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November 4, 2025

## Consolidated Financial Results for the Six Months Ended September 30, 2025 (Based on Japanese GAAP)

Company name: KANADEN CORPORATION  
 Listing: Tokyo Stock Exchange  
 Stock code: 8081  
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 Scheduled date to file Semi-annual Securities Report: November 6, 2025  
 Scheduled date to commence dividend payments: November 28, 2025  
 Preparation of supplementary material on financial results: No  
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

### 1. Consolidated financial results for the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

#### (1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	61,657	19.0	1,676	10.5	1,807	18.1	1,198	34.4
September 30, 2024	51,812	(3.4)	1,516	(17.9)	1,530	(30.5)	891	(39.6)

Note: Comprehensive income For the six months ended September 30, 2025: ¥1,383 million [28.0%]  
 For the six months ended September 30, 2024: ¥1,080 million [(43.5)%]

	Earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2025	53.76	—
September 30, 2024	38.00	—

#### (2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
September 30, 2025	80,290	48,519	60.4	2,176.17
March 31, 2025	89,081	47,989	53.9	2,153.80

Reference: Equity  
 As of September 30, 2025: ¥48,519 million  
 As of March 31, 2025: ¥47,989 million

## 2. Cash dividends

	Annual dividends per share				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	31.00	—	39.00	70.00
Fiscal year ending March 31, 2026	—	36.00			
Fiscal year ending March 31, 2026 (Forecast)			—	36.00	72.00

Note: Revisions to the cash dividends forecasts most recently announced: No

## 3. Forecast of consolidated financial results for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	135,000	7.4	5,700	26.7	5,700	20.5	3,900	(1.1)	175.00

Note: Revisions to the consolidated financial results forecasts most recently announced: No

\* Notes

(1) Significant changes in the scope of consolidation during the six months ended September 30, 2025: No

(2) Application of special accounting methods for preparing semi-annual consolidated financial statements: No

(3) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: No

(ii) Changes in accounting policies due to other reasons: No

(iii) Changes in accounting estimates: No

(iv) Restatement of prior period financial statements: No

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	22,500,000 shares
As of March 31, 2025	22,500,000 shares

(ii) Number of treasury shares at the end of the period

As of September 30, 2025	204,161 shares
As of March 31, 2025	218,700 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended September 30, 2025	22,285,454 shares
Six months ended September 30, 2024	23,460,523 shares

\* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit corporation.

\* Proper use of earnings forecasts, and other special matters

The Company plans to hold financial results meeting for institutional investors and analysts on November 12, 2025. Materials for the meeting will be provided on the Company's website promptly after the meeting.

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## 1. Overview of operating results and others

### (1) Overview of operating results for the six months ended September 30, 2025

In the six months ended September 30, 2025, the business environment surrounding the Group was characterized by robust corporate earnings, which underpinned steady capital investment demand, including for automation and digital transformation (DX) as measures to address the labor shortage problem.

On the other hand, there is continuing concern that the impact of U.S. tariff policy will cause an overseas economic slowdown, and a high level of uncertainty remains about the future, particularly concerning the downward pressure on the domestic economy and the impact of rising prices.

Under these circumstances, the Group is striving to enhance its technological and planning capabilities as part of its efforts in the final year of its five-year medium-term management plan, Electronics Solutions-Company 2025 (ES-C2025), with the aim of becoming an “Electronics Solutions Company” that contributes to solving social issues and achieving sustainable growth through its SDG initiatives.

In spite of these efforts, the factory automation field continued to be affected by inventory adjustments, resulting in sluggish performance. However, the Information & Communications Equipment business performed robustly and the Infrastructure business saw an increase in large-scale projects.

As a result, net sales in the six months ended September 30, 2025 increased ¥9,845 million year on year to ¥61,657 million, and ordinary profit increased ¥277 million year on year to ¥1,807 million. Profit attributable to owners of parent increased ¥306 million year on year to ¥1,198 million.

#### Overview of operating results by segment

(Millions of yen)

		Six months ended September 30, 2024	Six months ended September 30, 2025	Change
Factory Automation Systems business	Net sales	22,973	25,526	2,552
	Ordinary profit	1,150	928	(222)
Building Facilities business	Net sales	5,364	6,044	679
	Ordinary profit	(65)	(138)	(73)
Infrastructure business	Net sales	9,709	15,088	5,378
	Ordinary profit	(256)	(55)	201
Information & Communications Equipment business	Net sales	13,764	14,998	1,233
	Ordinary profit	780	988	207

#### (i) Factory Automation Systems business

In the factory automation field, sales of controller systems and drive control equipment remained sluggish due to the prolonged inventory adjustment impact, but power distribution control devices trended toward recovery, leading to flat performance year on year.

The industrial mechatronics field saw a decrease in projects for electric discharge machines and laser processing machines.

Performance in the industrial systems field was robust in instrumentation systems for the manufacturing sector, but overall it stayed flat year on year due to the absence of last year's large-scale projects.

As a result, although net sales increased by ¥2,552 million for the segment, ordinary profit decreased by ¥222 million due to the sluggish performance in the high-margin factory automation field.

(ii) Building Facilities business

In the facilities equipment field, demand for power supply systems for information and communication operators continued and remained robust.

In the air conditioning and refrigerating equipment field, demand for air conditioning equipment trended toward recovery while performance for refrigeration equipment stayed flat year on year.

As a result, although net sales increased by ¥679 million for the segment, ordinary profit decreased by ¥73 million due to lower profit margins resulting from the impact of large-scale projects in the facilities equipment field.

(iii) Infrastructure business

In the transportation field, wireless communication and substation equipment remained strong, helped by the recovery trend of capital investment of railway operators.

The social systems field performed well, supported by steady performance for the defense-related business and a steady stream of large-scale government projects.

As a result, net sales increased by ¥5,378 million and ordinary profit increased by ¥201 million for the segment.

(iv) Information & Communications Equipment business

In the telecommunications field, sales of image and video equipment were flat year on year, and electronic medical devices performed well as the number of projects increased.

In the semiconductors and devices field, sales of industrial power devices struggled owing to the decreased demand, while sales of electronic devices used in office automation equipment were robust.

As a result, net sales increased by ¥1,233 million and ordinary profit increased by ¥207 million for the segment.

## (2) Overview of financial position for the six months ended September 30, 2025

(i) Assets, liabilities and net assets

Total assets at the end of the six months ended September 30, 2025 were ¥80,290 million (a decrease of ¥8,790 million from the end of the previous fiscal year).

Current assets were ¥62,596 million (a decrease of ¥9,414 million from the end of the previous fiscal year). This was mainly due to decreases of ¥10,151 million in accounts receivable – trade, ¥385 million in accounts receivable - other, and ¥285 million in merchandise and finished goods, which outweighed increases of ¥930 million in advance payments to suppliers, ¥527 million in cash and deposits, and ¥204 million in electronically recorded monetary claims – operating, each compared to the end of the previous fiscal year.

Non-current assets were ¥17,693 million (an increase of ¥623 million from the end of the previous fiscal year). This was mainly due to increases of ¥735 million in investment securities and ¥135 million in property, plant and equipment, which outweighed decreases of ¥107 million in goodwill and ¥115 million in software, each compared to the end of the previous fiscal year.

On the other hand, current liabilities were ¥30,792 million (a decrease of ¥9,641 million from the end of the previous fiscal year). This was mainly due to decreases of ¥8,605 million in accounts payable - trade, ¥1,613 million in electronically recorded obligations - operating, ¥528 million in accounts payable - other, ¥288 million in accrued consumption taxes, and ¥255 million in

provision for bonuses, which outweighed an increase of ¥2,233 million in advances received, each compared to the end of the previous fiscal year.

Non-current liabilities were ¥978 million (an increase of ¥320 million from the end of the previous fiscal year).

Net assets were ¥48,519 million (an increase of ¥529 million from the end of the previous fiscal year). This was mainly due to increases of ¥324 million in retained earnings mainly due to the recording of ¥1,198 million in profit attributable to owners of parent and ¥868 million of dividends paid, and ¥445 million in valuation difference on available-for-sale securities, which outweighed a decrease of ¥255 million in foreign currency translation adjustment, each compared to the end of the previous fiscal year.

As a result, the equity ratio at the end of the six months ended September 30, 2025 was 60.4%, and net assets per share were ¥2,176.17.

## (ii) Cash flows

At the end of the six months ended September 30, 2025, cash and cash equivalents were ¥17,150 million, an increase of ¥726 million (up 4.4%) from the end of the previous fiscal year.

The status and factors affecting the increase or decrease of each cash flow during the six months ended September 30, 2025 are as follows:

### Cash flows from operating activities

Net cash provided by operating activities for the six months ended September 30, 2025 was ¥1,984 million (compared to ¥1,223 million provided in the same period of the previous fiscal year), mainly due to the securing of ¥1,825 million in profit before income taxes (¥1,646 million in the same period of the previous fiscal year), a decrease of ¥10,066 million in accounts receivable - trade and contract assets, and an increase of ¥2,234 million in advances received, which offset a decrease of ¥10,421 million in trade payables, an increase of ¥930 million in advance payments to suppliers, and ¥559 million in income taxes paid.

### Cash flows from investing activities

Net cash used in investing activities for the six months ended September 30, 2025 was ¥229 million (compared to ¥108 million used in the same period of the previous fiscal year), mainly due to ¥199 million in proceeds from withdrawal of time deposits, which was offset by ¥308 million in purchase of property, plant and equipment, ¥74 million in purchase of intangible assets, and ¥82 million in payments for investments in capital of subsidiaries and associates.

### Cash flows from financing activities

Net cash used in financing activities for the six months ended September 30, 2025 was ¥882 million (compared to ¥1,400 million used in the same period of the previous fiscal year), mainly due to ¥864 million in dividends paid.

## (3) Explanation of consolidated earnings forecast and other forward-looking statements

At present, our consolidated earnings forecasts for the full year remain unchanged from those announced on May 16, 2025.

**2. Semi-annual consolidated financial statements and significant notes thereto****(1) Consolidated balance sheets**

(Millions of yen)

	As of March 31, 2025	As of September 30, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	16,723	17,250
Notes and accounts receivable - trade, and contract assets	36,663	26,239
Electronically recorded monetary claims - operating	7,497	7,702
Merchandise and finished goods	8,422	8,137
Raw materials and supplies	6	0
Other	2,711	3,272
Allowance for doubtful accounts	(14)	(5)
Total current assets	72,011	62,596
Non-current assets		
Property, plant and equipment	8,538	8,674
Intangible assets		
Goodwill	1,630	1,522
Other	1,540	1,435
Total intangible assets	3,170	2,958
Investments and other assets		
Investment securities	4,358	5,094
Other	1,036	1,000
Allowance for doubtful accounts	(33)	(33)
Total investments and other assets	5,361	6,061
Total non-current assets	17,070	17,693
<b>Total assets</b>	<b>89,081</b>	<b>80,290</b>



(Millions of yen)

	As of March 31, 2025	As of September 30, 2025
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	27,968	19,001
Electronically recorded obligations - operating	6,298	4,685
Income taxes payable	630	577
Provision for bonuses	864	609
Provision for bonuses for directors (and other officers)	142	51
Other	4,530	5,867
Total current liabilities	40,434	30,792
Non-current liabilities		
Provisions	26	28
Retirement benefit liability	277	293
Other	353	655
Total non-current liabilities	657	978
Total liabilities	41,092	31,771
<b>Net assets</b>		
Shareholders' equity		
Share capital	5,576	5,576
Capital surplus	5,355	5,355
Retained earnings	34,688	35,012
Treasury shares	(312)	(291)
Total shareholders' equity	45,308	45,653
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,315	1,760
Revaluation reserve for land	373	373
Foreign currency translation adjustment	955	700
Remeasurements of defined benefit plans	36	31
Total accumulated other comprehensive income	2,681	2,866
Non-controlling interests	—	—
Total net assets	47,989	48,519
Total liabilities and net assets	89,081	80,290

**(2) Consolidated statements of income (cumulative) and consolidated statements of comprehensive income (cumulative)****Consolidated statements of income (cumulative)**

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Net sales	51,812	61,657
Cost of sales	43,903	53,098
Gross profit	7,908	8,559
Selling, general and administrative expenses	6,391	6,883
Operating profit	1,516	1,676
Non-operating income		
Interest income	41	12
Dividend income	48	67
Purchase discounts	12	35
Other	49	58
Total non-operating income	152	172
Non-operating expenses		
Interest expenses	9	8
Foreign exchange losses	125	26
Other	3	6
Total non-operating expenses	138	41
Ordinary profit	1,530	1,807
Extraordinary income		
Gain on sale of investment securities	67	17
Gain on sale of shares of subsidiaries and associates	51	–
Total extraordinary income	119	17
Extraordinary losses		
Loss on retirement of non-current assets	2	0
Total extraordinary losses	2	0
Profit before income taxes	1,646	1,825
Income taxes - current	411	523
Income taxes - deferred	338	103
Total income taxes	750	626
Profit	896	1,198
Profit attributable to non-controlling interests	5	–
Profit attributable to owners of parent	891	1,198

**Consolidated statements of comprehensive income (cumulative)**

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Profit	896	1,198
Other comprehensive income		
Valuation difference on available-for-sale securities	(206)	445
Foreign currency translation adjustment	437	(255)
Remeasurements of defined benefit plans, net of tax	(45)	(4)
Total other comprehensive income	184	184
Comprehensive income	1,080	1,383
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,075	1,383
Comprehensive income attributable to non-controlling interests	5	—

**(3) Consolidated statements of cash flows**

(Millions of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
<b>Cash flows from operating activities</b>		
Profit before income taxes	1,646	1,825
Depreciation	177	333
Amortization of goodwill	83	107
Increase (decrease) in provision for bonuses	(790)	(254)
Interest and dividend income	(89)	(79)
Interest expenses	9	8
Decrease (increase) in accounts receivable - trade, and contract assets	6,858	10,066
Decrease (increase) in inventories	1,694	175
Increase (decrease) in trade payables	(8,282)	(10,421)
Loss (gain) on sale of investment securities	(67)	(17)
Loss (gain) on sale of shares of subsidiaries and associates	(51)	—
Other, net	631	729
Subtotal	1,820	2,472
Interest and dividends received	89	79
Interest paid	(9)	(8)
Income taxes paid	(676)	(559)
Net cash provided by (used in) operating activities	1,223	1,984
<b>Cash flows from investing activities</b>		
Proceeds from withdrawal of time deposits	50	199
Purchase of property, plant and equipment	(286)	(308)
Purchase of intangible assets	(73)	(74)
Purchase of investment securities	(9)	(11)
Payments for investments in capital of subsidiaries and associates	—	(82)
Proceeds from sale of investment securities	78	18
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	118	—
Other, net	15	28
Net cash provided by (used in) investing activities	(108)	(229)
<b>Cash flows from financing activities</b>		
Repayments of long-term borrowings	(702)	—
Dividends paid	(680)	(864)
Other, net	(16)	(18)
Net cash provided by (used in) financing activities	(1,400)	(882)
Effect of exchange rate change on cash and cash equivalents	237	(144)
Net increase (decrease) in cash and cash equivalents	(47)	726
Cash and cash equivalents at beginning of period	16,947	16,423
Cash and cash equivalents at end of period	16,900	17,150

**(4) Notes on semi-annual consolidated financial statements**

**Notes on premise of going concern**

Not applicable.

**Notes when there are significant changes in amounts of shareholders' equity**

Not applicable.

**Notes on segment information, etc.**

## Segment information

## I Six months ended September 30, 2024 (April 1, 2024 to September 30, 2024)

## 1. Information of net sales and profit (loss) for each reportable segment

(Millions of yen)

	Reportable segments				
	Factory Automation Systems business	Building Facilities business	Infrastructure business	Information & Communications Equipment business	Total
Net sales					
Net sales to external customers	22,973	5,364	9,709	13,764	51,812
Intersegment sales or transfers	132	81	10	40	264
Total	23,105	5,445	9,720	13,804	52,076
Segment profit (loss)	1,150	(65)	(256)	780	1,609

## 2. Differences between total reportable segment profit or loss amounts and the amounts recorded in the consolidated statements of income for the six months, and main items of the differences (matters relating to reconciliation)

(Millions of yen)

Profit	Amount
Total of reportable segments	1,609
Company-wide expenses (Note)	(78)
Ordinary profit in the consolidated statements of income for the six months	1,530

Note: Company-wide expenses mainly consist of general and administrative expenses as well as non-operating income (expenses) not attributable to any reportable segment.

## 3. Information on impairment losses on non-current assets or information on goodwill, etc., for each reportable segment

Not applicable.

## II Six months ended September 30, 2025 (April 1, 2025 to September 30, 2025)

## 1. Information of net sales and profit (loss) for each reportable segment

(Millions of yen)

	Reportable segments				
	Factory Automation Systems business	Building Facilities business	Infrastructure business	Information & Communications Equipment business	Total
Net sales					
Net sales to external customers	25,526	6,044	15,088	14,998	61,657
Intersegment sales or transfers	—	—	—	—	—
Total	25,526	6,044	15,088	14,998	61,657
Segment profit (loss)	928	(138)	(55)	988	1,721

## 2. Differences between total reportable segment profit or loss amounts and the amounts recorded in the consolidated statements of income for the six months, and main items of the differences (matters relating to reconciliation)

(Millions of yen)

Profit	Amount
Total of reportable segments	1,721
Company-wide expenses (Note)	85
Ordinary profit in the consolidated statements of income for the six months	1,807

Note: Company-wide expenses mainly consist of general and administrative expenses as well as non-operating income (expenses) not attributable to any reportable segment.

## 3. Information on impairment losses on non-current assets or information on goodwill, etc., for each reportable segment

Not applicable.