



Supplementary Material

First Quarter Results for FY2026

Disclaimer:

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Earnings Summary

- Although profit attributable to owners of the parent for the quarter declined compared to the strong performance in the same period of the previous year, progress toward the full-year forecast remained steady at 23%.
- Progress toward our full-year profit target of ¥30.0 billion is generally steady and aligned with our plan.

Earnings Results

| (Unit: JPY Bn) | FY2026 1Q | FY2026 1Q | YoY | Growth |
|---|--------------------|---------------------|---------|--------|
| Revenue | 251.0 | 251.1 | +0.1 | +0% |
| Operating profit | 11.8 | 10.6 | (1.1) | (10%) |
| Net profit ¹⁾ | 7.5 | 7.0 | (0.5) | (6%) |
| Operating cash flows (adjusted) ²⁾ | 6.1 | (1.4) | (7.5) | |
| CF from investing activities | (2.6) | (1.9) | +0.6 | |
| | End of Mar 2025 | End of June 2025 | YoY | |
| Net D/E ratio ³⁾ | 0.69x | 0.68x | (0.01x) | |
| Equity ratio ⁴⁾ | 25.2% | 27.8% | 2.6% | |

Forecast

| (Unit: JPY Bn) | FY2026 Annual | 1Q Progress |
|---------------------------|------------------|----------------|
| Revenue | 1,100.0 | 23% |
| Operating profit | 50.0 | 21% |
| Net profit ¹⁾ | 30.0 | 23% |
| Annual dividend per share | 115 yen | |
| Dividend payout ratio | 32.0% | |

1) Net profit = Profit attributable to owners of the parent
2) Operating cash flows (adjusted) = Operating cash flows ± Change in working capital – Repayment of lease liabilities
3) Net D/E Ratio = Net interest-bearing debt ÷ total equity attributable to owners of the parent

4) Equity ratio = Shareholders' equity ÷ total assets

Profit and Loss

Earnings Results

| (Unit: JPY Bn) | FY2025 1Q | FY2026 1Q | YoY | Growth |
|---|--------------|--------------|-------|--------|
| Revenue | 251.0 | 251.1 | +0.1 | +0% |
| Gross profit | 35.7 | 39.3 | +3.6 | +10% |
| Selling, general and administrative expenses | (27.6) | (29.1) | (1.5) | - |
| Other income (expenses) | 3.7 | 0.4 | (3.3) | (88%) |
| Operating profit | 11.8 | 10.6 | (1.1) | (10%) |
| Interest income (expenses) | (1.2) | (1.1) | +0.2 | - |
| Dividend income | 0.8 | 0.7 | (0.1) | (10%) |
| Other finance income (costs) | 0.1 | (0.1) | (0.2) | - |
| Finance income (costs) | (0.3) | (0.4) | (0.1) | - |
| Share of Profit (Loss) of Investments Accounted for Using the Equity Method | (0.0) | 0.4 | +0.5 | - |
| Profit before tax | 11.4 | 10.6 | (0.8) | (7%) |
| Income tax expense | (3.8) | (3.4) | +0.4 | - |
| Profit for the quarter | 7.6 | 7.2 | (0.4) | (5%) |
| Profit attributable to owners of the parent | 7.5 | 7.0 | (0.5) | (6%) |

Revenue

Revenue increased in the Foods, Meat & Grain segment and the Electronics & Devices segment, but declined in the Steel, Materials & Plant segment and the Motor Vehicles & Aerospace segment, resulting in overall revenue remaining largely unchanged.

Operating profit

While gross profit increased, operating profit decreased by ¥1.1 billion, primarily due to higher selling, general and administrative expenses and an increase in other expenses, including foreign exchange losses.

Profit before tax

Due to a decline in operating profit, profit before tax decreased by ¥0.8 billion.

Profit attributable to owners of the parent

Due to a decline in profit before tax, profit attributable to owners of the parent decreased by ¥0.5 billion. See page 4 for more details.

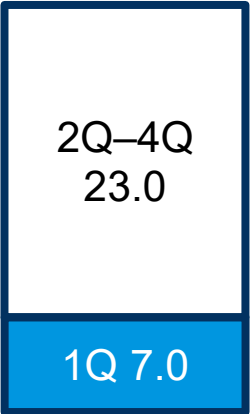
Progress

| (Unit: JPY Bn) | FY2026 Annual Forecast | Progress |
|---|---------------------------|----------|
| Revenue | 1,100.0 | 23% |
| Operating profit | 50.0 | 21% |
| Profit before tax | 46.0 | 23% |
| Profit attributable to owners of the parent | 30.0 | 23% |
| Dividend payout ratio | 32.0% | |

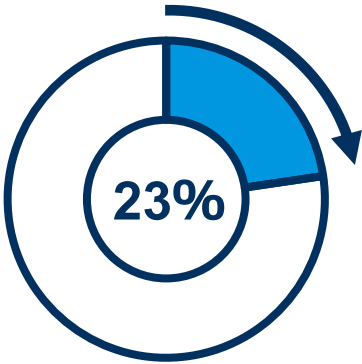
Net Profit Forecast

(Unit: JPY Bn)

Annual 30.0



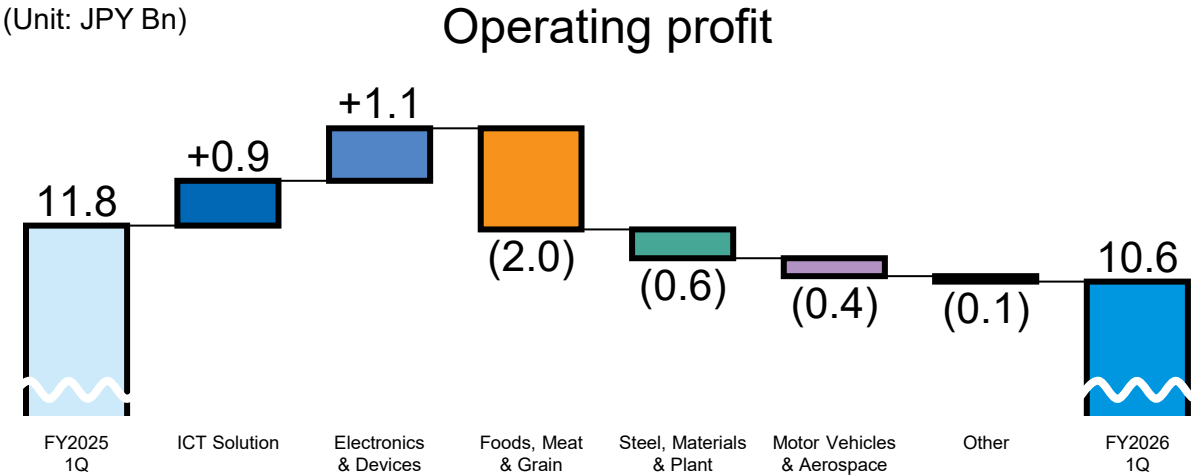
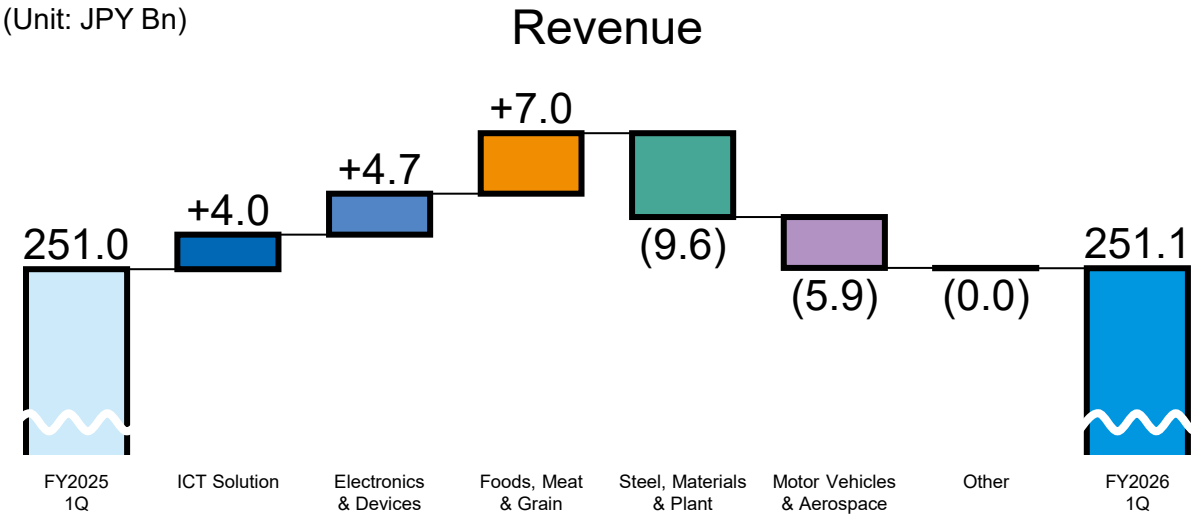
1Q progress



Segment Information

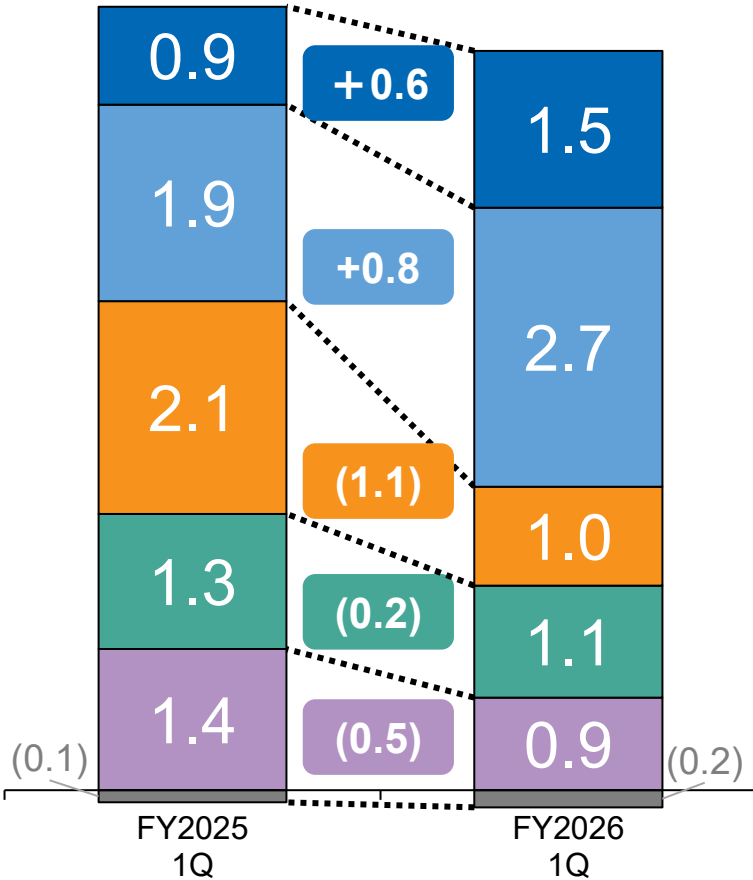
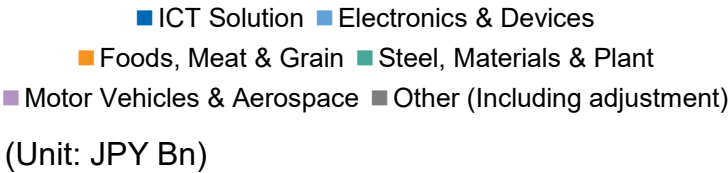
| (Unit: JPY Bn) | FY2025 1Q | FY2026 1Q | YoY | Growth | FY2026 Forecast | Progress |
|------------------------------|--------------|--------------|-------|--------|--------------------|----------|
| ICT Solution | | | | | | |
| Revenue | 16.7 | 20.7 | +4.0 | +24% | 105.0 | 20% |
| Operating Profit | 1.4 | 2.3 | +0.9 | +64% | 15.0 | 15% |
| Net Profit ¹⁾ | 0.9 | 1.5 | +0.6 | +60% | 10.5 | 14% |
| Electronics & Devices | | | | | | |
| Revenue | 60.9 | 65.6 | +4.7 | +8% | 275.0 | 24% |
| Operating profit | 2.8 | 3.8 | +1.1 | +38% | 13.7 | 28% |
| Net profit | 1.9 | 2.7 | +0.8 | +42% | 8.9 | 30% |
| Foods, Meat & Grain | | | | | | |
| Revenue | 87.7 | 94.6 | +7.0 | +8% | 385.0 | 25% |
| Operating profit | 3.7 | 1.7 | (2.0) | (55%) | 8.1 | 21% |
| Net profit | 2.1 | 1.0 | (1.1) | (53%) | 3.5 | 27% |
| Steel, Materials & Plant | | | | | | |
| Revenue | 49.8 | 40.2 | (9.6) | (19%) | 200.0 | 20% |
| Operating profit | 2.1 | 1.6 | (0.6) | (27%) | 7.5 | 21% |
| Net profit | 1.3 | 1.1 | (0.2) | (17%) | 3.8 | 28% |
| Motor Vehicles & Aerospace | | | | | | |
| Revenue | 35.4 | 29.5 | (5.9) | (17%) | 130.0 | 23% |
| Operating profit | 1.7 | 1.4 | (0.4) | (21%) | 5.8 | 24% |
| Net profit | 1.4 | 0.9 | (0.5) | (34%) | 3.4 | 26% |
| Other (Including adjustment) | | | | | | |
| Revenue | 0.5 | 0.5 | (0.0) | - | 5.0 | - |
| Operating profit | 0.0 | (0.1) | (0.1) | - | (0.1) | - |
| Net profit | (0.1) | (0.2) | (0.0) | - | (0.1) | - |
| Total | | | | | | |
| Revenue | 251.0 | 251.1 | +0.1 | +0% | 1,100.0 | 23% |
| Operating profit | 11.8 | 10.6 | (1.1) | (10%) | 50.0 | 21% |
| Net profit | 7.5 | 7.0 | (0.5) | (6%) | 30.0 | 23% |

1) Net profit = Profit attributable to owners of the parent



Net Profit Breakdown

Profit attributable to owners of the parent



Primary factors contributing to the year-on-year changes

ICT Solution

Increased by ¥0.6 billion

- Profit increased as a result of robust demand for network and system construction projects in the manufacturing and distribution industries, as well as the expansion of service businesses and growing security needs.

Electronics & Devices

Increased by ¥0.8 billion

- Mobile:** Profit grew due to an increase in sales volume resulting from the expansion of sales channels, in addition to the strong performance of the enterprise business.
- Semiconductor Parts & Equipment Business:** Profit increased, driven by a recovery in shipments of semiconductor manufacturing equipment compared to the previous fiscal year.

Foods, Meat & Grain

Decreased by ¥1.1 billion

- Meat Products:** Sales were sluggish and profit declined due to higher costs resulting from elevated overseas market prices and weak domestic market conditions.
- Grain, Oilseeds & Feedstuff:** Although imported rice and soybeans performed well, profit declined due to a year-on-year decrease in fishmeal, fish oil, and corn, which had performed strongly in the previous year.

Steel, Materials & Plant

Decreased by ¥0.2 billion

- Steel:** Profit increased primarily due to gains associated with the divestment of domestic steel subsidiaries.
- Environment-related:** Profit decreased due to the absence of gains on the sale of idle assets that were recorded in the same period of the previous year.
- Plant:** Profit decreased due to a reduction in the number of ODA (Official Development Assistance) projects compared to the same period of the previous year.

Motor Vehicles & Aerospace

Decreased by ¥0.5 billion

- Aerospace:** Profit decreased year on year due to factors such as a decline in parts orders from overseas clients.

Sub-segment Information

| (Unit:JPY Bn) | Operating Profit | | | Profit Attributable to Owners of the Parent | | | | |
|--------------------------------------|------------------|--------------|-------|---|--------------|-------|--------------------|----------|
| | FY2025 1Q | FY2026 1Q | YoY | FY2025 1Q | FY2026 1Q | YoY | FY2026 Forecast | Progress |
| ICT Solution | 1.4 | 2.3 | +0.9 | 0.9 | 1.5 | +0.6 | 10.5 | 14% |
| Semiconductor parts & Equipment | 0.3 | 0.6 | +0.3 | 0.2 | 0.5 | +0.2 | 1.4 | 33% |
| Electronic devices & Materials | 0.4 | 0.2 | (0.1) | 0.2 | 0.2 | (0.0) | 0.5 | 40% |
| Mobile | 2.1 | 3.0 | +0.9 | 1.4 | 2.0 | +0.6 | 7.0 | 29% |
| Electronics & Devices | 2.8 | 3.8 | +1.1 | 1.9 | 2.7 | +0.8 | 8.9 | 30% |
| Foods | 0.5 | 0.5 | +0.0 | 0.4 | 0.4 | +0.0 | 0.7 | 53% |
| Meat Products | 1.3 | 0.4 | (1.0) | 0.7 | 0.2 | (0.6) | 0.9 | 17% |
| Grain, Oilseeds & Feedstuff | 1.8 | 0.8 | (1.1) | 1.0 | 0.4 | (0.6) | 1.9 | 23% |
| Foods, Meat & Grain | 3.7 | 1.7 | (2.0) | 2.1 | 1.0 | (1.1) | 3.5 | 27% |
| Steel & Steel Tubing | 0.7 | 1.1 | +0.4 | 0.3 | 0.8 | +0.5 | 1.4 | 58% |
| Energy, Chemicals & Plant | 0.9 | 0.3 | (0.6) | 0.7 | 0.2 | (0.4) | 1.8 | 12% |
| Environment-related | 0.6 | 0.1 | (0.4) | 0.4 | 0.1 | (0.3) | 0.6 | 8% |
| Steel, Materials, Plant | 2.1 | 1.6 | (0.6) | 1.3 | 1.1 | (0.2) | 3.8 | 28% |
| Aerospace | 1.2 | 1.2 | +0.0 | 0.8 | 0.7 | (0.1) | 1.7 | 43% |
| Motor Vehicles & Parts | 0.3 | 0.1 | (0.3) | 0.5 | 0.1 | (0.4) | 0.3 | 43% |
| Machine Tools & Industrial Machinery | 0.2 | 0.1 | (0.2) | 0.1 | 0.0 | (0.1) | 1.4 | 2% |
| Motor Vehicles & Aerospace | 1.7 | 1.4 | (0.4) | 1.4 | 0.9 | (0.5) | 3.4 | 26% |
| Others | 0.0 | (0.1) | (0.1) | (0.1) | (0.2) | (0.0) | (0.1) | - |
| Total | 11.8 | 10.6 | (1.1) | 7.5 | 7.0 | (0.5) | 30.0 | 23% |

Cash Flows

■ Cash flows from operating activities

The cash inflow of ¥7.4 billion was primarily due to the accumulation of operating revenue and a decline in working capital.

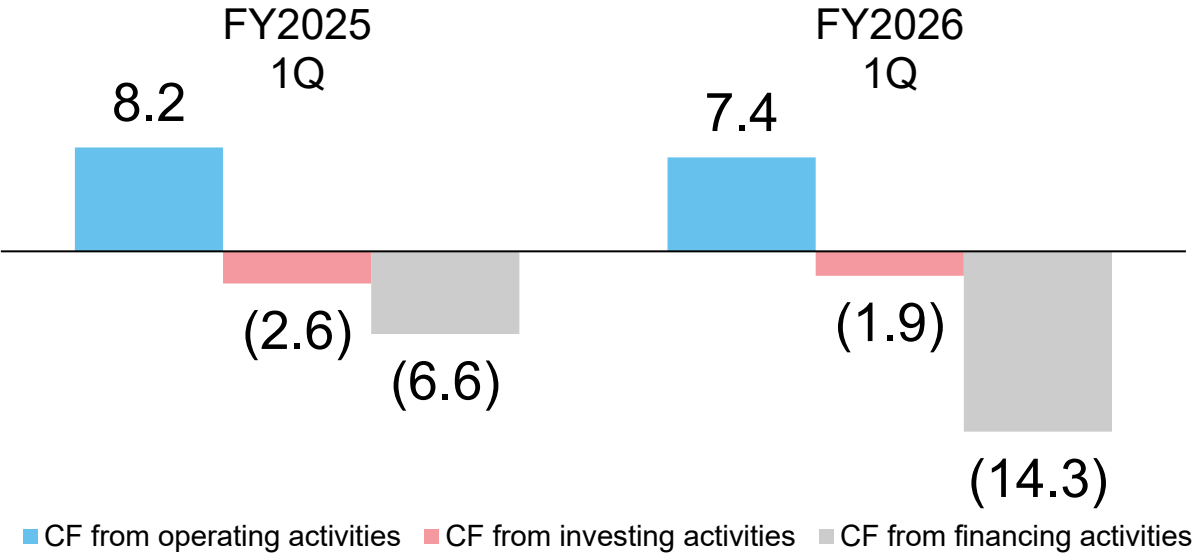
■ Cash flows from investing activities

The cash outflow of ¥1.9 billion was primarily due to business investments such as the acquisition of property, plant and equipment, as well as subsidiaries.

■ Cash flows from financing activities

The cash outflow of ¥14.3 billion was primarily due to repayments of borrowings and lease liabilities, as well as dividend payments.

| (Unit: JPY Bn) | FY2025 1Q | FY2026 1Q | YoY |
|---|--------------|--------------|-------|
| CF from operating activities | 8.2 | 7.4 | (0.8) |
| CF from investing activities | (2.6) | (1.9) | +0.6 |
| Free cash flows | 5.7 | 5.5 | (0.2) |
| CF from financing activities | (6.6) | (14.3) | (7.7) |
| Operating cash flows (adjusted) ¹⁾ | 6.1 | (1.4) | (7.5) |



1) Operating cash flows (adjusted) = Operating cash flows ± Change in working capital – Repayment of lease liabilities

Financial Position

■ Total assets

The decrease of ¥49.0 billion was primarily due to a decrease in trade receivables, including the collection of accounts receivable and other operating receivables.

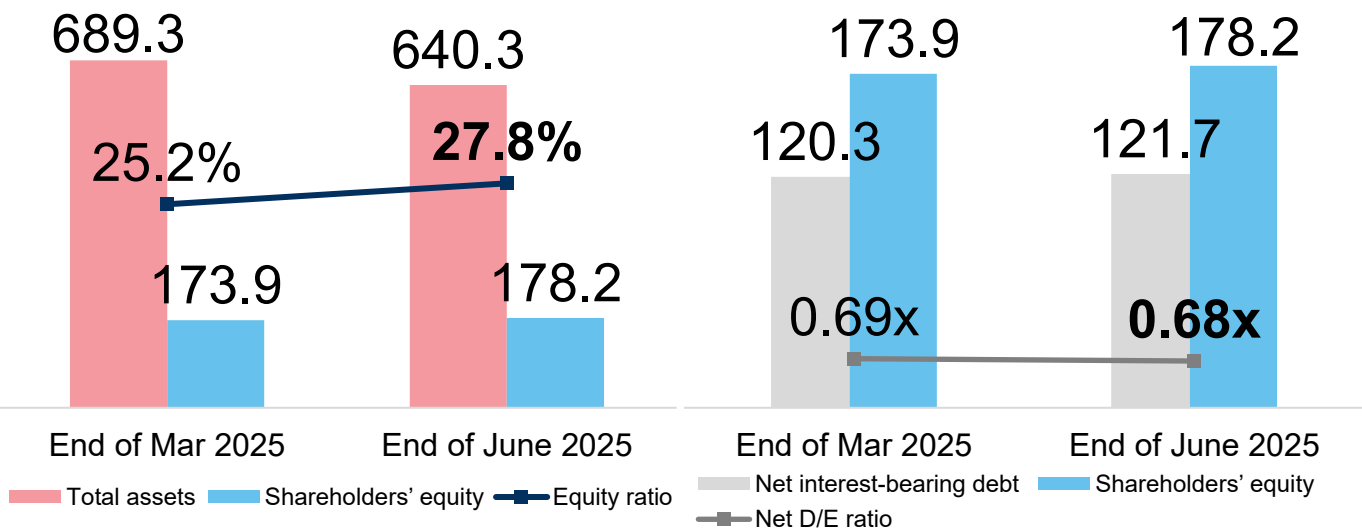
■ Net interest-bearing debt

The increase of ¥1.4 billion was primarily due to a decrease in cash and cash equivalents, despite repayments of borrowings.

■ Shareholders' equity

The increase of ¥4.2 billion was primarily from the accumulation of profit attributable to owners of the parent. The equity ratio reached 27.8%, with a net D/E ratio of 0.68x.

| (Unit: JPY Bn) | End of Mar 2025 | End of June 2025 | YoY |
|------------------------------------|-----------------|------------------|---------|
| Total assets | 689.3 | 640.3 | (49.0) |
| Net interest-bearing debt | 120.3 | 121.7 | +1.4 |
| Shareholders' equity ¹⁾ | 173.9 | 178.2 | +4.2 |
| Equity ratio ²⁾ | 25.2% | 27.8% | +2.6% |
| Net D/E ratio ³⁾ | 0.69x | 0.68x | (0.01x) |
| PBR ⁴⁾ | 1.22x | 1.30x | +0.08x |

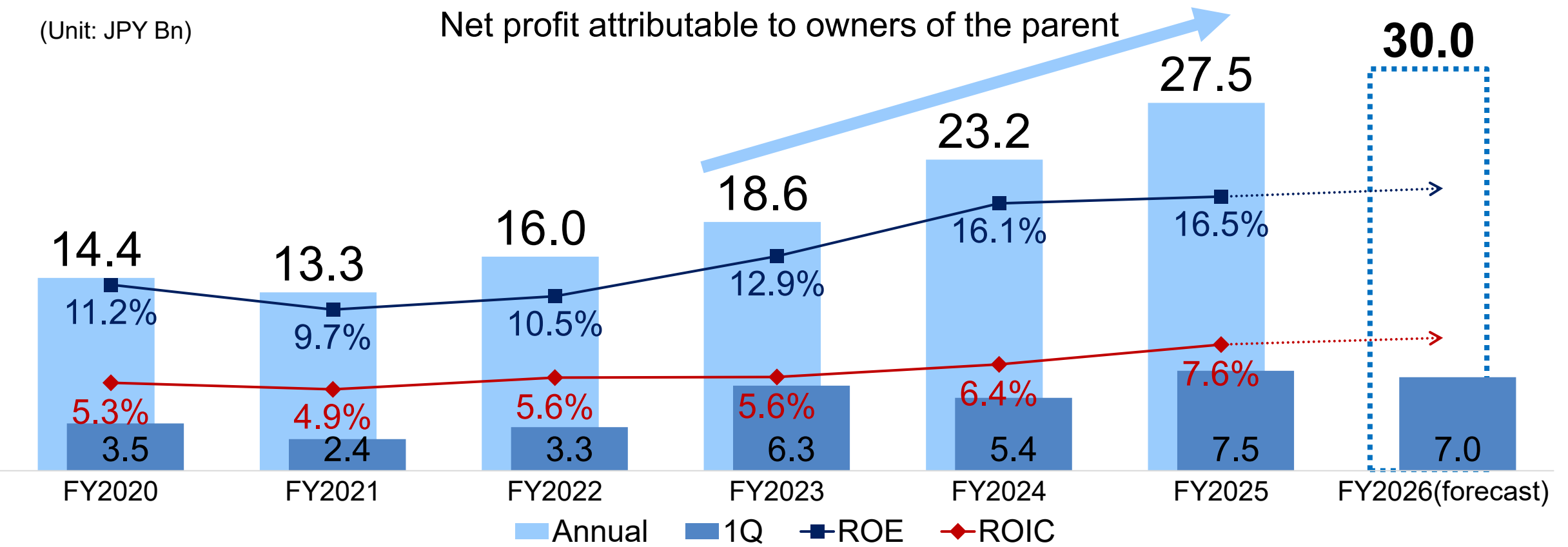


1) Shareholders' equity = Total equity attribute to owners of the parent
2) Equity ratio = Shareholders' equity ÷ total assets
3) Net D/E Ratio = Net interest-bearing debt ÷ total equity attributable to owners of the parent

4) PBR = Market cap at the end of the period (end stock price x number of issued shares) ÷ Equity capital

Annual Net Profit

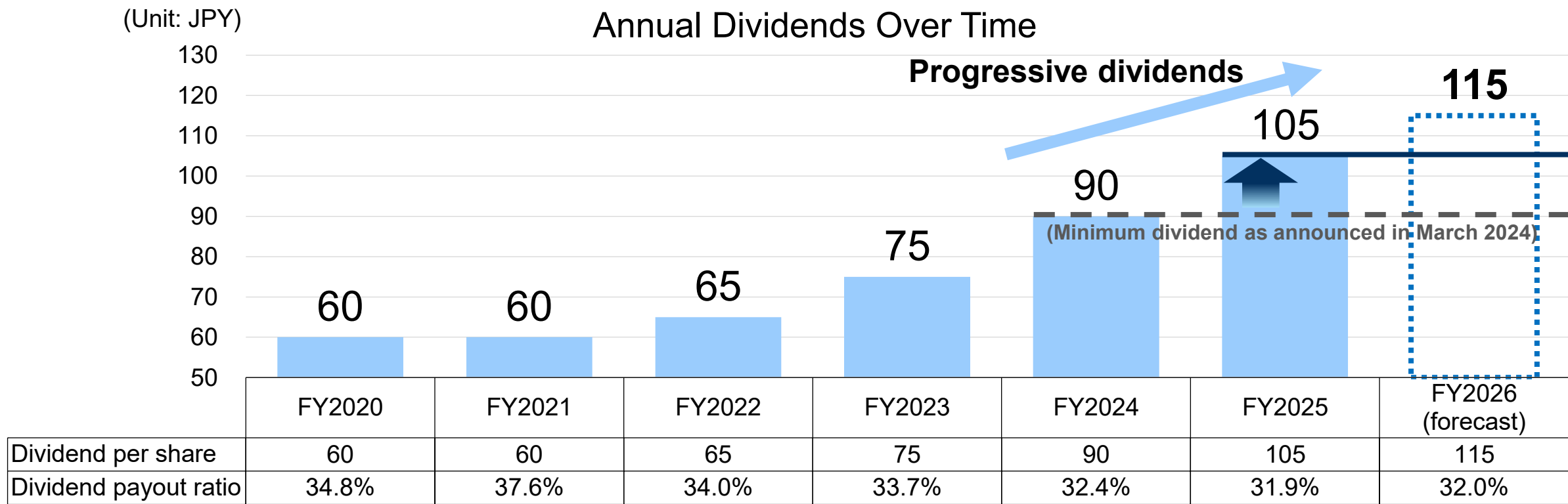
- The annual net profit¹⁾ for FY2026 is projected to be ¥30.0 billion, an increase of ¥2.5 billion compared to the previous fiscal year.
- Net profit for the first quarter was ¥7.0 billion, representing a steady progress rate of 23% toward the full-year forecast.



1) Net profit = Profit attributable to owners of the parent

Dividends

- For FY2026, the minimum dividend has been raised from the initial ¥90 to ¥105.
- A progressive dividend policy has been implemented, with a planned dividend of ¥115 per share for FY2026.
- With a target total return ratio of 30–35%, the policy is to increase dividends in accordance with the growth of net profit¹⁾.



1) Net profit = Profit attributable to owners of the parent

