kanamoto

Fiscal Year Ending October 31, 2026 Third Quarter Operating Results Briefing Materials

Kanamoto Co., Ltd.

Stock Code: 9678

（Tokyo Stock Exchange, Prime Market / Sapporo Securities Exchange）

September 2026

Index

01 Consolidated Third Quarter Operating Results for the Fiscal Year Ending October 31, 2026

02 Projected Consolidated Operating Results for the Fiscal Year Ending October 31, 2026

03 Future Expansion: Progress 65

Index

01 Consolidated Third Quarter Operating Results for the Fiscal Year Ending October 31, 2026

02 Projected Consolidated Operating Results for the Fiscal Year Ending October 31, 2026

03 Future Expansion: Progress 65

Summary of Consolidated Results for the Third Quarter of the Fiscal Year Ending October 31, 2026

In the third quarter, in addition to improving utilization rates by ensuring that equipment is in the right place according to demand trends, continuing measures such as those to strengthen controls on management costs and optimize rental unit prices contributed to improved profitability and a strengthening of the earning base.

Positive growth in profits continued from the second quarter, while the effects of various measures steadily taking hold led to performance exceeding that of the same period in the previous fiscal year.

As a result of the above, net sales and operating profit both grew, with the cumulative third-quarter total setting a new record.

Construction-related:
In addition to public investment against a backdrop of disaster prevention and mitigation, as well as national resilience, private investment in areas such as logistics facilities and data centers also grew, providing a firm base for rental demand.

Other Businesses:
Despite a decline in product sales, strong performance in information products rental and welfare-related businesses resulted in an overall decrease in sales but an increase in profit.

Net sales: ¥162,923million（Up 2.6% from prior year）

Operating profit: ¥15,440million（Up 31.6% from prior year）

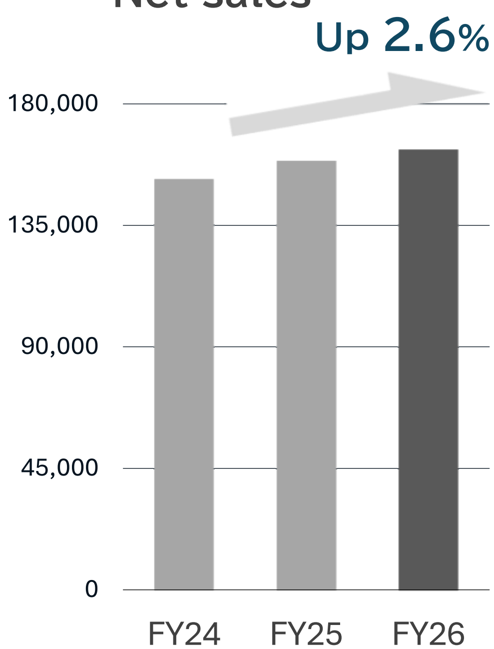
Note: The impact of oil price rises, interest rate, and foreign exchange fluctuations on our results is minimal.

Consolidated Operating Results for the Third Quarter of the Fiscal Year Ending October 31, 2026

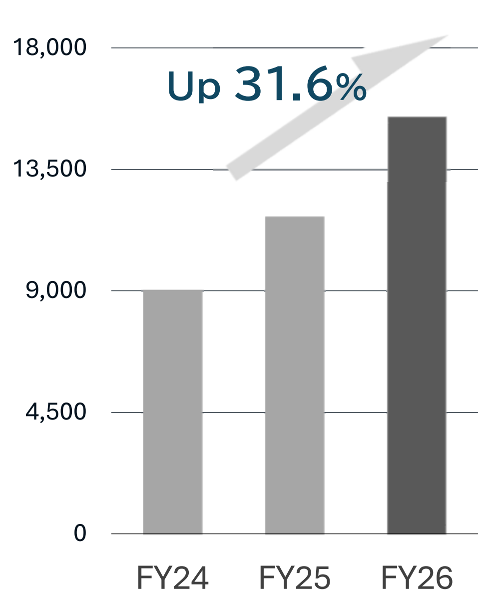
(Millions of yen)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	EPS
FY ending October 2026 Q3 actual	**162,923**	**15,440**	**15,779**	**10,063**	**¥292.22**
% change from same period of prior year	**2.6%**	**31.6%**	**31.1%**	**39.1%**	**—**
FY ending October 2025 Q3 actual	158,792	11,734	12,039	7,236	¥206.85
% change from same period of prior year	4.6%	30.0%	27.7%	33.2%	—
FY ending October 2024 Q3 actual	151,861	9,029	9,429	5,432	¥152.70

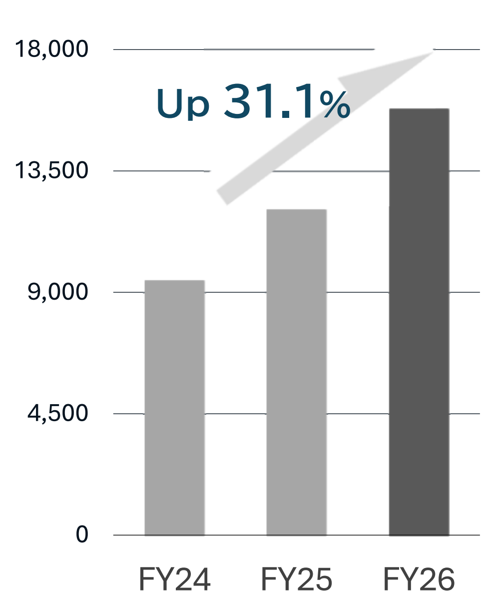
Net sales



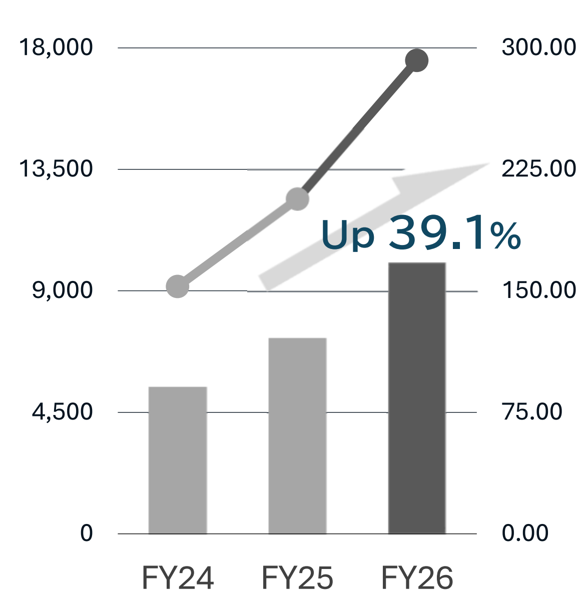
Operating profit



Ordinary profit



Profit attributable to owners of parent and EPS



Consolidated Results by Segment for the Third Quarter of the Fiscal Year Ending October 31, 2026

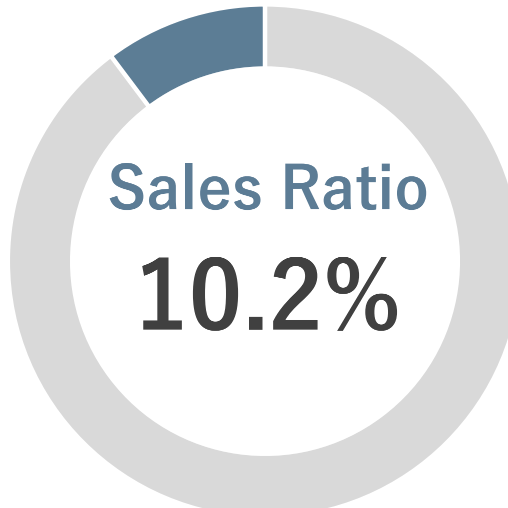
Construction Equipment Rental Business

Net sales:
Up 3.4% YoY

Operating profit:
Up 30.8% YoY

Other Businesses

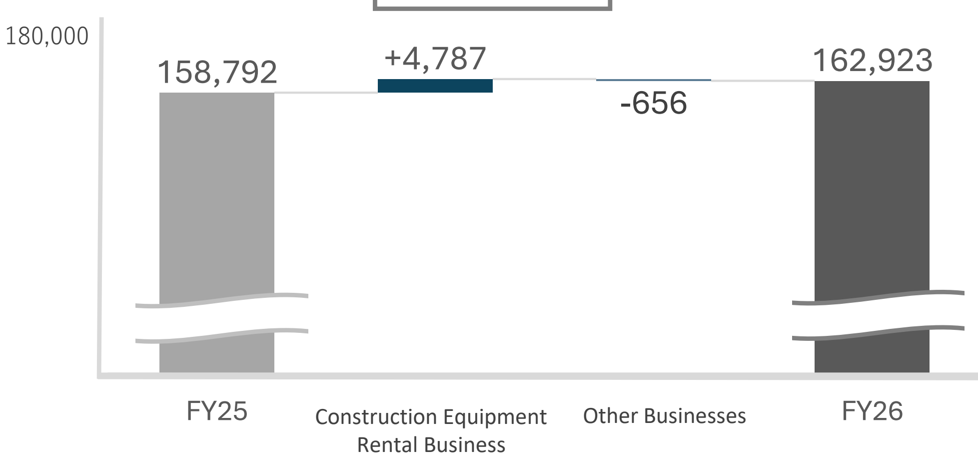
(Steel Product Sales Business, Information Products Rental Business, Welfare-related Business, etc.)



Net sales:
Down 3.8% YoY

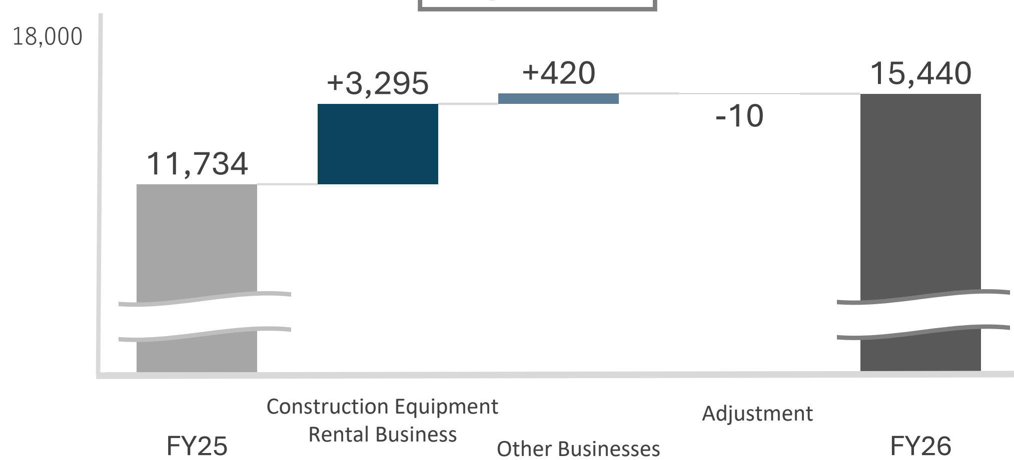
Operating profit:
Up 68.8% YoY

Net sales

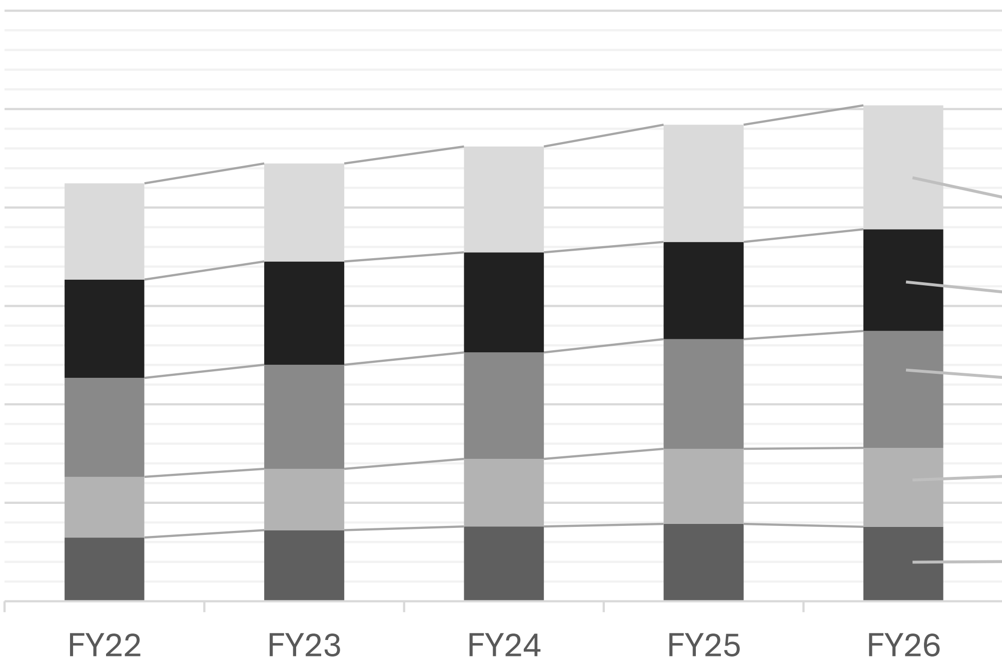


Operating profit

(Millions of yen)



Construction Equipment Rental Business Situation by Region for the Third Quarter of the Fiscal Year Ending October 31, 2026



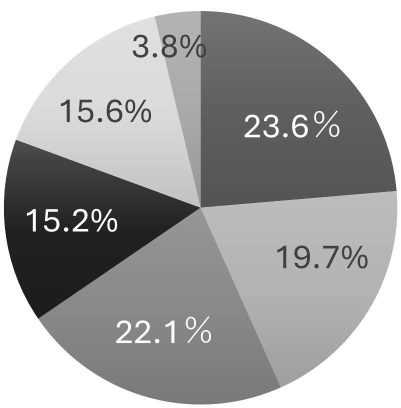
Changes in Consolidated Net Sales

% change from prior year

	% change from prior year
Hokkaido Region	Up 5.9%
Tohoku Region	Up 4.5%
Kanto & Koshinetsu Region	Up 6.7%
West Japan Region	Up 5.2%
Kyushu & Okinawa Region	Down 3.9%
Consolidated total net sales of construction equipment rentals	Up 4.2%

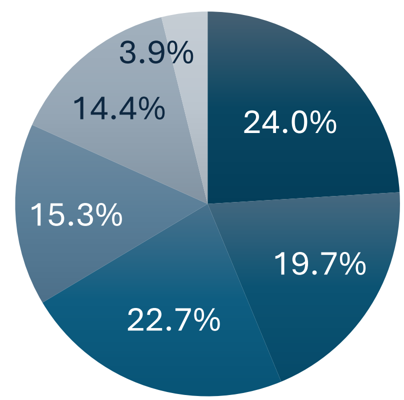
Sales Ratio

FY2025_3Q



Hokkaido Region	23.6%
Tohoku Region	19.7%
Kanto & Koshinetsu Region	22.1%
West Japan Region	15.2%
Kyushu & Okinawa Region	15.6%
Overseas	3.8%

FY2026_3Q



Hokkaido Region	24.0%
Tohoku Region	19.7%
Kanto & Koshinetsu Region	22.7%
West Japan Region	15.3%
Kyushu & Okinawa Region	14.4%
Overseas	3.9%

Assets Balance Sheet

(Millions of yen)

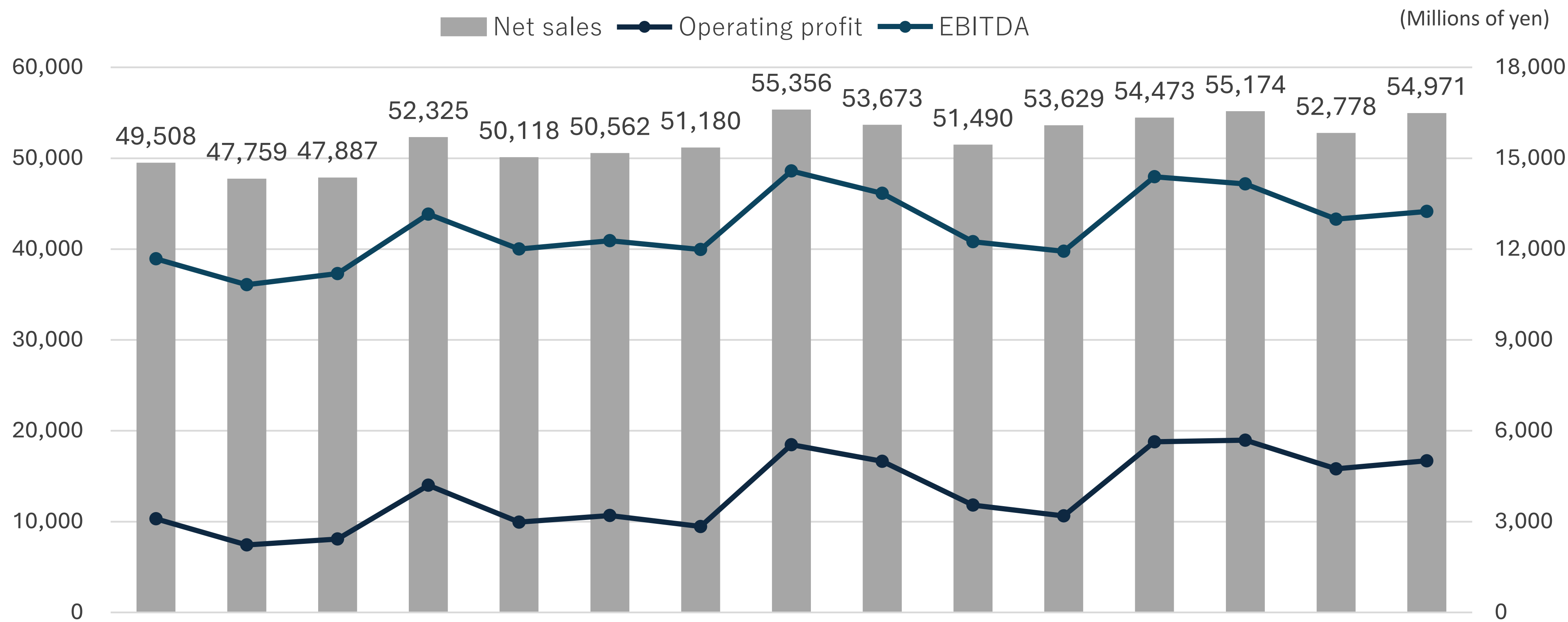
	FY2025_4Q	FY2026_3Q	Change
Assets			
Current assets	130,835	136,879	6,043
Cash and deposits	61,110	72,067	10,957
Notes and accounts receivable - trade, and contract assets	40,670	36,952	-3,717
Electronically recorded monetary claims - operating	10,012	9,916	-95
Other current assets	19,041	17,941	-1,100
Non-current assets	193,253	195,174	1,921
Property, plant and equipment	170,668	169,539	-1,128
Rental equipment	329,892	335,512	5,620
Accumulated depreciation	-223,704	-231,270	-7,566
Rental equipment, net	106,187	104,241	-1,945
Other property, plant and equipment	64,480	65,297	816
Intangible assets	3,888	2,999	-889
Investments and other assets	18,696	22,636	3,939
Total assets	**324,088**	**332,053**	**7,965**

Liabilities and Net Assets

(Millions of yen)

	FY2025_4Q	FY2026_3Q	Change
Liabilities			
Current liabilities	84,965	87,735	2,769
Notes and accounts payable - trade	13,251	11,199	-2,052
Electronically recorded obligations - operating	17,892	15,732	-2,159
Short-term debt	310	7,060	6,750
Current portion of long-term borrowings	17,380	20,377	2,996
Income taxes payable	3,469	2,368	-1,100
Other current liabilities	32,662	30,997	-1,665
Non-current liabilities	81,659	79,502	-2,157
Long-term accounts payable - other	37,689	34,277	-3,412
Other non-current liabilities	43,970	45,225	1,255
Total liabilities	**166,625**	**167,238**	**612**
Net assets			
Total shareholders' equity	139,891	142,767	2,875
Accumulated other comprehensive income	7,337	11,256	3,918
Non-controlling interests	10,233	10,791	558
Total net assets	**157,463**	**164,815**	**7,352**
Total liabilities and net assets	**324,088**	**332,053**	**7,965**

Changes in Quarterly Financial Results



	FY2023				FY2024				FY2025				FY2026		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Net sales	49,508	47,759	47,887	52,325	50,118	50,562	51,180	55,356	53,673	51,490	53,629	54,473	55,174	52,778	54,971
Operating profit	3,096	2,231	2,427	4,202	2,985	3,202	2,840	5,540	4,993	3,548	3,192	5,634	5,689	4,741	5,009
Depreciation	8,581	8,592	8,764	8,952	9,016	9,073	9,145	9,040	8,850	8,697	8,734	8,754	8,464	8,247	8,235
EBITDA	**11,678**	**10,824**	**11,192**	**13,155**	**12,002**	**12,276**	**11,986**	**14,580**	**13,843**	**12,245**	**11,927**	**14,388**	**14,153**	**12,989**	**13,245**

Index

01 Consolidated Third Quarter Operating Results for the Fiscal Year Ending October 31, 2026

02 Projected Consolidated Operating Results for the Fiscal Year Ending October 31, 2026

03 Future Expansion: Progress 65

Assumptions for the Operating Results

Public Investment

▼Market conditions

- Public works continue to show steady progress, supported by disaster prevention and mitigation projects and national resilience initiatives.
- Demand related to defense facilities and measures to address aging infrastructure also remains firm, and overall activity is expected to trend slightly upward.
- For locally funded projects, budgets for maintenance, repairs, and investment expenditures are projected to be secured at levels comparable to the prior fiscal year.

Private Investment

▼Market conditions

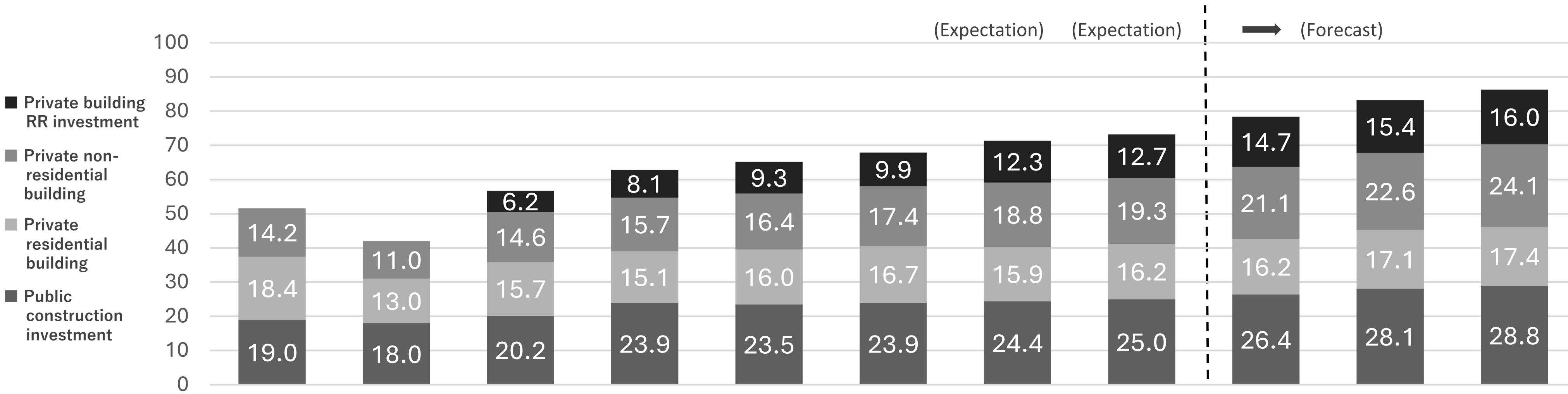
- Construction demand remains steady, supported by the acceleration of digitalization, the development of data centers, and large-scale redevelopment projects in urban areas.
- Along with railway construction in Hokkaido and the Tokyo metropolitan area, growth is also expected in markets related to renewable energy and decarbonization businesses.
- According to surveys by the Bank of Japan, corporate capital investment continues to increase, with reshoring of supply chains and investment in DX and GX helping to underpin overall investment demand.

- Supported by steady construction investment in both the public and private sectors, demand for construction equipment rentals is expected to remain firm.
  Meanwhile, labor supply and demand remain tight due to ongoing labor shortages, creating an environment in which rapid demand growth is unlikely.
- With inflation continuing and the impact of conflict in the Middle East, elevated material and energy prices and the resulting rise in labor costs are expected to persist, and the construction equipment rental industry as a whole is projected to maintain an upward trend in pricing.
- Growth investments will continue within the scope of the plan, with strategic investments based on actual demand.

Change in Construction Investment in Japan

Gradual increase in investment after hitting bottom at approximately 42 trillion yen in FY2010. Overall construction investment in FY2027 is expected to increase from the previous year to about 86 trillion yen.

(Trillions of yen)



Fiscal year	2005	2010	2015	2020	2021	2022	2023 (Estim.)	2024 (Estim.)	2025 (F'cast.)	2026 (F'cast.)	2027 (F'cast.)
Total construction	51.6	41.9	56.6	62.8	65.2	67.8	71.5	73.2	78.3	83.3	86.4
Change from prior fiscal year	(-2.4%)	(-2.4%)	(19.3%)	(0.7%)	(3.8%)	(4.1%)	(5.3%)	(2.4%)	(7.0%)	(6.3%)	(3.7%)
Public construction	19.0	18.0	20.2	23.9	23.5	23.9	24.4	25.0	26.4	28.1	28.8
Change from prior fiscal year	(-8.9%)	(0.3%)	(8.6%)	(6.1%)	(-1.4%)	(1.6%)	(2.2%)	(2.6%)	(5.2%)	(6.7%)	(2.6%)
Private residential building	18.4	13.0	15.7	15.1	16.0	16.7	15.9	16.2	16.2	17.1	17.4
Change from prior fiscal year	(0.3%)	(1.1%)	(5.5%)	(-7.7%)	(6.4%)	(4.3%)	(-4.8%)	(1.6%)	(0.0%)	(5.9%)	(1.7%)
Private non-residential building	14.2	11.0	14.6	15.7	16.4	17.4	18.8	19.3	21.1	22.6	24.1
Change from prior fiscal year	(4.0%)	(-10.0%)	(3.9%)	(-7.7%)	(4.1%)	(6.1%)	(8.4%)	(2.3%)	(9.6%)	(7.1%)	(6.5%)
Private building RR investment	—	—	6.2	8.1	9.3	9.9	12.3	12.7	14.7	15.4	16.0
Change from prior fiscal year	—	—	—	(25.1%)	(13.9%)	(6.6%)	(24.8%)	(3.4%)	(15.5%)	(4.7%)	(3.9%)
Substantive construction investment	57.5	44.9	56.6	58.1	57.6	56.4	57.9	56.9	59.4	60.8	61.5
Change from prior fiscal year	(-3.6%)	(-2.6%)	(19.0%)	(0.8%)	(-1.0%)	(-2.0%)	(2.6%)	(-1.6%)	(4.2%)	(2.4%)	(1.1%)

Source: Prepared based on the Construction Economy Model Forecast of Construction Investment (July 2026) published by the Research Institute of Construction and Economy (RICE)

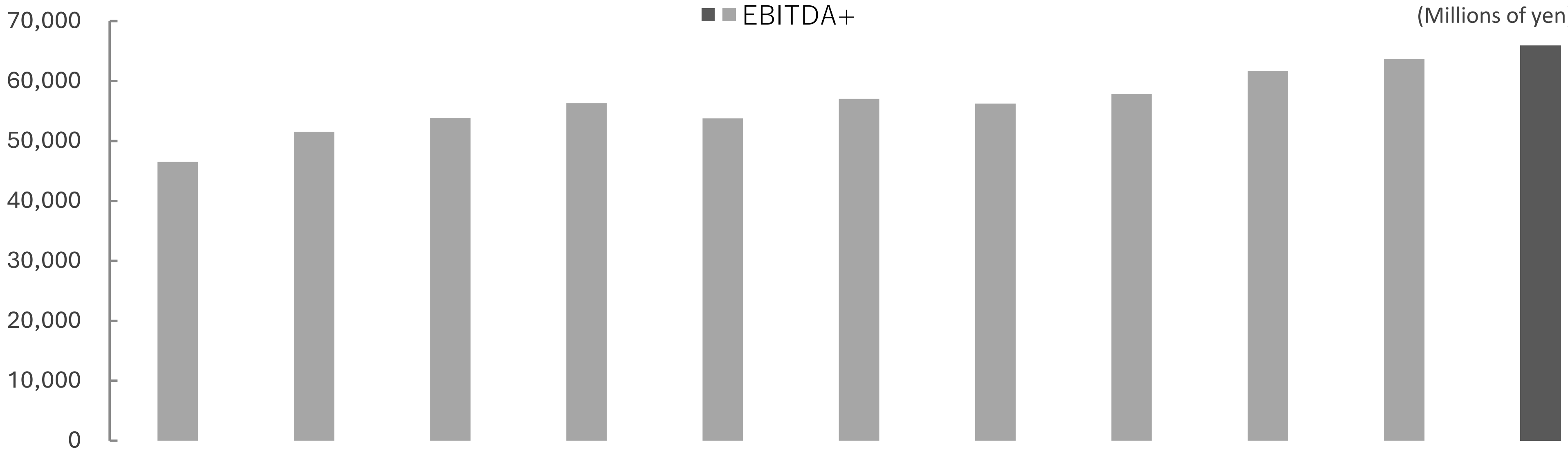
Corporate Service Price Index
(Construction Equipment Rental)

The construction equipment rental index shows an upward trend from 2024.

Source: Bank of Japan Corporate Service Price Index (CSPI) on the 2020 Year Base (Construction Equipment Rental)

Changes in Capital Investment

We use our unique EBITDA+ as an important indicator when securing funds for new capital investments, including rental assets, while maintaining financial soundness.



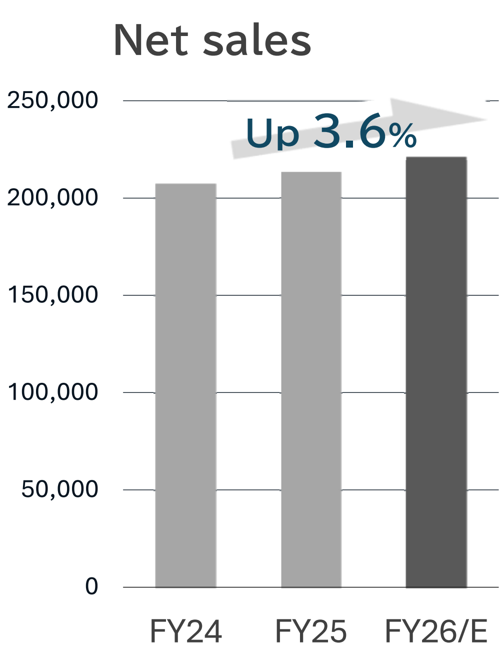
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026/E
Operating profit	15,134	16,665	17,599	17,842	14,250	14,624	13,229	11,958	14,569	17,369	20,400
Depreciation	22,458	24,570	25,722	27,705	29,073	31,712	32,528	34,891	36,275	35,037	33,100
EBITDA	**37,592**	**41,235**	**43,321**	**45,547**	**43,324**	**46,336**	**45,758**	**46,849**	**50,844**	**52,406**	**53,500**
Property, plant and equipment equivalents	8,938	10,310	10,542	10,775	10,461	10,694	10,483	11,044	10,869	11,278	12,400
EBITDA+	**46,530**	**51,545**	**53,863**	**56,322**	**53,785**	**57,030**	**56,241**	**57,894**	**61,714**	**63,685**	**65,900**
Property, plant and equipment investment	**38,294**	**37,674**	**46,992**	**52,093**	**51,567**	**37,266**	**42,786**	**52,161**	**48,535**	**41,735**	**40,000**
Free cash flow	8,235	13,871	6,871	4,229	2,218	19,764	13,454	5,732	13,179	21,949	25,900

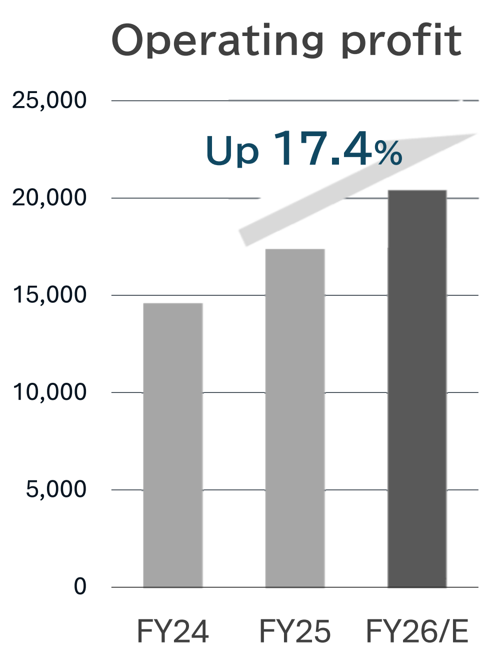
EBITDA+ refers to EBITDA (operating profit and depreciation) plus property, plant and equipment equivalents.

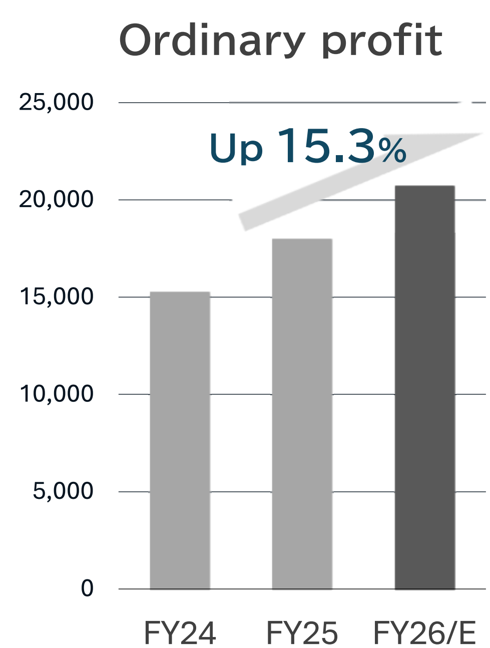
Projected Consolidated Operating Results for the Fiscal Year Ending October 31, 2026

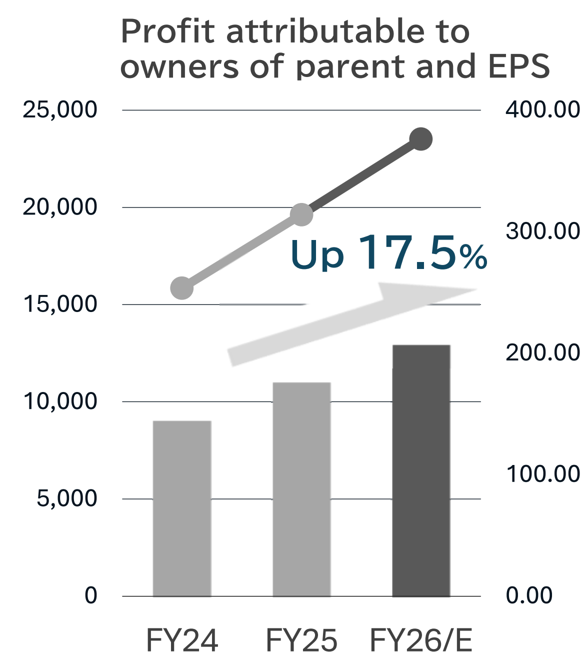
(Millions of yen)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	EPS
Projected consolidated results for the fiscal year ending October 31, 2026	**221,000**	**20,400**	**20,700**	**12,900**	**¥376.23**
% change from prior year	**3.6%**	**17.4%**	**15.3%**	**17.5%**	**—**
Consolidated results for fiscal year ended October 31, 2025	213,266	17,369	17,951	10,977	¥314.15
% change from prior year	2.9%	19.2%	18.0%	21.8%	—
Consolidated results for fiscal year ended October 31, 2024	207,218	14,569	15,218	9,013	¥253.72









Note: "Earnings per share" in the projected consolidated operating results for the fiscal year ending October 31, 2026 takes into account the impact of the acquisition of our own shares.

Index

01 Consolidated Third Quarter Operating Results for the Fiscal Year Ending October 31, 2026

02 Projected Consolidated Operating Results for the Fiscal Year Ending October 31, 2026

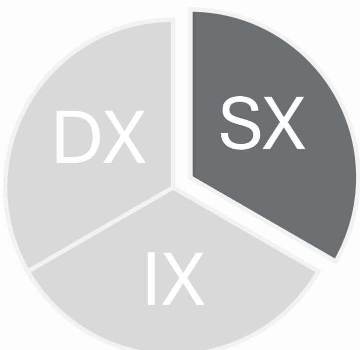
03 Future Expansion: Progress 65

Awareness of Medium- and Long-term Changes to the External Environment and Issues

Industrial Transformation

Reforms in the industry

- To respond to purchase cost rises and soaring personnel costs, reforming our revenue structure is a pressing issue
- In the medium and long term, with Japan’s low birthrates and aging society, labor shortages at SMEs will become more apparent and there will be increasingly few companies in the industry able to operate
- Long-term, construction investment is forecast to gradually decrease, and a more challenging competitive environment can be expected



Sustainable Transformation

Resolving environment and social issues through business

- There are hopes for an asset shift to more environmentally friendly equipment as society works toward carbon neutrality by 2050
- Reforms toward employment styles that meet modern needs for diversity, etc., are necessary
- We need to develop our governance framework for sustainable growth and enhanced corporate value

Digital Transformation

An age in which DX determines competitiveness

- Digital technologies are evolving, even in production processes, in areas such as BIM/CIM and automated construction operations
- Digital technologies and data utilization are still works-in-progress, both for ourselves and the construction industry
- If this can be rolled out throughout the construction business, we will be able to create new services that will contribute to dramatic increases in productivity

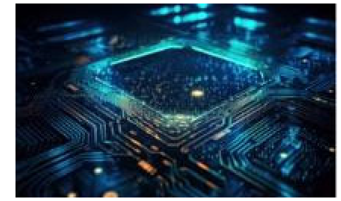
Projects Primarily Driving Business Expansion throughout Japan

Construction investment in Japan is in excess of ¥80 trillion and is expected to continue growing.

Data Centers

Urban Redevelopment

Constructions of Semiconductor Plants



Hokuriku Shinkansen

Linear Chuo Shinkansen

Hokkaido Shinkansen

Osaka IR

Large-scale Refurbishments of Three NEXCO Companies

Airport and port redevelopment work

Constructions of Self-Defense Forces

Wind Power Generation

Geothermal Power Generation

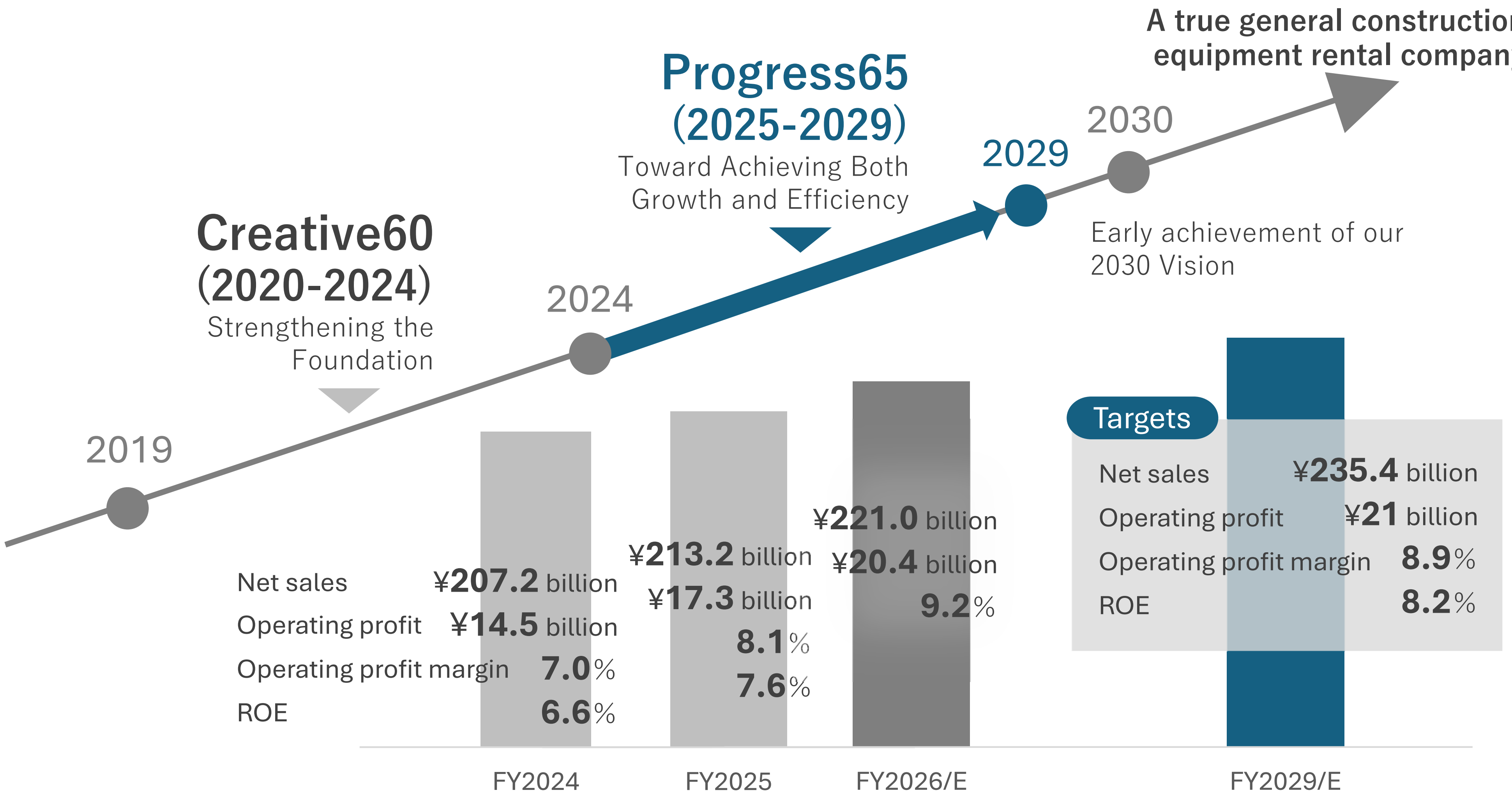
Solar Power Generation

Power Transmission

The New Medium-term Management Plan
Progress 65 —Toward Achieving Both Growth and Efficiency

Kanamoto Group Vision

In addition to securing an earnings base while achieving solid growth, this plan will focus on improving capital efficiency. Under the plan, the Company will move forward with initiatives that actively address the issues required to realize a sustainable society and make steady progress toward becoming a true general construction equipment rental company.

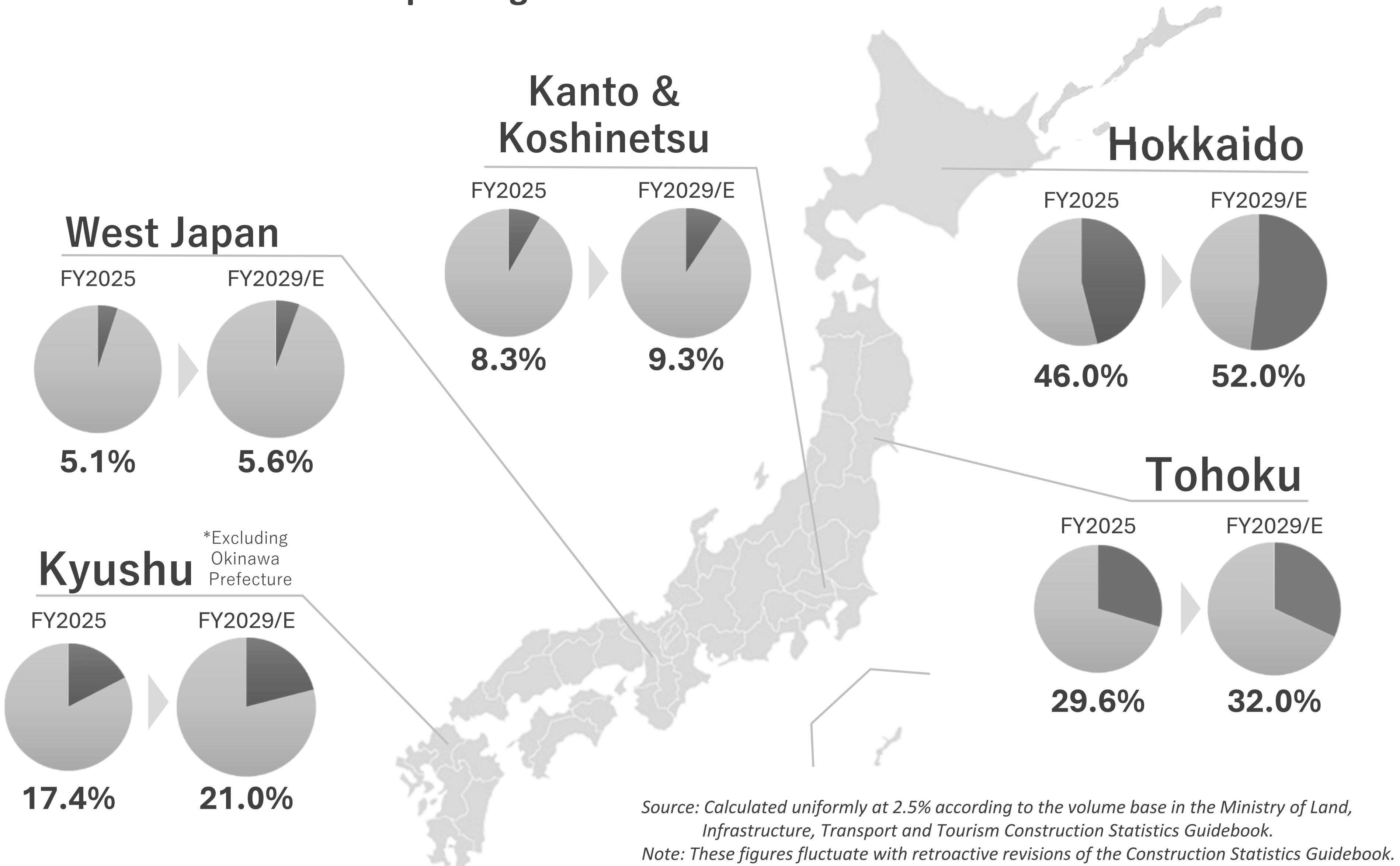


Progress of the Medium-term Management Plan

	Key Basic Policies	Progress
1. Growth strategies and improvement of capital efficiency	● Strengthening the two initiatives for the construction equipment rental business ● **Pursuing efficient use of management resources** ● **Promoting M&As concerning the construction equipment rental business and associated businesses** ● Growing the overseas business	• **We promoted appropriate purchasing of rental assets and extended service lives, achieving both greater volume through an increase in fully depreciated assets and reductions in costs.** • While continuing efforts to optimize rental prices, we improved utilization rates. • We continue to look at M&As that match the Group's strategies. • For overseas expansion, we have continued holding feasibility studies in the North American market. As a means of bolstering our existing business base, we are continuing to strengthen sales operations to make it easier to grasp management information, such as the status of asset utilization, and to expand dealings in neighboring countries.
2. Enhancement of DX strategies	● Utilization of BIM/CIM, ICT ● Development of new products and new materials ● Operation improvement → Business reform → Business transformation ● Visualization and improved organizational structure of maintenance services	• **We strengthened the provision of ICT equipment and the development of safety systems and remote management systems that utilize digital technologies.** • We expanded use of our web-based ordering system Quick Order Rental. • Encouraging the spread of systems like RPA, BI, and generative AI, enabled us to achieve greater operational efficiency, more visible data, and support for decision-making, accelerating the implementation of data-driven management.
3. Sustainability initiatives	● Human rights policy ● Enhancement of investment in human capital ● Promotion of TCFD and environmental measures ● ESG	• We continued to communicate our human rights policy throughout the supply chain. • We announced we would give transfer-restricted shares to the employee stockholding association. • We enhanced our health and productivity management using health data. • **Combined Scope 1 and 2 emissions were reduced by 8.1% compared with FY2013.**

Market Share by Region

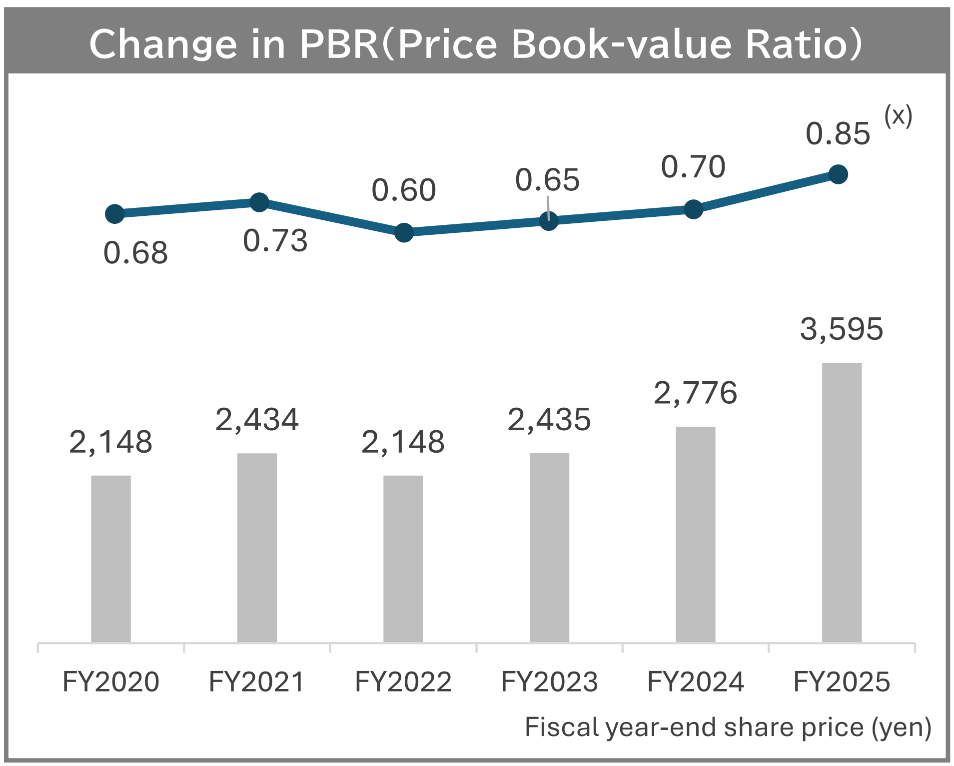
In FY2025, market share increased mainly in West Japan and Kyushu.
Toward FY2029, we aim for steady market-share expansion by strengthening sales structures in each area and improving utilization rates.



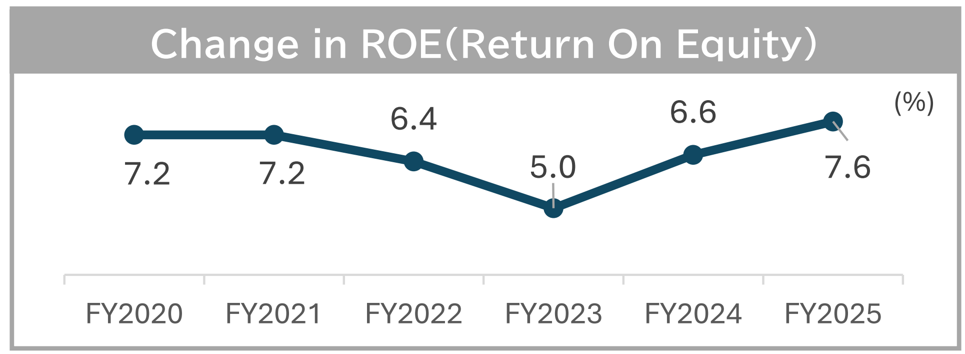
Source: Calculated uniformly at 2.5% according to the volume base in the Ministry of Land, Infrastructure, Transport and Tourism Construction Statistics Guidebook.
Note: These figures fluctuate with retroactive revisions of the Construction Statistics Guidebook.

Analysis of the Current Situation for Enhancing Corporate Value

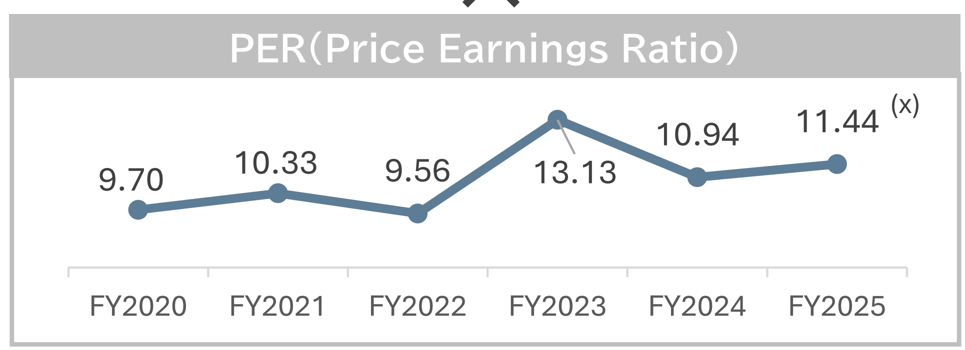
- With ROE below 8% and PBR under 1.0, we are taking steps to realize management that is conscious of cost of capital and share price, while continuing to execute initiatives to achieve the numerical targets of the Medium-term Management Plan.
- With the aim of achieving higher capital efficiency that exceeds the current cost of capital of approximately 7% (CAPM: Capital Asset Pricing Model), we will prioritize efficiency and increase both the utilization and unit price of our rental assets. Our immediate goal is to quickly recover to an ROE of 8% or higher, and then in the medium to long term, raise that to 10% or higher.
- For shareholder returns, we will continue to maintain a total payout ratio of over 50%, based on the progressive dividend policy we have followed to date. We will also continue flexibly acquiring treasury shares.



＝



×



Measures to Implement Management That Is Conscious of Cost of Capital and Share Price

Initiatives

1. Increasing profitability
2. Strengthening the policy for shareholder returns
3. Continuing to carry out proactive IR activities

1. Increasing profitability

(1) Improving the utilization rate of rental assets

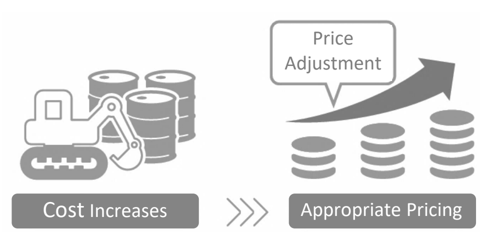
- **Reviewing capital investment**
- **Promoting longer service lives through maintenance**
- **Ensuring assets are in the right place**

(2) Implementing consolidation, closing or merging of business offices

▼ **Consolidated results**

	Closed	Consolidated	Opened
FY2025	14 sites	3 sites	12 new sites
FY2026_3Q	9 sites	0 sites	4 new sites

(3) Adjustment of rental unit prices to appropriate prices



Due to the effects of the rising costs involved in purchasing stock and other factors, since April 2023 we have been notifying our intention to adjust rental unit prices and then moving forward with price rises.

2. Strengthening the policy for shareholder returns

Distribution of earnings to shareholders is a key management issue. The dividend policy of Kanamoto is to provide shareholders with a consistent and stable dividend regardless of the business environment. Furthermore, the Company aims to pay progressive dividends that include profit distribution in line with earnings performance.

Total return ratio over **50%**

3. Continuing to carry out proactive IR activities

Through two-way communication with shareholders and investors, the company strives to ensure that information concerning our management condition and operating policies is conveyed accurately and in a timely manner, and that corporate value is maximized.

▼ **Status of dialogue with shareholders and investors**

IR activities		No. of participants		
		FY2023	FY2024	FY2025
Financial results briefings	Full-year	34	41	51
	Interim	28	51	51
IR meetings（total）		104	213	191

Investment Strategy: Cash Allocation

(Cumulative results for the five years FY2025–2029)

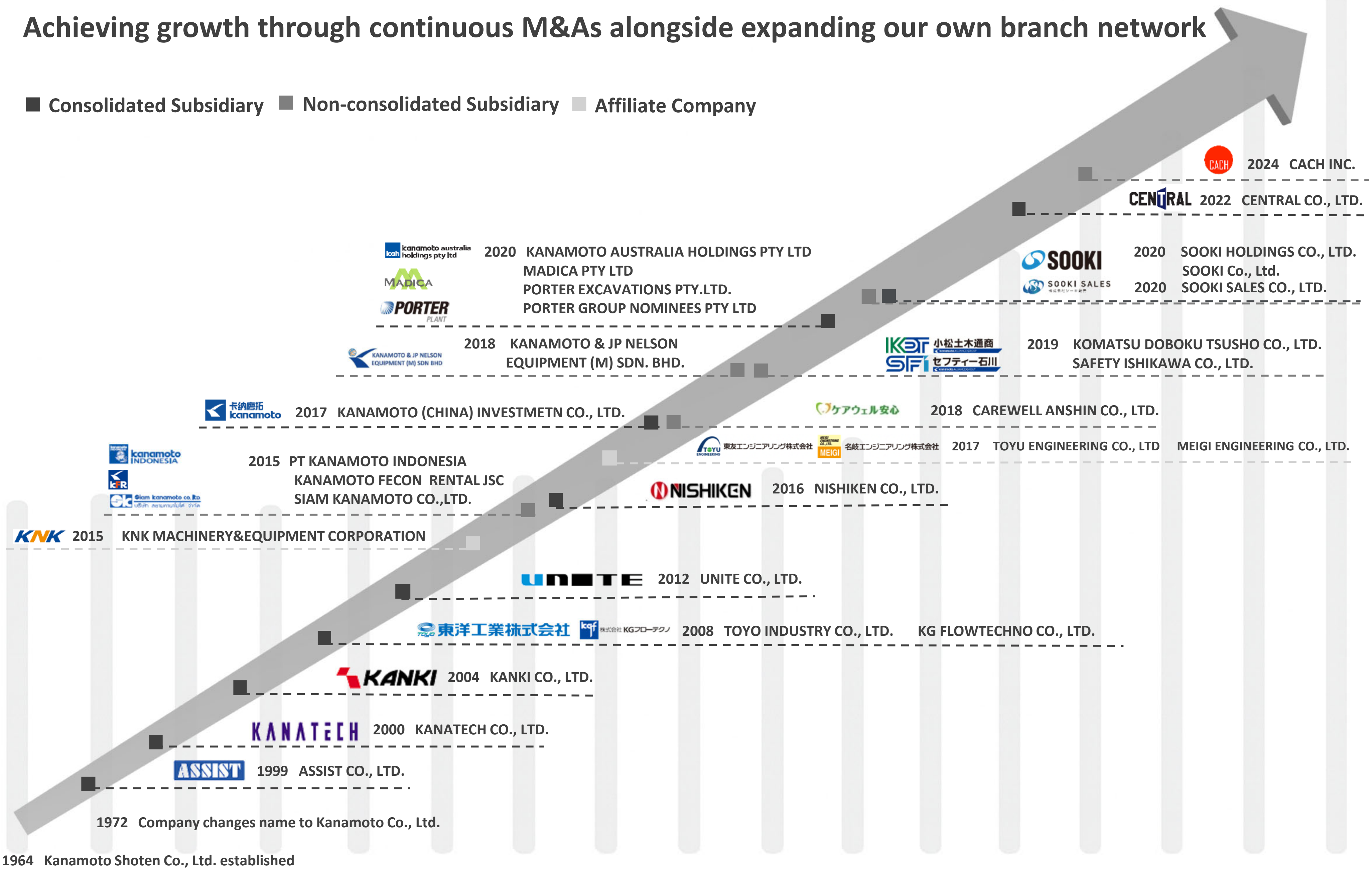
We will aim to further enhance corporate value and market valuation by maintaining an appropriate balance between growth investments and shareholder returns.

Cash flows EBITDA ¥250 billion or more		
	Shareholder return ¥25 billion or more	Continue stable dividends with a target total payout ratio of 50% or more and flexibly purchase treasury shares.
	Rental equipment investment, etc. ¥200 billion or more	Ascertain demand trends, make strategic investments to achieve sustainable growth and improve productivity in core domestic businesses, and strengthen overseas businesses.
	Growth investment, etc. ¥25 billion or more	Aggressive investment in acquisition of growth foundation such as new businesses and M&A in order to improve group value.

History of M&As

Achieving growth through continuous M&As alongside expanding our own branch network

■ Consolidated Subsidiary ■ Non-consolidated Subsidiary ■ Affiliate Company



Shareholder Return Policy

We aim for a total payout ratio of over 50%, maintaining stable dividends while pursuing progressive dividends linked to sustained profit growth, and we will continue to flexibly acquire treasury shares.

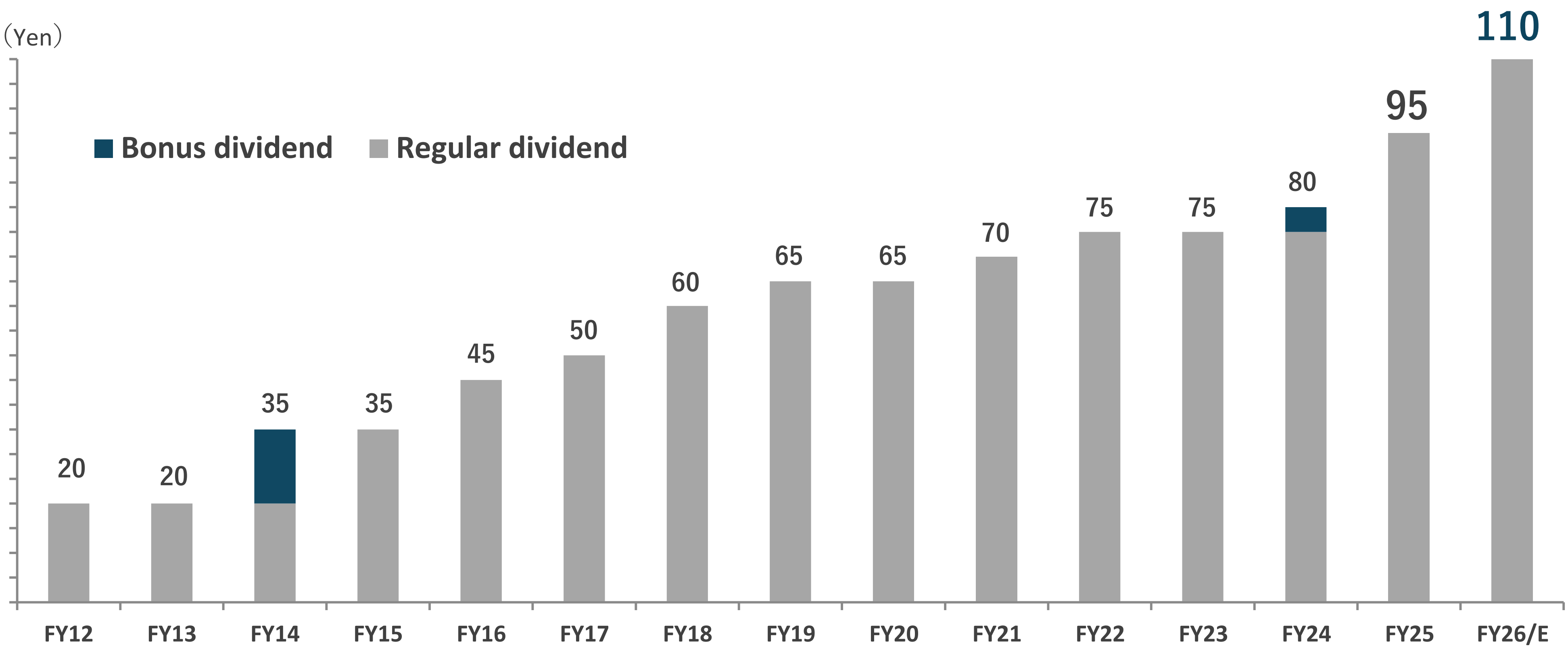
Dividend

FYE October 31, 2025:

Interim dividend: ¥45 (+¥10 YoY); Year-end dividend: ¥50 (+¥5 YoY); Annual dividend: ¥95 (+¥15 YoY).

FYE October 31, 2026:

Interim dividend: ¥55 (+¥10 YoY); Year-end dividend: ¥55 (+¥5 YoY); Annual dividend: ¥110 (+¥15 YoY).



[Disclaimer]
Certain information other than historical facts set forth in this briefing and the briefing materials contain forward-looking information. These forward-looking statements are determined based on currently available information and include elements which may differ substantially from original forecasts. Therefore, we ask that you refrain from fully relying on these forecasts. Please be aware actual performance, etc., may differ from these forecasts due to changes in a variety of circumstances.

kanamoto

Contact: Kanamoto Public Relations Office

1-19, Odori Higashi 3-chome, Chuo-ku, Sapporo, Hokkaido 060-0041 Japan
Tel: +81-11-209-1631 (8:30 a.m. to 5:00 p.m. except on weekends and holidays)

Company website: https://www.kanamoto.co.jp/en/
IR Information: https://www.kanamoto.ne.jp/en/

Reference: Company Profile (As of October 31, 2025)

Company Name	Listing Exchanges
Kanamoto Co., Ltd.	Tokyo Stock Exchange, Prime Market / Sapporo Securities Exchange
Head Office	**Stock Code**
1-19, Odori Higashi 3-chome, Chuo-ku, Sapporo, Hokkaido 060-0041 Japan	9678
Tokyo Division Headquarters	**Number of Shares Issued**
1-7-7, Shiba Daimon, Minato-ku, Tokyo 105-0012 Japan	38,742 thousand
Established	**Consolidated Net Sales**
October 28, 1964	¥213,266 million (Fiscal year ended October 31, 2025)
Capitalization	**Number of Consolidated Employees**
¥17,829 million (Paid-in capital)	3,933 (As of October 31, 2025) (Excluding directors and temporary or part-time workers)

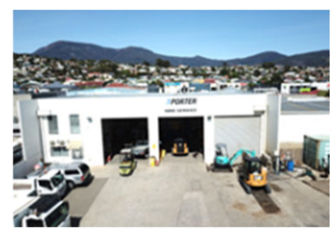
Principal Businesses
Rental of construction equipment Sale of steel products Rental of engineering workstations and computer peripherals
Number of Locations
557 bases (Kanamoto: 215 branches / Alliance companies: 342 branches)


Head Office


Tokyo Division Headquarters

Reference: Our History

October 1964	Kanamoto Shoten Co., Ltd. established (Reorganization in Muroran, Hokkaido)
December 1972	Company name changed to Kanamoto Co., Ltd.
November 1985	Completed online computer system network linking all branches
June 1991	Listed stock on the Sapporo Securities Exchange
March 1996	Listed stock on the Second Section of the Tokyo Stock Exchange
June 1996	Relocated head office functions to Sapporo, Chuo-ku
April 1998	Stock elevated to the First Section of the Tokyo Stock Exchange
October 2006	Established subsidiary in Shanghai, China and began expansion outside of Japan
June 2012	Converted Unite Co., Ltd. into a subsidiary (Tokyo)
January 2014	Changed stock trading unit size from 1,000 shares to 100 shares
January 2015	Expanded operations into Indonesia, Vietnam, Thailand, and the Philippines
March 2016	Converted Nishiken Co., Ltd. into a subsidiary (Fukuoka)
September 2020	Converted SOOKI HOLDINGS Co., Ltd. into a subsidiary (Osaka)
October 2020	Converted Porter Plant Group into a subsidiary (Australia)
April 2022	Transitioned to Tokyo Stock Exchange Prime Market



Reference: Overseas Network

The Kanamoto Group operates in seven countries overseas.

2015	PT KANAMOTO INDONESIA	Republic of Indonesia	Non-consolidated subsidiary
	KANAMOTO FECON RENTAL JSC	Socialist Republic of Vietnam	Non-consolidated subsidiary
	SIAM KANAMOTO CO., LTD.	Kingdom of Thailand	Non-consolidated subsidiary
	KNK MACHINERY & EQUIPMENT CORPORATION	Republic of the Philippines	Associated company
2017	KANAMOTO (CHINA) INVESTMENT CO., LTD.	China	Consolidated subsidiary
2018	KANAMOTO & JP NELSON EQUIPMENT (M) SDN. BHD.	Malaysia	Non-consolidated subsidiary
2020	KANAMOTO AUSTRALIA HOLDINGS PTY LTD	Australia	Consolidated subsidiary
	MADICA PTY LTD	Australia	Consolidated subsidiary
	PORTER EXCAVATIONS PTY. LTD.	Australia	Consolidated subsidiary
	PORTER GROUP NOMINEES PTY LTD	Australia	Consolidated subsidiary

Reference: Products Provided in Main Business

The Kanamoto Group owns rental items with a value at introduction of over 400 billion yen and operates approximately 5,000 models totaling 1.8 million units.

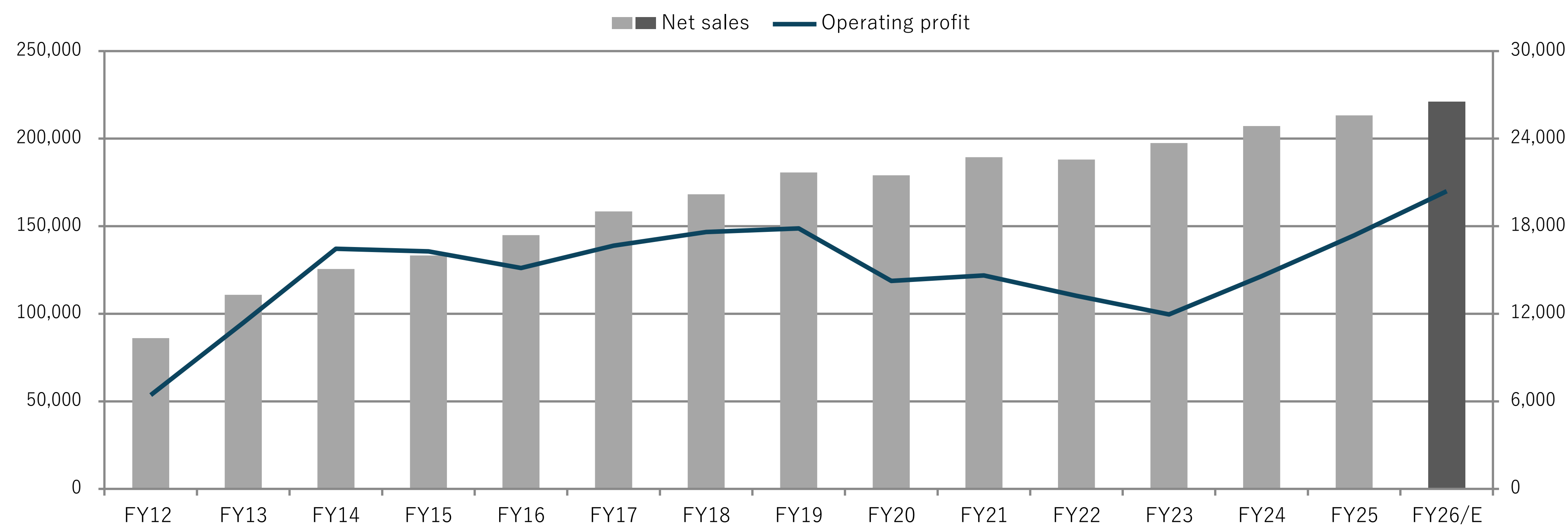
新商品・開発商品	環境関連機器	シーズン機器		
コンプレッサ・エアツール	発電機・溶接機・照明機器	土木用機械	水中ポンプ・洗浄機・水タンク	レンタカー・トラック
高所作業車・高所作業機	フォークリフト・揚重機械・荷役機器	コンクリート打設機器	電動工具他・一般汎用機械	ハウス・トイレ・物置・備品
仮設機材・敷板・鋼材・水槽	保安用品	通信・計測機器	トンネル機械	基礎・地盤改良機械
建設ICT	濁水処理システム	イベント関連	切断・破砕・穿孔・加工	環境リサイクル機械
エアーツール用品	ポンプ・水処理用品	発電機・溶接機材用品	ドリル・斫り・さく岩用品	カッター・切断機用品
チェーンソー・草刈用品	切削・研磨用品	電動工具付属用品	重機用付属用品	レンタカー関連用品
保安・養生機材用品	仮設機材用品	ハウス・トイレ用品	測定機用付属品	シーズン用品

Note: The scope has changed from Kanamoto on a standalone basis in the previous year to a Group-wide basis for models handled and number of items as of the end of October 2025.

Reference: 15-year Management Index (Consolidated)

(Millions of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026/E
Net sales	86,106	110,831	125,555	133,292	144,870	158,428	168,188	180,694	179,053	189,416	188,028	197,481	207,218	213,266	221,000
Operating profit	6,430	11,392	16,454	16,270	15,134	16,665	17,599	17,842	14,250	14,624	13,229	11,958	14,569	17,369	20,400
Ordinary profit	5,932	11,073	16,078	16,164	14,405	17,193	17,925	18,277	14,268	15,391	13,780	12,488	15,218	17,951	20,700
Profit attributable to owners of parent	3,575	5,809	9,299	9,557	8,098	10,744	11,857	11,430	8,466	8,907	8,345	6,721	9,013	10,977	12,900
Net assets	41,399	56,192	65,513	71,998	81,434	91,788	102,031	121,779	126,188	134,917	140,611	143,677	149,713	157,463	-
Total assets	137,343	169,250	188,082	202,578	220,540	227,155	241,374	268,182	301,533	303,754	305,320	316,440	322,853	324,088	-



Reference: Share Price (Oct. 2016 to Sep. 2026)