house for the number of new housing starts

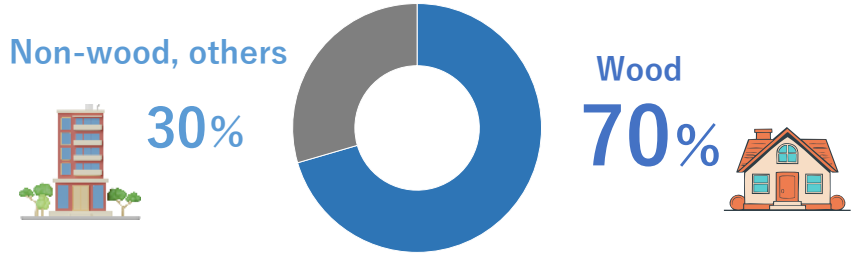
Ratio of wooden houses to new housing is stable



Reference: Ministry of Land, Infrastructure, Transport and Tourism (MLIT)

Intentions regarding wooden houses

Q What kind of houses do you want to choose when you build or buy a new house?



Reference : “Public Opinion Survey on the Forest and Life” (2023 Cabinet Office)

expect

The number of wooden houses targeted by our company is supported by the following factors, and we expect it to maintain a substantial scale in the future.

1. Huge number of wooden house stock of approximately 26 million units
2. Housing policies for longer lifespan and stock formation
3. Stable Supply of New Wooden Houses

Business Model

Strong Contact with Customers and Direct Selling to Meet customer Needs

Uncovering latent demand through face-to-face sales,

Identification of customer needs for after-sales maintenance

Staff engaging in new sales

Door-to-door sales/ Application

We offer inspections through home visits, customer applications, and referrals.

Inspection

Inspection is conducted by entering directly under the floor

Report / Suggestion

Prepare a survey report, explaining and proposing necessary measures

Contract

If the customer is satisfied with the proposal, a contract is signed

Head office

Confirmation of contract

"Thank You Calls"

Service Inspection Section at the head office calls the customer to confirm the customer's intention to enter into a contract and the contents of the contract documents

Technical staff

Construction

High quality termite control construction based on the technical skills and know-how accumulated over many years

Staff engaging in renewal sales

During 5 years(the warranty period for TC), we conduct periodic inspections once a year.

Repeat Contracts is proposed in the fifth year.

First year inspection	2nd year inspection	3rd year inspection	4th year inspection	5th year inspection	Repeat Contracts	5year periodic inspection	Repeat Contracts	5 year periodic inspection

＊ Periodic inspections are conducted to confirm the effectiveness of the construction and a report is prepared. If there are any defects, we will propose countermeasures.

Well-established Basis of Operation

Wide-ranging alliance with JA

- Sales activities using JA's name recognition and creditworthiness
- Community-based business operation
- Certainty of payment collection(control of bad debt)
- Strengthening compliance through third-party checks

➡ Achieved realized high operating efficiency

Sales Channels through Corporate/Organization partners

co-operative	platform service	service for members
welfare organizations of the private companies	welfare organizations of government and public offices	contractor
home improvement retailer	Building management company	Direct Selling companies

- Promote alliances with various companies and organizations that have house maintenance in their service lineups
- Providing “high-quality home maintenance services” to employees and members of partner companies and organizations
- Full support for sales promotion of partner companies

➡ Steadily Acquire applications from a variety of sales channels

Management Resources Possessed by the Group

Strength

7 internal management resources to be further developed and utilized

- Well-established Basis of Operation / After-sales Service System
- Direct Contact with Customers through Direct Selling
- Superiority of Industry Leader
- High-quality Services and Educational System
- Significant Business Contributing to Environmental Protection and Disaster Reduction
- Thorough Compliance System
- Sound Finance

Education system mainly through the training centers

Achieving high quality construction level and sufficient training system

Comprehensive Training Center

- Mikkabi Comprehensive Training Center (Shizuoka)

＊Established in 1990, rebuild in Mar. 2015

Data on Human Resources Education 〈FY2024〉

• Number of instructors at the training center	8
• Annual training participants	1,657
• Number of trainings held	661
• Number of days of training participation for first-year employees	18.6
• Qualified educational instructor of the JDSA (Japan Direct Selling Association)	57
• Number of registered sales representatives for the JDSA	288

Thorough Compliance System

The Compliance Headquarters oversees the entire company from a cross-sectional perspective

Company Structure

- Formulated its own "Asante Compliance Program“
- Establishment of Internal Reporting Desk

Commitment to Customers

- Implementation of "Thank You Calls" to check the appropriateness of contracts
- Respond to complaints and questions from customers.
- Immediately share and collaborate with relevant departments on any comments received

Commitment to Employees

- Conducting compliance training at the beginning of employment and on a regular basis

＋

Auditing by the Board of Directors

Auditing by Internal Audit Department

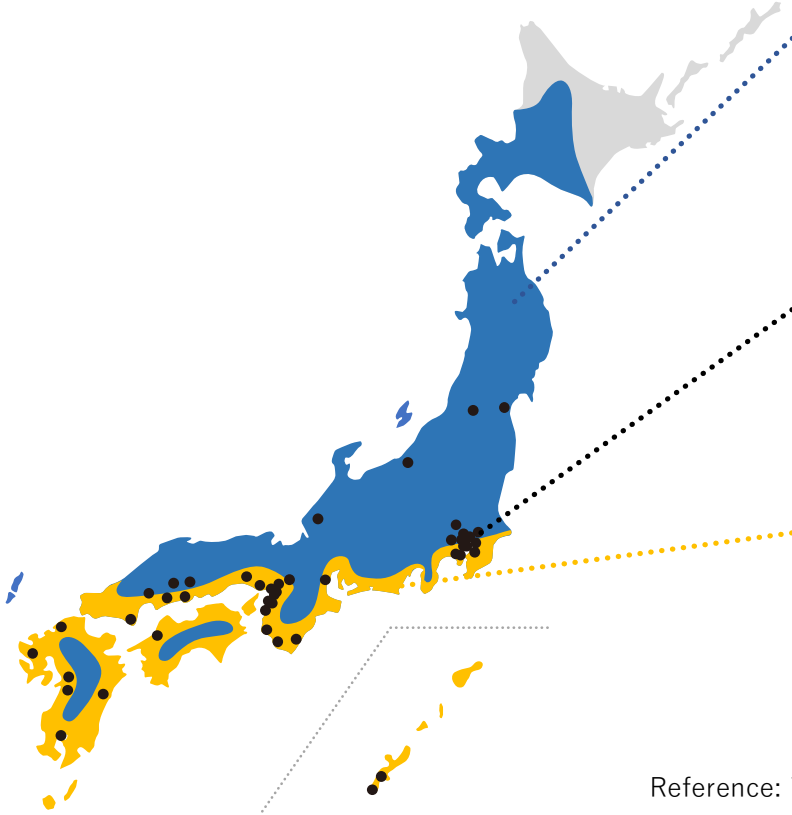
→

Improving customer Satisfaction

Enhancing trust and competitiveness

Distribution of Termites

Distribution of termites



Japanese subterranean termite — Habitat Area

Western dry-wood termite — Discovery Site

Formosan subterranean termite/ Japanese subterranean termite — Region of Coexistence

Reference: The Japan Termite Control Association, “Fundamental Knowledge on Termite Control and Rot Prevention”

Types of Termites

Major termite species that damage houses in Japan

Japanese subterranean termite

Worker

Soldier

- The most common termite species in Japan, distributed throughout the country except for northern Hokkaido.
- It damages moist wood, typically inhabits under floors, and the damage is often concentrated in water-related areas such as bathrooms, washrooms, and kitchens.
- The rate of damage is relatively slow.

Formosan subterranean termite

Worker

Soldier

- Found along the warm coastline west of Chiba, the Nansei Islands, and Ogasawara Islands.
- Damages even relatively dry wood, affecting the entire structure.
- Damage occurs rapidly and is severe.
- Listed by IUCN as one of the "100 Worst Invasive Alien Species."

Western dry-wood termite （invasive species）

Worker

Grainy Droppings

- Distributed across 24 prefectures from Miyagi to Okinawa, mainly in port towns.
- Damages dry wood, causing scattered damage that is difficult to detect.
- Excretes grain-like droppings from the infested wood.
- Damage occurs at a relatively slow rate.
- In the U.S., whole-house fumigation is used for control.

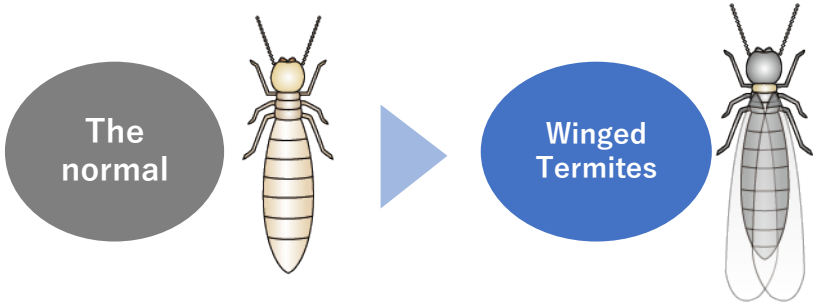
Swarm

Winged termites floating in the bathtub

What is a swarm?

- Termites, after maturing, become winged and swarm from their nests for reproduction on humid days following rain from April to June.
- Many people realize they have a termite infestation when they see large numbers of winged termites, leading to frequent inquiries.

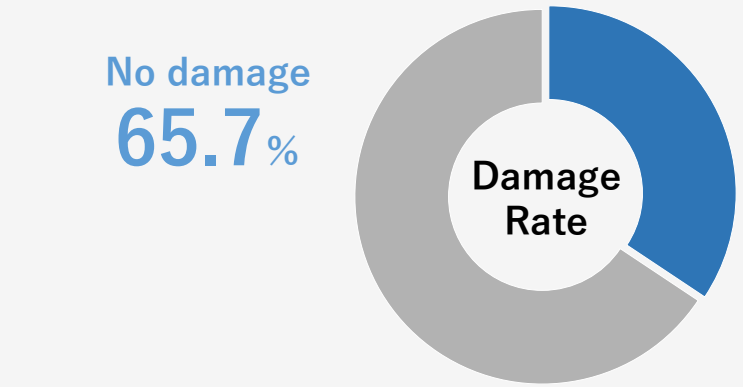
The process of change



Risk of Termites damage

Statistical Survey on Termite Damage

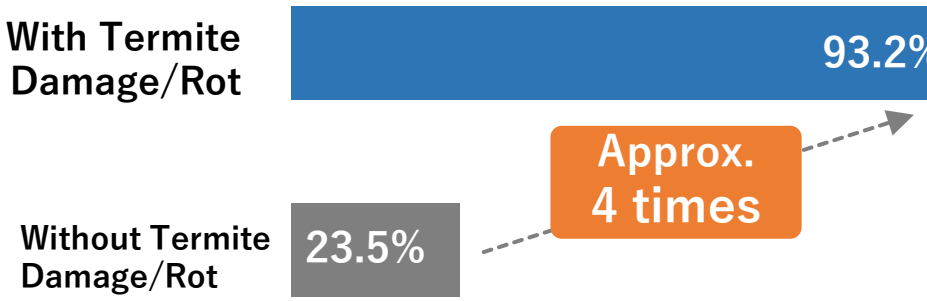
Approximately 1 in 3 houses is affected by termite damage.



Reference ： Termite Damage Survey Report (FY2001) by the Japan Termite Control Association

Statistical Survey from the Great Hanshin-Awaji Earthquake

- Over 90% of houses with termite damage or decay were completely destroyed.
- Approximately 4 times higher than houses without damage or decay.



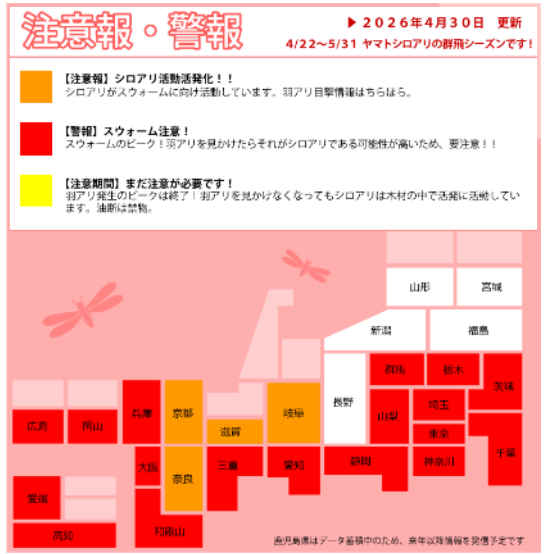
Reference ：Report by the Japan Housing and Wood Technology Center (Foundation)

Progressing termite damage weakens foundations and columns, increasing collapse risk.

Public Relations and Sponsor-ship

Termite Warning

- Announcing during the swarming season.
- First-Time Initiative in our Industry in 2007



Sponsor-ship

- Signed a sponsorship deal with Kawasaki Frontale.
- Exterminate pests in home stadiums.

©KAWASAKI FRONTALE

TV CM

- Broadcast every year from April to June, mainly in the marketing area.
- It comically communicates the need for termite control and gives the impression that “Termite control is about ASANTE”.

(FY2026
“Call Termite Busters Now” Edition)

(”Tankobushi” Edition)

Detection Dog Team “Kunkuns”

Termite detection dogs

- They “smell” to find termite. So, non-destructive investigation is possible.
- Active in the survey of houses and cultural properties.
- Lots of termite detection dogs are working abroad.

Bedbug detection dog

- While human visual inspections detect less than 30% of bed bugs, scent detection achieves a high detection accuracy of approximately 95%.
- Able to detect even a few bed bugs.

Training Scene

Detection Dog Team “Kunkuns”

Main Activities

Inspection

Participation in events

Media exposure

TV

“Good! Morning” (TV Asahi in November 2025)
“news runner” (Kansai TV in March 2026)

WEB

“Asahi Newspaper Digital” (May 2025)
“47NEWS (Kyodo Tsushin)” (February 2026)

What is a bed bug ?

- Bed bugs are blood-sucking insects. Adults are about 5–8 mm in length, and nymphs are around 1–2 mm.
- During the day, they hide in gaps in bedding, electronics, and other narrow spaces, and become active at night. Their bites can cause intense itching (which varies by individual), often leading to stress.
- It is believed that bed bugs were brought into Japan via suitcases and belongings of international travelers.

Wood Culture Inheritance Project

Preserve historic wooden buildings

Preserve the culture of enjoying the four seasons

Building on over 50 years of expertise, we help preserve shrines, temples, cultural properties, and famous cherry blossom sites—regional treasures and key tourism assets. Through these efforts, we pass on Japan's proud wood culture to future generations.

Press Conference for Project Launch (March 12, 2025)

Representative：Sei Miyauchi

Demonstration by Termite detection dogs

Inspection of the Zuishinmon Gate by Termite detection dogs

Wood Culture Inheritance Project

- Preservation of shrines, temples, and wooden cultural properties through termite control treatments
- Protection of famous cherry blossom sites by eradicating the red-necked longhorn beetle, which damages cherry trees

Shinto Shrines and Buddhist Temples

cultural properties

Preservation of Cherry Trees

Scenes from our termite control treatments for shrines, temples, and traditional wooden buildings,
as well as our efforts to eradicate red-necked longhorn beetles from cherry trees.

Protecting People, Houses and Forests by Fostering our own People and Technology

Notes on Future Forecasts
This document is only to provide information to investors, and is not for the purpose of soliciting purchases or sales.
References to future forecasts in this document are based on goals and predictions, and are not certain or guaranteed.
When using this document, please be aware that the future results of the Company may differ from the current forecasts made by the Company.
Also, for references to the industry, etc., data thought to be trustworthy is used, but the Company provides no guarantees as to its accuracy or completeness.
No matter what purpose investors use this document for, it is provided with the understanding that they will use it based on their own judgment and responsibility, and the Company shall bear no responsibility for its use.

This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail