

# Annual Report 2022

NISHIO RENT ALL CO., LTD. For the year ended September 30, 2022



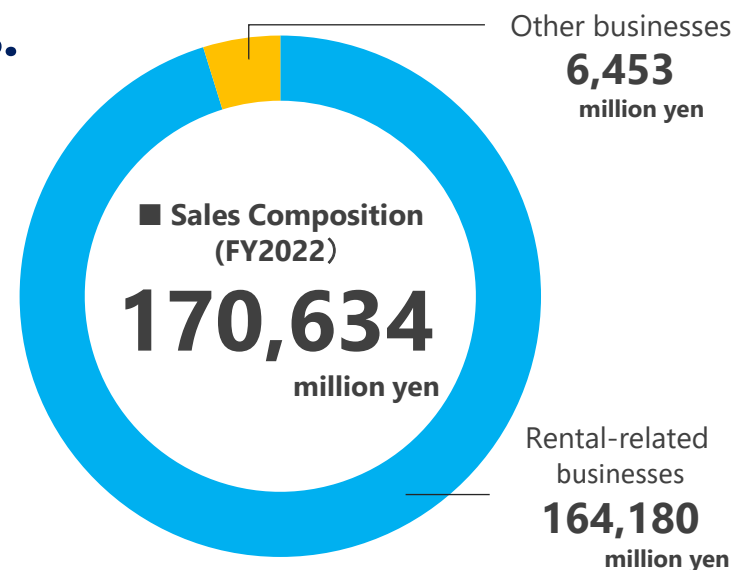
# We make effort to improve society as a pioneer of rental services for all fields.

## Editorial Policy

This annual report is a brief summary of our activities to improve corporate value in the medium to long term and is provided in the aim of facilitating better dialogue with our shareholders and investors.

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# History of Nishio Rent All

Total net sales: Non-consolidated up to 2001, consolidated from 2002

**Total net sales  
2022  
170.6 billion yen**

## 1959

- Establishment of company  
(Subcontracting plant for major electronics manufacturer)



○ Former Head Office building  
(as of 1965)

## 1965

- Began rental of road machinery (tire rollers)



○ Tire roller

## 1969

- Expanded sales offices nationwide in association with construction work related to the Expo, *shinkansen*, and expressways

## 1978

- Began rental of event-related products

## 1979

- Began rental of aerial work platform and tower cranes

## 1981

- Began franchise businesses

### Stock markets

#### 1990

Start of over-the-counter stock trading

#### 1993

Listed on Second Section of Osaka Securities Exchange

#### 2002

Designated on First Section of Osaka Securities Exchange

#### 2013

Listed on First Section of Tokyo Stock Exchange

#### 2022

Transition to Tokyo Prime Market

### Overseas expansion

#### 1992

Malaysia

#### 1995

Thailand

#### 2002

Singapore

#### 2011

China

#### 2012

Vietnam

#### 2016

Australia

### Promotion of DX

1994  
Unmanned construction

2000  
ICT construction

2008  
mobi-system

2019  
Automatic operation

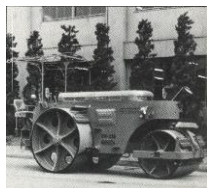
2021  
Online rentals

## Rental demand to compensate for shortages of machinery

Our company was established in 1959 as a subcontracting plant for a major electronics manufacturer, and in 1965 we began our current rental businesses with 16 road machines. In order to compensate for shortages of machinery caused by an increase in construction work related to the Expo as well as on *shinkansen*, expressways, and building projects, the demand for rental equipment increased, and our company expanded its sales offices nationwide from Osaka to Nagoya, Tokyo, and Hiroshima, achieving rapid growth.



○ Vibration roller



○ Macadam roller

## Rental demand for streamlining and improving efficiency

In the wake of the oil crisis, movements to streamline management operations in the construction industry proceeded, and rental businesses stepped into the spotlight.

In 1978, we began rentals of event-related products, and since then we have expanded the range of products we handle, including aerial work platform and tower cranes. Since 1992 we have been actively expanding overseas and diversifying our services by applying IT technologies such as unmanned construction, ICT construction, and our “mobi-system.”



○ First Rent All shop (events)



○ ICT construction

## Rental demand to create values

In addition to product rentals, our company also shares the various issues being faced by users and their perceptions of value, and will aim to develop rental systems based on our technical capabilities and expertise in construction machinery, telecommunication and measurement equipment, and events.

We will contribute to solving social issues and will achieve sustainable growth together with society, through operations such as our rentals of temporary structures, research and development of automatic and autonomous driving, and online rental services.



○ “Kibaco” small-scale wooden structure

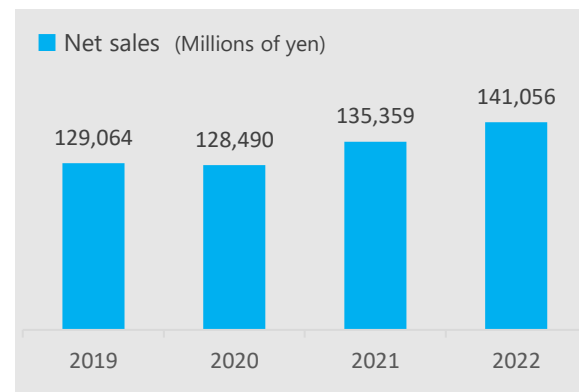


○ Online rental



## Domestic Construction Machinery

**Developing community-based rental services via a nationwide network**



### Business Description

We are a construction machinery rental service provider with 400 locations nationwide and provide a wide selection of rentals to all kinds of industries centered on civil and road engineering construction, building construction, and various events.

There are around 2,000 companies in the construction machinery rental industry in Japan, and the leading companies (operating in wide areas), including ourselves, account for more than a 20% share.

We target general builders in Japan and deal with users in various industries. For that reason, one characteristic of our business is that we have a large number of transactions with small and medium-sized companies, dealing with more than 20,000 companies a year.



### Expanding rental asset holdings

We procure rental products not only from Japan but also from overseas and roll these out to the Japanese market. We seek to own a large amount of assets because the amount of rental asset holdings is directly related to sales.

At the same time, we can only invest so much, therefore our policy is to keep our capital expenditures within the scope of EBITDA. If these expenditures are within the scope of EBITDA, there is no need to engage in excessive borrowing, so capital expenditures for rental assets can be increased if EBITDA increases.

### Promoting longer life through maintenance

On the operating side, we emphasize equipment maintenance. Our quality control and centralized management centers have contributed to longer equipment life. After an asset is fully depreciated, there is no longer any depreciation expense, and full rental income can be counted as profit. We can therefore generate more profit by continuing to use this equipment.

This is based on our management policy, “**Sow loss and reap gain**”: do prior investment, and we reduce the future burden and create a strong and agile company.



### Adopting IT early

We have established a department that specializes in communications equipment, and we are number one in the industry in terms of know-how related to ICT construction. Our adaptability is particularly advantageous when it comes to small and medium-scale construction work on the ground and in mountainous areas, because it requires creative ideas such as in combining equipment. We have also developed a rental asset management system and engage in centralized management via IC tags. Moreover, we are actively promoting efforts to expand the use of AI.



### Supporting environmental improvements to aim for construction DX

In the construction industry, initiatives for construction DX are accelerating to improve productivity through integrated management of site information using IT technology.

In addition to developing such applications, our company has strengths in being able to construct temporary Wi-Fi and communication environments, which are essential for the arrangement of infrastructure at work sites. We own a larger number of wireless LAN systems than our competitors and are intending to expand them further in the future.



## Our Advantage : Nishio's Construction ICT/i-Construction

We are participating in i-Construction, an initiative of the Ministry of Land, Infrastructure, Transport and Tourism to improve productivity at construction sites. We make full use of ICT in the construction process.



#### Technology Accumulated know-how

Nishio began full-scale work with ICT construction in 2000, ahead of our competitors. For that reason, we have more than 15 years of experience and have accumulated extensive know-how.



#### Human resources More than 200 experts

Our experts who have specialized knowledge of construction ICT are stationed all over Japan. We also have specialists in various fields that can address diverse customer needs.



#### Products Extensive lineup

We have machinery for ICT construction at our locations all over Japan. Leveraging communications technology, we propose the optimal machinery for each job site.

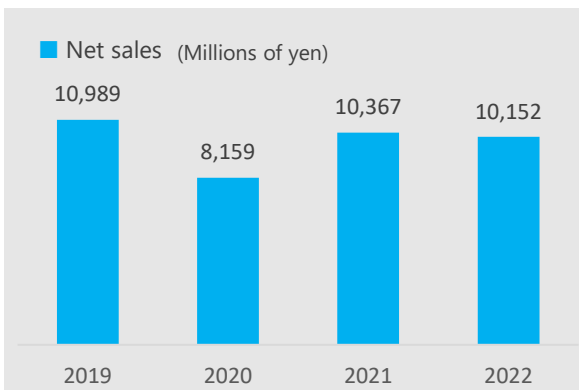




## Further enhancing spatial production and setting up full-scale operations overseas

### Business Description

While expanding our product lineup to meet various customer needs, we began general equipment rentals and construction services for events and exhibitions in 1978. We provide complete proposals that include plans and designs using video equipment. In 1981, we began franchising operations, and we currently have more than 50 locations and have grown to a scale of 10 billion yen in annual sales. We also carry children's playground equipment and attractions for amusement parks.



In response to the growing demand for video production at events such as e-sports competitions in recent years, we are proceeding to enhance our range of LED displays, video equipment, recording and photography equipment, and distribution systems. To differentiate ourselves from others, we have also introduced 4K broadcasting vehicles and are engaged in spatial production of entire events.

The use of large tents produced overseas is expanding for outdoor events, and even in other fields they have been applied at large-scale civil engineering work sites, for the temporary storage in Fukushima of its contaminated soil, and the storage of construction machinery. One of the biggest features is that they are expandable and can be used in snowy areas. As such, they provide the means for heavy machinery to operate under their cover regardless of weather conditions.

In the future, we aim to set up full-scale operations overseas in the events field leveraging these large tents.



### Support using integrated systems, extending from planning to installation and operation

In the events field, we consult with customers about events, carry out planning and design in accordance with event site conditions and customer requests, and offer proposals. We cooperate with construction and other companies at event sites to provide support using integrated systems extending from setup to operation.

Our strengths lie in our comprehensive ability to respond to a variety of issues such as weather conditions and measures against infectious diseases. This is made possible by the expertise we have developed in the past, our extensive lineup including products manufactured overseas, and collaboration with our Construction Machinery and Communications & Measurement Equipment Division.

### Contributing to the SDGs through the “power of temporary construction”

Our company has expanded its lineup of temporary structures for outdoor use to meet the needs of our times.

“Wooden Modules” are products that allow the construction of large temporary buildings with wooden materials, through a construction method that compensates for the disadvantages of wood by using iron and other metals. Since they use standardized wood materials, they can be expanded or reduced in size, relocated, or repurposed as warehouses or for other applications. They can provide flexible ways of responding to the changes of the times, and can assist in reducing manpower and shortening construction periods at work sites.

Wooden Modules have also been proposed for use at the 2025 Osaka Kansai Expo. In addition to matching the stance toward the SDGs set forth for the Expo, they have the advantages of being able to respond to conditions such as the soft ground in the Yumeshima district where it will be held, and the strong winds in its bay area. Our company hopes to achieve performance results from the Osaka Kansai Expo to develop this business into one of our company's pillars for the future.



“Trailer boxes” are products that can be moved on public roads after undergoing vehicle inspections, and since they are treated as vehicles, they do not require requests for construction permits. With a setup or removal time of 30 minutes, they can be set up anywhere in the country, so they are effective at reducing both time and costs. They have been used not only at event sites, but also in a wide range of applications such as for infection control measures and at construction sites.

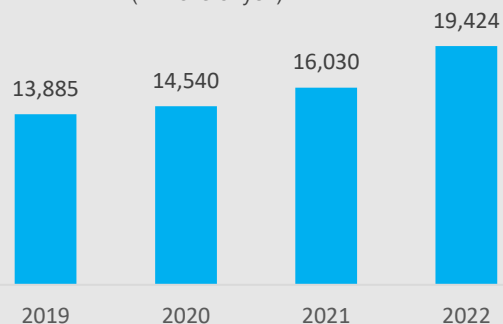
## Overseas Construction Machinery

### Expansion through tripolar cooperation between Japan, Southeast Asia, and Australia

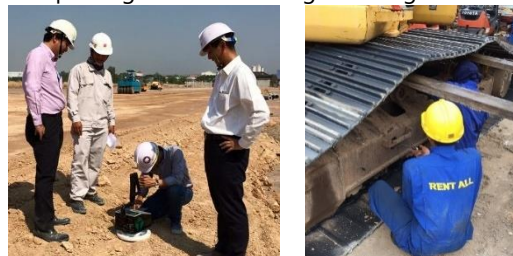
#### Business Description

As construction companies began to set up overseas operations in conjunction with ODA, and Japanese companies also began to expand their overseas presence, we joined this trend at an early stage and established a local subsidiary in Malaysia in 1992 and later expanded our locations in Southeast Asia to include Thailand, Singapore, Vietnam, and China, addressing rental demand in each of those countries. Local subsidiaries collaborate with each other

■ Net sales (Millions of yen)



through construction projects done by Japanese companies and local companies. These efforts enable renting civil and road engineering equipment and parts; procuring used equipment, and dispatching technicians on long-term assignments.



Since 2016, we have conducted M&As that have clearly defined our handled models and fields, and we have become the first company in the Japanese construction machinery rental industry to expand into the Australian market and conduct full-scale entry into the events field, with the aim of further expanding our overseas businesses.



#### Efficient asset management which leverages "market differences"

In the market of Australia, a region which we first entered in 2016, rental prices are higher than in Japan but laws and regulations make it difficult to use some models for a period of 10 years or longer. In Japan on the other hand, if maintenance is performed properly, machines which are over 10 years old are allowed to be used.

Focusing on this "market difference," our company introduced machinery consisting of new vehicles at Australian companies, and after their investment amount is recovered, relocate them to Japan to operate them for another 4 to 5 years.

This has the benefits of making consistent machine upgrades possible in Australia, and enabling the management of fully depreciated assets in Japan, thereby strengthening our price competitiveness.



#### Expanding overseas sales based on group collaboration

In 2019, we acquired UNITED POWER & RESOURCES PTE. LTD. (hereinafter referred to as "UPR"), a rental company of large power generators with headquarters in Singapore and subsidiaries in China, the Philippines and Indonesia.

UPR's best assets are its large generators used in various activities such as large-scale events and construction projects and used as an emergency power source for hospitals.

In terms of our construction machinery, we are expecting expansion in terms of sales as UPR collaborates with other subsidiaries in the Southeast Asia. We also gain a strong foothold in China's construction machinery rental market.



## Our aim is to be proactive and continually provide proposal-based rental services

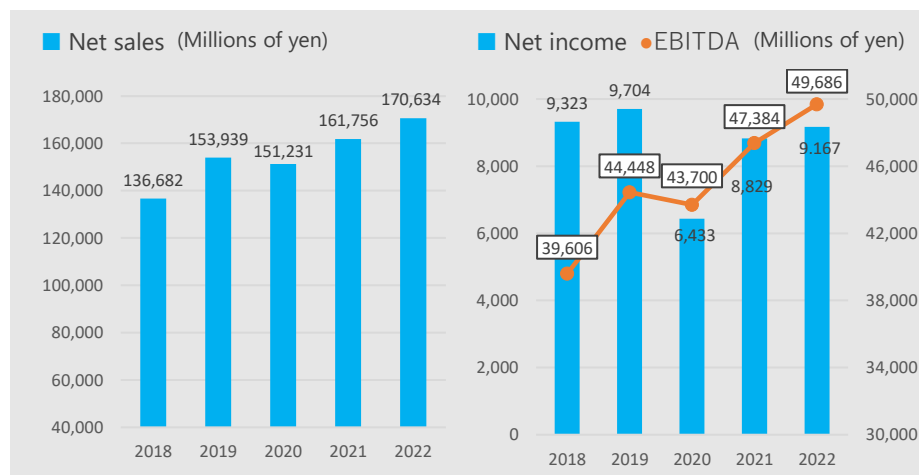


### Q. How do you evaluate the results for the year ended September 2022?

As a reaction to weak demand for redevelopment in the Tokyo metropolitan area in the previous year, site construction continued to proceed well, and construction work related to building construction and expressway renovation were carried out in various areas, allowing us to achieve a certain level of performance results. Although the event business is taking some time to recover, recent demand is steadily increasing with high expectations for the future. In addition, our overseas businesses have recovered significantly as a result of reactions to the strict lockdowns caused by COVID-19 and the success of economic measures in each country, as well as the effects of the weak yen.

### Q. What is your outlook for the fiscal year ending September 2023, the final year of your medium-term management plan?

For the fiscal year ending September 2023, we are predicting continued sales related to the redevelopment of the Tokyo metropolitan area, construction demand for logistics warehouses and plants in various locations, and expressway renovation work. We plan to increase net sales to 181.157 billion yen (106.2% compared to the previous year) but also are intending to make advance investments toward the demand associated with the Osaka Kansai Expo. Taking into account the resulting temporary depreciation expenses, we do not plan for profits to increase, with a plan for 15.271 billion yen in operating profits (102.6% compared to the previous year), 14.322 billion yen in ordinary profits (100.1% compared to the previous year), and 9.2 billion yen in net income attributable to owners of parent (100.4% compared to the previous year).





**Q. Tell us about your trends in capital investment and depreciation expenses.**

We invested 32.255 billion yen in rental assets in the fiscal year ended September 2022 and plan to invest 36.070 billion yen in the fiscal year ending September 2023.

Breaking down these figures, in addition to an advance investment of 1.2 billion yen for the Osaka Kansai Expo as mentioned previously, we are also planning to increase our rental assets in SACOS and the Kyushu area. We will focus on strengthening the Kyushu region as an urgent issue to be addressed.

**Q. What are the background and the targets of your change into a holding company, which will be implemented on April 1, 2023?**

Our past investments and M&A have allowed our Group to grow and become the largest in the industry due to the diversity of our business fields and the many types of products we handle.

Although we have been able to build business sustainability and earnings stability, we have also faced challenges in terms of overlapping investments and efficiency.

In addition, it is difficult to make decisions on the expansion or reduction of new businesses while executing business operations at the same time. The largest reason for our conversion into a holding company is that we have become aware of the issue of whether we can achieve sufficient results in the maturing construction machinery rental industry if we do not make improvements now.

In the future, we will need to improve efficiency by promoting the sharing of logistics and safety quality within the Group, and by organizing overlapping investments. We also believe we will need to take an active stance toward initiatives for new businesses and withdrawing from unprofitable businesses without delay.

**Q. What are your expectations of special demand for the Osaka Kansai Expo to be held in April 2025?**

Sales intended for the Osaka Kansai Expo are expected to total 6.08 billion yen by 2025, which includes 3.1 billion yen for events, 1.78 billion yen for wooden pavilions, and 1.2 billion yen for construction machinery.

Our Company is proposing small and medium sized wooden pavilions as pavilions for the Expo. Wooden pavilions are temporary structure that can create large spaces without pillars up to 40m. They can be dismantled and repurposed after use, so they are receiving high evaluations for their ability to contribute to the SDGs, the theme of the Expo. The fact that their foundation, construction work, and equipment installation can be completed in roughly six months will become their strengths for the Expo,

whose construction work is facing delays, so we are determined to win these orders.

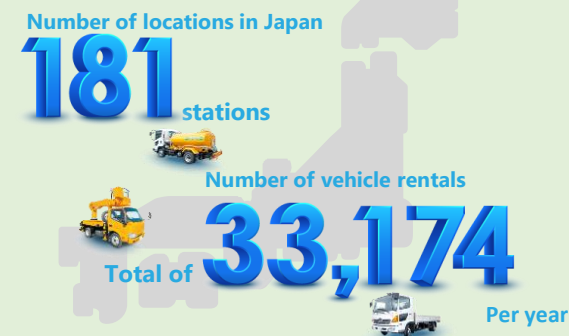


## Closeup

### What is a car sharing service for construction vehicle “mobi-system”?

As the cost of owning vehicles rises and evening/holiday work increases, demand for after-hours use of vehicles has grown, so in 2002, we began developing a car sharing system for construction vehicles. As of September 2022, we have 181 stations, and the number of vehicles going out has reached 33,174 annually. By 2023, we aim to have 300 stations.

In our car sharing business, we utilize a system where the keys for a rental vehicle can be taken out of a box upon authentication with an IC card. This allows us to offer automated rentals, which makes up for a shortage of workers, and we are currently applying this know-how to automated small equipment rentals.



- We are the only company in Japan offering car sharing for commercial vehicles
- The vehicles can be rented and returned 24/7, 365 days a year
- The rental process takes just 10 seconds

**Q . What are the initiatives of the Wooden Materials Logistics Center?**

In recent years, there has been an increase in equipment installation work at construction sites to add various types of added value to buildings, including refrigeration and communication functions. As a result, a wide variety of materials are transported to these sites, making it difficult to store and manage them. There is therefore a growing need to transport the materials to be used at sites to nearby locations first, repack them for each process, and then transport them to sites for work. In particular, because the strength of wooden materials which are stored changes with their moisture content, bases that can be constructed near work sites will be necessary.

Therefore, our Company plans to establish a Logistics Center specializing in wooden materials at our Sakishima base, which is adjacent to the Expo site, and conduct demonstration tests there. Since there are no transportation companies that have both expertise in transporting wooden materials and familiarity with the safety standards of general contractors, we are currently implementing initiatives to teach these safety standards to wooden material transportation companies.

Our Company plans to use the Expo to create a model for the Wooden Materials Logistics Center in Osaka, and to apply this model to Tokyo in the future. We are also thinking of attempting to use materials other than wood in certain cases.

Looking at the wooden materials industry from the perspective of rentals, we believe it has excellent, promising opportunities for business. First of all, we believe that the next issue is to develop construction logistics into a major field and expand it so it can grow to roughly the same scale as construction machinery rentals.

**Q . Please give us an explanation of your shareholder returns.**

As part of our medium-term management plan, we are committed to having a dividend payout ratio of 30% from the year ended September 2022 onward. We are planning for a level of 100 yen in the year ended September 2022 (divided payout ratio of 30.3%) , and also of 100 yen in the year ending September 2023 (divided payout ratio of 30.2%).





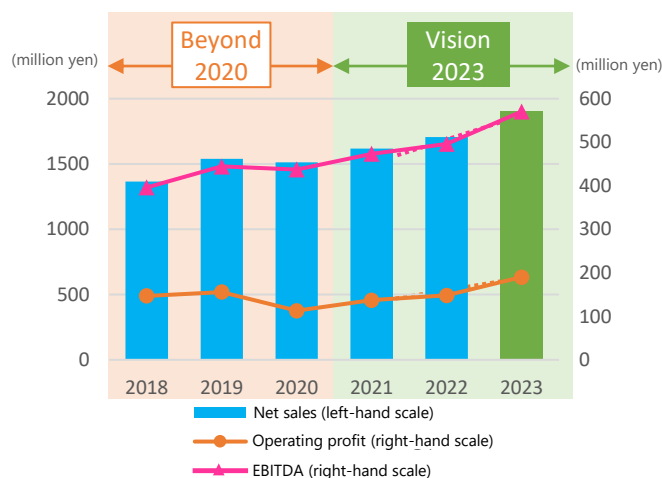
# Vision 2023

- Numerical targets for the year ending September 2023 -

Net sales  
**190,000**  
million yen

Operating  
profit  
**19,000**  
million yen

EBITDA  
**57,000**  
million yen



(Note) Our Company initially set the above performance targets in the "VISION 2023" Medium-Term Management Plan announced on November 10, 2020. However, in the Summary of Financial Results for the Fiscal Year Ended September 2022 announced on November 10, 2022, our earnings forecasts were revised to 181.1 billion yen in net sales, 15.2 billion yen in operating profits, and 52.9 billion yen in EBITDA.



## Basic Policy

1

### Growth strategy

Accelerate expansions of scale and improvements in quality

- 1 Continuation of investments to expand revenue base
- 2 Construction of new distribution networks
- 3 Efforts toward new sales channels
- 4 Application of global networks

2

### Contribution to SDGs

Contribute to SDGs through the evolution of rental businesses, and plan for sustainable growth

- 1 Progress of solutions
- 2 Power of temporary construction
- 3 Creation of innovation for the Osaka Kansai Expo

3

Balance high-level investments with increased returns to shareholders

- 1 Investment and financial strategy
- 2 Return to shareholders

## Objectives and Outline

The “Vision 2023” medium-term management plan was formulated with awareness of the issue that in our current era of material surpluses, the rental service, which was born in an era of material shortages, must now catch up to the shifts in thinking which have been made toward the concept of sharing.

As our next step, we aim to expand our earnings base starting with investments, and evolve into a company that will lead the era of the sharing economy by refining our rental business to solve various social issues. This will contribute not only to our company's sustainable growth but also the achievement of the SDGs.

## Growth strategy 1

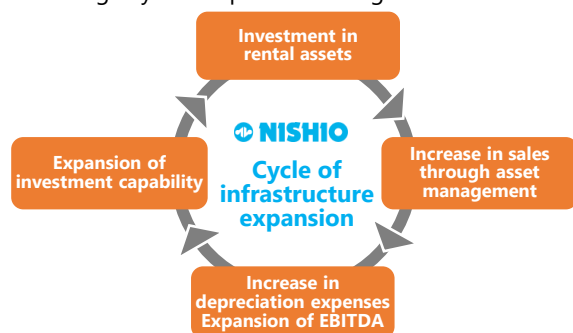
### Continuation of investments to expand revenue base

#### Plan for expansion with EBITDA as the most important indicator

Since past net sales are linked with EBITDA, we believe that the most important themes for rental companies are to continuously invest in rental assets, increase operating profit and depreciation expenses, and achieve sustainable EBITDA growth.

On the other hand, due to certain financial constraints, we will continue to invest in rental assets with EBITDA as the maximum limit, for a total investment of over 100 billion yen over 3 years, accelerating the expansion of our revenue base.

- ◆ Building a cycle of expansion starting with investment



## Growth strategy 2

### Construction of new distribution networks

#### Promote “logistics innovation”

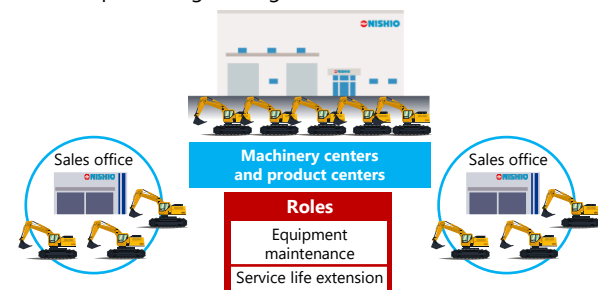
We consider our rental business to be part of the logistics industry, and we believe that thoroughly reviewing our distribution system will improve its profitability.

Currently, our company arranges, transports and repairs machinery at more than 200 locations. Since there is a limit to the quantity that can be stored at one sales office, if there is no stock at a sales office where an order is placed, there are cases where even if there are machines in stock at a more distant sales office, they are rented by nearby businesses in the same industry and provided to customers, or orders are cancelled and instead placed with other businesses in the same industry while those arrangements are underway.

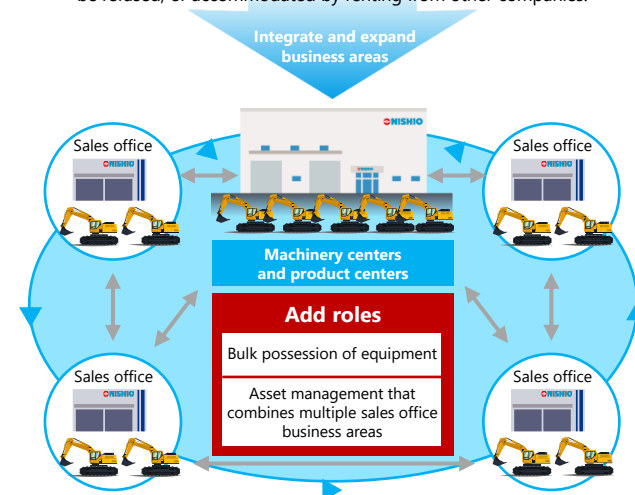
Therefore, we will strive to establish a system in which machines are centrally managed at machinery centers located in each area as much as possible, plans are made to extend the service life of machines, and regular transport services from machinery centers to sales offices are expanded. This will allow mechanisms to be constructed for quickly delivering machines when orders are received by sales offices, allowing the utilization rate of rental assets to be improved.



#### ◆ Conceptual Image of Logistics Network Reform



Even though rental assets may be owned within certain areas, if they are not available at each business office, there are cases in which orders may be refused, or accommodated by renting from other companies.



Establish expansive business areas with machinery centers and product centers as their starting points, and manage them in an integrated manner including rental assets allocated to sales offices.

EBITDA  
(Target)  
**57,000**  
million yen

Amount of  
investment in  
rental assets  
**35,000**  
million yen x 3 years

Rental asset reserves  
(Acquisition base) (Target)  
**380,000**  
million yen

(Note) In the Summary of Financial Results for the Fiscal Year Ended September 2022 announced on November 10, 2022, our earnings forecasts were revised to 52.9 billion yen in EBITDA and a rental asset investment amount of 36 billion yen.



## Growth strategy 3

### Efforts toward new sales channels

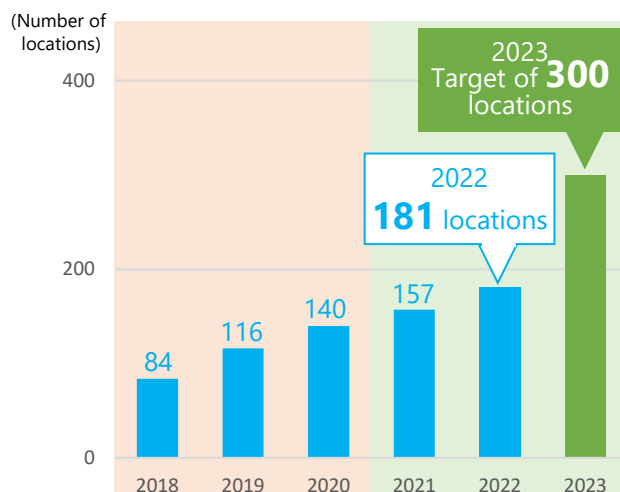
#### Apply logistics innovation also to IT-based sales channels

As the only service of its type in the industry, we have expanded our “mobi-system” car sharing service for construction vehicles to currently consist of 140 stations. In addition to offering rentals 24 hours a day, 365 days a year, mobi-system is a service that improves customer convenience since it has excellent locations such as near interchanges or in downtown areas.

In the future, we will expand its functionality to include features such as smartphone support, and will promote greater efficiency in vehicle dispatching and maintenance through logistics innovation, so that it can be developed into a pillar of our income.

We are also currently moving forward with the practical application of online rentals, and have started demonstration experiments at several sites in the Tokyo metropolitan and Kansai areas since July 2021.

- ◆ Number of “mobi-system” work vehicle car sharing locations



## Growth strategy 4

### Application of global networks

#### Maximize the value of rental assets by leveraging “market differences”

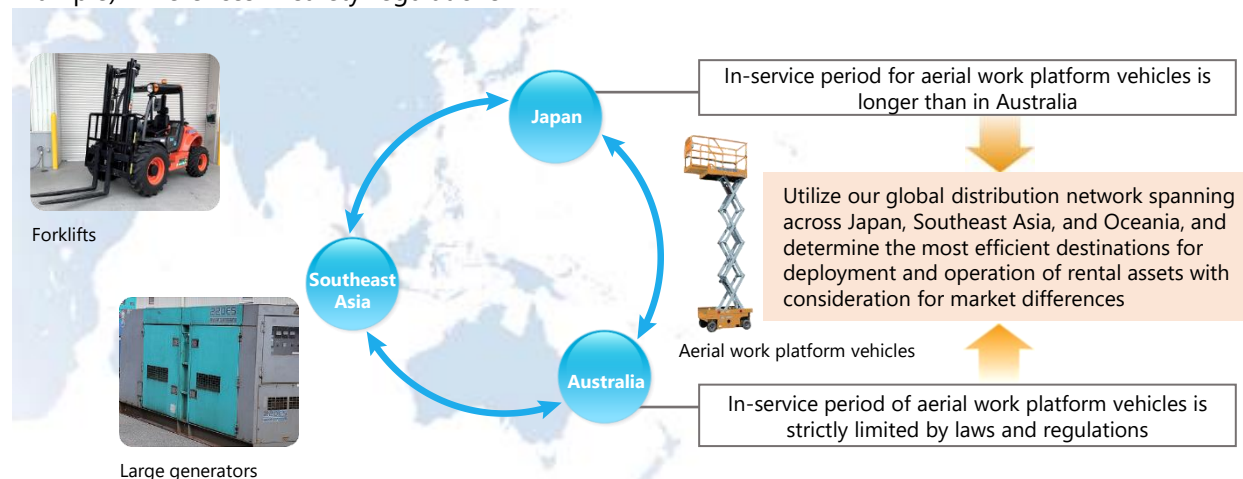
Overseas deployment by construction machinery rental companies involves many transactions with Japanese construction companies and is affected by the status of orders received by each company, so sustainability is a remaining issue.

Therefore, our group is utilizing the differences among the markets of Japan, Australia and Southeast Asia in efforts to maximize income that can be acquired from its overall assets.

Because individual countries have differences in matters such as ROI (return on rental asset investment) and in-service periods due to laws and regulations, we are increasing the efficiency of the Group as a whole by making arrangements for areas and timing which will provide higher income, and circulating rental assets.

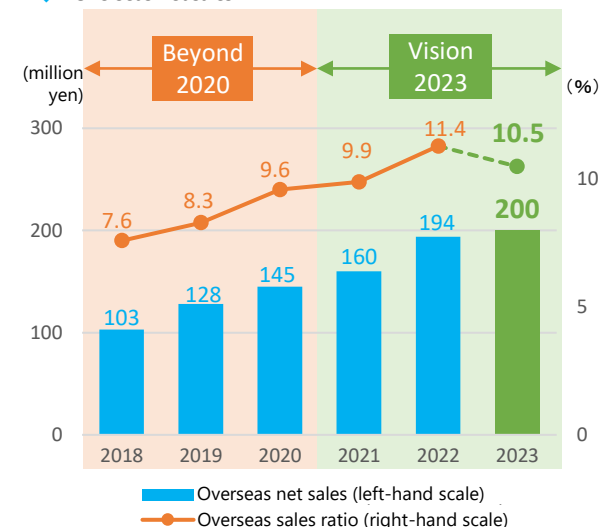
#### Example of Utilizing “Market Differences”

Example) Differences in safety regulations



In addition to conventional aerial work platform, we treat machinery such as forklifts and large power generators as key equipment. In 3 years, we aim to achieve overseas sales in the scope of 20 billion yen, including M&As.

#### ◆ Overseas net sales



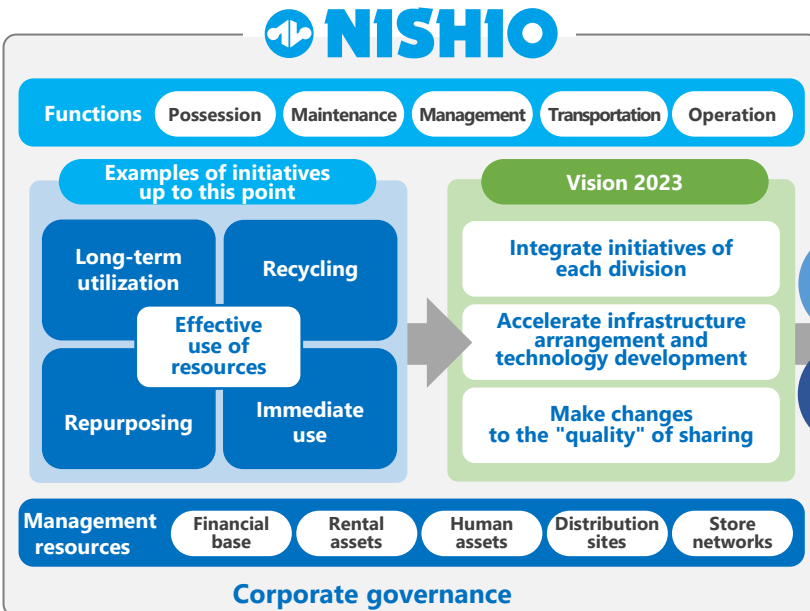
## Contribution to SDGs 1

### Progress of solutions

#### Building a cycle that can contribute to solving social issues and lead to sustainable growth

In addition to working to extend the life of machinery through centralized management at machinery centers, our company has taken steps to effectively utilize resources by fully using IT technologies to convert older types of construction machinery to ICT, and providing users with equipment management systems we have developed ourselves.

Based on the technological skills and expertise we have cultivated up to this point in the fields of construction machinery, telecommunication and measurement equipment, and events, we will further integrate and develop solutions that can contribute to solving social issues. At the same time, we will accelerate research and development, promote co-creation with start-up companies and other external partners, and build a cycle together with society which can lead to sustainable growth.



## Contribution to SDGs 2

### Power of temporary construction

#### "Power of temporary construction" - MIDORI Office -

In recent years, public facilities, parks, arenas and other locations have changed from being used only for a single purpose to having diverse and flexible methods of use.

In addition to having great expertise in providing temporary communication and Wi-Fi environments at construction sites, our company has provided tents and temporary viewing seats at event sites, building up our "power of temporary construction."

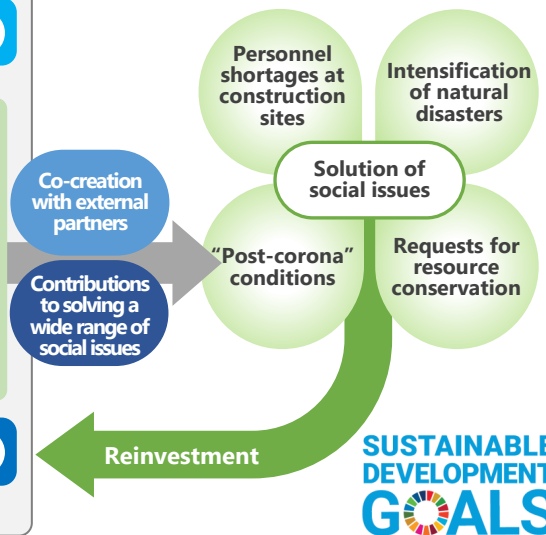
As a future proposal for public spaces, we believe that during facility construction, it will be possible to operate more flexibly and at lower cost by having only the minimum equipment necessary be arranged, and then having other required items such as viewing seats or furnishings be provided through rentals by our company or sharing.



Based on our "power of temporary construction," we relocated part of our Head Office to the Umekita Redevelopment Area in October 2020 and conducted the "MIDORI Office" demonstration experiment which also included BCP measures.

Furthermore, in February 2021 we held a large-scale vaccination site demonstration in the Sakishima area of Osaka using large tents.

Both events received great response from local governments and other involved parties, and were opportunities for us to once again feel that our company's initiatives are contributing to the solution of social issues and the achievement of the SDGs.





## Contribution to SDGs 3

### For the Osaka Kansai Expo

#### Spreading the “power of temporary construction” across the world

As a company whose origins are in the Kansai region, we will make proposals for the “power of temporary construction” at the Osaka Kansai Expo to be held in 2025, and we hope to contribute in terms of “sustainability,” the theme of the Expo.

By applying our “Wooden Modules,” which are large-scale temporary structures that can be used for long periods of time, we will make proposals for setting up event sites that are inexpensive and do not place burdens on the environment. Our Wooden Modules are easy to relocate, expand, and remove, and after the Expo has ended, they can be repurposed toward municipal multipurpose gymnasiums, warehouses, or factory buildings which are deteriorating with age, allowing them to flexibly accommodate local population trends and changes in the environment.

**Rental materials that can overturn the existing image of wooden construction as being highly flammable and impossible to use for large-scale buildings**

#### Conceptual Image of Application



**Place focus as main products showing the “power of temporary construction,” along with existing tents**

**Disassemble and repurpose after conclusion**

Gymnasium



Warehouse



Factory building



## Contribution to SDGs 4

### Creation of innovation

#### Advancing our rental business with the “Sakishima R&D International Exchange Center”

We are planning to open the Sakishima R&D International Exchange Center in Osaka’s Sakishima area as a facility to further develop our rental business.

Here, we will improve the “quality” of our rental services by refining sharing solutions through demonstration tests of our Wooden Modules, and research and development in AI, IoT, and automated driving. We will also promote open innovation in cooperation with industry, government, academia, and startup companies, and aim for sustainable growth by solving various social issues.

## Investment and financial strategy

In “Vision 2023” we will continue to make high-level capital investments and accelerate the creation of a foundation for our future.

We plan to make investments in rental assets at the same level as “Beyond 2020” and will also actively engage in the expansion of machinery centers to promote logistics innovation, investment in research and development, and M&A investments including investment and funding in start-up companies. We expect interest-bearing debt to temporarily rise in “Vision 2023” due to increased investment in the expansion of machinery centers.

Amount of investment in rental assets

**35,000 million yen**  
x 3 years

Amount of investment in corporate assets

**12,000 million yen**  
x 3 years

Amount of M&A investments

**12,000 million yen**

### Return to shareholders

As announced in the previous medium-term management plan “Beyond 2020,” from the fiscal year ending September 2022 onward, we intend to proceed with a dividend payout ratio of 30% as a return to shareholders. In addition, although returns to shareholders will mainly be provided as dividends, we will also consider the acquisition and cancellation of treasury stock in accordance with stock prices and other conditions.

# By evolving our rental business and solving various social issues, we will promote sustainable growth while contributing to the SDGs.

Our rental business is a service that can lead to measures for social and environmental sustainability such as environmental considerations and resource conservation by reusing limited resources. Our Company will contribute to the SDGs through our rental business, as we achieve sustainable growth by evolving the rental business and solving various social issues.

## Contributing to the creation of a recycling-oriented society

### Long-term use, recycling, and diversion of resources

We strive to ensure quality through measures such as establishing machine centers to centrally manage large machines and maintenance-intensive small items, and introducing our own independent quality control system. We also manage machines using IC tags, keep data records of the maintenance of machines as well as stock management, and perform proper repairs and maintenance at the most appropriate times. As a result, the average length of shared use of our machines was 15 years, which is an increase of about 3 years over the past decade.

In addition, we also reuse resources by attaching equipment such as GPS antennas and PCs to older models of construction machinery, to utilize them as equipment that can be applied to unmanned construction and ICT construction.

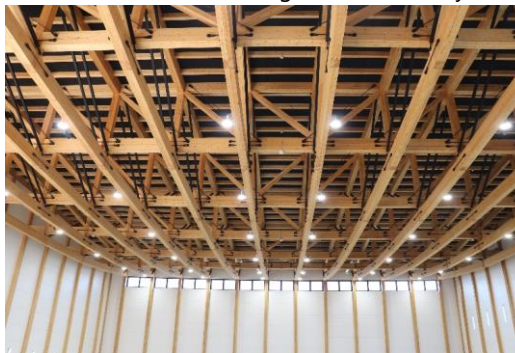
Furthermore, we carry out efforts for reuse that go beyond sectors, countries, and companies, such as utilizing large tents from event venues as storage areas for materials on construction sites, applying aerial work machines previously used by subsidiaries in Australia for use once again by subsidiaries in Japan and Southeast Asia, and introducing product management systems with IC tags to users for shared application.

## Support for the development of the wooden materials industry with rentals

Our Company is focusing on “Wooden Modules,” wooden temporary structures which can be dismantled and repurposed after use making them able to contribute to the Sustainable Development Goals (SDGs). However, we believe that there are also certain parts of issues being faced by the wooden materials industry which can be resolved specifically by a rental company.

An expansion in the production capacity of the CLT materials used in Wooden Modules has been indicated by the national government, but CLT production plants are facing issues including burdens of cost and labor due to low distribution volume and a lack of progress in standardization.

In response, our Company has been working to encourage the standardization of wooden materials. Together with a company in Akita Prefecture, we have established a wooden materials plant and are planning to execute initiatives in the spring of 2023 for rentals of all of its buildings and machinery.



\*CLT materials: Wood-based materials formed by laminating and bonding sawn board materials so that their fiber orientations are perpendicular to each other. They have high strength and are able to eliminate defects of wood materials such as warping and cracking.

In addition, to leverage the characteristics of owning and managing rental business assets, the CLT production plant will produce standardized wooden materials in fixed amounts on a regular basis, which will be purchased and stocked by our Company as a rental company. This is expected to stabilize the management of the production plant and expand its distribution volume, which will support the self-reliance of the forestry and wooden materials industries.

## Reduction of environmental impacts

### Environmentally-conscious product lineup

As part of our efforts to reduce environmental impacts, such as achieving carbon neutrality, we have introduced electric mini-backhoes and traveling erector blowers (tunneling machines), which are still rare in Japan. We are also working on measures to significantly reduce CO2 emissions and improve work site environments, such as by reducing noise, vibration, and waste heat.

In civil engineering-related work, such as the use of former sites of factories and treatment plants, soil and water pollution will be an issue. However, San Oh, which possesses advanced environmental purification technology, provides various types of treatment systems for materials such as contaminated soil, contaminated water, dredged contaminated sludge, and industrial waste, and is working toward the goal of achieving zero waste.



## Safety Initiatives

### Engaging in ongoing educational activities for safety

We engage in educational activities to raise awareness of safety, holding various safety workshops nationwide and regular safety conventions for partner companies (repair and transportation businesses).

We have also distributed our *Anzen-kun* magazine to customers and educational institutions free of charge since 1993 to contribute to improved awareness of safety throughout the construction industry.



### Development of on-site products and systems for safety measures

While proposing safety measures for dangerous construction sites, we have diversified our services and improved our technological capabilities through product and system development.

In the restoration work for the pyroclastic flow of Unzen Fugen-dake which occurred in 1993, we were involved together with construction companies in the development of unmanned construction systems and rentals of communications and other equipment, which was a starting point for us to develop services that utilize IT technology.

In the past, sensors and cameras were used in the development of systems to prevent collisions of heavy equipment and to execute emergency stops. Recently, however, services have evolved to meet the needs of the times, such as by applying clouds and AI to record and automatically transmit data to LED information boards in a timely manner.

## Social contribution activities

### Initiatives for disaster recovery, and disaster prevention and mitigation

We have concluded disaster agreements with local governments and companies across the country to quickly and properly provide evacuation centers, as well as materials and equipment necessary for recovery and reconstruction efforts, in the event of natural disasters, and to ensure smooth disaster response.

We also hold workshop-style disaster prevention events aimed at raising awareness of disaster prevention among local residents, and help create opportunities to think about disaster prevention from the perspective of “responding with what we have now,” which is a strength of ours as a rental company.



### Support activities for education, culture, and sports

With the opportunities provided by rentals to sports events and facilities, we offer support by initiatives such as hiring athletes and concluding sponsorship agreements with related associations and organizations.

Boccia player Takayuki Hirose, an employee of our Company and a Tokyo Paralympic medalist, usually focuses on competition as an athlete, but is also active as a spokesperson for our Company.

In addition, we are continuing to recruit female soccer players, who are becoming involved in technical affairs even while prioritizing practice and away games. We are supported not only by employees but also by local construction companies, and are working positively for interaction between our employees and sales activities closely tied to local areas.

## Closeup

### Advancing the arrangement of disaster prevention functions at the Sakishima R&D International Exchange Center

We intend for the scheduled-to-open Sakishima R&D International Exchange Center to be not only a base for research & development and industry-academia exchange, but also a facility equipped with disaster prevention functions.

In addition to stockpiling emergency supplies during normal conditions, our intention is that if a disaster occurs, it will provide temporary toilets and trailers, and will function as a place to accept people who are unable to return home, primarily in its exhibition spaces.

In the past, we have concluded disaster management agreements with local governments throughout Japan, the Self-Defense Force, and corporations, and when disasters occurred we have

made dedicated efforts to provide equipment such as power generators and water supply vehicles at evacuation shelters, and civil engineering machinery and aerial work platform vehicles at disaster recovery sites. In the future as well, we will utilize our company's bases so that we can make contributions to local communities.





## Status of Corporate Governance

### Basic Policy

We consider all our stakeholders, including shareholders, customers, trading partners, and employees, to be equally important. To increase corporate value for all stakeholders, we are working to strengthen our corporate governance.

Those in management (directors) are positioned as individuals in fiduciary relationships with the company. Management designs bodies capable of making swift decisions with responsibility. Our management also has a duty of loyalty to the company. We are especially careful with matters related to self-dealing by management (such as selection and evaluation of executive officers, compensation, and related party transactions).

We are a company with an audit and supervisory board. This is based on the thinking above and is in the aim of ensuring simple, highly efficient management by clarifying where management responsibility rests.

Furthermore, we also implement the measures below to ensure sound and effective governance.

- Outside directors are appointed at the general meeting of shareholders as a body to ensure the appropriateness of management oversight and business execution. Additionally, audit and supervisory board members are appointed at the general meeting of shareholders as a body to ensure compliance in account auditing and business execution. Experts with highly specialized knowledge are appointed as outside audit and supervisory board members at the general meeting of shareholders.
- Important management policies and guidelines are disclosed in a timely manner in business and securities reports.

### ◆Directors

Number of members of board of directors as set forth in articles of incorporation	15	Status of appointment of outside directors	Appointed
Term of office of directors as set forth in articles of incorporation	2 years	Number of outside directors	2
Chair of board of directors	President	Number of outside directors designated as independent directors	2
Number of directors	11		

### Reason for selection of current corporate governance structure

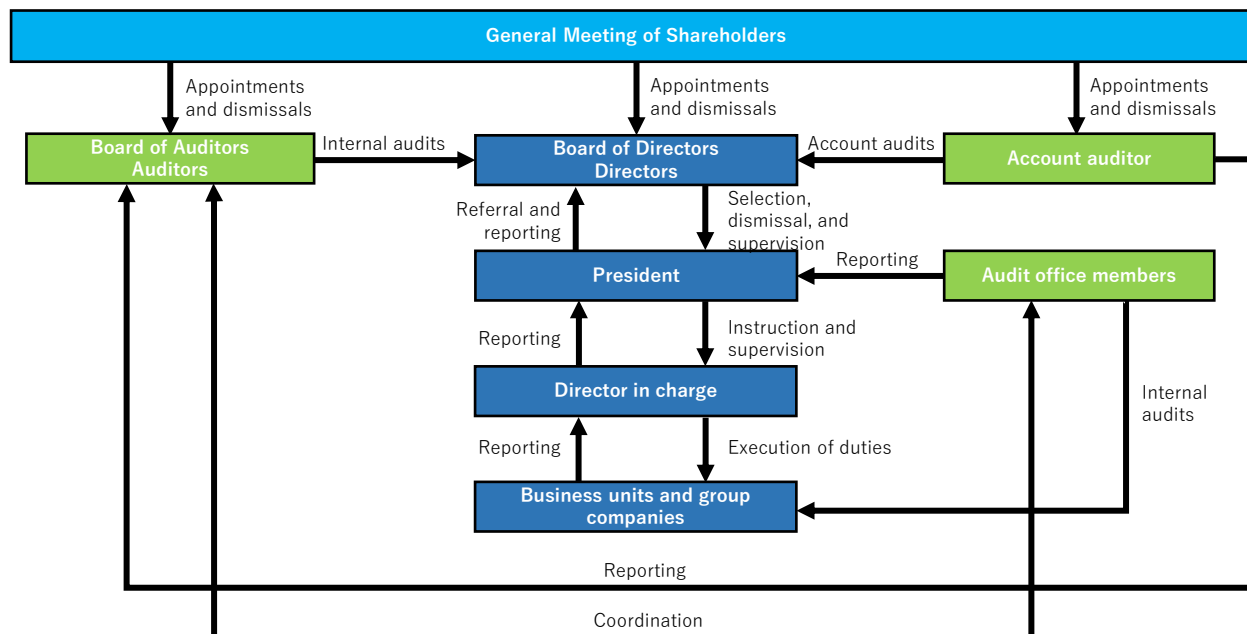
We have appointed specialists and academic experts familiar with corporate management as outside directors, and constructed functions for outside directors to provide opinions on management policies and plans, supervise management and ensure the appropriateness of business execution based on their specialized knowledge and experience from an objective and independent standpoint.

The three members of the audit and supervisory board, including two outside members, audit the performance of director duties and observance of the law and articles of incorporation in management decisions by the board of directors. They also coordinate with the account auditor to conduct audits that ensure financial statements are properly prepared.

Additionally, the statutory auditor reviews important approval documents and regularly shares information with the company president to audit the management decision-making process and execution of business. From an objective and independent standpoint, outside auditors ensure compliance in performance of duties by providing their opinions based on their specialized knowledge and experience.

We believe that all of this enables us to maintain compliance in business execution and management audit and supervisory functions. At the same time, our inside directors respect the opinions of the above-mentioned outside directors and auditors at meetings of the board of directors and reflect them in management decisions in the areas in which they are in charge. As such, we have ensured objectiveness and neutrality in management oversight.

### ◆Our corporate governance structure, including our internal control system



## Members of the Board of Directors and the Audit & Supervisory Board

(As of December 20, 2022)

### President

Head of Rent-all business section

#### Masashi Nishio

January 1987      Joined Nishio Rent All Co., LTD.  
 December 1988      Appointed director  
 June 1994      Appointed President

### Executive Managing Director

Head of Construction machinery section  
(East Japan and Overseas Business)

#### Yoshihiro Tonomura

March 1978      Joined Nishio Rent All Co., LTD.  
 December 1997      Appointed director  
 December 2011      Appointed Executive Managing Director

### Director

Branch manager of Chubu branch office

#### Masayoshi Hamada

April 1982      Joined Nishio Rent All Co., LTD.  
 December 2009      Appointed director

### Director

Branch Manager of Kansai Branch office, General Manager of Kansai  
Construction Facilities Sales Dept. and Kansai Equipment Support Dept.

#### Koji Hashimoto

April 1983      Joined Nishio Rent All Co., LTD.  
 December 2012      Appointed director

### Director

Division Manager of Telecommunication and Measurement  
Equipment Dept.

#### Takashi Kitayama

April 1984      Joined Nishio Rent All Co., LTD.  
 December 2012      Appointed director

### Director

Division Manager of Technical Dept.

#### Hiroaki Kamada

April 1981      Joined Nishio Rent All Co., LTD.  
 December 2014      Appointed director

### Director

Head of Administrative Divisions in Head

#### Kazuo Yotsumoto

April 1980      Joined Nishio Rent All Co., LTD.  
 December 2018      Appointed director

### Director

Branch Manager of Tokyo branch office

#### Koji Nakano

July 1986      Joined Nishio Rent All Co., LTD.  
 December 2020      Appointed director

### Director

Head of Construction machinery section (Chugoku and Shikoku area)

#### Koji Tanaka

April 1993      Joined Nishio Rent All Co., LTD.  
 December 2020      Appointed director

### Outside Director

#### Tetsumi Shimanaka

October 1995      Appointed president, Zehart Ltd.  
 December 2014      Appointed director

### Outside Director

#### Hiromi Nosaka

April 2010      Appointed professor,  
 Faculty of Economics, Kansai University  
 December 2020      Appointed director

### Audit and supervisory board members

#### Koichi Morita

April 1986      Joined Nishio Rent All Co., LTD.  
 December 2022      Appointed audit and supervisory  
 board member

### Outside Audit and supervisory board member

#### Yukou Sakaguchi

April 1995      Registered as attorney  
 (Osaka Bar Association)  
 April 2000      Appointed partner, Kyowa-sogo Law Office  
 December 2014      Appointed audit and supervisory  
 board member

### Outside Audit and supervisory board member

#### Shuji Abe

September 1977      Registered as certified public accountant  
 July 2010      Appointed representative partner, SORA  
 Tax Corporation  
 December 2015      Appointed audit and supervisory  
 board member

(Note) 1. The term of office of directors shall expire upon the closing of the Annual General Meeting of Shareholders for the last fiscal year ending within two (2) years after the 64th Annual General Meeting of Shareholders held on December 20, 2022.  
 2. The term of office of audit and supervisory board members shall expire upon the closing of the Annual General Meeting of Shareholders for the last fiscal year ending within four (4) years after the 63rd Annual General Meeting of Shareholders held on December 20, 2021.

(Millions of yen)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Consolidated statements of income</b>										
Net sales	92,294	104,094	111,405	115,937	123,538	136,682	153,939	151,231	161,756	170,634
Rental-related businesses	89,614	100,793	108,346	112,862	119,754	133,012	149,126	146,955	154,021	164,180
Other	2,680	3,300	3,058	3,074	3,784	3,670	4,813	4,275	7,734	6,453
Cost of sales	54,617	60,019	64,862	68,385	73,883	79,963	91,819	90,772	97,123	102,385
Selling, general and administrative expenses	28,394	30,041	33,588	35,746	38,533	41,948	46,459	49,087	50,917	53,364
Operating profit	9,282	14,033	12,954	11,805	11,121	14,770	15,659	11,371	13,714	14,884
Rental-related businesses	8,975	13,798	12,667	11,527	10,863	14,442	14,867	10,968	12,926	14,221
Other	232	200	230	264	180	269	750	398	663	593
Ordinary profit	9,675	14,334	12,715	11,292	11,017	14,489	15,027	11,019	13,450	14,301
Profit attributable to owners of parent	5,426	8,881	7,561	6,920	7,171	9,323	9,704	6,433	8,829	9,167
<b>Consolidated balance sheets</b>										
Total assets	120,006	137,987	144,771	150,630	159,413	188,224	214,944	224,734	248,933	261,699
Net assets	54,097	62,275	69,383	74,536	77,017	92,819	99,225	103,045	110,788	116,778
Interest-bearing debt ※ 1	36,301	40,075	41,022	40,029	41,649	48,074	63,241	73,537	87,850	93,831
<b>Capital expenditure / Depreciation</b>										
Capital expenditure	23,346	25,225	30,505	28,554	29,630	39,371	48,334	45,124	39,509	41,551
Depreciation ※ 2	17,029	17,826	20,731	23,163	24,980	24,836	28,788	32,329	33,670	34,802
<b>Key financial indicators</b>										
ROE	10.9%	15.8%	11.9%	10.0%	9.8%	11.4%	10.5%	6.6%	8.5%	8.3%
EBITDA	26,312	31,859	33,685	34,968	36,101	39,606	44,448	43,700	47,384	49,686
Equity ratio	43.5%	43.7%	46.2%	47.7%	46.4%	47.5%	44.6%	44.4%	43.1%	43.8%
Interest-bearing debt to monthly sales ratio	4.7	4.6	4.4	4.1	4.0	4.2	4.9	5.8	6.5	6.6
Cash and deposits to monthly sales ratio	2.7	3.3	2.8	2.3	2.1	2.5	2.5	2.7	3.5	3.4
<b>Per share information</b>										
Earnings per share (yen)	203.02	332.28	282.88	258.90	275.79	346.03	347.00	231.86	318.18	330.31
Net assets per share (yen)	1,955.04	2,254.83	2,503.55	2,687.91	2,895.95	3,188.34	3,452.24	3,592.62	3,862.22	4,127.50
<b>Cash dividend</b>										
Annual dividends (yen)	30.00	50.00	50.00	57.00	57.00	70.00	70.00	77.00	85.00	100.00
Payout ratio	14.8%	15.0%	17.7%	22.0%	20.7%	20.2%	20.2%	33.2%	26.7%	30.3%

※ 1 Interest-bearing debt includes lease obligations and installment payable following the introduction of lease accounting.

※ 2 Starting from the fiscal year ended September 2018, the depreciation method has been changed from the declining-balance method to the straight-line method.



## Consolidated Balance Sheets

	As of September 30, 2021	(Millions of yen) <b>As of September 30, 2022</b>
<b>Assets</b>		
Current assets		
Cash and deposits	47,592	47,695
Notes and accounts receivable - trade	41,628	—
Notes and accounts receivable - trade, and contract assets	—	42,743
Investments in leases	24	19
Merchandise and finished goods	1,939	3,897
Work in process	1,568	897
Raw materials and supplies	1,372	1,467
Other	8,281	10,107
Allowance for doubtful accounts	(713)	(902)
Total current assets	101,693	105,927
Non-current assets		
Property, plant and equipment		
Assets for rent, net	79,707	82,229
Buildings and structures, net	12,735	13,225
Machinery, equipment and vehicles, net	2,220	2,265
Land	34,505	36,516
Leased assets, net	3,645	3,615
Construction in progress	1,768	5,205
Other, net	821	768
Total property, plant and equipment	135,403	143,825
Intangible assets		
Goodwill	2,018	1,614
Other	1,994	1,933
Total intangible assets	4,012	3,547
Investments and other assets		
Investment securities	2,015	2,148
Long-term loans receivable	212	12
Deferred tax assets	2,240	2,196
Other	3,666	4,356
Allowance for doubtful accounts	(310)	(314)
Total investments and other assets	7,823	8,399
Total non-current assets	147,240	155,771
<b>Total assets</b>	<b>248,933</b>	<b>261,699</b>

	As of September 30, 2021	(Millions of yen) <b>As of September 30, 2022</b>
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	21,308	22,465
Short-term borrowings	4,472	5,529
Current portion of long-term borrowings	7,235	8,951
Current portion of bonds payable	150	150
Lease liabilities	13,746	13,847
Income taxes payable	2,712	2,455
Provision for bonuses	2,316	2,419
Provision for bonuses for directors (and other officers)	139	143
Accounts payable - facilities	10,346	9,625
Other	10,810	10,713
Total current liabilities	73,239	76,301
Non-current liabilities		
Bonds payable	975	825
Long-term borrowings	32,162	36,835
Lease liabilities	29,024	27,580
Deferred tax liabilities	285	629
Provision for retirement benefits for directors (and other officers)	250	262
Retirement benefit liability	784	847
Asset retirement obligations	980	1,013
Other	444	624
Total non-current liabilities	64,906	68,619
<b>Total liabilities</b>	<b>138,145</b>	<b>144,921</b>
<b>Net assets</b>		
Shareholders' equity		
Share capital	8,100	8,100
Capital surplus	9,085	8,165
Retained earnings	91,704	98,512
Treasury shares	(1,907)	(1,903)
Total shareholders' equity	106,983	112,875
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	282	277
Deferred gains or losses on hedges	20	17
Foreign currency translation adjustment	(97)	1,386
Total accumulated other comprehensive income	205	1,681
Share acquisition rights	30	16
Non-controlling interests	3,569	2,204
Total net assets	110,788	116,778
<b>Total liabilities and net assets</b>	<b>248,933</b>	<b>261,699</b>

## Consolidated Statements of Income

(Millions of yen)

	Fiscal year ended September 30, 2021	Fiscal year ended September 30, 2022
Net sales		
Lease revenue	131,577	140,087
Net sales of merchandise and finished goods	30,178	30,547
Total net sales	161,756	170,634
Cost of sales		
Cost of lease revenue	77,149	82,860
Cost of merchandise and finished goods sold	19,974	19,525
Total cost of sales	97,123	102,385
Gross profit	64,632	68,248
Selling, general and administrative expenses		
Provision of allowance for doubtful accounts	174	193
Salaries and bonuses	19,782	20,328
Provision for bonuses	2,235	2,310
Provision for bonuses for directors (and other officers)	140	145
Retirement benefit expenses	560	640
Provision for retirement benefits for directors (and other officers)	33	35
Depreciation	3,128	3,391
Insurance expenses	3,174	2,935
Rent expenses	5,744	6,013
Amortization of goodwill	692	674
Other	15,251	16,694
Total selling, general and administrative expenses	50,917	53,364
Operating profit	13,714	14,884
Non-operating income		
Interest income	59	67
Dividend income	35	33
Insurance claim income	114	110
Foreign exchange gains	4	29
Gain on sale of scraps	84	87
Other	553	407
Total non-operating income	853	736
Non-operating expenses		
Interest expenses	990	1,061
Tender offer related expenses	—	140
Other	127	117
Total non-operating expenses	1,118	1,319

(Millions of yen)

	Fiscal year ended September 30, 2021	Fiscal year ended September 30, 2022
Ordinary profit	13,450	14,301
Extraordinary income		
Gain on sales of non-current assets	101	33
Gain on sales of investment securities	—	24
Total extraordinary income	101	58
Extraordinary losses		
Loss on sales and retirement of non-current assets	115	88
Total extraordinary losses	115	88
Profit before income taxes	13,436	14,271
Income taxes - current	4,376	4,594
Income taxes - deferred	(55)	337
Total income taxes	4,321	4,931
Profit	9,115	9,339
Profit attributable to non-controlling interests	286	171
Profit attributable to owners of parent	8,829	9,167

## Consolidated Statements of Comprehensive Income

(Millions of yen)

	Fiscal year ended September 30, 2021	Fiscal year ended September 30, 2022
Profit	9,115	9,339
Other comprehensive income		
Valuation difference on available-for-sale securities	44	(5)
Deferred gains or losses on hedges	36	(2)
Foreign currency translation adjustment	902	1,598
Total other comprehensive income	983	1,590
Comprehensive income	10,099	10,929
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	9,751	10,643
Comprehensive income attributable to non-controlling interests	347	285

## Consolidated Statements of Cash Flows

		(Millions of yen)
	Fiscal year ended September 30, 2021	Fiscal year ended September 30, 2022
Cash flows from operating activities		
Profit before income taxes	13,436	14,271
Depreciation	28,662	30,352
Amortization of goodwill	692	674
Increase (decrease) in allowance for doubtful accounts	53	113
Increase (decrease) in provision for bonuses	(69)	97
Increase (decrease) in provision for bonuses for directors (and other officers)	16	3
Increase (decrease) in retirement benefit liability	(84)	55
Increase (decrease) in provision for retirement benefits for directors (and other officers)	11	12
Interest and dividend income	(95)	(101)
Interest expenses	990	1,061
Loss (gain) on sale of investment securities	—	(24)
Loss (gain) on sales and retirement of non-current assets	13	54
Transfer cost from sales of assets for rent	599	737
Purchase of assets for lease	(15,939)	(16,887)
Decrease (increase) in trade receivables	(3,016)	(437)
Decrease (increase) in inventories	686	(1,089)
Increase (decrease) in trade payables	1,737	969
Other, net	(1,585)	(2,752)
Subtotal	26,109	27,110
Interest and dividends received	95	100
Interest paid	(1,108)	(1,037)
Income taxes paid	(3,497)	(4,852)
Net cash provided by (used in) operating activities	21,598	21,321
Cash flows from investing activities		
Payments into time deposits	(228)	(210)
Proceeds from withdrawal of time deposits	244	221
Decrease (increase) in short-term loans receivable	5	(110)
Purchase of property, plant and equipment	(3,569)	(8,300)
Proceeds from sales of property, plant and equipment	179	188
Purchase of intangible assets	(1,078)	(329)
Purchase of investment securities	(345)	(155)
Proceeds from sale of investment securities	19	44

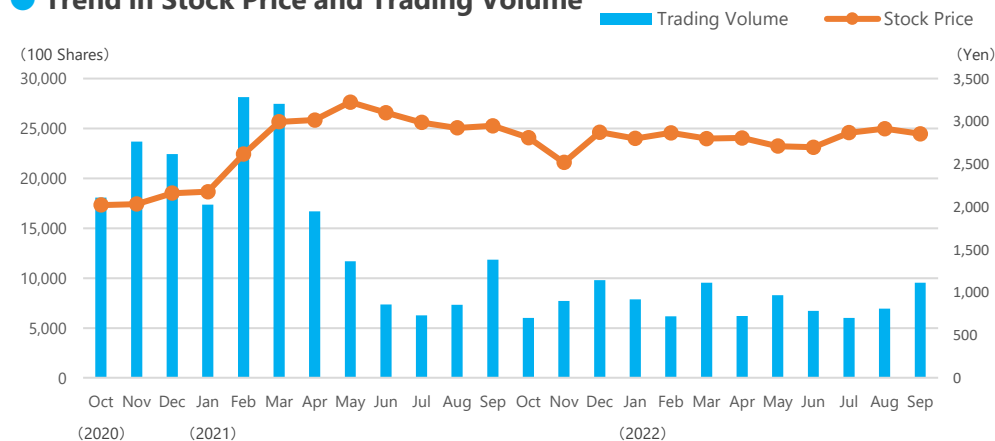
		(Millions of yen)
	Fiscal year ended September 30, 2021	Fiscal year ended September 30, 2022
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(9)	—
Purchase of shares of subsidiaries and associates	(663)	(15)
Long-term loan advances	(7)	(8)
Proceeds from collection of long-term loans receivable	8	13
Payments for leasehold and guarantee deposits	(227)	(608)
Proceeds from refund of leasehold and guarantee deposits	83	117
Other, net	—	0
Net cash provided by (used in) investing activities	(5,588)	(9,153)
Cash flows from financing activities		
Increase (decrease) in short-term borrowings	(14)	109
Proceeds from long-term borrowings	19,496	13,312
Repayments of long-term borrowings	(6,216)	(7,887)
Redemption of bonds	(271)	(150)
Repayments of lease liabilities	(12,556)	(12,983)
Repayments of installment payables	(27)	(33)
Dividends paid	(2,136)	(2,359)
Dividends paid to non-controlling interests	(118)	(84)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(141)	(1,985)
Other, net	10	(22)
Net cash provided by (used in) financing activities	(1,974)	(12,083)
Effect of exchange rate change on cash and cash equivalents	94	30
Net increase (decrease) in cash and cash equivalents	14,130	114
Cash and cash equivalents at beginning of period	33,240	47,370
Cash and cash equivalents at end of period	47,370	47,485



## Corporate Data

Established	October, 1959
Company Name	NISHIO RENT ALL CO., LTD.
President	Masashi Nishio
Head Office	1-11-17, Higashi-Shinsaibashi, Chuo-ku, Osaka 542-0083, Japan TEL: +81-6-6251-7302 FAX: +81-6-6252-0285
Locations	<ul style="list-style-type: none"> <li>Tokyo Branch Office 1-18-13 Sotokanda, Chiyoda-ku, Tokyo 101-0021, Japan TEL: +81-3-6262-9825 FAX: +81-3-6262-9907</li> <li>Chubu Branch Office 1-6-17 Nishiki, Naka-ku, Nagoya City, Aichi 460-0003, Japan TEL: +81-52-203-8240 FAX: +81-52-203-8242</li> <li>Kansai Branch Office 2-5-8 Minami-Senba, Chuo-ku, Osaka City, Osaka 542-0081, Japan TEL: +81-6-6263-1240 FAX: +81-6-6263-1600</li> <li>Telecommunication &amp; Measurement Equipment Dept 1-7-33 Kasuga, Suita City, Osaka 565-0853, Japan TEL: +81-6-7167-7733 FAX: +81-6-6386-5557</li> <li>Technical Dept 1-11-17 Higashi-Shinsaibashi, Chuo-ku, Osaka City, Osaka 542-0083, Japan TEL: +81-6-4704-0244 FAX: +81-6-4704-0253</li> <li>Rent All Business Dept 2-6-8 Shiginonishi, Joto-ku, Osaka City, Osaka 536-0014, Japan TEL: +81-6-4258-6240 FAX: +81-6-4258-6241</li> </ul>
Description of Main Business	General rental and related businesses

## Trend in Stock Price and Trading Volume



## Investor Information

(As of September 30, 2022)

### Share Information

Securities code	9699
Listed exchange	Prime Market of Tokyo Stock Exchange
Number of shares issued	28,391,464
Number of shares per unit	100
Number of shareholders of share units	4,392

### Major Shareholders

	Amount (Thousand)	% Holding
1 Nishio Trading YK	3,760	13.54
2 The Master Trust Bank of Japan, Ltd. (Trust)	3,008	10.83
3 The SFP Value Realization Master Fund Ltd.	1,948	7.02
4 Masashi Nishio	1,310	4.72
5 Nishio Rent All Employee Shareholding Association	1,224	4.41
6 Custody Bank of Japan, Ltd. (Trust)	976	3.51
7 Nishio Rent All Client Shareholding Association	896	3.23
8 Rent All Scholarship Foundation	840	3.02
9 Tomoko Hiura	705	2.54
10 The Chase Manhattan Bank, N. A. London Special Omnibus Secs Lending Account	594	2.14

Shareholding ratio is calculated after deducting 636,916 treasury shares.

### Shareholding

