



Progressive As **We** Go
常に前向きであれ

Q3 FY5/26 Financial Results



Artwork provided for our “Smile Art” rental service, which features artworks created by artists with disabilities.

RENT CORPORATION

Stock Code: 372A

April 14, 2026

(Financial Results Briefing: April 24, 2026)

Q3 Results

Net sales increased by 7.0% YoY; operating profit margin reached 10.7%

- **Strong performance** in the Tokyo & Kanagawa and Osaka & Kyushu areas; **capturing demand** in the North Kanto & Tohoku and Tokai areas **remains a key challenge**
- Promoted **expansion of rental assets and revisions to rental pricing**
- **Reduced costs** through more efficient procurement and logistics of rental assets; **some costs remained unutilized** due to delays in certain capital expenditures
- **Financial soundness has steadily improved** through capital increases at the time of listing and profit accumulation

Forecasts

Aim to expand business scale and net sales while maintaining the previous year's profit margin level

- Sales: **Focus on** strengthening sales activities; Profits: **Pursue upside** while making proactive growth investments
- **ROE is expected to remain at a high level**, although it is expected to decline due to new share issuance associated with the listing
- **Target annual dividend of 210 yen per share and a dividend payout ratio of 30%** through an increase in dividend levels

Growth Strategy

Establishing a third major player in the rental industry through a unique strategy

- Expand customer base and strengthen earning capacity by promoting differentiation centered on **Value Plus services**
- Continue to promote the **"RentLiNK Alliance,"** a business partnership focused on generating synergies
- **Open four new locations domestically** to expand regional market share, with **plans for an additional five locations**
- **Newly include an automotive maintenance company in the Group** to strengthen maintenance capabilities for rental assets
- **Transition two Group companies in Vietnam and Indonesia** to a new management structure to expand overseas operations and share management resources



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1. Company Introduction

History



Since our founding in June 1984, we have expanded its business while adapting to changes in the external environment

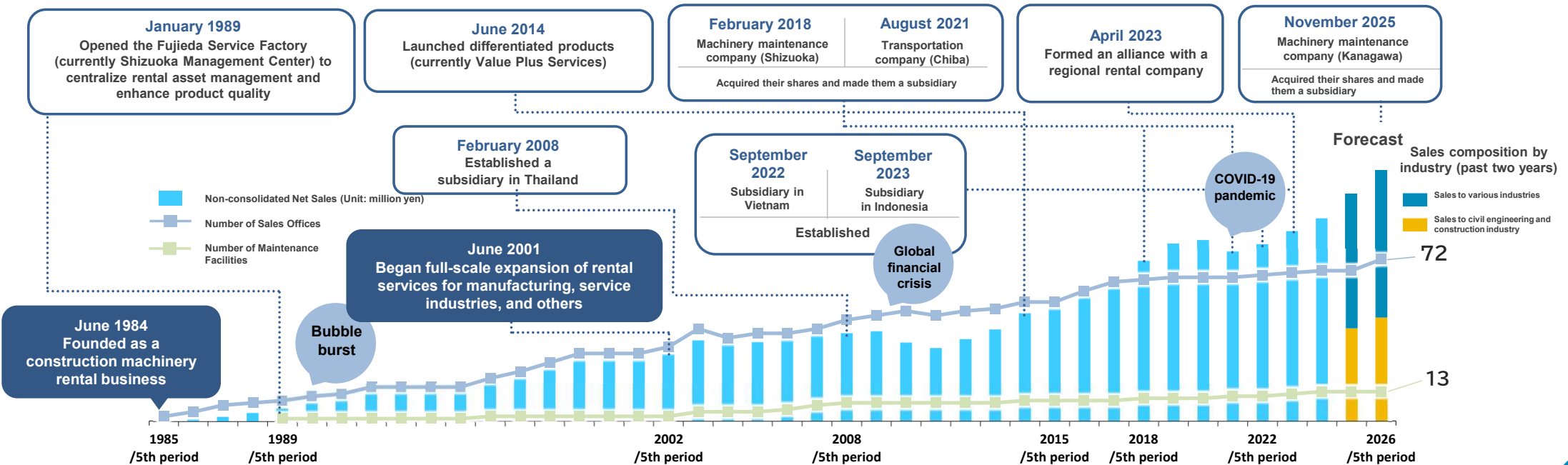
M&A / Alliances

Product differentiation

Overseas expansion

Expansion of customer segments

Development and strengthening of management functions and logistics network



RENT in Numbers (as of End of Q3, February 2026)



Number of Rental Products
(Consolidated)



Approx. 7,000 product types; over 600,000 units

Number of Employees
(Consolidated)



Over 1,680

Countries with Overseas Operations



ASEAN:
3 countries

Sales Offices
(Consolidated)



81 locations



Sales Office: RENT Nishi-Yodogawa Sales Office

Maintenance Facilities
(Consolidated)

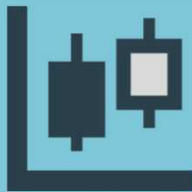


20 locations



Maintenance Facility: RENT Nagoya Management Center

Q3 Net Sales
(Consolidated)



39.9 billion yen

+7.0%
YoY

Q3 Ordinary Profit
(Consolidated)



4.0 billion yen

+9.9%
YoY

Full-Year
Forecasts

Net Sales
(Consolidated)
54.0 billion yen

Ordinary Profit
(Consolidated)
3.7 billion yen

Total Assets (Consolidated)



66.5 billion yen

+15.3%
YoY

Broadening our rental offerings beyond construction machinery to include industrial machinery and various tools



Pursuing the advantages of rental service by offering a comprehensive lineup—“everything you need in one place”

- Core rental services for the **construction industry**
- A broad lineup of products enables customers to realize the benefits of renting rather than owning, contributing to more efficient management
- As demand for environmental performance, safety, and efficiency continues to rise, we help solve customer challenges through a wide range of products and proposals that emphasize these factors



Expanding rental services to a broader range of industries

- Unlike the construction industry, where rental systems have long been widely adopted, the concept of “renting rather than owning” had not been prevalent in **industries such as manufacturing, logistics, and plants**
- Since the early 2000s, under the policy of “promoting broader adoption of rental systems and contributing to customers’ operational efficiency,” we have expanded into rental services in these sectors

2. Q3 FY5/26 Financial Summary

Business Environment

The domestic economy remains uncertain / Construction investment increased, but delays and revisions have emerged

Domestic Economy

- Corporate earnings and employment conditions are improving; personal consumption and capital investment are recovering, while concerns remain over inflation, overseas trade policies, and interest rate trends.

Construction Investment

- Construction investment continues to exceed the previous year's level; however, delays in project starts and revisions to investment plans have begun to have an impact.

Initiatives

Continuing growth investments / Expanding our Value Plus services

- Strengthened customer acquisition and deepened relationships in major metropolitan areas, core regional cities, and special-demand areas (e.g., large-scale factories and power plants)
- Drove sales growth and differentiation through Value Plus services focused on environment, safety, and efficiency
- Expanded rental asset holdings, enhanced products and services, and promoted rental rate revisions
- Promoted growth investments, including alliances, branch expansion, strengthening group company functions, and workforce expansion

Financial Results

Sales grew by 7.0% while maintaining profitability

- Net sales: 39.9 billion yen (up 7.0% YoY); Operating profit: 4.2 billion yen; Operating profit margin: 10.7%
- Assets: +8.5 billion yen; Liabilities: +3.9 billion yen; Net assets: +4.6 billion yen



Q3 FY5/26 Results: Sales and Profits



Sales: Increased by 7% YoY, despite weaker demand capture for construction and equipment-related projects in certain regions.

Profits: Remained within the forecast range, supported by cost reductions through volume discounts on rental asset procurement, improved loading efficiency and consolidation of deliveries, as well as unutilized costs due to delays in certain capital expenditures.

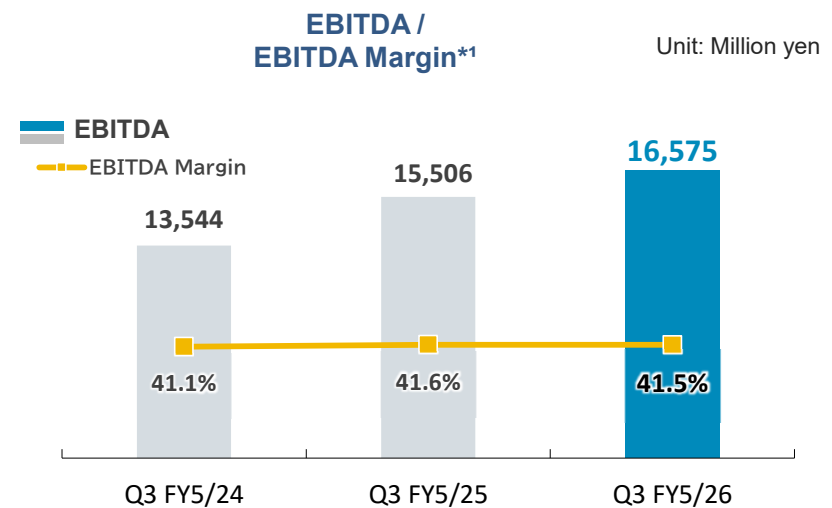
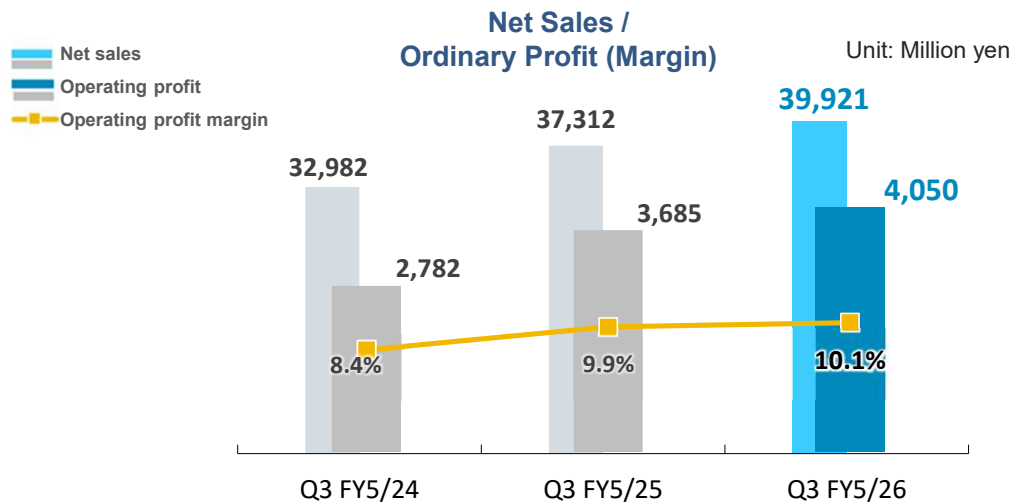
Unit: Million yen	Q3 FY5/25	Q3 FY5/26	Pct. change	FY5/26 Forecasts	Pct. change	FY5/26 Progress toward forecasts
Net Sales	37,312	39,921	+7.0%	54,000	+10.0%	73.9%
Operating Profit	3,958	4,290	+8.4%	4,300	+10.1%	99.8%
Profit margin	10.6%	10.7%		8.0%		
Ordinary Profit	3,685	4,050	+9.9%	3,750	+8.9%	108.0%
Profit margin	9.9%	10.1%		6.9%		
Profit Attributable to Owners of Parent	2,515	2,814	+11.9%	2,600	+4.0%	108.2%
Profit margin	6.7%	7.1%		4.8%		

Q3 FY5/26 Results: Growth Potential and Profitability



Net sales increased by 7% YoY; Profitability indicators remained solid

Unit: Million yen		Q3 FY5/25	Q3 FY5/26	
Growth potential	Net Sales	37,312	39,921	Pct. Change: +7.0%
Profitability	Ordinary Profit (Ratio to net sales)	3,685 (9.9%)	4,050 (10.1%)	Pct. Change: +9.9%
	EBITDA* ¹	15,506	16,575	EBITDA margin controlled with a target level of approximately 40%
	EBITDA margin* ¹	41.6%	41.5%	



*¹ EBITDA = Operating profit + depreciation (including lump-sum depreciated assets) + lease expenses
 EBITDA margin = EBITDA ÷ Net sales

Q3 FY5/26 Results: Sales by Region



Sales in the “North Kanto & Tohoku” region declined YoY, and growth in the “Tokai” region was sluggish. Meanwhile, the “Tokyo & Kanagawa” and “Kansai & Kyushu” regions drove overall performance.

(Unit: 100 million yen)

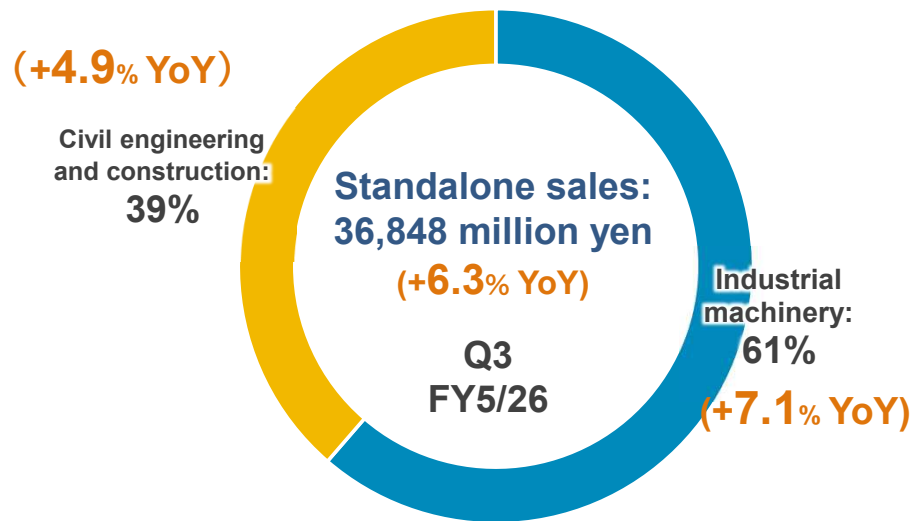
Region	FY5/25 Q3	FY5/26 Q3	Change	Pct. change	FY5/26 Composition rate	Overview / Factors Behind Changes
North Kanto & Tohoku	35.8	32.1	- 3.6	- 10.3%	8.1%	Semiconductor-related demand declined. Capturing plant-related demand and local construction and equipment projects remains a challenge.
Tokyo & Kanagawa	101.2	114.7	+13.5	+13.4%	28.7%	Steady acquisition of demand related to redevelopment projects, data centers, and logistics warehouses, as well as local construction and facility installation work.
Tokai	136.2	140.9	+4.6	+3.4%	35.3%	Decline in EV-related automotive demand. Increased demand in power transmission and plant-related fields, while acquisition of local projects remains a challenge.
Kansai & Kyushu	63.0	68.7	+5.6	+9.0%	17.2%	Steady acquisition of demand related to automobiles, plants, and power generation facilities, as well as local construction and facility installation work.
Overseas	23.1	25.8	+2.6	+11.4%	6.5%	Ongoing efforts to expand market share.
Other (Head Office sales, etc.)	13.5	16.7	+3.2	+24.0%	4.2%	Performed steadily, including battery regeneration, training, and used equipment sales.
Consolidated sales	373.1	399.2	+26.0	+7.0%	100.0%	

Q3 FY5/26 Results: Customer Mix and Value Plus Services



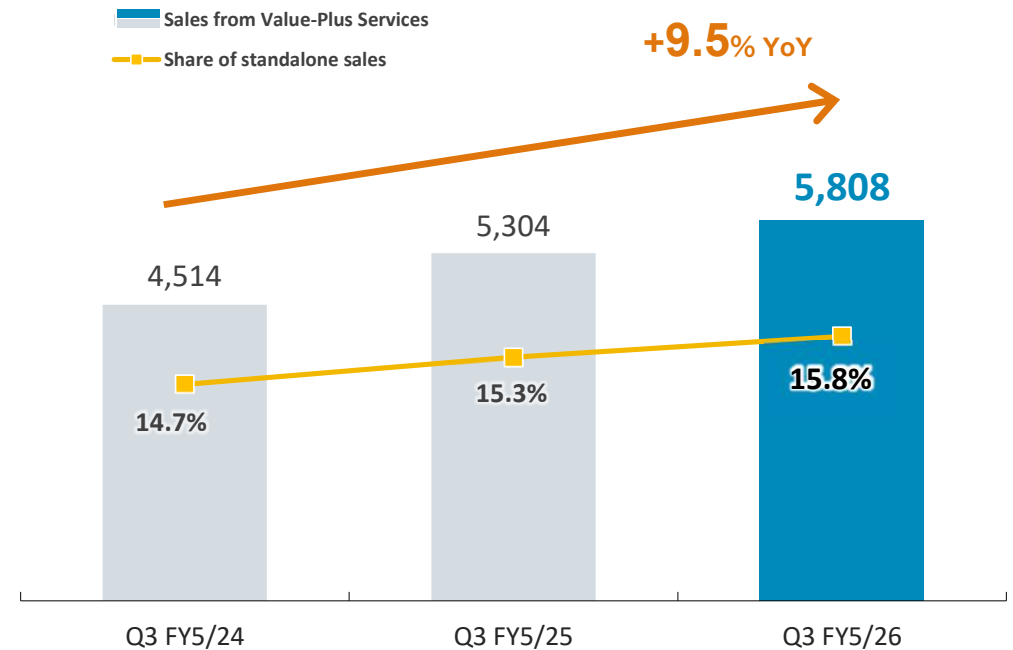
Sales in the industrial machinery segment continued to increase, and Value Plus Services driving overall growth.

Sales Composition by Customer Industry



Value Plus Services Sales

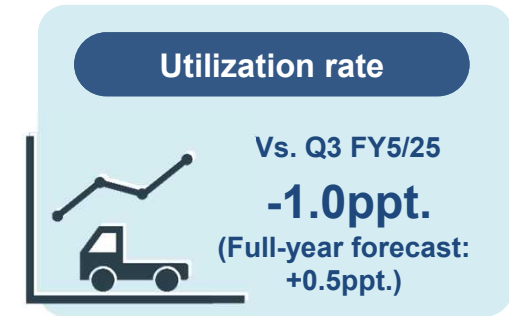
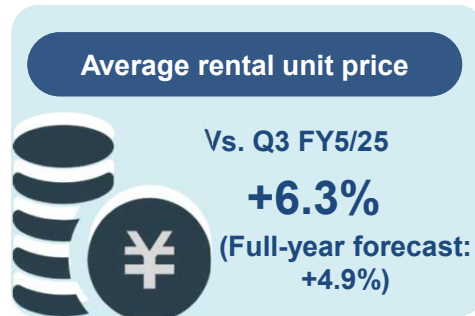
(Unit: Million yen)



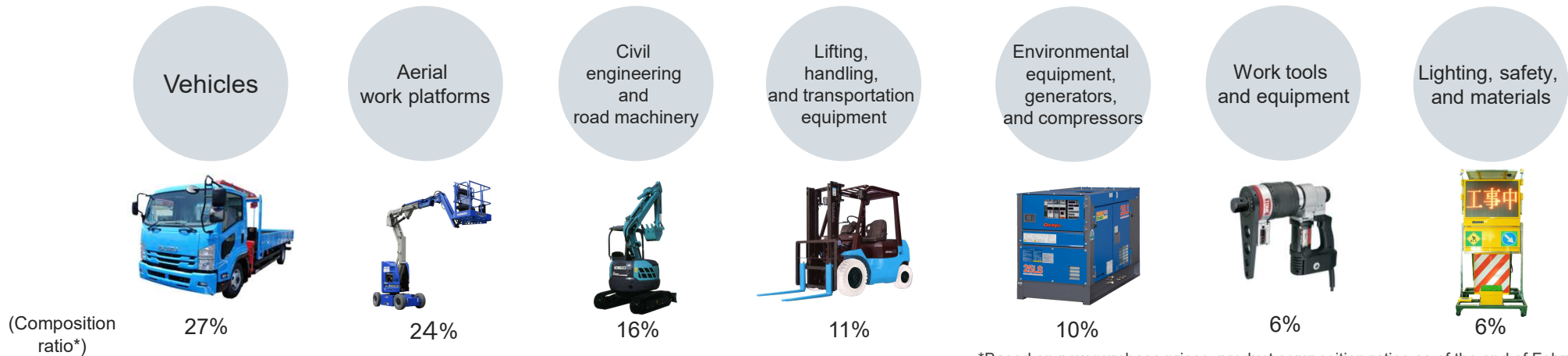
Q3 FY5/26 Results: Components of Rental Sales



Expanded product holdings, mainly vehicles and aerial work platforms.
 Rental prices increased overall, particularly for civil engineering and road machinery, as well as lighting, safety equipment, and materials.
 Utilization rates remain a challenge for lifting, handling, and transport equipment, as well as lighting and safety products.



Over 7,000 product types and more than 600,000 rental units



*Based on new purchase prices; product composition ratios as of the end of February 2026

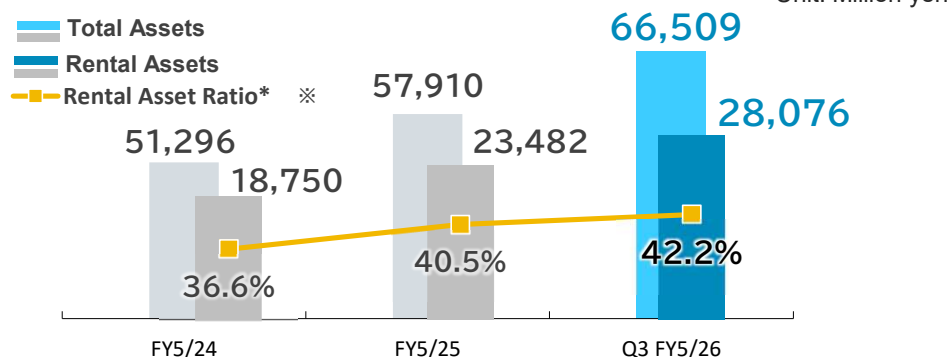
Q3 FY5/26 Results: Balance Sheet Performance



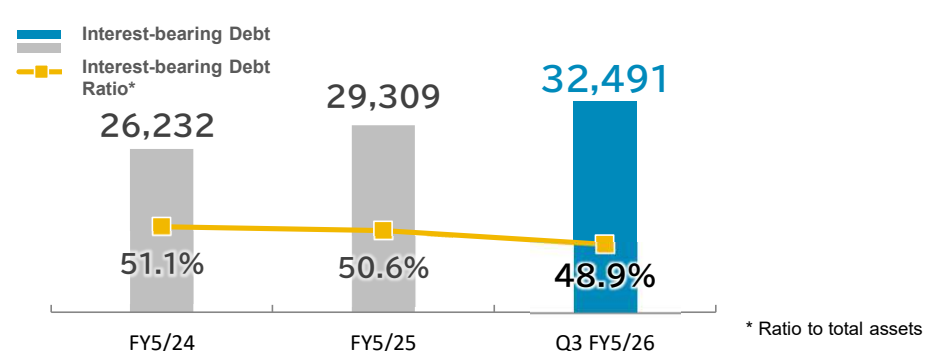
Property, plant and equipment and interest-bearing debt increased due to expansion of rental assets and strengthening of functions at overseas operations and maintenance-related Group companies.

Unit: Million yen	FY5/25	FY5/26 Q3	Vs. End of Previous Fiscal Year	Pct. change	Major Change Factors
Total Assets	57,910	66,509	+8,599	+14.8%	
-Current Assets	16,076	17,548	+1,472	+9.2%	Accounts receivable
-Non-current Assets (Rental Assets)	23,482	28,076	+4,594	+19.6%	Increase in asset holdings
-Non-current Assets (Others)	18,351	20,885	+2,533	+13.8%	Strengthening of Group company functions
Liabilities	42,674	46,652	+3,978	+9.3%	
-Interest-bearing debt	29,309	32,491	+3,182	+10.9%	Expansion of rental assets and strengthening of Group company functions
-Other liabilities	13,365	14,161	+796	+6.0%	
Net Assets	15,235	19,856	+4,621	+30.3%	New share issuance associated with the listing; increase in retained earnings

Net asset / Rental assets (Ratio)



Interest-bearing Debt (Ratio)



Q3 FY5/26 Results: Financial Soundness

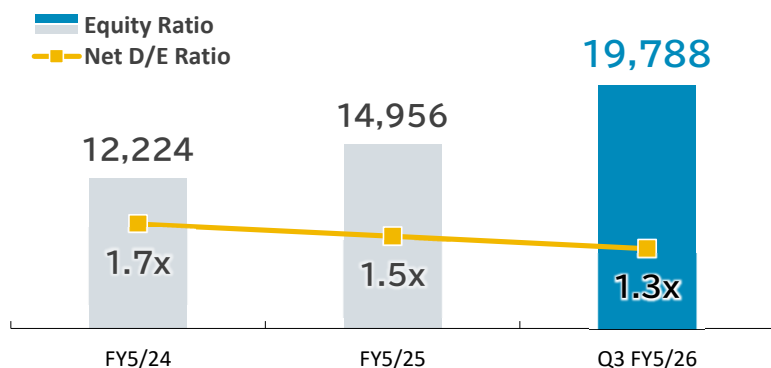


Financial soundness has steadily improved through new share issuance associated with the listing and profit accumulation

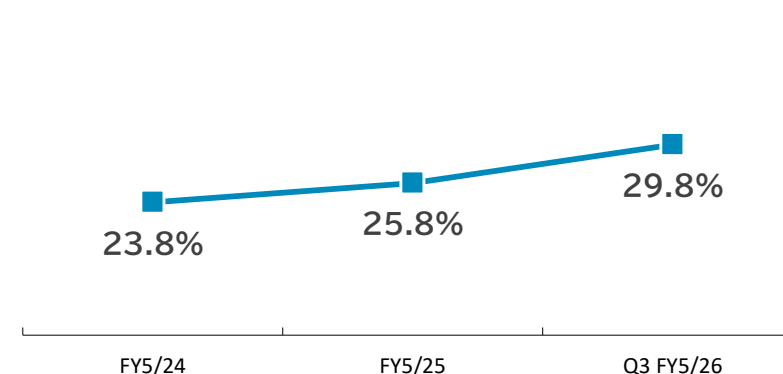
Unit: Million yen		End-FY5/25	Q3 FY5/26	
Financial soundness	Net D/E Ratio* ¹	1.5x	1.3x	Net assets increased due to new share issuance associated with the listing and profit accumulation
	Equity Ratio* ²	25.8%	29.8%	

Equity Ratio / Net D/E Ratio*¹

Unit: Million yen



Equity Ratio



*¹ Net D/E ratio = (Interest-bearing debt - cash and deposits) ÷ (Net assets - stock acquisition rights - non-controlling interests)

*² Equity ratio = (Net assets - stock acquisition rights - non-controlling interests) ÷ total assets

3. FY5/26 Forecasts

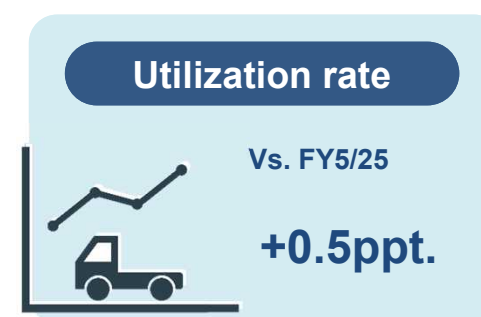
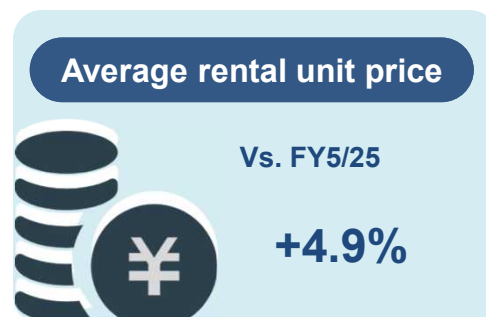
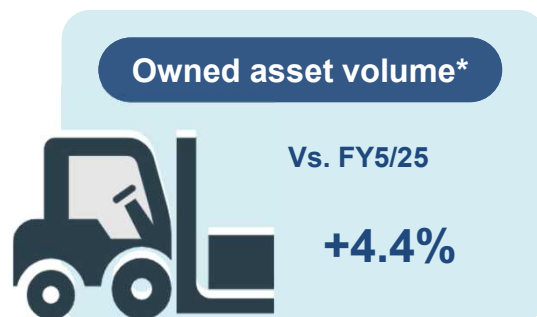
FY5/26 Forecasts: Sales and Profits



Sales: Focus on strengthening sales activities

Profits: Aim to achieve upside while making proactive growth investments

Consolidated basis/ Unit: Million yen	FY5/25 (Results)	(Ratio to sales)	FY5/26 (Forecasts)	(Ratio to sales)	Change	Pct. change
Net Sales	49,088	100%	54,000	100%	+4,912	+10.0%
Operating Profit	3,906	8.0%	4,300	8.0%	+393	+10.1%
Ordinary Profit	3,444	7.0%	3,750	7.0%	+306	+8.9%
Profit Attributable to Owners of Parent	2,498	5.1%	2,600	4.8%	+102	+4.0%
ROE	18.4%		15%			
Equity Ratio	25.8%		30%			



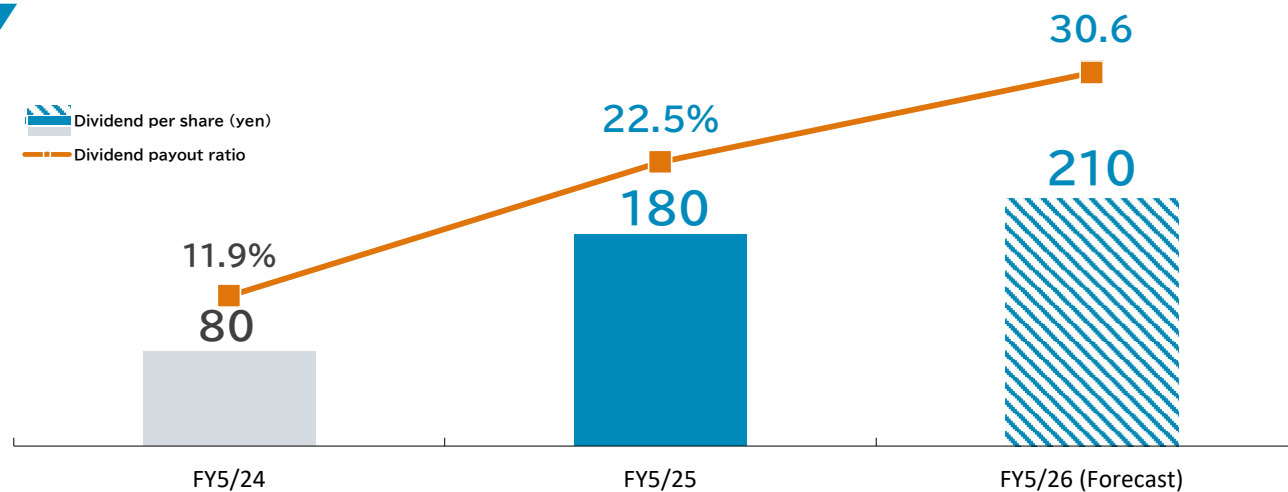
* Based on new purchase prices

Target annual dividend of 210 yen per share and a dividend payout ratio of 30% through an increase in dividend levels

Dividend Policy

- We position shareholder returns as one of our most important management priorities.
- While strengthening internal reserves with due consideration for the balance between equity and debt to reinforce our management foundation, we will provide continuous and stable dividends and secure an appropriate dividend level in line with business performance.
- Our dividend policy will be reviewed flexibly and proactively through constructive dialogue with shareholders.

Dividend payout ratio



*1 This does not guarantee that dividends of surplus will be paid in accordance with the above payout ratio during the fiscal year ending May 2026.

4. Growth Strategy

Growth Strategy: Value Plus Services



Providing Value Plus services alongside rental offerings, thereby contributing to overall improvements in customers' operational efficiency

Expertise in the effective utilization of a wide variety of equipment accumulated through the rental business

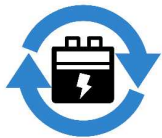
Strong machinery maintenance capabilities developed through repair and maintenance of rental assets

Sales of Value Plus Services

(Unit: Million yen)

Value Plus Services

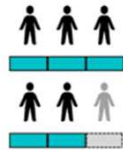
Effective use of resources, environmental protection, and cost reduction



Compliance and safety



Efficiency improvement, labor-saving, and workforce optimization



Accident prevention and enhanced operational safety



Occupational health and environmental conservation



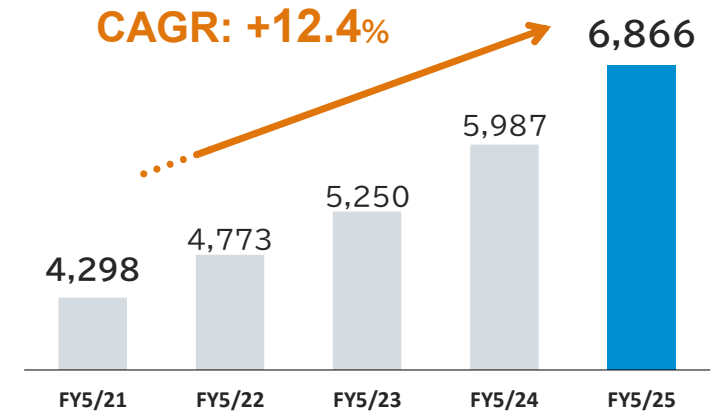
Accurate and appropriate execution of operations



Advanced cleanliness control



CAGR: +12.4%

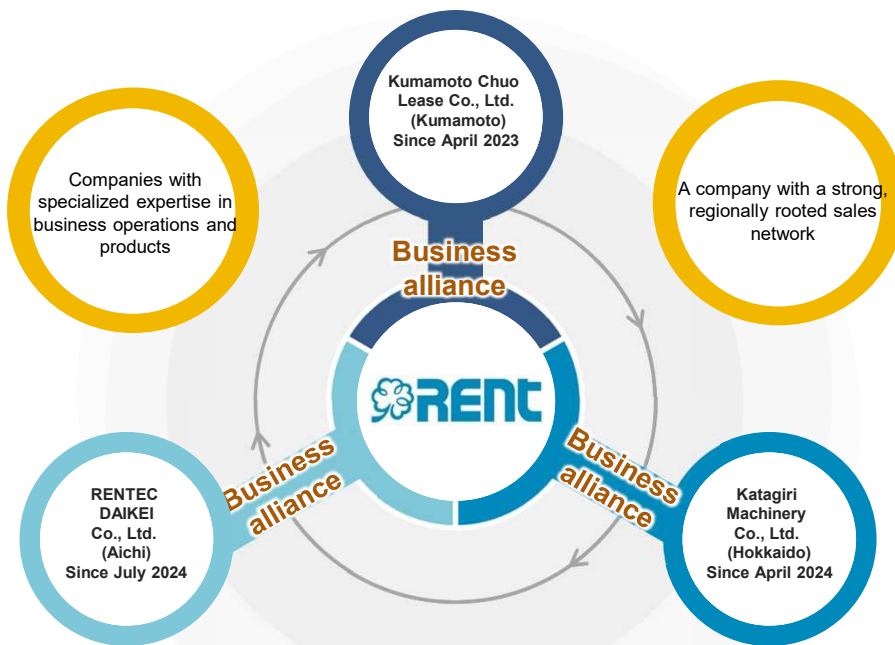


- A highly profitable product category contributing to earnings
- Leveraging Value Plus Services as a starting point to reach a wide range of customers, leading to increased sales of standard products

Achieving sustainable growth through our proprietary alliance strategy

We have named its business partnership network, aimed at pursuing synergies for mutual growth, the “RentLinK Alliance”

Scope of Collaboration	Mutual utilization of rental products, equipment, logistics, human resources, technologies, information, and know-how
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Expanding the alliance network and enhancing the scope of collaboration

Overview of the Alliance

- Key attributes of partner companies
 - (1) Companies with strong, regionally rooted sales networks
 - (2) Companies with specialized expertise in business operations and products
- By forming alliances with companies that have strong on-site capabilities, the Group aims to expand its network and drive growth in the industrial machinery segment and Value Plus Services, thereby achieving sustainable growth
- While maintaining management independence, the alliance is designed to complement each partner’s functions; in some cases, capital relationships are established to reinforce partnerships

As the rental industry becomes increasingly polarized between large nationwide operators and highly responsive local players, we aim to expand its alliance network and establish a “third major player” in the industry

Growth Strategy: Expansion of Group Locations and Network

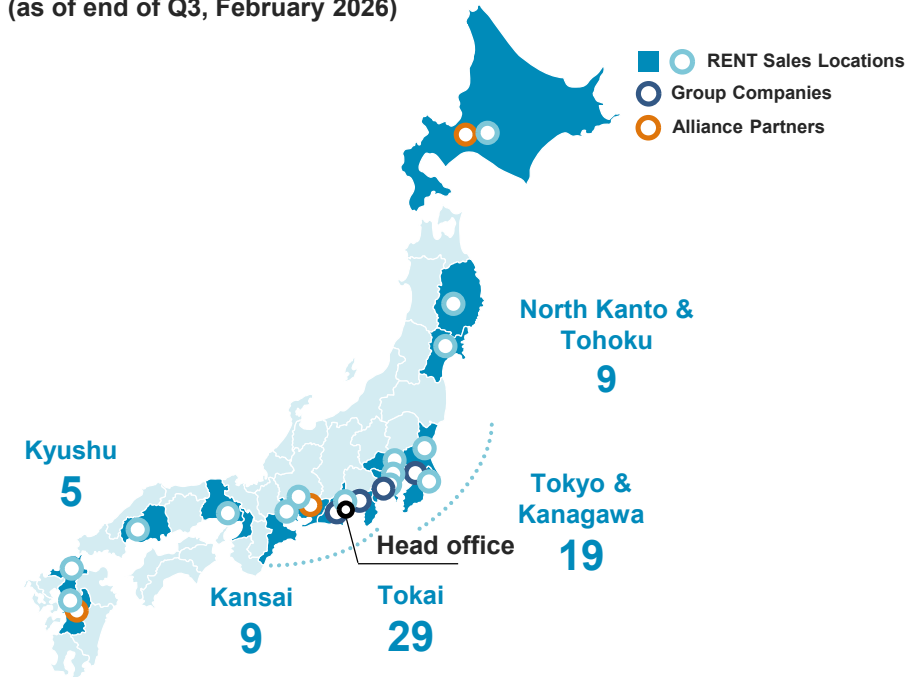


Providing comprehensive rental services across the Group by expanding into areas with strong rental demand, primarily major metropolitan and industrial regions in Japan

Head Office (Shizuoka) / Tokyo Branch / Nagoya Office

Sales Network 71 locations	Sales offices & satellite offices: 67 Regional office 1 Training centers 2 Art division 1	[New Openings (This Fiscal Year)] August 2025: Kitakami Satellite Office / Nishi-Tokyo Sales Office December 2025: Kobe Sales Office / Hiroshima Satellite Office
Maintenance Network 13 locations	Management centers 11 Surveying equipment & tools center 1 BRS center 1 (In addition, depots and car care centers are located nationwide)	[Planned Openings] March 2026: Kashiwa Sales Office April 2026: Handa Sales Office (integration of Taketooyo Sales Office) May 2026: Hisayama Satellite Office June 2026: Kakogawa Sales Office / Ichinomiya Sales Office
Group Companies 4 companies*	Transportation business <ul style="list-style-type: none"> Rent General Service Co., Ltd.: 6 locations ATEX Co., Ltd.: 1 locations Automotive maintenance business <ul style="list-style-type: none"> Sanko Tosou Bankin Kogyo Co., Ltd.: 3 locations Kanagawa Sekiyu Hanbai Co., Ltd.: 1 location 	
Alliance Partners 3 companies	Kumamoto Chuo Lease Co., Ltd. (Kumamoto) Katagiri Machinery Co., Ltd. (Hokkaido) Rentec Daikei Co., Ltd. (Aichi)	November 2025: Kanagawa Sekiyu Hanbai Co., Ltd. joined the Group

Number of Locations by Area (as of end of Q3, February 2026)



* The number of locations is as of the end of February 2026. Group companies listed include major companies engaged in the rental business.

Growth Strategy: Overseas Business



Expanding industrial and construction equipment rental services across ASEAN countries, while promoting the sharing of rental assets and human resources across the Group.

(As of end of Q3, February 2026)



Rent (Thailand) Co., Ltd.
Rent Trade & Service Co., Ltd.

- Head Office: Bangkok
- Number of employees: 241
- Sales and maintenance locations: 8



Rent Vietnam Co., Ltd.

- Head Office: Hanoi
- Number of employees: 52
- Sales and maintenance locations: 2

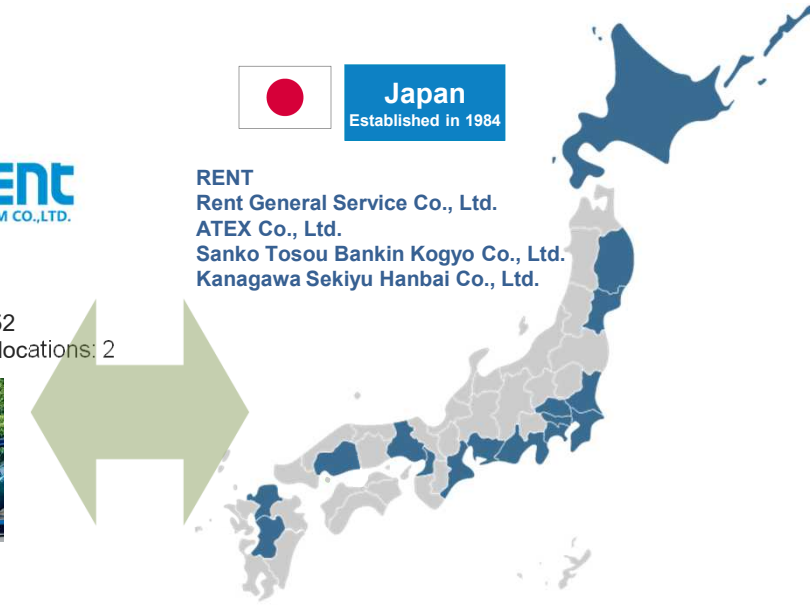


RENT
Rent General Service Co., Ltd.
ATEX Co., Ltd.
Sanko Tosou Bankin Kogyo Co., Ltd.
Kanagawa Sekiyu Hanbai Co., Ltd.



PT. Rent Indonesia Asia

- Head Office: Tangerang (Greater Jakarta area)
- Number of employees: 38
- Sales and maintenance locations: 2



- **Contribute to economic growth in ASEAN countries** by meeting both existing and potential rental demand
- Share rental assets and human resources across the Group to **expand operations in existing markets and drive further expansion into neighboring countries**

5. Appendix

Value Plus Services: Case Studies



“Smile Art” – Mobile Art Gallery Project

- A project in which magnet sheets featuring “Smile Art” created by artists with disabilities are displayed on rental vehicles and temporary site enclosures for customer use
- Contributes to customers’ social responsibility initiatives and supports the independence of the artists (a portion of the fees is donated to the artists)



Cleanroom-Compatible Services



- Equipment used in cleanroom construction and maintenance (e.g., semiconductor plants) is cleaned to meet high cleanliness requirements. Responds to customer needs requiring stringent cleanliness standards.
- Equipment is cleaned and packaged in the Company’s proprietary clean booth (the only such in-house facility in the industry). Capable of meeting cleanliness levels up to ISO Class 6.

Battery Evaluation and Regeneration Service “BRS”

- Diagnoses battery degradation levels numerically and regenerates deteriorated batteries (restoring capacity to 70–90%) using proprietary patented technology
- Contributes to both cost reduction and environmental impact mitigation through battery regenerations



Training Services Supporting Compliance and Safety



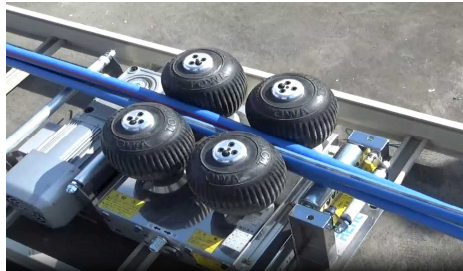
- Provides and operates various training programs to support customers’ regulatory compliance and safety measures as a certified training provider accredited by the Shizuoka and Aichi Labor Bureaus
- In addition to skill training and special education required for operating construction machinery, also offers safety training for site supervisors

Value Plus Services: Case Studies



Rental solution that Reduces Labor Requirements in Cable Installation Work

- By proposing a feed-out method using “cable rollers (en-sen balls),” achieves labor saving, workforce reduction, and improved safety
- Addresses the conventional challenge of high-voltage cable installation, which traditionally required large crews and manual work
- Dedicated specialists with advanced expertise provide on-site surveys, equipment selection and layout proposals, and on-site support



Rental Services Contributing to Collision Prevention



- Offers a range of rental products that help prevent contact accidents, including the Company’s proprietary “Laser Curtain II” system. Deploys area sensors at construction sites to detect intrusions into restricted zones, trigger alarms, and automatically stop heavy machinery
- Enhances safety at sites requiring heightened attention, such as under bridges and near railway lines

Calibration and Rental Services under ISO Quality Management System

- Provides calibrated rental services for inspection equipment, such as torque testing devices (torque wrenches) and surveying instruments
- Maintains a calibration system traceable to national standards and initiatives to sustain and enhance quality management, leading to ISO 9001:2015 certification
- Also provides calibration services for customers’ own equipment



Lifting Equipment Rental Services with a Focus on Safety and Quality Control



- Ensures safety by conducting load testing using dedicated equipment for various lifting devices, such as hydraulic jacks and chain blocks
- Also provides inspection and load testing services for customers’ own lifting equipment, contributing to quality maintenance and safety assurance

Value Plus Services: Case Studies



Hazardous materials countermeasure services supporting occupational health and environmental protection

- Provides rental of mitigation equipment such as dust collectors for sites where hazardous substances (e.g., asbestos and lead) are present. Prevents exposure of workers and dispersion into the surrounding environment.
- Provides guidance on proper disposal procedures for contaminated filters and other materials, and ensures equipment safety through proprietary hazardous material removal systems.



Rental services enhancing safety in heavy equipment transport

- Offers “loader dump” vehicles that allow safe loading/unloading by sliding the truck bed down to ground level when transporting excavators. Lineup ranges from 3-ton to 6-ton classes.
- Pioneered original development and rental of 3.5-ton and 6-ton class models ahead of competitors.



“Smart Rent” – 24/7 Unmanned Rental Service



- Unmanned rental service enabling pick-up and return of rental vehicles anytime, 24/7, 365 days a year
- Keys are issued via QR code through advance registration and reservation
- This service is expanded nationwide, including locations outside existing sales office premises

High-quality rental services for niche construction demand



- Addresses supply instability from a limited number of manufacturers and quality issues associated with customer-owned equipment. Achieves stable supply and high quality through early large-scale procurement and the establishment of a dedicated maintenance function.

*Image: Tension winch used for power transmission line installation



[Disclaimer]

This material is intended to provide shareholders and investors with information to help them understand the Company's financial position and management policies.

It is not intended as a solicitation to buy or sell the Company's shares or any other securities. Some information contained herein may include forward-looking statements regarding future performance. Such statements are based on information available at the time of preparation and on assumptions deemed reasonable but are not guarantees of future performance. Actual results may differ materially from these statements due to various risks and uncertainties, including changes in the business environment.

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[Contact Information]

In Charge of IR, RENT CORPORATION

URL: <https://ir.rent.co.jp/irsupport/contact>

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