



kanamoto

Fiscal Year Ended October 31, 2025
Operating Results Briefing Materials

Stock Code: 9678

(Tokyo Stock Exchange, Prime Market
Sapporo Securities Exchange)

December, 2025



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Consolidated Operating Results for the Fiscal Year Ended October 31, 2025

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Summary of Consolidated Results for the Fiscal Year Ended October 31, 2025

Both net sales and operating profit increased, with net sales reaching a record high and operating profit posting double-digit growth for the second consecutive period.

The main drivers of higher revenue and profit were steady demand in the Construction Equipment Rental Business and improved profit margins resulting from stricter cost control over rental assets. Efforts such as optimizing rental prices and using management resources more efficiently proved effective, contributing to a higher operating profit margin.

Construction-related: Although demand trends varied by region, domestic construction investment remained solid, and demand for construction equipment rentals remained steady, resulting in higher net sales and profits.

Other Businesses : While performance differed among the steel product sales, information products rental, and welfare-related businesses, results overall moved broadly in line with expectations.

Net sales: ¥213,266 million (Up 2.9% from prior year)

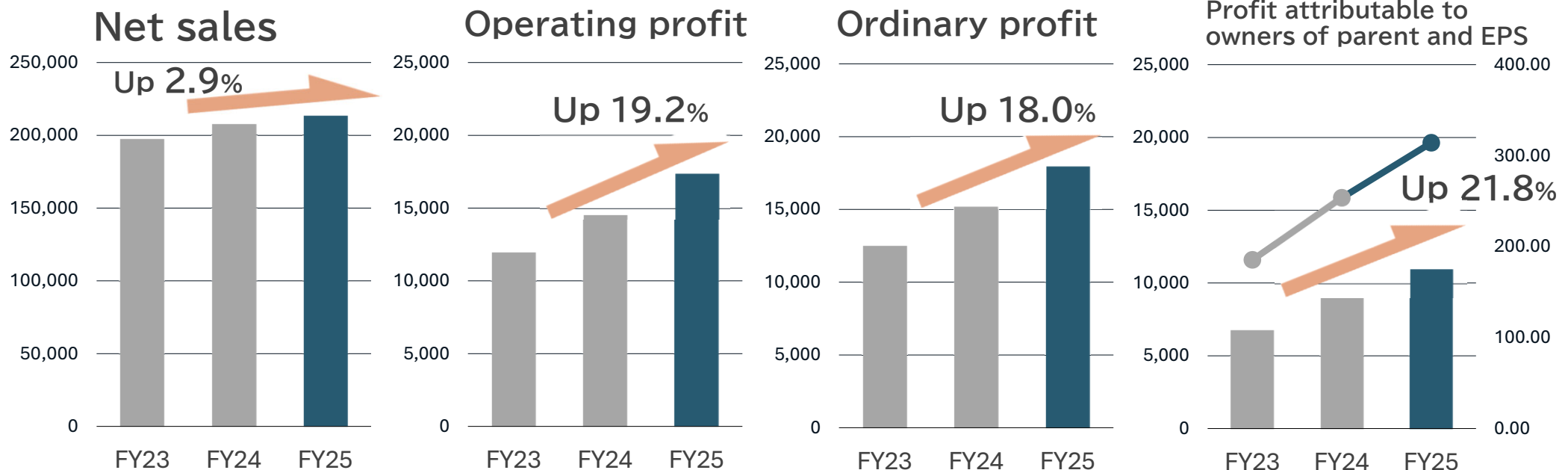
Operating profit: ¥17,369 million (Up 19.2% from prior year)

*The impact of interest rate and foreign exchange fluctuations on our results is minimal.

Consolidated Operating Results for the Fiscal Year Ended October 31, 2025

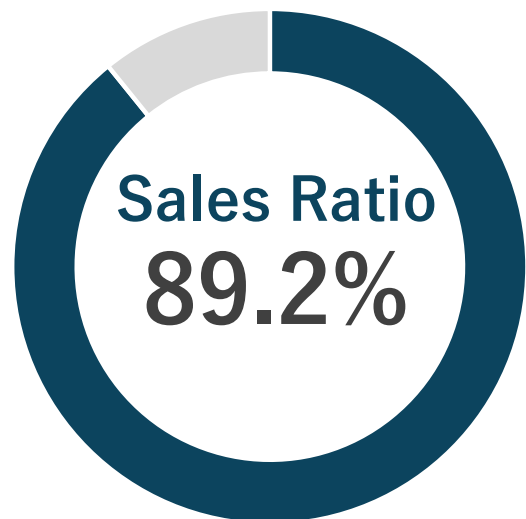
(Millions of yen)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	EPS
Consolidated operating 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 operating results for fiscal year ended October 31, 2024	207,218	14,569	15,218	9,013	¥253.72
% change from prior year	4.9%	21.8%	21.9%	34.1%	—
Consolidated operating results for fiscal year ended October 31, 2023	197,481	11,958	12,488	6,721	¥185.40



Consolidated Results by Segment

Construction Equipment Rental Business

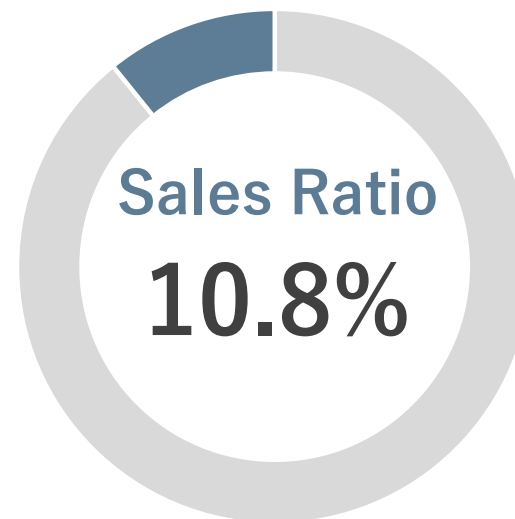


Net sales:
+3.3% YoY

Operating profit:
+22.6% YoY

Other Businesses

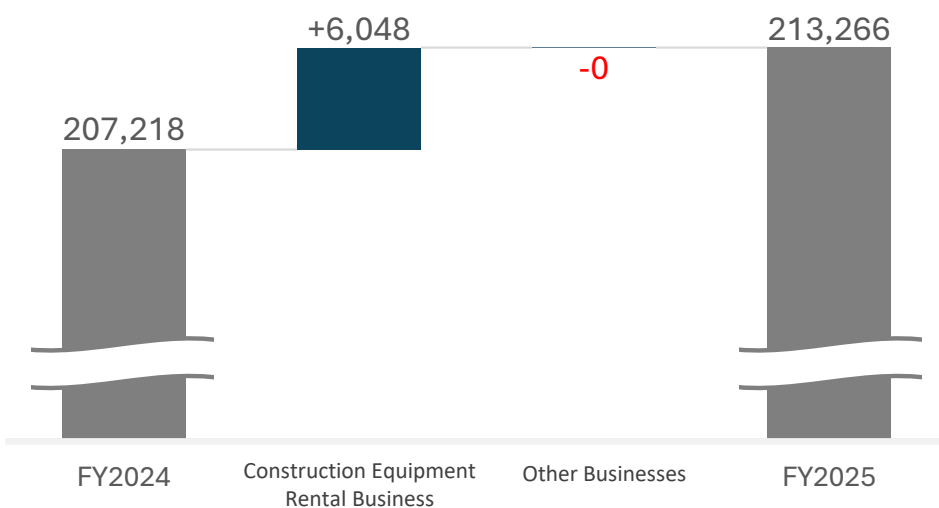
(Steel Product Sales Business, Information Products Rental Business, Welfare-related Business, etc.)



Net sales:
-0.0% YoY

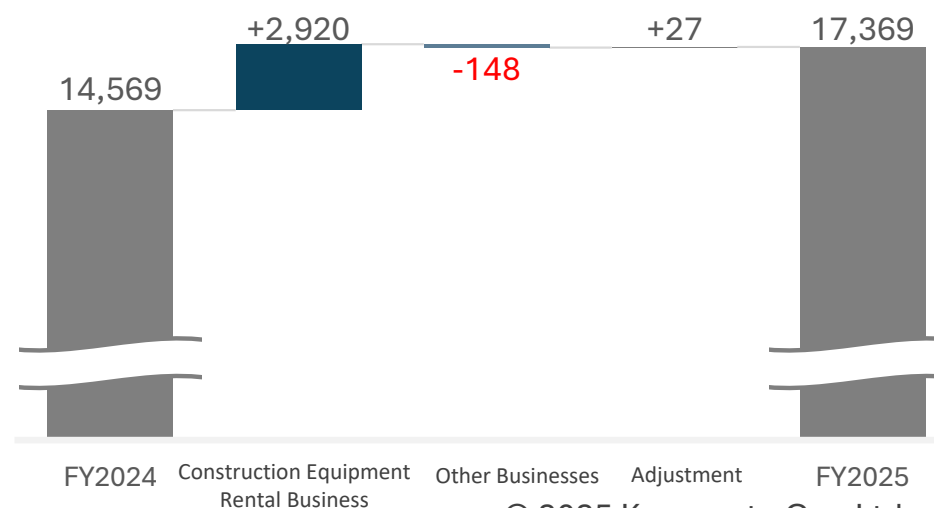
Operating profit:
-13.6% YoY

Net sales



Operating profit

(Millions of yen)



Construction Equipment Rental Business Situation by Region

Changes in Consolidated Net Sales

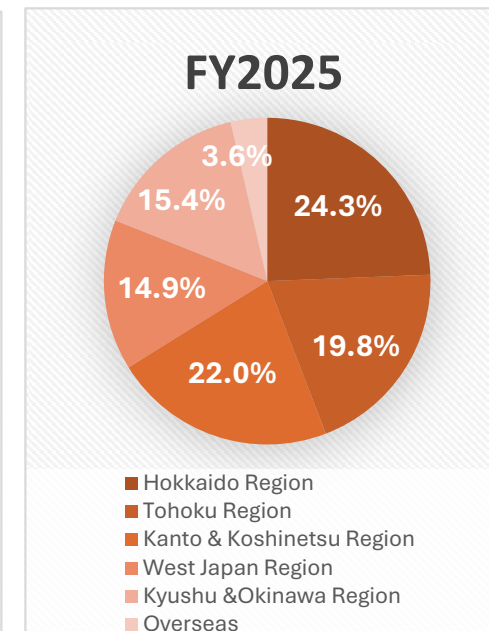
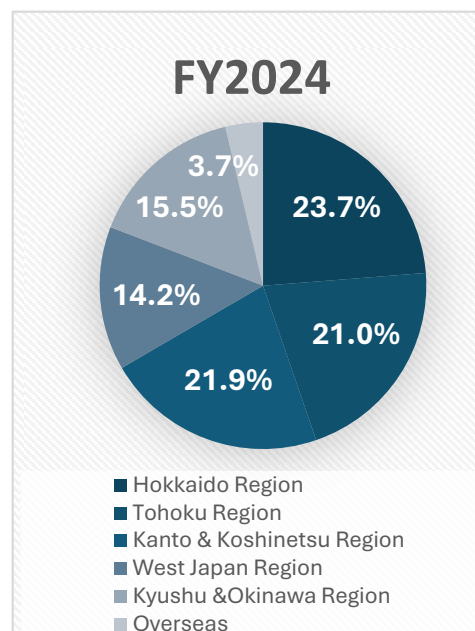
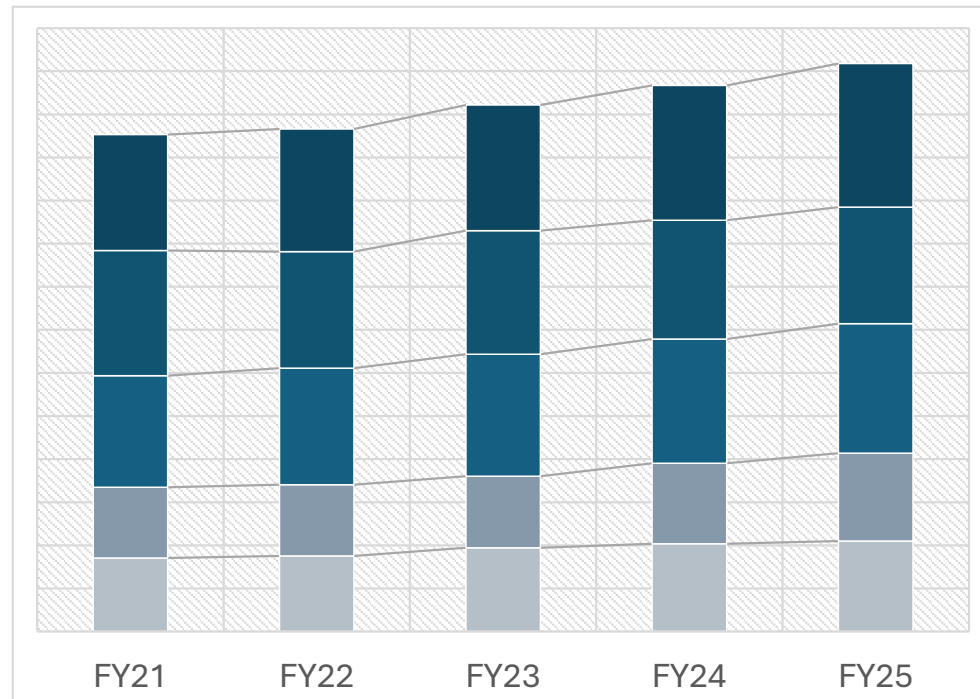
% change from prior year

■ Hokkaido Region	Up 6.6%
■ Tohoku Region	Down 1.9%
■ Kanto & Koshinetsu Region	Up 4.3%
■ West Japan Region	Up 9.0%
■ Kyushu & Okinawa Region	Up 3.2%
Consolidated total net sales of construction equipment rentals	<u>Up 3.9%</u>

Sales Ratio

	FY2024	FY2025
Hokkaido Region	23.7%	24.3%
Tohoku Region	21.0%	19.8%
Kanto & Koshinetsu Region	21.9%	22.0%
West Japan Region	14.2%	14.9%
Kyushu & Okinawa Region	15.5%	15.4%
Overseas	3.7%	3.6%

■ Hokkaido Region ■ Tohoku Region ■ Kanto & Koshinetsu Region
■ West Japan Region ■ Kyushu & Okinawa Region



Assets Balance Sheet

(Millions of yen)

	FY2024	FY2025	Change
Assets			
Current assets	126,675	130,835	4,159
Cash and deposits	51,104	61,110	10,006
Notes and accounts receivable - trade, and contract assets	43,478	40,670	-2,807
Other current assets	32,093	29,054	-3,039
Non-current assets	196,177	193,253	-2,923
Property, plant and equipment	175,070	170,668	-4,402
Rental equipment	322,689	329,892	7,202
Accumulated depreciation	-211,172	-223,704	-12,532
Rental equipment, net	111,516	106,187	-5,329
Other property, plant and equipment	63,554	64,480	926
Intangible assets	4,833	3,888	-945
Investments and other assets	16,272	18,696	2,423
Total assets	322,853	324,088	1,235

Liabilities and Net Assets

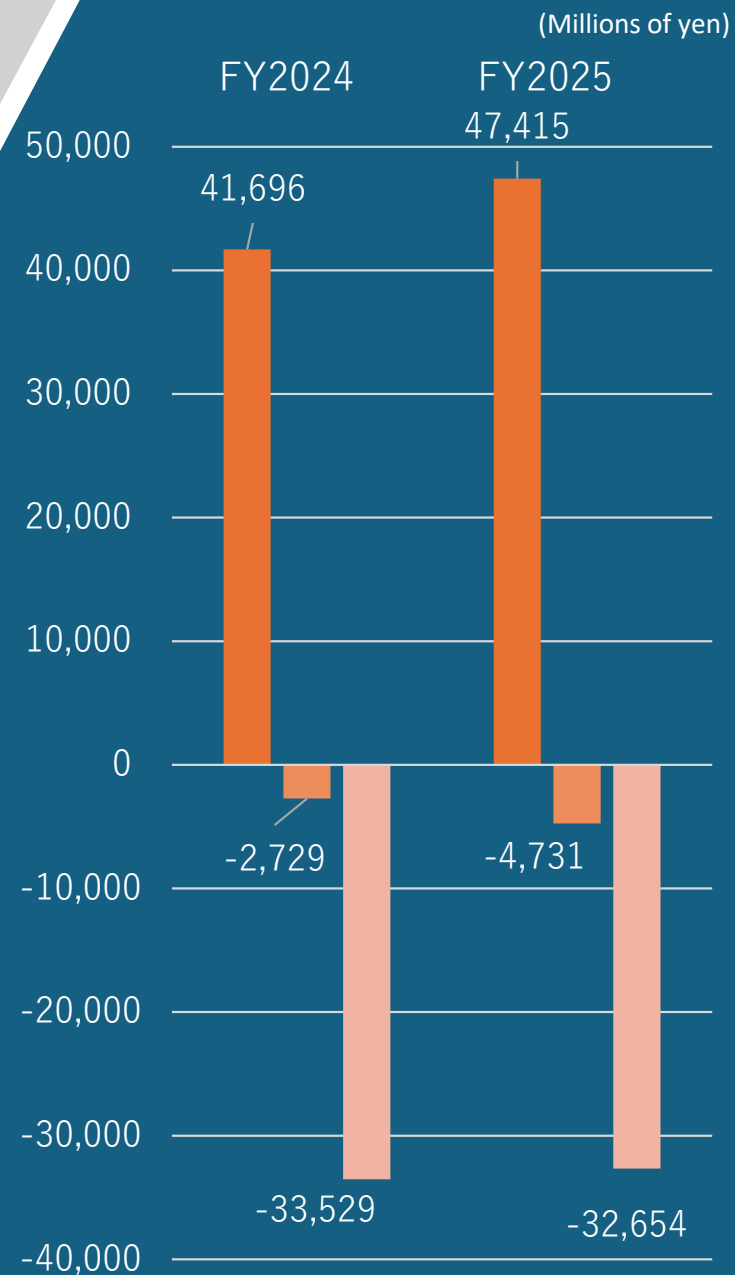
(Millions of yen)

	FY2024	FY2025	Change
Liabilities			
Current liabilities	92,817	84,965	-7,852
Notes and accounts payable - trade	25,754	13,251	-12,503
Electronically recorded obligations - operating	7,973	17,892	9,918
Current portion of long-term borrowings	21,331	17,380	-3,950
Other current liabilities	37,758	36,441	-1,316
Non-current liabilities	80,322	81,659	1,337
Long-term borrowings	32,402	37,418	5,016
Long-term accounts payable - other	41,088	37,689	-3,398
Other non-current liabilities	6,832	6,551	-280
Total liabilities	173,140	166,625	-6,514
Net assets			
Total shareholders' equity	133,883	139,891	6,008
Accumulated other comprehensive income	6,125	7,337	1,212
Non-controlling interests	9,705	10,233	528
Total net assets	149,713	157,463	7,749
Total liabilities and net assets	322,853	324,088	1,235

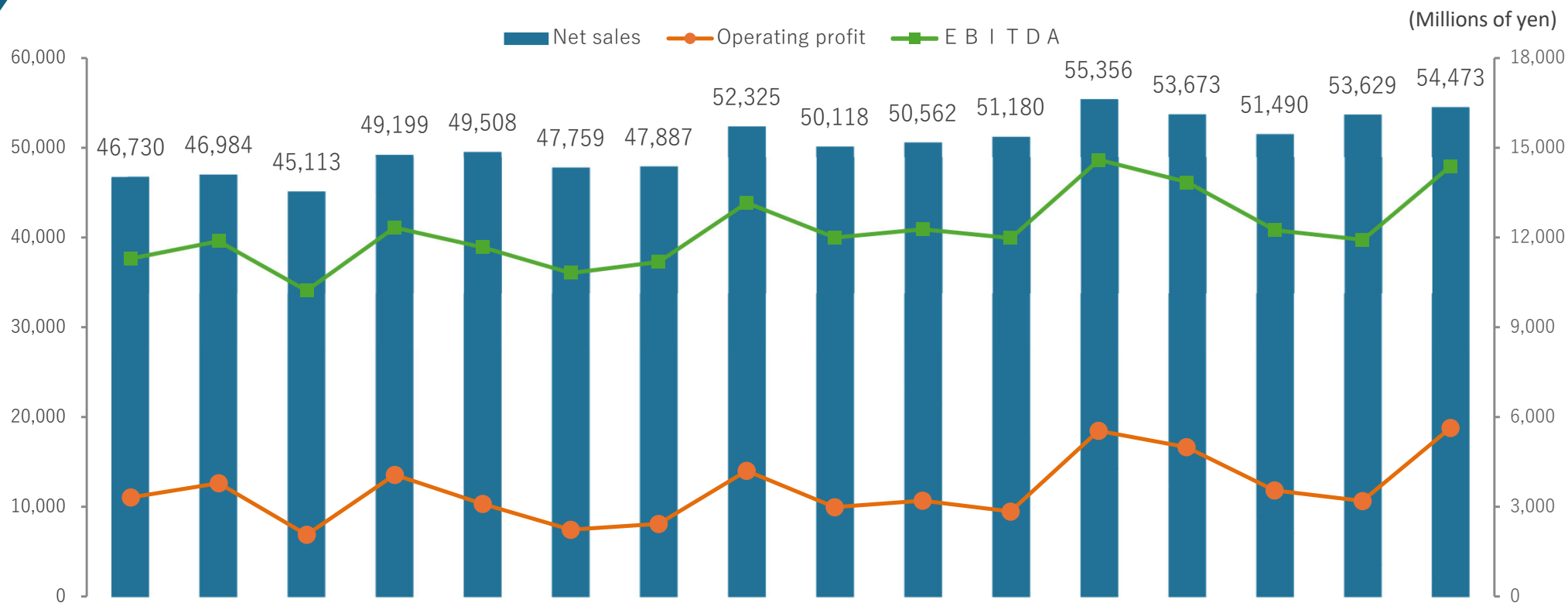
Cash Flows

	FY2024	FY2025	Change
Cash flow from operating activities	41,696	47,415	5,719
Cash flow from investing activities	-2,729	-4,731	-2,002
Cash flow from financing activities	-33,529	-32,654	875
Net increase (decrease) in cash and cash equivalents	5,493	10,006	4,512
Cash and cash equivalents at beginning of period	45,093	50,586	5,493
Cash and cash equivalents at end of period	50,586	60,592	10,006

Cash and cash equivalents were 60,592 million yen, An increase of 10,006 million yen compared to the previous consolidated fiscal year.



Changes in Quarterly Financial Results



	FY2022				FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	46,730	46,984	45,113	49,199	49,508	47,759	47,887	52,325	50,118	50,562	51,180	55,356	53,673	51,490	53,629	54,473
Operating profit	3,311	3,786	2,064	4,067	3,096	2,231	2,427	4,202	2,985	3,202	2,840	5,540	4,993	3,548	3,192	5,634
Depreciation	7,990	8,094	8,176	8,266	8,581	8,592	8,764	8,952	9,016	9,073	9,145	9,040	8,850	8,697	8,734	8,754
E B I T D A	11,302	11,881	10,241	12,333	11,678	10,824	11,192	13,155	12,002	12,276	11,986	14,580	13,843	12,245	11,927	14,388

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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

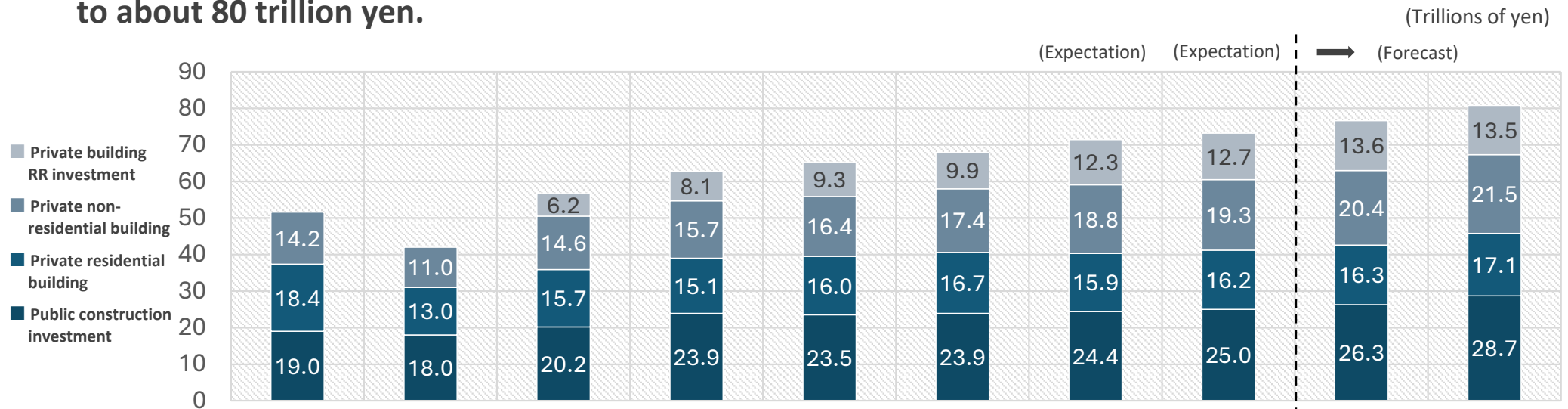
- Construction demand remains steady, supported by the acceleration of digitalization, the development of data centers, and large-scale redevelopment projects in urban areas.
- Along with railway construction in Hokkaido and the Tokyo metropolitan area, growth is also expected in markets related to renewable 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.

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- 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, 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 FY2026 is expected to increase from the previous year to about 80 trillion yen.

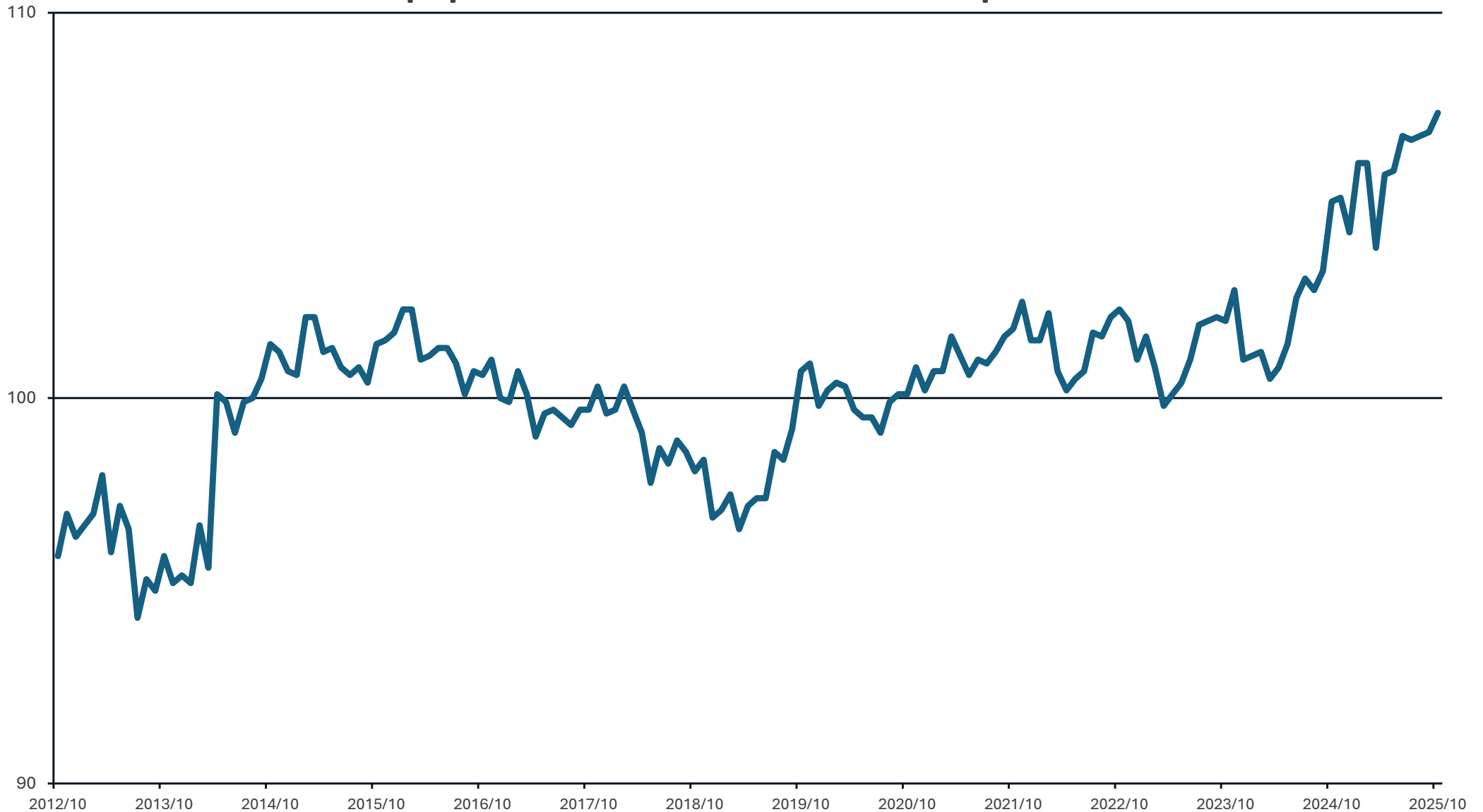


Fiscal year	2005	2010	2015	2020	2021	2022	2023 (Estim.)	2024 (Estim.)	2025 (F'cast.)	2026 (F'cast.)
Total construction	51.6	41.9	56.6	62.8	65.2	67.8	71.5	73.2	76.7	80.7
Change from prior fiscal year	(-2.4%)	(-2.4%)	(19.3%)	(0.7%)	(3.8%)	(4.1%)	(5.3%)	(2.4%)	(4.7%)	(5.3%)
Public construction	19.0	18.0	20.2	23.9	23.5	23.9	24.4	25.0	26.3	28.7
Change from prior fiscal year	(-8.9%)	(0.3%)	(8.6%)	(6.1%)	(-1.4%)	(1.6%)	(2.2%)	(2.6%)	(5.1%)	(8.9%)
Private residential building	18.4	13.0	15.7	15.1	16.0	16.7	15.9	16.2	16.3	17.1
Change from prior fiscal year	(0.3%)	(1.1%)	(5.5%)	(-7.7%)	(6.4%)	(4.3%)	(-4.8%)	(1.6%)	(0.9%)	(4.6%)
Private non-residential building	14.2	11.0	14.6	15.7	16.4	17.4	18.8	19.3	20.4	21.5
Change from prior fiscal year	(4.0%)	(-10.0%)	(3.9%)	(-7.7%)	(4.1%)	(6.1%)	(8.4%)	(2.3%)	(5.9%)	(5.5%)
Private building RR investment	—	—	6.2	8.1	9.3	9.9	12.3	12.7	13.6	13.5
Change from prior fiscal year	—	—	—	(25.1%)	(13.9%)	(6.6%)	(24.8%)	(3.4%)	(7.0%)	(-1.2%)
Substantive construction investment	57.5	44.9	56.6	58.1	57.6	56.4	57.9	56.9	58.2	60.0
Change from prior fiscal year	(-3.6%)	(-2.6%)	(19.0%)	(0.8%)	(-1.0%)	(-2.0%)	(2.6%)	(-1.6%)	(2.1%)	(3.2%)

Source: Prepared based on the Construction Economy Model Forecast of Construction Investment (Oct. 2025) published by the Research Institute of Construction and Economy (RICE)

Corporate Service Price Index (Construction Equipment Rental)

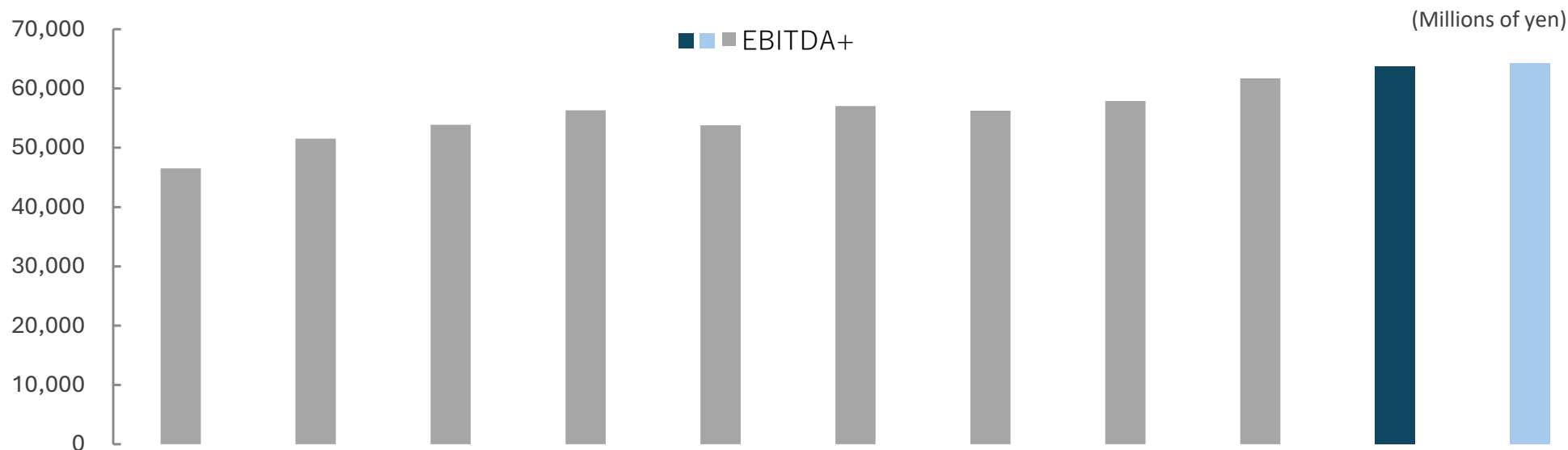
The construction equipment rental index shows an upward trend from 2024.



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.



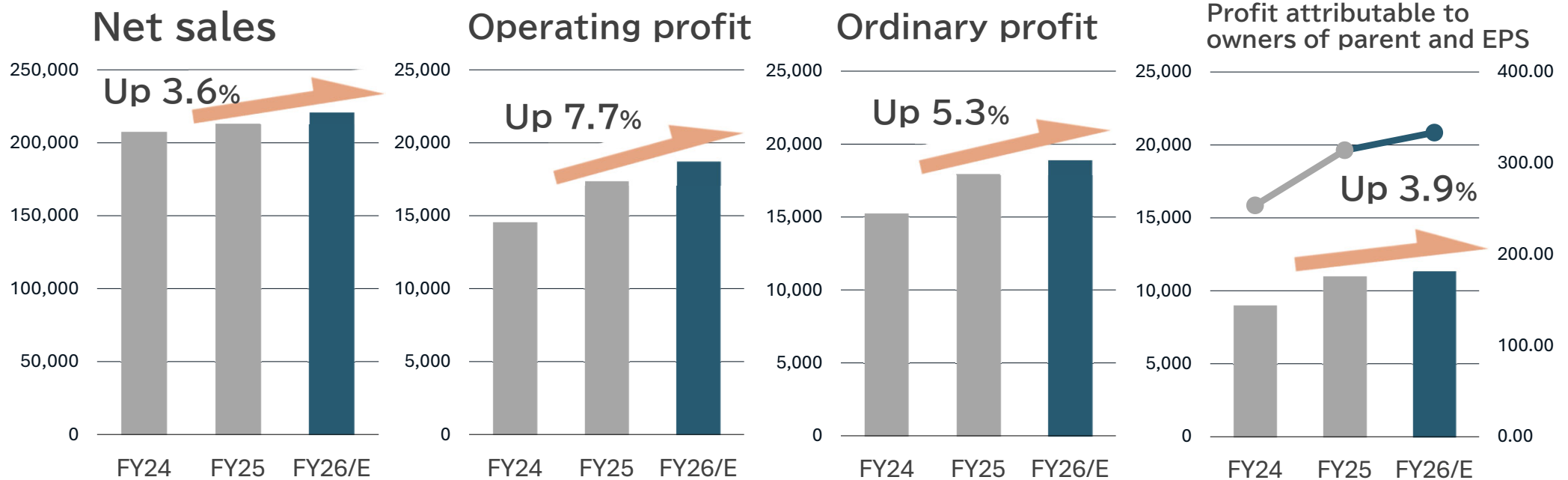
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026/E
Operating profit	15,134	16,665	17,599	17,842	14,250	14,624	13,229	11,958	14,569	17,369	18,700
Depreciation	22,458	24,570	25,722	27,705	29,073	31,712	32,528	34,891	36,275	35,037	33,100
EBITDA	37,592	41,235	43,321	45,547	43,324	46,336	45,758	46,849	50,844	52,406	51,800
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	64,200
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	24,200

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	18,700	18,900	11,400	¥333.64
% change from prior year	3.6%	7.7%	5.3%	3.9%	—
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



*At a meeting of the Board of Directors held on December 5, 2025, the Company resolved to acquire its own shares, and the "Earnings per Share" in the projected consolidated operating results for the fiscal year ending October 31, 2026 takes into account the impact of this acquisition of own shares.

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Consolidated Operating Results for the Fiscal Year Ended October 31, 2026

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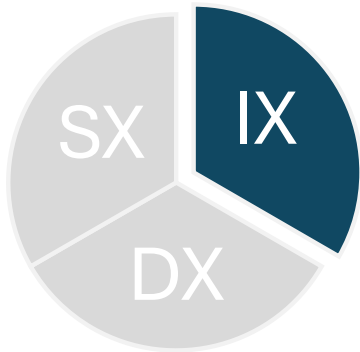
Projected Consolidated Operating Results for the Fiscal Year Ending October 31, 2026

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Future Expansion: Progress 65



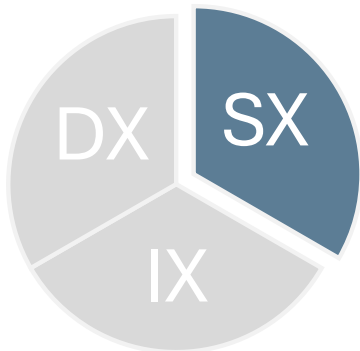
Awareness of Medium- and Long-term Changes to the External Environment and Issues



Reforms in the industry

Industrial Transformation

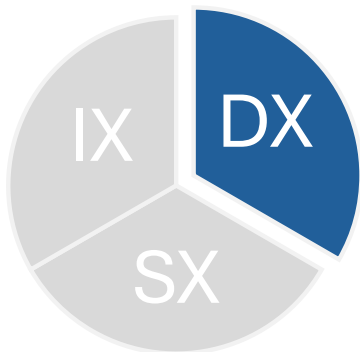
- To respond to purchase cost rises and soaring personnel costs, reforming our revenue structure is a pressing issue
- In the medium and long term, with Japan's low birthrates and aging society, labor shortages at SMEs will become more apparent and there will be increasingly few companies in the industry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



Resolving environment and social issues through business

Sustainable Transformation

- 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



An age in which DX determines competitiveness

Digital Transformation

- 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



EV Battery Plants



Constructions of Semiconductor Plants



Hokuriku Shinkansen



Linear Chuo Shinkansen



Hokkaido Shinkansen



2025 Osaka Expo / Osaka IR



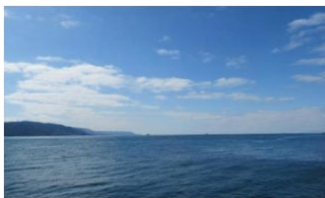
Large-scale Refurbishments of Three NEXCO Companies



Airport and port redevelopment work



Constructions of Self-Defense Forces



Wind Power Generation



Geothermal Power Generation



Solar Power Generation



Power Transmission

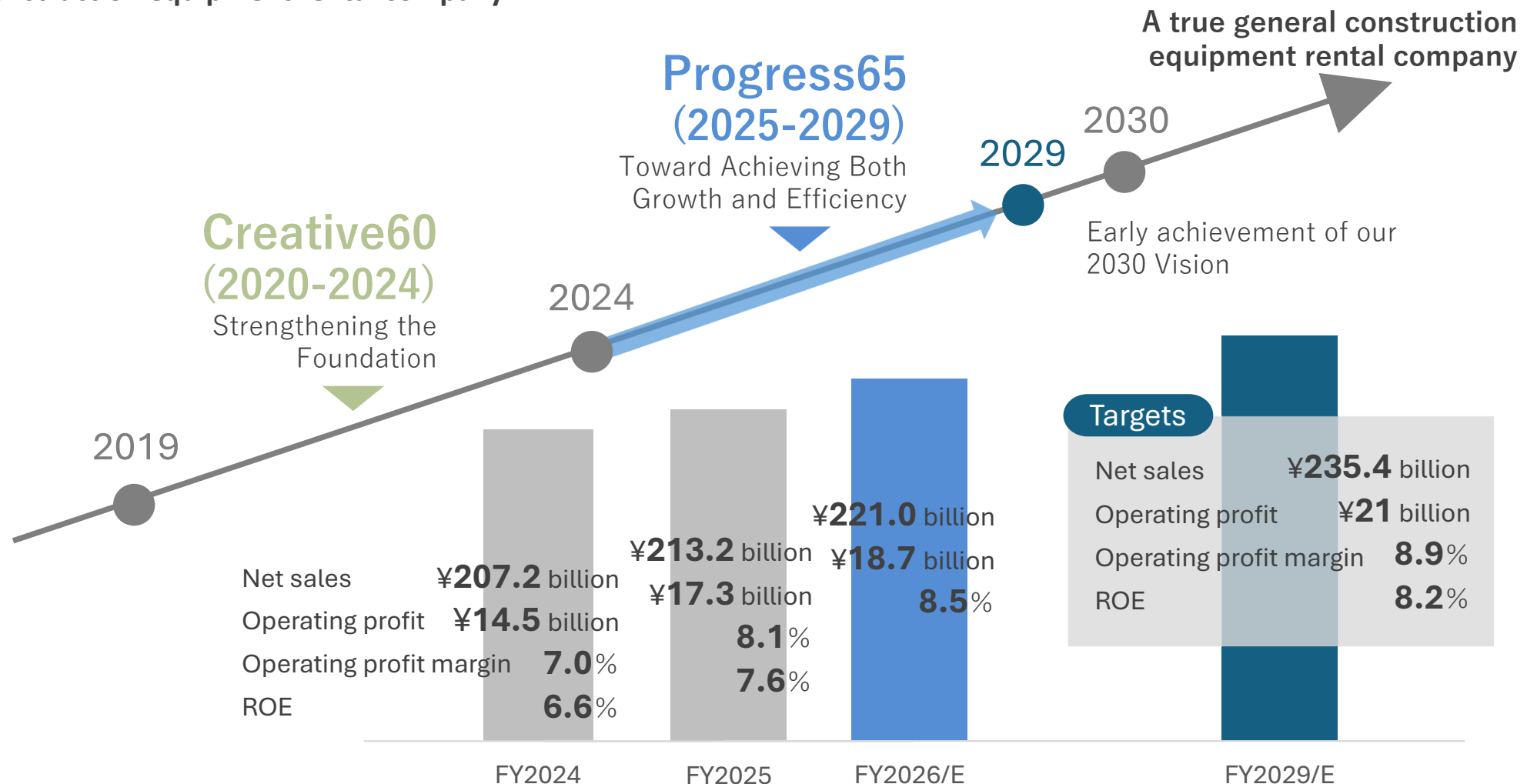


The New Medium-term Management Plan

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 maintained utilization rates.
- In the surveying and measurement equipment field, we completed the M&A of CACH Inc.
- For overseas expansion, we have continued strengthening our existing base in Asia and Oceania and our FS activities in the North American market.

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.
- By applying BI tools incorporating group indicators to branch strategies, we improved visualization of management conditions.
- We introduced the web-based ordering system Quick Order Rental.
- We began partial use of RPA, BI, and generative AI to promote greater operational efficiency and accelerate the implementation of data-driven management.

3. Sustainability initiatives

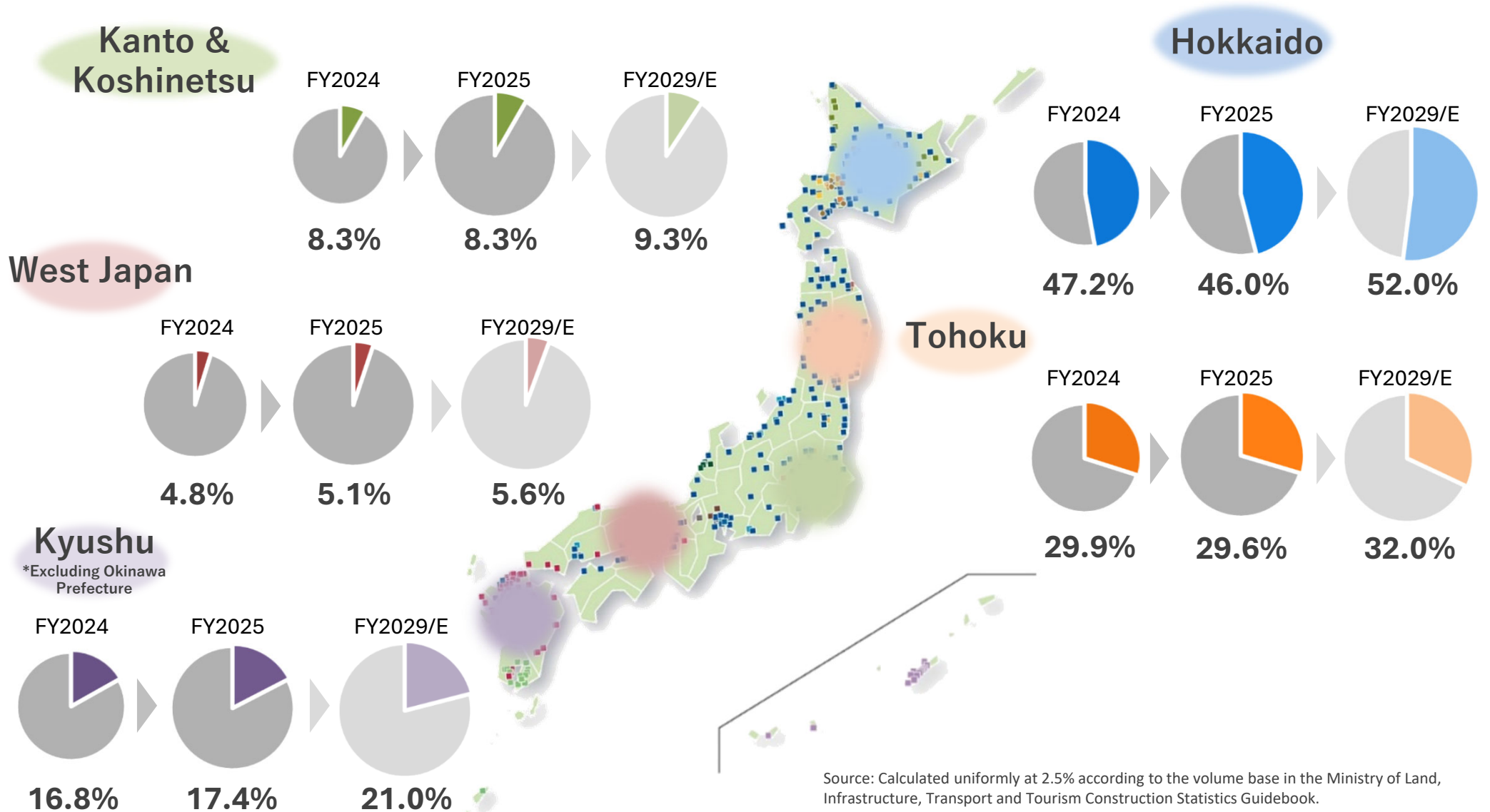


- Human rights policy
- Enhancement of investment in human capital
- Promotion of TCFD and environmental measures
- ESG

- We communicated our human rights policy throughout the supply chain.
- We raised employee salary levels by an average of 8% and expanded various allowances.
- To enhance our health and productivity management, we introduced a health management system.
- Combined Scope 1 and 2 emissions were reduced by 8.1% compared with FY2013.
- To strengthen governance oversight, we established a Nomination and Compensation Committee.

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.

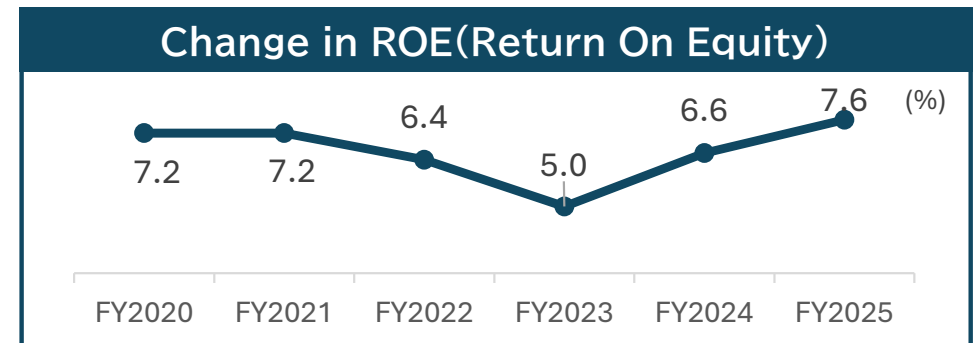
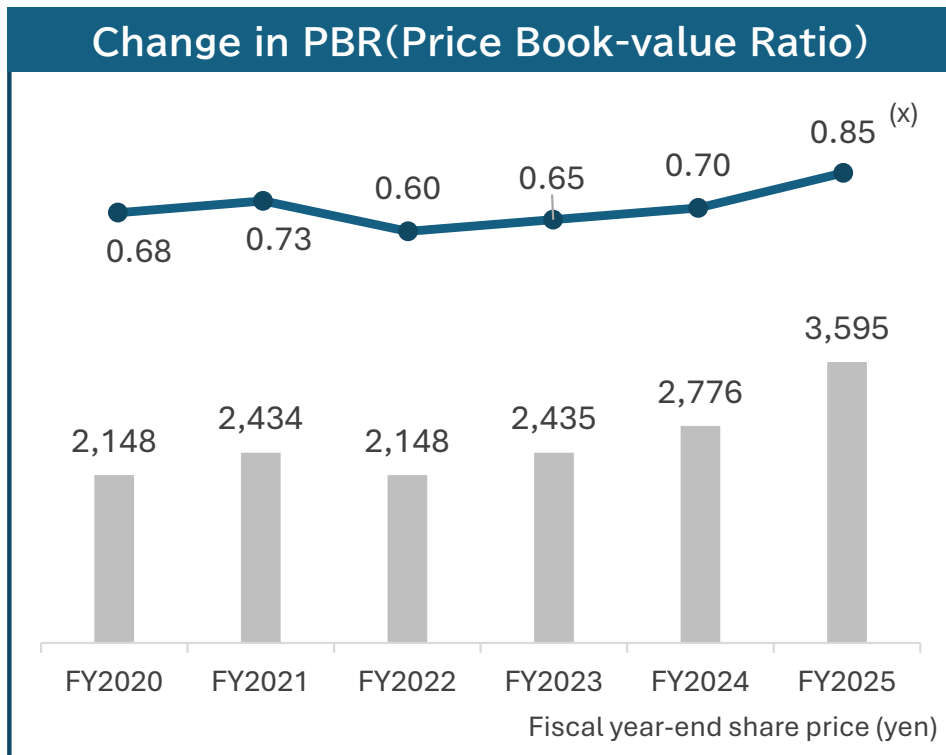


Kyushu
*Excluding Okinawa Prefecture

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

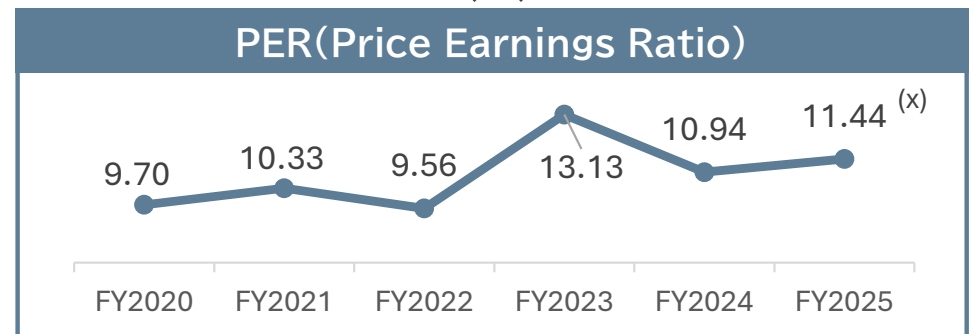
Analysis of the Current Situation for Enhancing Corporate Value

- 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.



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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
FY2024	17 sites	2 sites	7 new sites
FY2025	14 sites	3 sites	12 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.

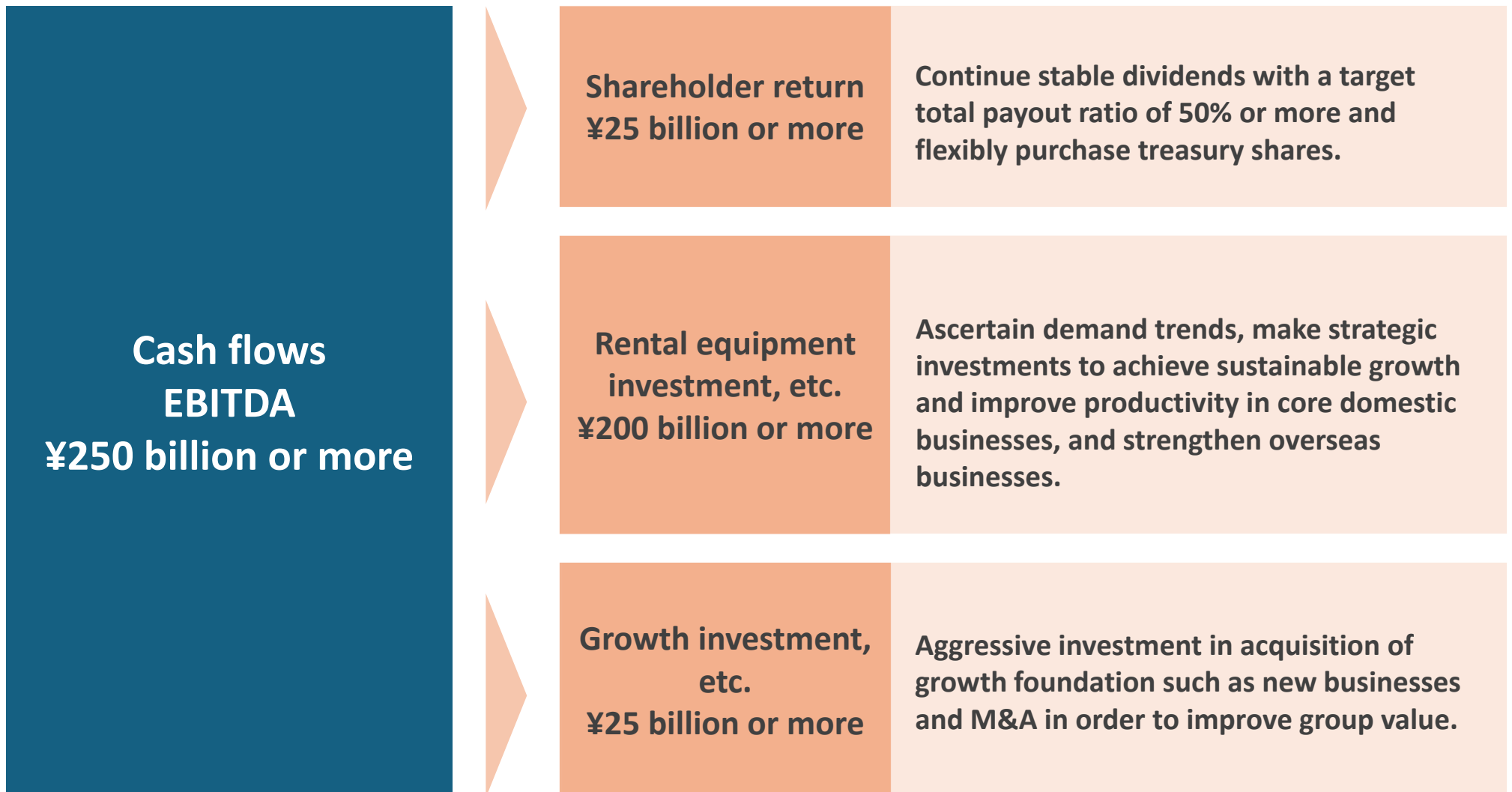
▼ Status of dialogue with shareholders and investors

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.



History of M&As

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

■ Consolidated Subsidiary
 ■ Non-consolidated Subsidiary
 ■ Affiliate Company



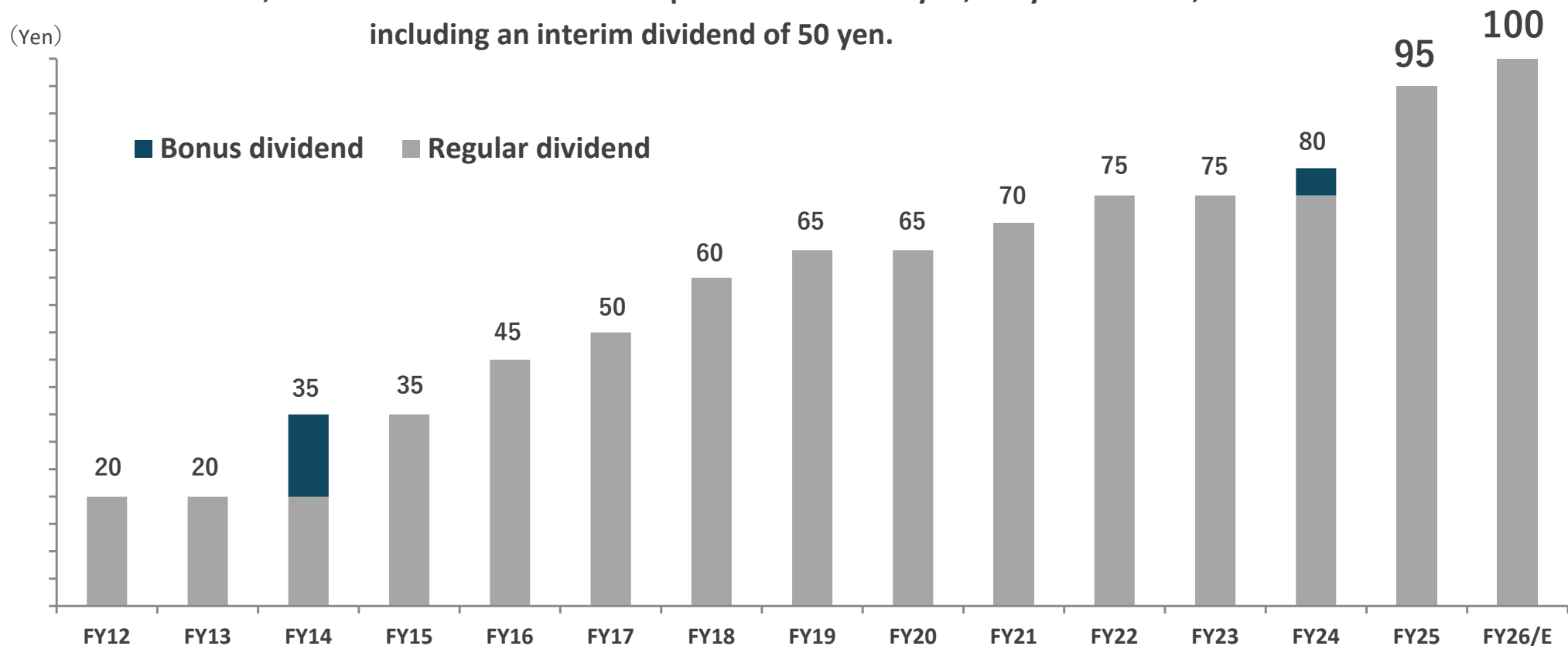
Shareholder Return Policy

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 Policy

FYE October 31, 2025: The year-end dividend is set at 50 yen, an increase of 5 yen from the previous forecast. As a result, the annual dividend will be 95 yen, a 15-yen increase from the prior year (including an interim dividend of 45 yen).

FYE October 31, 2026: The annual dividend is planned to be 100 yen, a 5-yen increase, including an interim dividend of 50 yen.



kanamoto

Contact

Kanamoto Public Relations Office

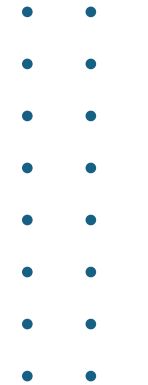
1-19, Odori Higashi 3-chome, Chuo-ku, Sapporo,
Hokkaido 060-0041 Japan

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/>



[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.

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	



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: Branch Network/Alliance Group

Kanamoto Group has 557 bases

Kanamoto itself has 215 branches, and is developing operations in seven foreign countries

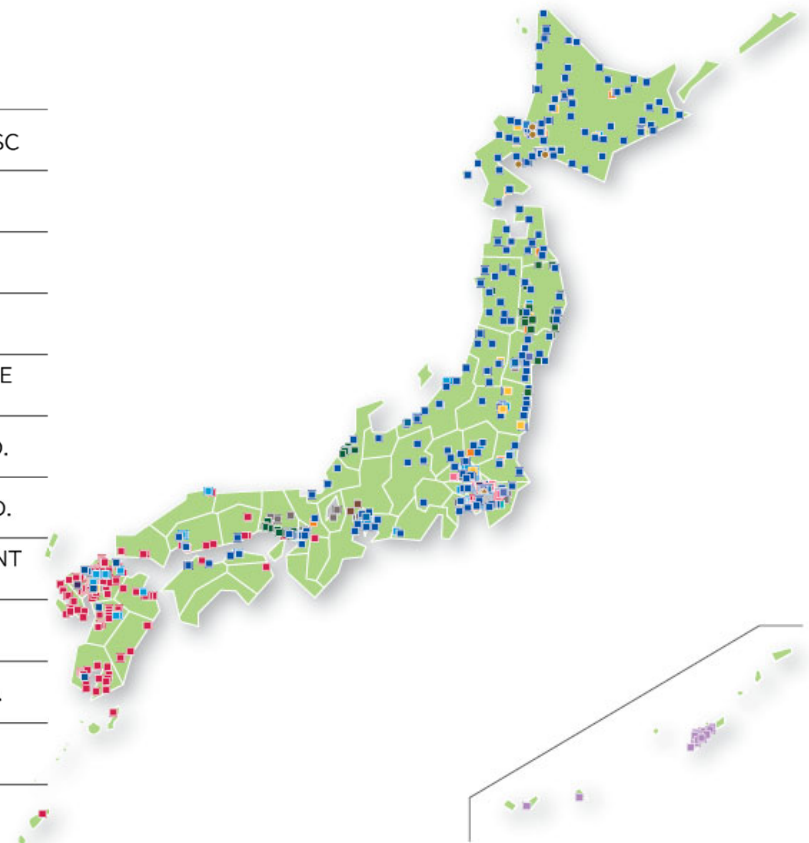
Breakdown (As of October 31, 2025)

215 Branches: Kanamoto

342 Branches: Alliance companies

Kanamoto Alliance Group

Kanamoto Co.,Ltd.	MADICA PTY LTD	KANAMOTO FECON RENTAL JSC
Assist Co., Ltd.	PORTER EXCAVATIONS PTY.LTD.	KANAMOTO & JP NELSON EQUIPMENT (M) SDN. BHD.
Kanatech Co., Ltd.	PORTER GROUP NOMINEES PTY LTD	PT KANAMOTO INDONESIA
Kanki Co., Ltd.	PORTER UTILITIES HOLDINGS PTY LTD	SIAM KANAMOTO CO., LTD.
KG Flowtechno Co., Ltd.	PORTER UTILITIES PTY LTD	SK ADMINISTRATION SERVICE (THAILAND) CO., LTD.
CENTRAL Co., Ltd.	KANAMOTO (CHINA) INVESTMENT CO., LTD.	TOYU ENGINEERING CO., LTD.
SOOKI HOLDINGS Co., Ltd.	CACH Inc.	MEIGI ENGINEERING CO., LTD.
SOOKI Co., Ltd.	Carewell Anshin Co., Ltd.	KNK MACHINERY & EQUIPMENT CORPORATION
Toyo Industry Co., Ltd.	Komatsu Doboku Tsusho Co., Ltd.	SIC Agora eX Corporation
NISHIKEN CO., LTD.	Safety Ishikawa Co., Ltd.	SUGAKIKAI KOGYO CO., LTD.
Unite Co., Ltd.	SOOKI SALES Co., Ltd.	Machida Kikou Co., Ltd.
KANAMOTO AUSTRALIA HOLDINGS PTY LTD	NISHIKEN SYSTEM SOLUTIONS CO., LTD.	








































Reference: Overseas Network

2015	PT KANAMOTO INDONESIA	Non-consolidated subsidiary
	KANAMOTO FECON RENTAL JSC	Non-consolidated subsidiary
	SIAM KANAMOTO CO., LTD.	Non-consolidated subsidiary
	KNK MACHINERY & EQUIPMENT CORPORATION	Associated company
2017	KANAMOTO (CHINA) INVESTMENT CO., LTD.	Consolidated subsidiary
2018	KANAMOTO & JP NELSON EQUIPMENT (M) SDN. BHD.	Non-consolidated subsidiary
2020	KANAMOTO AUSTRALIA HOLDINGS PTY LTD	Consolidated subsidiary
	MADICA PTY LTD	Consolidated subsidiary
	PORTER EXCAVATIONS PTY. LTD.	Consolidated subsidiary
	PORTER GROUP NOMINEES PTY LTD	Consolidated subsidiary
	PORTER UTILITIES HOLDINGS PTY LTD	Consolidated subsidiary
	PORTER UTILITIES PTY LTD	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.

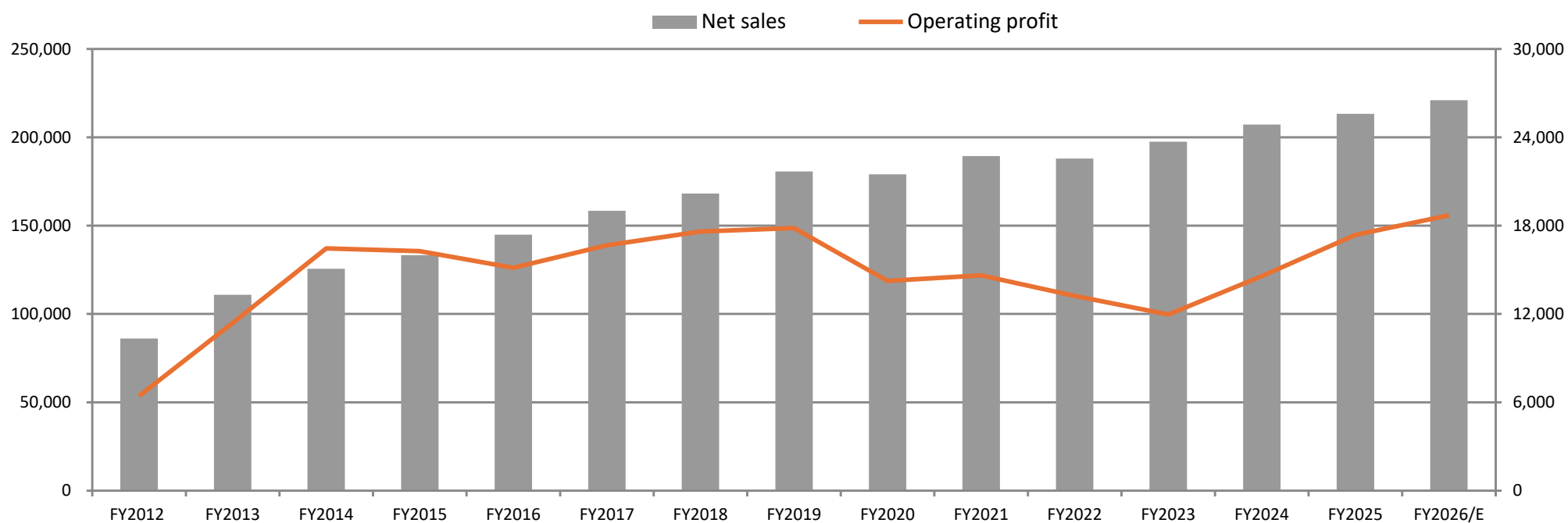
新商品・開発商品 	環境関連機器 	シーズン機器 		
コンプレッサ・エアツール 	発電機・溶接機・照明機器 	土木用機械 	水中ポンプ・洗浄機・水タンク 	レンタカー・トラック 
高所作業車・高所作業機 	フォークリフト・揚重機械・荷役機器 	コンクリート打設機器 	電動工具他・一般汎用機械 	ハウス・トイレ・物置・備品 
仮設機材・敷板・鋼材・水槽 	保安用品 	通信・計測機器 	トンネル機械 	基礎・地盤改良機械 
建設ICT 	濁水処理システム 	イベント関連 	切断・破碎・穿孔・加工 	環境リサイクル機械 
エアーツール用品 	ポンプ・水処理用品 	発電機・溶接機材用品 	ドリル・研り・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 

* 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	18,700
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	18,900
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	11,400
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 (Jan. 2016 to Dec. 2025)

— 移6カ月 — 移12カ月 — 移24カ月



出来高

— 出来高 (株)

